

## **Section III**

### **Budget Detail – Town Government**

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# TOWN OF CONCORD – Town Government Accounts

**Mission Statement:**

The mission of the Town of Concord 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.

**FY10 Budget Highlights:**

- This budget represents a 5.75% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Capital outlay spending is proposed to decrease by 6.5%
- The projected tax levy increase is 5.03%, of which 0.96% is estimated from new construction.

***The Finance Committee's guideline for the total General Fund Budget is:***

**\$75,241,186**

**Personnel Discussion:**

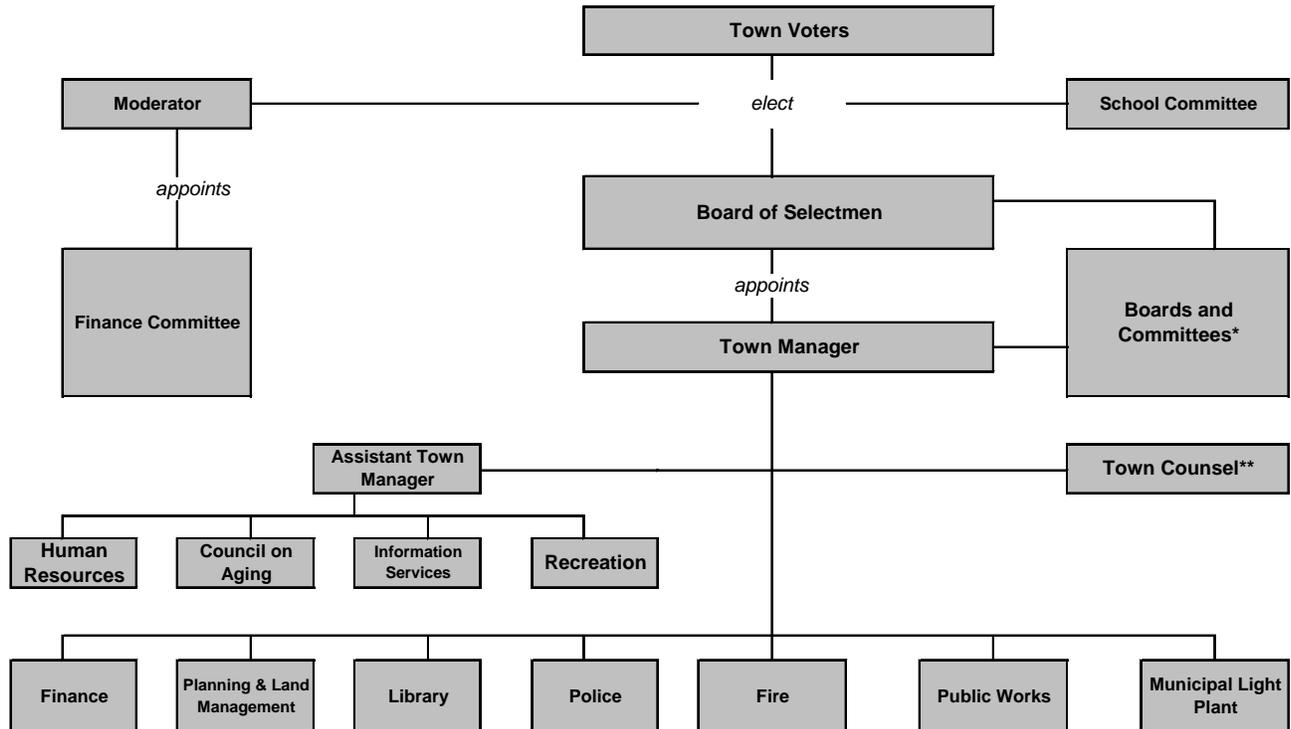
Total Town staffing represented in this budget (which does not include enterprise fund personnel) is projected to decrease from 238.08 Full-Time Equivalents (FTEs) as budgeted in FY09 to 236.68 FTEs in FY10.

The proposed FTE decrease is due to the elimination of various part-time, temporary, and internship positions.

Savings from these positions are partially offset by the addition or increase in hours of the following positions:

- The Human Resources Department is adding a part-time (18 hours per-week) Office Assistant to its roster (the cost of which is to be paid for by an increase in non-General Fund support of Department expenses);
- The Health Division is increasing hours for the Sealer of Weights and Measures (from 167 annually to 215).

It should also be noted that 1) the COA has increased its Mental Health Worker's hours solely with the use of State grants, and 2) the 0.12 FTE increase seen in CPW Administration is due to the reclassification of hours from Information Systems (which shows a corresponding *drop* in FTEs).



\* The Town Manager and/or the Selectmen appoint the various boards and committees.

\*\* The Town Counsel is appointed by the Town Manager with the approval of the Board of Selectmen.

## TOWN OF CONCORD – Town Government Accounts

Expenditure Detail				
	Previous Fiscal Years			FY10
	FY07 Actual	FY08 Actual	FY09 Budgeted	Town Manager's Proposed
General Government	\$ 2,019,615	\$ 1,864,768	\$ 2,510,485	\$ 2,604,771
Finance & Administration	2,030,987	1,854,513	2,231,161	2,251,412
Public Safety	6,729,968	6,725,169	7,473,371	7,303,772
Public Works	3,640,603	3,687,621	4,065,679	4,122,490
Human Services	2,261,947	3,540,945	3,828,544	3,802,575
Unclassified	1,454,832	1,018,277	1,657,619	2,872,144
Joint (Town & CPS)	12,187,072	12,722,098	14,628,621	15,331,286
Budget Total	<u>\$ 30,325,024</u>	<u>\$ 31,413,393</u>	<u>\$ 36,395,480</u>	<u>\$ 38,288,450</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 30,767,206	84.54%	\$ 31,953,132	83.45%	3.85%
Light Fund	824,974	2.27%	834,991	2.18%	1.21%
Water Fund	650,922	1.79%	630,340	1.65%	-3.16%
Sewer Fund	215,151	0.59%	209,974	0.55%	-2.41%
Swim and Fitness Center	172,386	0.47%	220,250	0.58%	27.77%
Solid Waste Disposal Fund	129,127	0.35%	117,881	0.31%	-8.71%
Parking Meter Fund	111,599	0.31%	111,329	0.29%	-0.24%
Recreation	1,482,892	4.07%	1,491,635	3.90%	0.59%
Cemetery	159,559	0.44%	163,787	0.43%	2.65%
Retirement	93,577	0.26%	102,721	0.27%	9.77%
Misc.	1,788,087	4.91%	2,452,410	6.41%	37.15%
Totals	<u>\$ 36,395,480</u>	100.00%	<u>\$ 38,288,450</u>	<u>100%</u>	5.20%

Full-Time Equivalents (FTEs) Summary				
Government Area	FY07	FY08	FY09	FY10
General Government	23.57	23.77	27.90	27.18
Finance & Administration	26.59	27.55	25.74	25.41
Public Safety	78.5	83	85.30	85.30
Public Works	38.05	38.42	39.55	39.15
Human Services	68.34	65.13	59.58	59.63
Total FTEs	<u>235.05</u>	<u>237.87</u>	<u>238.08</u>	<u>236.68</u>

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - GENERAL GOVERNMENT

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY09	FY10	FY09	FY10
1A Town Manager	475,722	472,031	306,181	301,977
1B Town Wide Building Maintenance	135,000	135,000	135,000	135,000
1C Human Resources	223,177	239,905	156,061	155,952
2 Legal Services	270,000	250,000	270,000	250,000
3A Elections	49,003	23,706	49,003	23,706
3B Registrars	13,267	12,694	10,677	10,062
4 Town Meetings & Reports	77,800	77,800	77,800	77,800
5A Planning	292,606	403,690	230,429	341,652
5B Board of Appeals	45,143	45,149	45,143	45,149
5C Natural Resources	229,277	233,207	185,956	191,141
5D Inspections	348,563	349,511	348,563	349,511
5E Health	286,935	291,083	219,999	223,732
6 141 Keyes Road	63,993	70,995	63,993	70,995
TOTAL	2,510,485	2,604,771	2,098,805	2,176,677

### FUNDING PLAN

	FY09	FY10	% Change
General Fund	\$ 2,098,805	\$ 2,176,677	3.7%
Light Fund	140,343	144,808	3.2%
Water Fund	137,724	140,061	1.7%
Sewer Fund	66,062	66,783	1.1%
Swim & Fitness Center	17,330	25,840	49.1%
Solid Waste Disposal Fund	5,135	5,340	4.0%
Parking Meter Fund	-	-	N/A
Recreation Fund	4,726	4,699	-0.6%
Cemetery Fund	-	-	N/A
Retirement	788	784	-0.5%
Miscellaneous	39,572	39,779	0.5%
TOTAL	\$ 2,510,486	\$ 2,604,771	3.8%

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - FINANCE & ADMINISTRATION

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY09	FY10	FY09	FY10
7 Finance Committee	1,275	3,100	1,275	3,100
8A Finance Administration	438,359	423,645	272,638	258,545
8B Treasurer-Collector	408,828	419,471	233,560	240,255
8C Town Accountant	314,042	330,066	124,333	124,638
8D Assessors	371,513	377,787	371,513	377,787
8E Town Clerk	201,083	206,434	201,083	206,434
9 Information Systems	387,359	382,252	355,300	349,089
10 Town House	108,702	108,657	93,897	93,857
TOTAL	2,231,161	2,251,412	1,653,599	1,653,705

### FUNDING PLAN

	FY09	FY10	% Change
General Fund	\$ 1,653,599	\$ 1,653,705	0.0%
Light Fund	166,511	168,831	1.4%
Water Fund	169,471	169,547	0.0%
Sewer Fund	48,100	48,080	0.0%
Swim & Fitness Center	15,256	29,442	93.0%
Solid Waste Disposal Fund	39,126	39,515	1.0%
Parking Meter Fund	40,041	39,772	-0.7%
Recreation Fund	-	-	N/A
Cemetery Fund	-	-	-
Retirement	88,190	91,937	4.2%
Miscellaneous	10,867	10,583	-2.6%
TOTAL	\$ 2,231,161	\$ 2,251,412	0.9%

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - PUBLIC SAFETY

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>		BUDGET		APPROPRIATION	
		<u>FY09</u>	<u>FY10</u>	<u>FY09</u>	<u>FY10</u>
11	Police Department	3,739,934	3,681,142	3,669,176	3,610,385
12	Fire Department	3,391,417	3,329,011	3,268,212	3,250,394
13	West Concord Fire Station	42,071	47,594	42,071	47,594
14	Police/Fire Station	266,514	215,064	266,514	215,064
15	Emergency Management	15,810	12,810	15,810	12,810
16	Dog Officer	<u>17,626</u>	<u>18,151</u>	<u>17,626</u>	<u>18,151</u>
	TOTAL	<u>7,473,371</u>	<u>7,303,772</u>	<u>7,279,409</u>	<u>7,154,398</u>

### FUNDING PLAN

		<u>FY08</u>	<u>FY09</u>	<u>% Change</u>
	General Fund	7,279,409	7,154,398	-1.7%
	Light Fund	-	-	-
	Water Fund	-	-	-
	Sewer Fund	-	-	-
	Swim & Fitness Center	-	-	-
	Solid Waste Disposal Fund	-	-	-
	Parking Meter Fund	70,757	70,757	0.0%
	Recreation Fund	-	-	-
	Cemetery Fund	-	-	-
	Retirement	-	-	-
	Miscellaneous	<u>123,205</u>	<u>78,617</u>	<u>-36.2%</u>
	TOTAL	<u>7,473,371</u>	<u>7,303,772</u>	<u>-2.3%</u>

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - PUBLIC WORKS

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY09</u>	<u>FY10</u>	<u>FY09</u>	<u>FY10</u>
17A Administration	300,146	305,319	146,317	146,060
17B Engineering	679,522	572,995	411,660	304,373
17C Highway Maintenance	1,106,950	1,108,429	1,079,710	1,083,487
17D Parks & Trees	599,693	637,435	516,351	544,733
17E Cemetery	223,933	230,440	64,374	66,653
18 Snow & Ice Removal	452,000	455,000	452,000	455,000
19 Street Lighting	63,000	64,500	62,660	64,120
20 DPW Equipment	278,000	278,000	278,000	278,000
21 Drainage Program	105,000	205,000	105,000	205,000
22 Sidewalk Management	90,000	100,000	90,000	100,000
23 133/135 Keyes Road	167,436	165,371	95,281	94,175
<b>TOTAL</b>	<u>4,065,679</u>	<u>4,122,490</u>	<u>3,301,353</u>	<u>3,341,601</u>

### FUNDING PLAN

	<u>FY09</u>	<u>FY10</u>	<u>% Change</u>
General Fund	3,301,353	3,341,601	1.2%
Light Fund	6,173	15,875	157.2%
Water Fund	202,190	202,434	0.1%
Sewer Fund	60,646	60,887	0.4%
Swim & Fitness Center	0	0	-
Solid Waste Disposal Fund	83,866	72,026	-14.1%
Parking Meter Fund	0	0	-
Recreation Fund	15,000	15,000	0.0%
Cemetery Fund	159,559	163,787	2.6%
Retirement	0	0	-
Miscellaneous	236,892	250,880	5.9%
<b>TOTAL</b>	<u>4,065,679</u>	<u>4,122,490</u>	<u>1.4%</u>

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - HUMAN SERVICES

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>		BUDGET		APPROPRIATION	
		<u>FY09</u>	<u>FY10</u>	<u>FY09</u>	<u>FY10</u>
24	Library	1,783,465	1,795,235	1,769,465	1,781,235
25	Recreation Administration	1,412,196	1,419,967	94,731	94,731
26	Hunt Recreation Center	163,418	105,208	130,718	75,508
27	Harvey Wheeler Com. Center	126,847	131,456	126,847	131,456
28	Council on Aging	260,004	264,184	219,997	229,177
29	Veterans Services & Benefits	30,335	31,668	30,335	31,668
30	Ceremonies & Celebrations	23,865	23,650	23,865	23,650
31	Visitors Center Restroom	28,414	31,207	28,414	31,207
	TOTAL	<u>3,828,544</u>	<u>3,802,575</u>	<u>2,424,372</u>	<u>2,398,632</u>

### FUNDING PLAN

		<u>FY09</u>	<u>FY10</u>	<u>% Change</u>
	General Fund	\$ 2,424,372	\$ 2,398,632	-1.1%
	Light Fund	-	-	-
	Water Fund	-	-	-
	Sewer Fund	-	-	-
	Swim & Fitness Center	-	-	-
	Solid Waste Disposal Fund	-	-	-
	Parking Meter Fund	-	-	-
	Recreation Fund	1,350,166	1,354,936	0.4%
	Cemetery Fund	-	-	-
	Retirement	-	-	-
	Miscellaneous	54,007	49,007	-9.3%
	TOTAL	<u>\$ 3,828,544</u>	<u>\$ 3,802,575</u>	-0.7%

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - UNCLASSIFIED

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY09</u>	<u>FY10</u>	<u>FY08</u>	<u>FY09</u>
32 Town Employee Benefits	72,000	72,000	72,000	72,000
33 Reserve Fund	225,000	225,000	225,000	225,000
34 Salary Reserve	50,475 *	550,000	50,475 *	550,000
35 Land Fund	0	15,000	0	15,000
36 Road Improvements	1,310,144	2,010,144	85,000	85,000
TOTAL	<u>1,657,619</u>	<u>2,872,144</u>	<u>432,475</u>	<u>947,000</u>
<p><b>* Original appropriation \$600,000; balance of \$549,525 transferred to other accounts as of 1/27/09.</b></p>				

### FUNDING PLAN

	<u>FY09</u>	<u>FY10</u>	<u>% Change</u>
General Fund	432,475	947,000	119.0%
Light Fund	-	-	-
Water Fund	-	-	-
Sewer Fund	-	-	-
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	-	-	-
Parking Meter Fund	-	-	-
Recreation Fund	-	-	-
Cemetery Fund	-	-	-
Retirement	-	-	-
Miscellaneous	1,225,144	1,925,144	57.1%
TOTAL	<u>1,657,619</u>	<u>2,872,144</u>	<u>73.3%</u>

## TOWN OF CONCORD – Town Government Accounts

### ACCOUNT SUMMARY - JOINT (TOWN-CPS)

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY09</u>	<u>FY10</u>	<u>FY09</u>	<u>FY10</u>
37A Group Insurance	4,225,000	4,514,000	3,845,000	4,152,600
37B Property & Liability Insurance	410,000	385,000	225,000	200,000
38 Unemployment & Workers Comp.	200,000	200,000	200,000	200,000
39 Retirement	2,765,428	2,838,767	2,450,000	2,500,000
40 Social Security/Medicare	681,000	710,000	510,000	545,000
41 Debt Service - within limit	3,100,000	3,150,000	3,100,000	3,150,000
Debt Service - debt exclusion	3,247,193	3,533,519	3,247,193	3,533,519
<b>TOTAL</b>	<u>14,628,621</u>	<u>15,331,286</u>	<u>13,577,193</u>	<u>14,281,119</u>

### FUNDING PLAN

	<u>FY09</u>	<u>FY10</u>	<u>% Change</u>
General Fund	\$ 13,577,193	\$ 14,281,119	5.2%
Light Fund	511,947	505,477	-1.3%
Water Fund	141,538	118,298	-16.4%
Sewer Fund	40,343	34,224	-15.2%
Swim & Fitness Center	139,800	164,968	18.0%
Solid Waste Disposal Fund	1,000	1,000	N/A
Parking Meter Fund	800	800	N/A
Recreation Fund	113,000	117,000	3.5%
Cemetery Fund	-	-	N/A
Retirement	4,600	10,000	117.4%
Miscellaneous	98,400	98,400	0.0%
<b>TOTAL</b>	<u>\$ 14,628,621</u>	<u>\$ 15,331,286</u>	<u>4.8%</u>

**Mission Statement:**

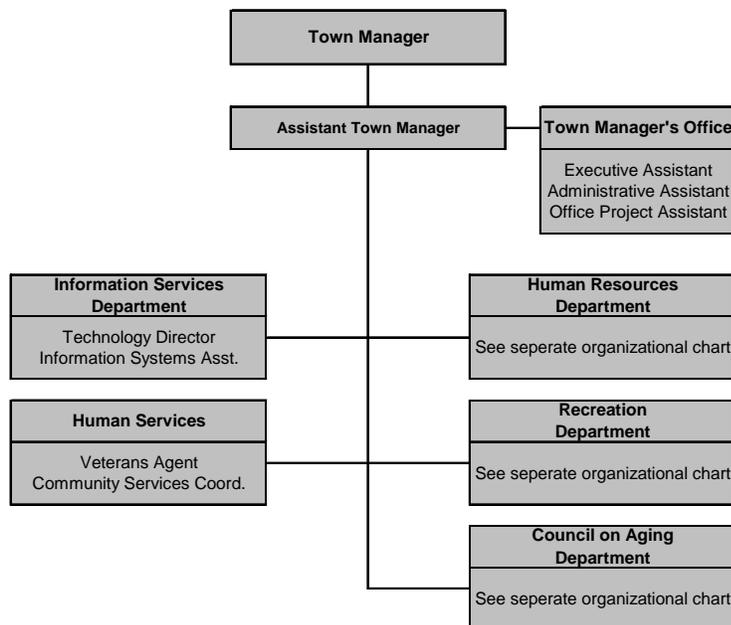
The mission of the Office of the Town Manager is to support the Town Manager and the Board of Selectmen in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support to the employees and residents of Concord in order to maintain and improve the quality of life for all in the community.

**FY10 Budget Highlights:**

- This budget represents a 0.8% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Funding is provided for the 2<sup>nd</sup> year to support specific programs of the Adult & Community Education program (\$12,000).
- Funding is included to support printing, postage, and other costs related to the Selectmen’s Annual Appeal (\$5,000).
- This budget includes \$5,000 in capital expenditures to help make public property accessible to those with disabilities, in compliance with the Americans with Disabilities Act (ADA).

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 267,140	\$ 275,951	\$ 306,181	\$ 301,977
Other Funds	\$ 149,034	\$ 154,882	\$ 169,541	\$ 170,054
<b>Total Expenditures</b>	<b>\$ 416,174</b>	<b>\$ 430,833</b>	<b>\$ 475,722</b>	<b>\$ 472,031</b>



**Description:**

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

The Board of Selectmen is comprised of five members elected to serve three-year terms. The Board acts as the primary policy-making body for the Town.

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

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 376,054	\$ 381,254	\$ 414,574	\$ 415,881	\$ 410,881
Purchased Services	15,487	25,184	35,435	35,601	35,601
Supplies	4,025	4,037	4,700	4,350	4,350
Other Charges	12,942	12,406	16,013	16,199	16,199
Capital Outlay	7,665	7,953	5,000	10,000	5,000
Totals	\$ 416,174	\$ 430,833	\$ 475,722	\$ 482,031	\$ 472,031

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 306,181	64.36%	\$ 301,977	63.97%	-1.37%
Light Fund	86,944	18.28%	87,207	18.47%	0.30%
Water Fund	52,167	10.97%	52,324	11.08%	0.30%
Sewer Fund	26,083	5.48%	26,162	5.54%	0.30%
Solid Waste Disp. Fund	4,347	0.91%	4,361	0.92%	0.32%
Totals	\$ 475,722	100.00%	\$ 472,031	100.00%	-0.78%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 154,811	1.00	\$ 154,812
	Assistant Town Manager	1.00	117,002	1.00	117,003
	Exec. Asst. to the Town Manager	1.00	64,194	1.00	64,916
	Administrative Assistant	1.00	47,325	1.00	47,962
	Sub Total	4.00 FTEs	\$ 383,332	4.00 FTEs	\$ 384,693
5112	Office Project Assistant	250 hrs.	\$ 5,000	250 hrs.	\$ 5,000
5115	Youth Coordinator	250 hrs.	\$ 5,000	0 hrs.	\$ -
5120	Senior Employee Program	1176 hrs.	\$ 10,000	1111 hrs.	\$ 10,000
5130	Overtime	50 hrs.	\$ 2,242	50 hrs.	\$ 2,188
5157	Car Allowance	N/A	\$ 9,000	N/A	\$ 9,000
	Total	4.80 FTEs	\$ 414,574	4.65 FTEs	\$ 410,881

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The FY10 budget recommendation provides funding for the Town Manager and three other authorized positions supporting the Town Manager and Selectmen.</li> <li>•The Recommendation also includes \$5,000 within the Personal Services portion of this account for office project assistance with special projects that arise during the year. Because of budgeting pressures, funding the \$5,000 Youth Coordinator position (which is currently vacant) is not proposed in FY10.</li> <li>•Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,000); printing, postage, and advertising (\$6,000); and office supplies and stationery (\$2,300). Purchased Services also include management consulting services supporting the Town Manager’s and Selectmen’s Town-wide objectives (\$10,000), and professional services such as clerical support on Hanscom Area Towns Committee (HATS) related matters (\$2,500) and a 2<sup>nd</sup> year initiative to support the efforts of Adult and Community Education (\$12,000). This funding will be directed to specific projects and programs to be identified by the Town Manager with the advice of the Selectmen.</li> <li>•Other expenses include: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,925); professional staff membership dues for similar organizations (\$2,574); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager’s Association conference (\$2,500).</li> <li>•A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.</li> </ul>

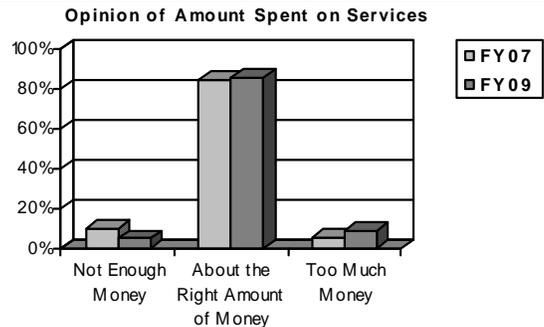
**Town Manager Programs**

**Program 1 - Town Operations:**

**Objective:** To ensure that Town services are appropriate, cost-effective, and of the highest quality.

**Performance Measure 1: Are Town services provided at an appropriate level?**

How would you describe the amount spent by Concord on Town services?	FY07	FY08	FY09	FY10
Not enough money	10%	N/A	5%	N/A
About the right amount	84%	N/A	86%	N/A
Too much money	6%	N/A	9%	N/A

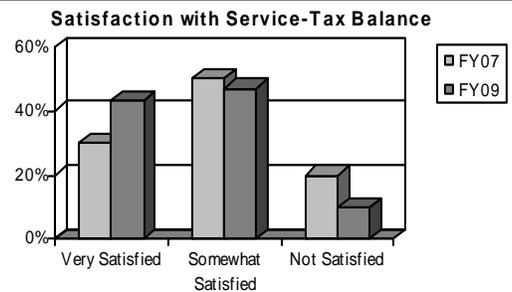


\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The vast majority (86%) of respondents continue to feel that the Town spends appropriately on services. However, the latest results show a shift away from the opinion that the Town does not spend enough.

**Performance Measure 2: Are the Town's services cost-effective?**

Are you satisfied with Town services compared to Property taxes?	FY07	FY08	FY09	FY10
Very satisfied	31%	N/A	43%	N/A
Somewhat satisfied	50%	N/A	47%	N/A
Not satisfied	20%	N/A	10%	N/A

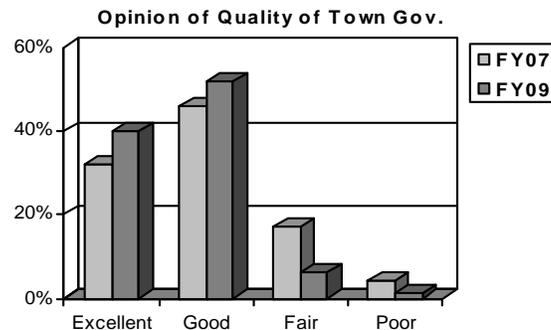


\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** In the latest survey, roughly 90% of respondents were at least "somewhat satisfied" with the Town's service-to-tax balance (this is an improvement over the 80% seen in FY07).

**Performance Measure 3: Are the Town's services of the highest quality?**

How would you rate the overall quality of services provided by the Town Government?	FY07	FY08	FY09	FY10
Excellent	32%	N/A	40%	N/A
Good	46%	N/A	52%	N/A
Fair	17%	N/A	6%	N/A
Poor	4%	N/A	1%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The majority of respondents had a positive view of the quality of Town government. In the latest survey, which occurred in the Fall of 2008, over 90% of respondents felt that the Town provided services of either good or excellent quality.

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

Mission Statement:

The purpose of this funding is to allow for the coordination of the condition assessment of all General Fund-supported Town buildings, to prioritize building maintenance and repairs necessary to keep each building in good condition, and to provide a source of dedicated funds in order to carry out identified building improvements in a more coordinated, timely and efficient manner.

FY10 Budget Highlights:

- This FY10 budget calls for Town-Wide Building Maintenance funding equal to that of FY09.
- The replacement cost of General Fund-supported Town buildings is approximately \$14.8 million. The Town's goal is to eventually budget Town-Wide Building Maintenance at a level equal to 2.75% of this replacement cost (which would currently equal \$407,700).
- The Town plans to gradually increase this budget to meet the above stated goal. While this FY10 budget poses no increase over the FY09 funding level, the Capital Improvement Plan calls for an upward funding trend over the next 5 fiscal years that will reach \$260,000 in FY14.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 110,000	\$ 135,000	\$ 135,000	\$ 135,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 110,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>

Description:

This funding structure for the capital maintenance of Town buildings was initiated in FY05. The Town Manager's budget includes within each building appropriation account a small sum for the building manager to apply to minor repairs and renovations as needed. Major renovation expenses are scheduled in the five-year debt authorization plan component of the Capital Improvement Program (CIP).

Studies of two ad-hoc committees, the Facilities Planning Committee (June 25, 2003) and the Joint School/Town Building Maintenance Study Committee (June 30, 2003), recommended that the maintenance of Town and School buildings be "comprehensively planned and managed," with building maintenance budgets set as a percentage (2.75%) of replacement cost, and that all building maintenance be centralized under one administration, with dual reporting to the Selectmen and School Committee.

As a result of these recommendations, the Town Manager consolidated a portion of the building maintenance appropriations within the Town Manager account. Under the new funding structure, individual building managers still retain some money for maintenance and repairs. The Town Manager directs the central account for the purpose of funding overall building systems assessment on a periodic basis, and for carrying out priority emergency repairs and renovations. It is planned in the FY10-14 proposed CIP that this fund will be augmented annually.

**GENERAL GOVERNMENT: Town-Wide Building Maintenance**

**Item 1B**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 110,000	\$ 135,000	\$ 135,000	\$ 240,000	\$ 135,000
Totals	\$ 110,000	\$ 135,000	\$ 135,000	\$ 240,000	\$ 135,000

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 135,000	100.00%	\$ 135,000	100.00%	0.00%
Totals	\$ 135,000	100.00%	\$ 135,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
A-1	Town-Wide Building Improvements	\$ 135,000	\$ 135,000	\$ 170,000	\$ 200,000	\$ 230,000	\$ 260,000
	Totals	\$ 135,000	\$ 135,000	\$ 170,000	\$ 200,000	\$ 230,000	\$ 260,000

Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund					
Year Built	Major Renovation	Building	Replacement Value	Budget Goal	Other Funds
1851	2002	Town House	\$ 2,708,280	\$ 74,500	
2002		Visitors Center	336,975	9,000	
1903	2003	Harvey Wheeler Community Center	2,998,988	82,500	
1960		Gun House	138,196	4,000	
1935	1987	Hunt Recreation Center	2,121,483	58,000	Recreation Fund
1996		Field House (Lawsbrook)	62,826	1,700	
1992		133 Keyes Road (CPW)	2,442,236	67,000	Enterprise Fund
1904	1994	141 Keyes Road	1,121,158	31,000	
1959	1996	Police/Fire Station (Walden)	2,051,930	56,000	
1932		West Concord Fire Station	862,750	24,000	
Total				\$ 407,700	

**Mission Statement:**

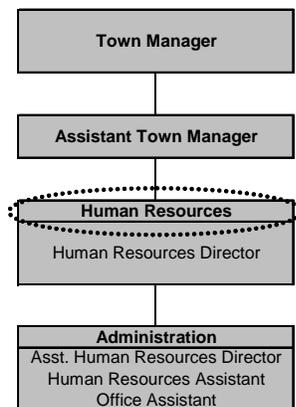
The mission of the Human Resources Department is to assist Town officials and senior managers in fairly, consistently, and lawfully creating and administering policies and practices that sustain a professional, productive, efficient, and innovative work environment which supports the Town and its departments in effectively performing their missions.

**FY10 Budget Highlights:**

- This budget represents a 7.5% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- General Fund expenses are proposed to decrease by \$108, while expenses from other funds increase by \$16,837.
- The School Department credit of \$1,750 funds the DOT-required drug and alcohol testing program for bus drivers, which is administered by HR (Human Resources). Funding for this program increased due to additional drivers.
- Other credits are based on regular-status employees in each department and a service factor for work groups that require advanced administrative effort and/or individualized policies/programs.
- Most enterprise operations will fund an increased % of the HR budget based on increased HR service needs. The Beede Center will experience the greatest increase by funding 3% more of the budget than in the past.
- Total expenditures have increased to provide the department with a limited-status office assistant. Due to the increased service needs, enterprise funds will cover these additional expenses.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 175,784	\$ 140,728	\$ 156,060	\$ 155,952
Other Funds	\$ 49,725	\$ 60,668	\$ 67,116	\$ 83,953
<b>Total Expenditures</b>	<b>\$ 225,509</b>	<b>\$ 201,396</b>	<b>\$ 223,177</b>	<b>\$ 239,905</b>



**Description:**

The Human Resources Department provides services to approximately 650 regular, limited, and temporary employees, and to over 325 retirees.

The Human Resources Department advises the Personnel Board, Town Manager, department managers, supervisors, and employees on personnel matters, and assists in labor negotiations and contract administration.

The Human Resources Director consults regularly with the Asst. Town Manager, who serves as department head, and the Town Manager on issues involving employee relations.

**GENERAL GOVERNMENT: Human Resource Department**

**Item 1C**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 179,203	\$ 168,995	\$ 190,137	\$ 205,975	\$ 205,975
Purchased Services	39,711	22,482	23,060	23,255	23,255
Supplies	1,359	1,493	1,595	1,740	1,740
Other Charges	5,236	7,263	8,385	8,935	8,935
Capital Outlay	-	1,162	-	-	-
<b>Totals</b>	<b>\$ 225,509</b>	<b>\$ 201,396</b>	<b>\$ 223,177</b>	<b>\$ 239,905</b>	<b>\$ 239,905</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 156,060	69.93%	\$ 155,952	65.01%	-0.07%
Light Fund	28,036	12.56%	32,759	13.65%	16.85%
Water Fund	10,770	4.83%	13,321	5.55%	23.69%
Sewer Fund - General	2,463	1.10%	3,233	1.35%	31.24%
Sewer Fund - WWTP	630	0.28%	588	0.25%	-6.69%
Solid Waste Disp. Fund	788	0.35%	979	0.41%	24.28%
School Department	1,585	0.71%	1,750	0.73%	10.41%
Recreation Fund	4,726	2.12%	4,699	1.96%	-0.58%
Swim and Fitness Center	17,330	7.77%	25,840	10.77%	49.11%
Retirement System	788	0.35%	784	0.33%	-0.47%
<b>Totals</b>	<b>\$ 223,177</b>	<b>100.00%</b>	<b>\$ 239,905</b>	<b>100.00%</b>	<b>7.50%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Assistant HR Director	1.00	\$ 61,646	1.00	\$ 61,646
	Human Resources Assistant	1.00	44,992	1.00	45,749
5112	Human Resources Director	0.80	75,675	0.80	75,675
	Sub Total	<u>2.80 FTEs</u>	\$ 182,313	<u>2.80 FTEs</u>	\$ 183,070
5115	Office Assistant	0 hrs.	\$ -	940 hrs.	\$ 15,040
5130	Overtime	75 hrs.	\$ 2,424	75 hrs.	\$ 2,465
5157	Tuition Reimbursement	N/A	\$ 5,400	N/A	\$ 5,400
	Total	<u>2.80 FTEs</u>	\$ 190,137	<u>3.25 FTEs</u>	\$ 205,975

**Program Implementation**

- The FY10 budget recommendation provides funding for a four-days-per-week Human Resources Director, a full-time Assistant Human Resources Director, a full-time Human Resources Assistant, and an 18 hours per week Office Assistant with funding included in the recommended budget (\$2,465) for support staff overtime.
- At current staffing levels, the continuously growing complexity of various aspects of the human resource function make it increasingly challenging to provide the full range of services that are both necessary and expected. In FY08, \$50,000 was requested for a new full-time benefits administrator position. Funds were not provided due to limited resources, but funds were allocated for a new Finance Department position, which will be assigned a portion of the benefits administration currently handled by Human Resources staff. Accordingly, in FY09, \$25,000 for a new part-time position was requested to fill the remainder of the need in the Human Resources Department. In FY10, funds for this position *were not* provided due to limited resources. The Town Manager's proposal for FY10 includes \$15,040 for the addition of a limited status position funded by the Town's enterprises, rather than the General Fund, due to the unique service needs of those operations.
- Purchased Services and Supplies support day-to-day operating expenses such as telephones (\$850), printing (\$400), office supplies and stationary (\$1,265), and software maintenance (\$1,300). Purchased Services also include management consulting services supporting the Town Manager's human resources-related objectives (\$10,000), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$2,000), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$5,000). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver's license are also included (\$3,630).
- Other expenses include a modest allotment (about \$24 per regular-status employee) for the employee recognition program (\$6,700), dues for membership in the Massachusetts Municipal Personnel Association (\$250), professional conference registration fees (\$860), transportation fees related to attending training and conferences (\$650), and subscription fees for human resources publications (\$400).

**Human Resources Programs**

**Program 1 - Personnel Operations:**

**Objective:** To ensure that the Town’s personnel matters are managed appropriately.

**Performance Measure 1: What has been accomplished in the past year.**

The Human Resources Department provided services to approximately 650 regular, limited, and temporary employees and over 325 retirees on issues relating to: administering the personnel bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers’ compensation case management and administrative services; and designing and administering employee benefits programs. The Human Resources Department advised the Personnel Board and Town Manager on related issues, advised department managers, supervisors and employees on personnel matters, and assisted in labor contract administration.

A primary activity of the department in 2008 was presenting and implementing a new Classification and Compensation Plan that was recommended after a comprehensive study conducted in 2007. In 2008, Human Resources staff provided information to assist the Personnel Board in presenting the new Plan to Town Meeting for approval. The approved Plan consists of 124 titles and 34 salary ranges within 6 classification groups. Once the Plan was approved, Human Resources staff spent considerable time implementing the new titles and grades for the 200 affected employees. Staff also analyzed the current compensation of all 200 employees and worked with management to adjust individual salaries in accordance with the new Plan and where appropriate.

The department also processed 687 applications for employment, managed approximately 35 recruitments and new appointments (including development of Fire Chief and Library Director recruitment strategies and administering assessment tests for 4 recruitments), managed 10 leaves of absence in accordance with the Family and Medical Leave Act, worked with managers to develop creative temporary solutions to 3 special staffing needs, continued to communicate with retirees regarding new Medicare supplement insurance plan options and new requirements related to Town Meeting’s vote to adopt M.G.L. Chapter 32B, Section 18, worked with Beede Center management to develop a new compensation plan for their limited-status and temporary positions, made arrangements for an employee appreciation picnic attended by 209 employees, managed several complex work-related injury cases, made provisions for harassment prevention training for 23 new employees, coordinated 42 random DOT required drug and alcohol tests, and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

<b>Employment Data (by calendar year)</b>					
	2004	2005	2006	2007	2008
Number Employed	546	549	644	655	652
Regular-Status Positions	251	253	259	272	279
Regular-Status New Hires	11	15	24	23	21
Regular-Status Terminations	8	10	17	13	14
Regular-Status Retirements	1	4	3	6	2

Mission Statement:

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

FY10 Budget Highlights:

- This budget represents a 7.4% decrease.
- Legal Services reached a record expenditure level in FY08, with costs incurred as follows:
  - Litigation 41%
  - General advice 38%
  - Labor matters 3%
  - 40B developments 4%
  - CPA matters 2%
  - Miscellaneous 12%

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 254,622	\$ 379,794	\$ 270,000	\$ 250,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 254,622</b>	<b>\$ 379,794</b>	<b>\$ 270,000</b>	<b>\$ 250,000</b>

Description:

This budget provides for the cost of Town Counsel’s services. The Town Manager appoints Town Counsel annually, subject to the approval of the Board of Selectmen. Town Counsel’s term of office begins on the first day of June.

Town Counsel serves as legal adviser to the Town and all of its officers, boards, and committees. Town Counsel initiates, defends, and negotiates for settlement all suits, claims, actions, and proceedings on behalf of, and brought against, the Town. The Town Manager, with the approval of the Board of Selectmen, also may retain Special Counsel whenever this is deemed to be in the best interest of the Town.

It has been the Town’s practice to appoint as Town Counsel a senior partner in a firm having a wide range of legal expertise, as the scope of legal matters arising in the conduct of the Town’s business is very broad.

Mr. William Lahey of the firm of Anderson & Kreiger LLP is presently appointed as Town Counsel.

General Fund legal expenses reached a record level in FY08; \$155,000 was expended on litigation matters alone. This resulted in FY08 expenses totaling \$379,794, or \$129,794 over the \$250,000 budgeted. A Reserve Fund transfer was needed to cover the difference.

However, all lawsuits active in the past fiscal year are now settled. Expenses through five months of the current fiscal year total approximately \$65,000 and are on track to be under budget. Assuming that no major new litigation matters will arise, the proposed FY10 budget returns to the appropriation level of \$250,000 maintained from FY05 to FY08 (with no anticipated need for Reserve Fund transfers).

**GENERAL GOVERNMENT: Legal Services**

**Item 2**

<b>Expenditure Detail</b>						
	Previous Fiscal Years			FY10		
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed	
	Purchased Services	254,622	379,794	270,000	250,000	250,000
	Totals	<u>\$ 254,622</u>	<u>\$ 379,794</u>	<u>\$ 270,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 270,000	100.00%	\$ 250,000	100.00%	-7.41%
Totals	<u>\$ 270,000</u>	100.00%	<u>\$ 250,000</u>	100.00%	-7.41%

<b>Legal Services' Five-Year History</b>				
Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2004	\$ 220,000	\$ 50,000	\$ 270,000	\$ 260,194
2005	250,000	-	\$ 250,000	206,699
2006	250,000	-	\$ 250,000	165,323
2007	250,000	5,000	\$ 255,000	254,622
2008	250,000	136,000	\$ 386,000	379,794
2009 Budgeted (Status thru 11/30/08)	270,000	-	\$ 270,000	64,886

\*FY09 expended amount (\$64,886) reflects costs through only 5 months.

Mission Statement:

The mission of Elections is to conduct all elections fairly and efficiently, while working to maximize voter turnout and judiciously administering all appropriate campaign finance laws.

FY10 Budget Highlights:

- This budget represents a 47.9% decrease in operating cost (excluding capital expenditures) from that of the FY09 budget.
- 2 Elections are scheduled and budgeted in FY10 (1 Annual Town Election and 1 Special Town Election).
- The Town now assumes the expense of programming the handicapped-accessible voting machines at an estimated cost of \$1,400. This cost was previously paid with State/Federal funds.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 30,868	\$ 43,644	\$ 49,003	\$ 23,706
Other Funds	\$ 3,215	\$ 4,963	\$ 3,495	\$ -
<b>Total Expenditures</b>	<b>\$ 34,083</b>	<b>\$ 48,607</b>	<b>\$ 52,498</b>	<b>\$ 23,706</b>

Description:

Through the Elections budget the Town Clerk (1) organizes and conducts elections in Concord for local, state, and national offices, as well as for local and state ballot questions; and (2) administers the State's Campaign Finance Law as it relates to Town candidates and ballot questions. In FY10, the budget funds only two elections, the Annual Town Election and one Special Town Election. This drop in the number of elections leads to a significant decrease in funding needs.

In FY09, the Town Clerk's office administered four elections, one State Primary, one State/Presidential Election, one Annual Town Election, and one Special Town Election.

**Performance Information**

Recent Election Events		# of Voters Participating	% of Registered Voters
Date	Election Description		
November 2, 2004	State Election/Presidential	10,205	86%
September 19, 2006	State Primary/Gubernatorial	4,089	35%
November 7, 2006	State Election/Gubernatorial	8,473	72%
September 4, 2007	Special State Primary/Congressional	2,945	25%
October 16, 2007	Special State Election/Congressional	4,587	39%
November 14, 2007	Special Town Election	3,362	29%
Feb. 5, 2008	Presidential Primary	7,598	63%
Sept. 16, 2008	State Primary	2,350	20%
Nov. 4, 2008	State Election/Presidential	10,582	86%

**GENERAL GOVERNMENT: Elections**

**Item 3A**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 23,542.84	\$ 35,282.47	\$ 32,323.00	\$ 17,906.00	\$ 17,906.00
Purchased Services	7,158.10	9,034.29	10,275.00	4,000.00	4,000.00
Supplies	3,382.19	4,289.97	2,900.00	1,800.00	1,800.00
Other Charges	-	-	-	-	-
Capital Outlay	-	-	7,000.00	-	-
<b>Totals</b>	<b>\$ 34,083</b>	<b>\$ 48,607</b>	<b>\$ 52,498</b>	<b>\$ 23,706</b>	<b>\$ 23,706</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 49,003	93.34%	\$ 23,706	100.00%	-51.62%
State Reimbursement	\$ 3,495	6.66%	\$ -	0.00%	-100.00%
<b>Totals</b>	<b>\$ 52,498</b>	<b>100.00%</b>	<b>\$ 23,706</b>	<b>100.00%</b>	<b>-54.84%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
A-3	Voting Machines for the Disabled	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ 7,000</b>	<b>\$ -</b>				

Personnel Services Summary					
Code	Position Title	FY09 Budgeted		FY10 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	1820 hrs.	\$ 16,916	918 hrs.	\$ 8,046
	Technician	288 hrs.	5,007	144 hrs.	2,670
	Overtime	0 hrs.	-	50 hrs.	1,730
5131	Police Overtime	216 hrs.	10,400	108 hrs.	5,460
	<b>Total</b>	<b>1.01 FTEs</b>	<b>\$ 32,323</b>	<b>0.51 FTEs</b>	<b>\$ 17,906</b>

Mission Statement:

The mission of Registrars is to register voters, to conduct the Annual Town Census, to publish the Street List, and to accept and certify nomination papers and petitions (elections and Town Meeting) in an efficient, accurate, and diligent manner.

FY10 Budget Highlights:

- This budget represents a 4.3% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,620 in CY08, are credited to the General Fund to offset the printing costs.
- Funding for postage has been increased by \$400 to reflect the increased cost of mailing the Annual Census and voter registration confirmations.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 13,695	\$ 7,655	\$ 10,677	\$ 10,062
Other Funds	\$ 2,434	\$ 2,451	\$ 2,590	\$ 2,632
Total Expenditures	\$ 16,129	\$ 10,106	\$ 13,267	\$ 12,694

Description:

- The Registrars budget provides for the costs of:
- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 300 Street Lists (budgeted cost: \$2,500);
- Registering voters, maintaining resident and voter database, and preparing voter lists for elections and candidates;
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot.

The School Department supports 25% of the cost of preparing the Street List, which is compensation for the preparation of school census information compiled by the Town Clerk. This allocation is shown on the adjacent page in the Funding Plan section.

**Performance Information**

	2004	2005	2006	2007	2008
Residents Counted in Census January 1	15,561	15,836	15,207	15,152	15,300
Registered voters as of December 31	11,570	11,572	11,580	11,982	12,023
New Voters Registered during Year	1,324	445	893	726	1,284
Nomination/Petition Papers Certified	1,187	1,829	2,471	4,282	1,680

**GENERAL GOVERNMENT: Registrars**

**Item 3B**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,873	\$ 3,644	\$ 5,417	\$ 4,944	\$ 4,944
Purchased Services	4,188	5,819	7,200	7,075	7,075
Supplies	404	644	650	675	675
Other Charges	-	-	-	-	-
Capital Outlay	7,664	-	-	-	-
<b>Totals</b>	<b>\$ 16,129</b>	<b>\$ 10,106</b>	<b>\$ 13,267</b>	<b>\$ 12,694</b>	<b>\$ 12,694</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 10,677	80.48%	\$ 10,062	79.27%	-5.76%
School Department Transfer	\$ 2,590	19.52%	\$ 2,632	20.73%	1.62%
<b>Totals</b>	<b>\$ 13,267</b>	<b>100.00%</b>	<b>\$ 12,694</b>	<b>100.00%</b>	<b>-4.32%</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Office Assistant	100 hrs.	\$ 1,550	0 hrs.	\$ -
5120	Office Assistant	200 hrs.	2,862	300 hrs.	3,969
5130	Overtime	31 hrs.	1,005	29 hrs.	975
	<b>Total</b>	<u>0.14 FTEs</u>	<u>\$ 5,417</u>	<u>0.14 FTEs</u>	<u>\$ 4,944</u>

**Mission Statement:**

The purpose of this funding is to provide for the costs of conducting all Town Meetings fairly and efficiently, and to produce all associated reports and warrants as cost-effectively as possible.

**FY10 Budget Highlights:**

- This budget represents no change in operating cost (excluding capital expenditures) from that of the FY09 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,000 (\$25,000 for 4 nights of Annual Town Meeting, and \$11,000 for 1 night of Special Town Meeting).

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 63,840	\$ 64,080	\$ 77,800	\$ 77,800
Other Funds	\$ -	\$ -		
<b>Total Expenditures</b>	<b>\$ 63,840</b>	<b>\$ 64,080</b>	<b>\$ 77,800</b>	<b>\$ 77,800</b>

**Description:**

This budget provides for the cost of conducting Town Meetings and printing of various Town reports, including the annual budget. A four-night Annual Town Meeting is budgeted for spring 2010, and a one-night Special Town Meeting is budgeted, as this has become a routine occurrence in recent years.

This budget provides \$68,950 to cover the cost of holding the 2010 Annual Town Meeting (\$52,710) and a one-night Special Town Meeting (\$14,990). This amount includes the cost of printing the Warrant and Finance Committee Report. These cost estimates assume that the meeting will be conducted using the high school auditorium, cafeteria, and gymnasium. Each additional session beyond the budgeted four would incur variable costs of approximately \$9,000. The Town Report is budgeted to cost \$9,100 (printing and editing).

**Annual Town Meeting Costs (FY10 Proposed)**

Expense Items	Cost
Sound System Rental (4 nights)	\$25,000
Tellers (60 hrs/night)	2,160
Police & DPW Overtime	5,000
Postage (Warrant/Fin. Comm. Report)	3,000
Warrant Printing	4,500
Finance Comm. Report Printing	6,000
Other Printing	3,500
Misc. Expenses	3,550
<b>Total</b>	<b>\$52,710</b>

**Town Report Cost (FY10 Proposed)**

Expense Items	Cost
Printing: Annual Town Report	\$4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	5,000
Misc. Expenses	100
<b>Total</b>	<b>\$10,100</b>

**Unit Printing Costs of Principal Reports**

	Town Report	Warrant	Fin. Comm. Report
Copies	1,500	6,800	7,000
Cost	\$2.51	\$0.44	\$0.78

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

**GENERAL GOVERNMENT: Town Meeting & Reports**

**Item 4**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 12,039	\$ 13,705	\$ 8,950	\$ 8,950	\$ 8,950
Purchased Services	51,097	50,300	67,900	67,900	67,900
Supplies	454	-	700	700	700
Other Charges	250	75	250	250	250
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 63,840</b>	<b>\$ 64,080</b>	<b>\$ 77,800</b>	<b>\$ 77,800</b>	<b>\$ 77,800</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 77,800	100.00%	\$ 77,800	100.00%	0.00%
<b>Totals</b>	<b>\$ 77,800</b>	<b>100.00%</b>	<b>\$ 77,800</b>	<b>100.00%</b>	<b>0.00%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
Code	Position Title	FY09 Budgeted		FY10 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300	\$ 2,700	300	\$ 2,700
5130	DPW Overtime	50 hrs.	2,000	50 hrs.	2,000
5131	Police Overtime	85 hrs.	4,250	85 hrs.	4,250
	<b>Total</b>	<b>0.14 FTEs</b>	<b>\$ 8,950</b>	<b>0.14 FTEs</b>	<b>\$ 8,950</b>

Department of Planning and Land Management (DPLM) Mission Statement:

The mission of the Department of Planning and Land Management is to integrate and coordinate the functions of long-range planning, natural resource protection, development and growth regulation, land management, affordable housing production, and land use control so that the Town can better formulate and pursue a unified development strategy that will preserve Concord's unique character.

Planning Division Mission Statement:

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

FY10 Budget Highlights:

- This budget represents a 0.4% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The total budget has increased from \$292,605 to \$403,690 because of the inclusion of two new capital items: \$70,000 for Bruce Freeman Rail Trail design; and \$42,000 for preparation of the West Concord Master Plan.

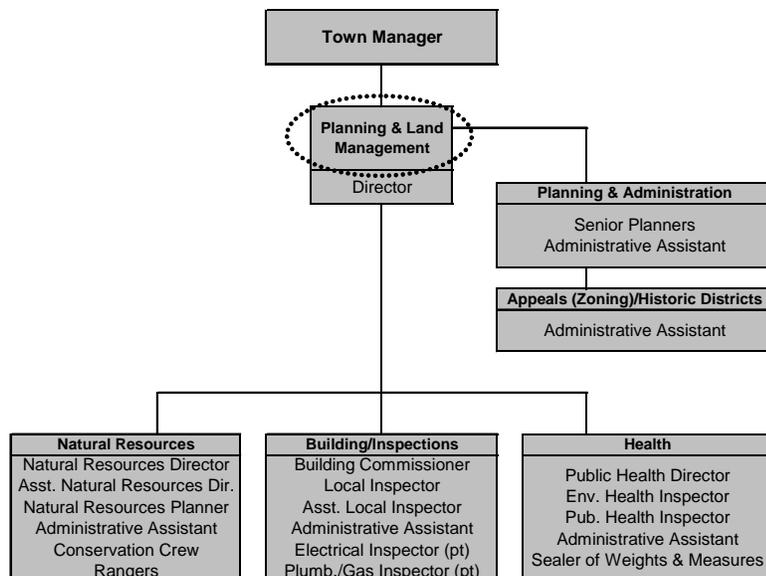
**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 199,519	\$ 223,900	\$ 230,429	\$ 341,652
Other Funds	\$ 57,481	\$ 58,954	\$ 62,176	\$ 62,038
<b>Total Expenditures</b>	<b>\$ 257,000</b>	<b>\$ 282,854</b>	<b>\$ 292,605</b>	<b>\$ 403,690</b>

Description:

The Department of Planning and Land Management (DPLM) was created by the Board of Selectmen in 1990 to integrate and coordinate the functions of long-range planning, natural resource protection, development/growth regulation (including building permits/inspections and health), land management, affordable housing production, and land use control. The DPLM is comprised of four primary Divisions: Planning, Natural Resources, Building & Inspections, and Health, along with the Board of Appeals. These Divisions provide staff support to various Town boards and committees.

The Planning Division is responsible for coordinating the review of development proposals that are submitted for regulatory approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division also supports the work of the Community Preservation Committee and the Historical Commission, and is involved in affordable housing, traffic and transportation planning, economic development, historic resources protection, public facilities planning, and promulgating development regulations.



**GENERAL GOVERNMENT: Planning**

**Item 5A**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 179,203	\$ 233,248	\$ 272,871	\$ 273,352	\$ 273,352
Purchased Services	32,714	24,145	8,500	8,700	7,808
Supplies	7,795	4,807	4,000	3,800	3,700
Other Charges	3,641	2,163	3,735	3,730	3,430
Capital Outlay	31,033	673	-	112,000	112,000
Historic Districts	2,157	586	1,200	2,100	1,700
Historical Commission	457	314	2,300	2,000	1,700
<b>Totals</b>	<b>\$ 257,000</b>	<b>\$ 265,936</b>	<b>\$ 292,606</b>	<b>\$ 405,682</b>	<b>\$ 403,690</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 230,429	78.75%	\$ 341,652	84.63%	48.27%
Light Fund	8,202	2.80%	8,178	2.03%	-0.30%
Water Fund	32,809	11.21%	32,711	8.10%	-0.30%
Sewer Fund	5,468	1.87%	5,452	1.35%	-0.30%
Community Preserv. Fund	15,697	5.36%	15,697	3.89%	0.00%
<b>Totals</b>	<b>\$ 292,606</b>	<b>100.00%</b>	<b>\$ 403,690</b>	<b>100.00%</b>	<b>37.96%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
B-7	CLRP Implement Studies	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ -
B-13	BFRT Design Funding	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ 112,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 104,597	1.00	\$ 104,596
	Senior Planner	2.00	125,931	2.00	125,931
	Administrative Assistant	1.00	42,344	1.00	42,825
	Total	<u>4.00 FTEs</u>	<u>\$ 272,871</u>	<u>4.00 FTEs</u>	<u>\$ 273,352</u>

<b>Program Implementation</b>
<p>The FY10 budget recommendation will allow the Planning Division staff to continue to provide technical and administrative support to the three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees. The full-time staff includes the Director of Planning and Land Management, two Senior Planners and an Administrative Assistant. One of the Senior Planner positions is partially funded by the Community Preservation Fund, as permitted by statute.</p> <p>Planning Division staff provides technical and administrative support to other committees as assigned. The Director of Planning and Land Management will continue to provide technical support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise and make recommendations to the Board of Selectmen on developing a rail trail in Concord; and to the West Concord Task Force as it works with the Planning Board to implement design guidelines and undertake a master plan of the West Concord Village. A Senior Planner has been appointed to the Sustainable Energy Committee, providing a conduit for information between the committee members and Town Departments.</p> <p>Individual line items include: funding of \$1,700 for projects and support to the Historic Districts Commission; and, \$1,700 for projects and support to the Historical Commission. While this is a reduction from prior years, there are still funds available for printing and professional technical support to the commissions. The Historical Commission is working to identify the best approach to update the 2001 Historic Resources Master plan. This document provides the baseline information to update the demolition delay bylaw and is used to guide the Community Preservation Committee. Funding for the update is being sought from grant money which would be matched with staff support from the Planning Division. Limited re-printing of maps, reports and documents is also possible.</p> <p>The Planning budget also includes \$70,000 for the design of the Bruce Freeman Rail Trail and \$42,000 for the preparation the West Concord Master Plan.</p>

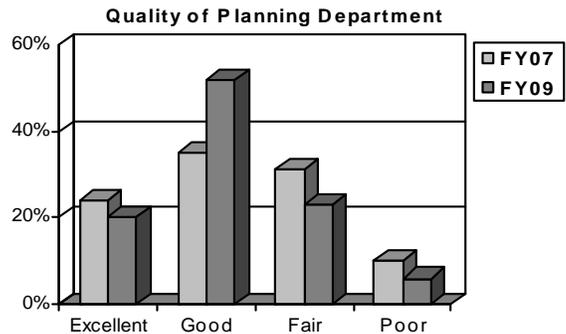
**Planning Administration Programs**

**Program 1 – Planning Administration Operations:**

**Objective:** To operate the Planning Department in an efficient and effective manner.

**Performance Measure 1: Are the Planning Department’s services of the highest quality?**

How would you rate the overall quality of services provided by the Planning Dept.?	FY07	FY08	FY09	FY10
Excellent	24%	N/A	20%	N/A
Good	35%	N/A	52%	N/A
Fair	31%	N/A	23%	N/A
Poor	10%	N/A	6%	N/A

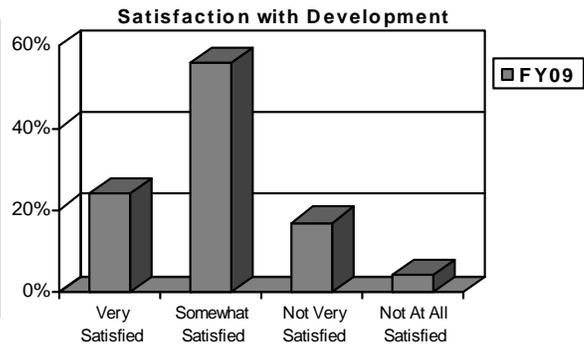


\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The majority of respondents had a positive view of the quality of Town government. In the latest survey over 70% of respondents felt that Planning Department services were of either good or excellent quality. A change in methodology means that the FY07 and FY09 results are not strictly comparable.

**Performance Measure 2: Is the Town being developed according to resident priorities?**

How would you rate your satisfaction with the way that Concord is being developed?	FY07	FY08	FY09	FY10
Very Satisfied	N/A	N/A	24%	N/A
Somewhat Satisfied	N/A	N/A	56%	N/A
Not Very Satisfied	N/A	N/A	17%	N/A
Not At All Satisfied	N/A	N/A	4%	N/A

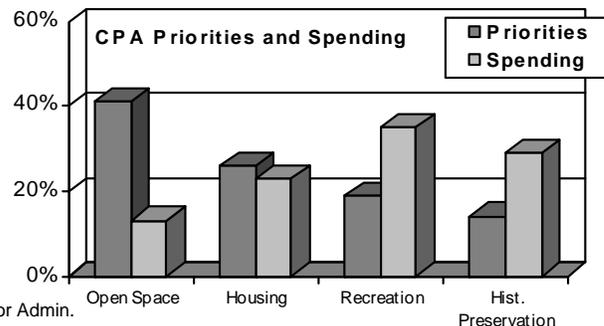


\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The majority of respondents leaned towards a positive view of the way that Concord is being developed. In the latest survey, which occurred in the Fall of 2008, roughly 80% of respondents were at least “somewhat satisfied” with the way Concord is being developed.

**Performance Measure 3: Are Community Preservation Act funds being spent according to resident priorities?**

Which type of CPA project is your highest priority?	FY09 Survey	CPA Project Appropriations \$4,582,909**	% of Total
Open Space	41%	\$573,138	13%
Affordable Housing	26%	\$1,070,771	23%
Recreation	19%	\$1,630,000	35%
Historic Preservation	14%	\$1,309,000	29%



\*Data Source: November, 2008 telephone surveys \*\*\$ total does not include \$57K for Admin.

**Discussion:** Spending levels reflect appropriations since CPA funding was first authorized at the 2005 Annual Town Meeting. CPA-related Town administrative costs, roughly \$57,000, are not included in the above chart.

Mission Statement:

The mission of the Board of Appeals is to conduct public hearings and meetings on matters relating to the Zoning Bylaws and Sign Bylaws, and to process related permits, appeals, and variances effectively, efficiently, and in compliance with state regulations.

FY10 Budget Highlights:

- This budget represents only a \$6 increase (or 0.0%) in operating cost (excluding capital expenditures) over that of the FY09 budget.
- This budget is essentially level-funded. The increase in Personnel Services has been offset by a decrease in other accounts.
- The full-time Administrative Assistant position is responsible for the administrative work of the Board of Appeals and the Historic Districts Commission in addition to providing assistance and support to the Planning Division.

**Expenditure Summary**

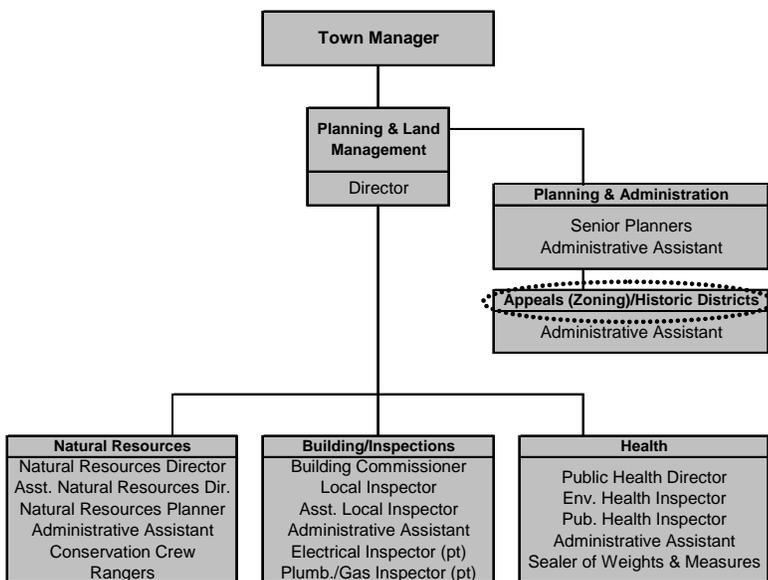
	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 42,621	\$ 41,551	\$ 45,143	\$ 45,149
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 42,621</b>	<b>\$ 41,551</b>	<b>\$ 45,143</b>	<b>\$ 45,149</b>

Description:

The Concord Board of Appeals is a quasi-judicial body authorized by Massachusetts General Laws, Ch. 40A (The Zoning Act) and Ch. 40B (Comprehensive Permit).

The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw (such as special permits, variances and appeals of the decisions by the Building Inspector) and the Sign Bylaw. The Zoning Bylaw and 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, all appointed by the Board of Selectmen.



**GENERAL GOVERNMENT: Board of Appeals**

**Item 5B**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 32,449	\$ 39,887	\$ 42,943	\$ 43,619	\$ 43,619
Purchased Services	7,815	414	1,000	780	780
Supplies	190	-	900	600	600
Other Charges	168	-	300	150	150
Capital Outlay	2,000	1,250	-	-	-
Totals	<u>\$ 42,621</u>	<u>\$ 41,551</u>	<u>\$ 45,143</u>	<u>\$ 45,149</u>	<u>\$ 45,149</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 45,143	100.00%	\$ 45,149	100.00%	0.01%
Totals	<u>\$ 45,143</u>	100.00%	<u>\$ 45,149</u>	100.00%	0.01%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Administrative Assistant	1.00	\$ 42,943	1.00	\$ 43,619
	Total	<u>1.00 FTEs</u>	<u>\$ 42,943</u>	<u>1.00 FTEs</u>	<u>\$ 43,619</u>

<b>Program Implementation</b>
<p>The Board of Appeals is within the Department of Planning and Land Management (DPLM), and is under the purview of the Director of Planning &amp; Land Management. A full-time staff member provides clerical support to the Board of Appeals that includes the following activities: assisting the public in the application process; accepting applications and supporting documentation; reviewing the information to assure that it is complete; notifying abutters of hearings; preparing, posting, and advertising agendas in accordance with statutory requirements; and preparing application packets for board members (including the agenda notes).</p> <p>Additionally, the Board of Appeals Administrative Assistant attends the monthly 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 ensure compliance with state requirements. This position also serves the Historic Districts Commission in the same capacity, with the same level and focus of detail required.</p> <p>The Building Commissioner, who reviews the applications in order to provide comments to the Board of Appeals on the compliance of the project within the framework of the Zoning Bylaw, attends the Board’s public hearings and provides technical staff support to the Board of Appeals.</p>

**Board of Appeals Programs**

**Program 1 – Board of Appeals Operations:**

**Objective:** To perform the duties of the Board of Appeals in an effective an efficient manner and in compliance with all related regulations.

The Board conducted 12 public hearings and 12 public meetings in 2008, during which it considered 71 applications. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.) Five applications were withdrawn without prejudice, and no decisions were appealed; six applications are pending. There were five appeals of the Building Inspector/Zoning Enforcement Officer filed; two of these appeals were denied and three were withdrawn by the applicants.

**ZONING BOARD OF APPEALS ACTIVITIES**

<b><u>Special Permits Granted</u></b>	<b><u>FY07</u></b>	<b><u>FY08</u></b>
Change, alteration or extension of a nonconforming use and structure	18	14
Reconstruction of a nonconforming use and/or structure	11	8
Restoration of a non-conforming use or structure damaged by fire	1	0
Site plan approval (associated with a special permit)	0	6
Amend or extend a special permit and site plan approval	2	5
Relief from design requirements	0	1
Relief from parking requirements	1	3
Off-site parking/increased parking demand	1	1
Special home occupation (new and renewal)	6	10
Additional dwelling unit	4	2
Planned residential development (PRD)	1	5
Hammerhead lot	0	1
Temporary Structure	1	1
Parking of Commercial Vehicles	2	2
Work in the Flood Plain conservancy district	5	6
Work in the Groundwater conservancy district	1	1
Work in the Wetlands conservancy district	2	2
Earth Removal	1	0
Christmas Tree Sales	1	0
Taxi/Livery/Transportation Service	0	1
Temporary event	1	0
Temporary event parking	0	3
Wireless communications facility (amendment and new)	2	6
Land dedicated to Town for municipal or other public use	1	1
Philanthropic use	0	1
Comprehensive permit	3	1
Amendment to a comprehensive permit	1	1
<b>Special permits denied</b>	<b>1</b>	<b>0</b>
<b>Variances granted</b>	<b>1</b>	<b>1</b>
<b>Sign bylaw variances granted</b>	<b>3</b>	<b>1</b>
<b>Sign bylaw variances denied</b>	<b>1</b>	<b>1</b>

Mission Statement:

The mission of the Natural Resources Division is to assist the Natural Resources Commission in protecting and operating the natural resources, open spaces, and agricultural lands of the Town.

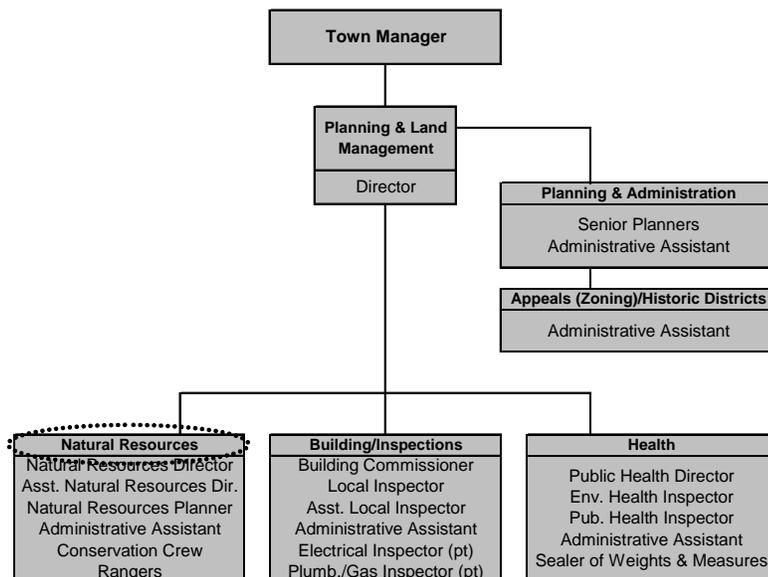
FY10 Budget Highlights:

- This budget represents a 7.2% decrease in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Funding for the Ranger Program has been reduced to \$4,992 in response to estimated budget shortfalls. The Ranger Program will continue to focus on providing an overall presence on Town lands, and a focus on education and enforcement of conservation policies and regulations.
- This budget includes \$25,000 in capital expenditures for Conservation Restriction Baseline Documentation (\$20,000) and pond and stream management (\$5,000).

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 164,480	\$ 176,962	\$ 185,956	\$ 191,141
Other Funds	\$ 38,447	\$ 40,684	\$ 43,320	\$ 42,066
<b>Total Expenditures</b>	<b>\$ 202,927</b>	<b>\$ 217,646</b>	<b>\$ 229,277</b>	<b>\$ 233,207</b>

Description: The Natural Resources Division (DNR) assists the Natural Resources Commission (NRC) in conserving and protecting the wetlands, natural resources, open spaces, and agricultural lands of the Town of Concord. This responsibility includes administering and enforcing the state's Wetlands Protection Act and Rivers Protection Act, implementing the Open Space and Recreation Plan, monitoring agricultural preservation restrictions and conservation restrictions, coordinating land protection efforts with various groups, stewardship of 1,320 acres of Town conservation land, maintaining 13 agricultural leases on Town-owned lands, and support of two community gardens. The Division provides staff support for the following committees: the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, Mattison Field Stewardship Committee, Mill Brook Task Force, Trails Committee, Warner's Pond Stewardship Committee, and Wildlife Passages Task Force.



**GENERAL GOVERNMENT: Natural Resources**

**Item 5C**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 185,849	\$ 192,414	\$ 207,967	\$ 206,913	\$ 191,897
Purchased Services	7,262	12,200	11,000	10,175	10,175
Supplies	5,027	4,345	3,775	4,600	4,600
Other Charges	954	1,188	1,535	1,535	1,535
Capital Outlay	3,835	7,500	5,000	75,000	25,000
<b>Totals</b>	<b>\$ 202,927</b>	<b>\$ 217,646</b>	<b>\$ 229,277</b>	<b>\$ 298,223</b>	<b>\$ 233,207</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 185,956	81.11%	\$ 191,141	81.96%	2.79%
Light Fund	17,161	7.48%	16,664	7.15%	-2.89%
Water Fund	20,928	9.13%	20,322	8.71%	-2.89%
Sewer Fund	5,232	2.28%	5,080	2.18%	-2.90%
<b>Totals</b>	<b>\$ 229,277</b>	<b>100.00%</b>	<b>\$ 233,207</b>	<b>100.00%</b>	<b>1.71%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
B-3	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-6	Vehicle Replacement	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
B-11	Conservation Restrictions Database	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
B-16	Mill Brook Streambank Restoration	\$ -	\$ -	\$ -	\$ 6,500	\$ -	\$ -
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 25,000</b>	<b>\$ 45,000</b>	<b>\$ 31,500</b>	<b>\$ 25,000</b>	<b>\$ 5,000</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Administration	1.00	\$ 74,956	1.00	\$ 74,956
	Assistant to N.R. Administrator	1.00	55,663	0.53	29,223
	Administrative Assistant	1.00	45,348	1.00	45,435
	Sub Total	<u>3.00 FTEs</u>	\$ 175,967	<u>2.53 FTEs</u>	\$ 149,614
5120	Ranger (Seasonal)	938 hrs.	\$ 15,000	312 hrs.	\$ 4,992
	Conservation Crew (Seasonal)	1000 hrs.	12,000	1000 hrs.	12,000
	Natural Resource Planner	0 hrs.	-	992 hrs.	25,291
	Intern	500 hrs.	5,000	0 hrs.	-
	Total	<u>4.17 FTEs</u>	\$ 207,967	<u>3.63 FTEs</u>	\$ 191,897

**Program Implementation**

The budget recommendation includes funding for two full-time staff positions (Natural Resources Director and Administrative Assistant), one half-time staff position (Assistant Natural Resources Director), one temporary half-time position (Natural Resources Planner) and three seasonal positions (two Conservation Crew and one Ranger). The full-time, half-time, and temporary staff provide support to the Natural Resources Commission to administer and enforce the state Wetlands Protection Act, Rivers Protection Act, and local policies. Division staff also work closely with other divisions in the Department of Planning and Land Management to provide comprehensive review of development proposals submitted to the Planning Board and Zoning Board of Appeals. Division staff support seven subcommittees of the NRC to accomplish the goals of establishing and monitoring conservation restrictions, managing conservation land such as Heywood Meadow, protecting and improving the Mill Brook, mapping and maintaining trails on town land, generating awareness of and support for Warner's Pond, monitoring wildlife use of wildlife crossings under Route 2, and maintaining agriculture and grassland bird habitat at Mattison Field. Division staff also supports the two community gardens in town and manages 13 agricultural leases to retain town-owned land in active farming use.

Funding for the Conservation Crew allows trail maintenance and invasive species control on 1,320 acres of conservation land (including White Pond Reservation) and 19 miles of trails, including mowing 84 acres of open land. The Ranger initiative this year provides funding for only one seasonal position; the program, therefore, will focus more on working with land owners to resolve minor encroachments on Town land, educating trail users on better trail use to prevent and reduce erosion, and teaching the unique ecology and geology of our varied Town resources to interested visitors and residents. Rangers could also work to identify land management tasks and assist the Conservation Crew with slope restoration projects and other specific land management tasks.

**Natural Resources Programs**

**Program 1 – Natural Resources Operations:**

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

<u>Wetlands Protection Act Summary</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<b>Public Hearings</b>	21	23	22	23	23
<b>Notices of Intent and ANRADs</b>	44	43	40	49	52
<b>Request for Determination of Applicability</b>	13	33	24	16	12
<b>No Filing Required Determinations</b>	23	17	15	31	20
<b>Amended Orders</b>	3	6	4	3	9
<b>Requests for Extension</b>	10	12	4	3	10
<b>Certificates of Compliance</b>	36	35	28	28	23
<b>Regulatory Appeals</b>	2	2	5	5	3
<b>Wetland Enforcement Actions/Violations</b>	3	2	10	8	2
<b>Emergency Certifications</b>	7	2	2	2	3

In 2008, the NRC closed out many completed projects, issuing 23 Certificates of Compliance, 5 fewer than last year. Permit applications were at a 5-year high, increasing from 49 in 2007 to 52 in 2008, after a slight reduction in 2006. The NRC issued three times as many amended permits over 2007. The NRC took on two new enforcement cases in 2008, and resolved one violation that was identified in 2007. The NRC continues to work with one homeowner to resolve a major violation identified in 2006. Three permits were appealed to the Department of Environmental Protection (DEP); one was resolved to the satisfaction of both parties; in the second DEP overturned the NRC decision and approved construction at the limit of the 25-foot No Disturb Zone. The third appeal remains under review by DEP. Three Emergency Certifications were issued to Concord Public Works; two for activities directly related to very high rainfall events in the summer of 2008, and one to address road flooding on Cambridge Turnpike caused by beaver activity.

**Mission Statement:**

The mission of the Building Inspections Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code, Architectural Access Board Regulations, the Concord Zoning and Sign Bylaws, the Massachusetts Electrical, Plumbing and Gas Codes.

**FY10 Budget Highlights:**

- This budget represents a 0.3% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- New single family home construction was up slightly in calendar year 2008. Although the economic future is uncertain, it is likely that there will be over 400 new dwelling units built in Concord in FY10 including 350 rental units in the Alexan 40B project, proposed to be built in Concord on the Acton, Sudbury line.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 280,905	\$ 324,542	\$ 348,563	\$ 349,511
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 280,905</b>	<b>\$ 324,542</b>	<b>\$ 348,563</b>	<b>\$ 349,511</b>

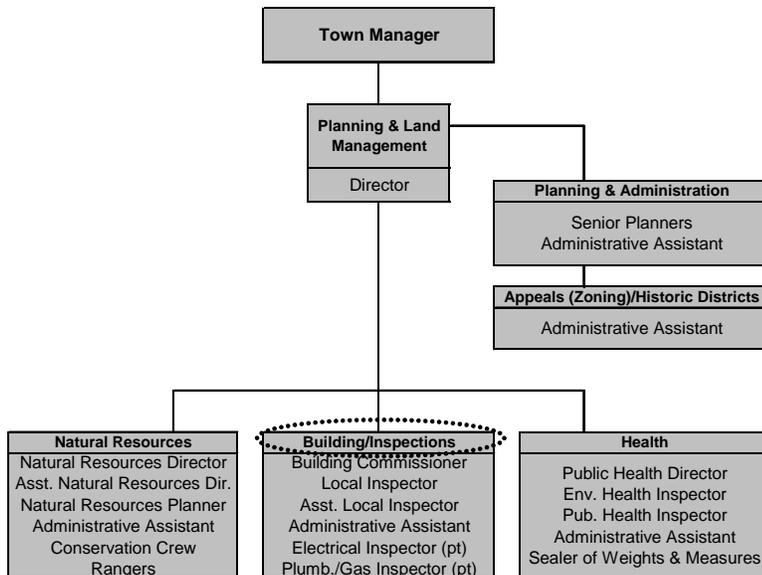
**Description:**

The Inspections Division enforces the provisions of the Massachusetts State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, inspection, installation of mechanical equipment, etc. In addition, the Division issues and revokes permits thereunder.

The Division ensures code compliance associated with building safety, ingress and egress, energy conservation, and sanitary conditions. It enforces specialized codes such as the Architectural Access Code, the Plumbing & Gas Codes, and the Electrical Code.

The Division also enforces provisions of the Town's Zoning Bylaw, Sign Bylaw, and other related regulations.

In addition, the Division is required by law to annually inspect all places of public assembly, restaurants, schools, dormitories, museums, nursing homes, farm labor camps, multi-family homes, day care facilities, inns, hotels, liquor establishments, and public pools.



**GENERAL GOVERNMENT: Inspections**

**Item 5D**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 262,486	\$ 299,963	\$ 334,053	\$ 334,731	\$ 335,731
Purchased Services	9,653	13,218	4,570	4,349	4,349
Supplies	3,249	3,702	3,760	3,283	3,283
Other Charges	5,517	7,442	6,180	6,148	6,148
Capital Outlay	-	216	-	-	-
Totals	<u>\$ 280,905</u>	<u>\$ 324,542</u>	<u>\$ 348,563</u>	<u>\$ 348,511</u>	<u>\$ 349,511</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 348,563	100.00%	\$ 349,511	100.00%	0.27%
Totals	<u>\$ 348,563</u>	100.00%	<u>\$ 349,511</u>	100.00%	0.27%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 89,531	1.00	\$ 90,531
	Local Inspector	1.00	67,410	1.00	67,410
	Assistant Local Inspector	1.00	50,429	1.00	50,429
	Administrative Assistant	1.00	50,938	1.00	51,616
	Sub Total	<u>4.00 FTEs</u>	\$ 258,308	<u>4.00 FTEs</u>	\$ 259,986
5115	Plumbing/Gas Inspector	1305 hrs.	\$ 35,409	1305 hrs.	\$ 35,409
	Electrical Inspector	1305 hrs.	37,636	1305 hrs.	37,636
5157	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>5.25 FTEs</u>	\$ 334,053	<u>5.25 FTEs</u>	\$ 335,731

**Program Implementation**

The major expenditure in the FY10 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, Local Inspector, Assistant Local Inspector, and Administrative Assistant). The Division is also assisted by two part-time positions (Electrical Inspector and Plumbing & Gas Inspector).

Although the overall level of building construction was down in calendar year 2008, the demands on the Inspections Division staff remain high, as they provide technical assistance to property owners, builders, real estate professionals, other Town departments, boards, committees, and personnel at an increasing level each year. Beyond issuing building permits and carrying out site inspections, the Division's staff spends an increasing amount of time reviewing sub-division proposals, 40-B projects, special permit applications, variance requests; making zoning determinations; and addressing zoning complaints.

The Division is also strongly committed to pursuing Zoning and Sign Bylaw enforcement. It does, however, take great effort by Division staff to keep-up with the expanding, quickly changing, and increasingly complicated regulations that require enforcement.

**Inspections Programs**

**Program 1 – Inspections Operations:**

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

<b>Permits Issued (Calendar Years 2004-2008)</b>					
	2004	2005	2006	2007	2008
New single family home	26	22	26	22	28
Multi-family attached units	87	58	9	7	5
Additions/Alterations	635	622	674	618	595
Commercial	98	100	96	92	83
Total Building Permits	846	802	805	739	711
Electrical	712	738	790	761	716
Plumbing	536	515	524	468	462
Gas	366	318	358	344	315
Sign	52	68	45	34	44
Total (all permits)	2,512	2,441	2,522	2,346	2,248

<b>Value of Construction (Calendar Years 2004-2008)</b>					
	2004	2005	2006	2007	2008
Value in Millions	85.7	46.6	94.7	66.5	64.4

<b>Permit Fee Revenue (Calendar Years 2004-2008)</b>					
	2004	2005	2006	2007	2008
Permit Fee Revenue	\$530,186	\$593,835	\$1,056,554	\$781,693	\$506,070

**Mission Statement:**

The mission of the Concord Health Division is to assess and address the needs of the Concord community, in order to protect and improve the health and quality of life of its residents, workers, and visitors. This mission is realized through the development and implementation of disease prevention and health promotion programs, community and environmental health services, public outreach and education programs, as well as promulgation and enforcement of Town and State health regulations.

**FY10 Budget Highlights:**

- This budget represents a 1.4% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The increase is due to additional personnel costs in the Sealer of Weights and Measures Program (\$1,450) and costs associated with the development and maintenance of the Division’s new permitting database (\$2,800).
- This budget provides level funding for all non-personnel related costs, excluding the above-listed software costs.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 215,988	\$ 203,530	\$ 219,999	\$ 223,731
Other Funds	\$ 63,980	\$ 65,521	\$ 66,936	\$ 67,351
<b>Total Expenditures</b>	<b>\$ 279,968</b>	<b>\$ 269,052</b>	<b>\$ 286,935</b>	<b>\$ 291,082</b>

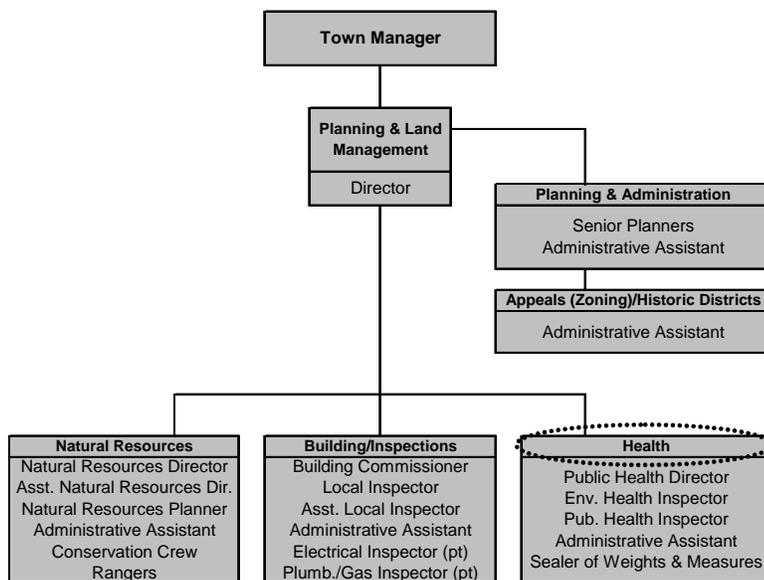
**Description:**

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

Four full-time employees in the Division implement the public health policy set forth by the Board of Health in concert with the mission of the Town. This is achieved through education, permitting programs, plan reviews, and enforcement actions centered around public and environmental health statutes, laws, and regulations.

The Division performs critical functions relative to the protection of public health and the environment including: the control of communicable diseases, the promotion of sanitary living conditions, the protection of the environment from damage and pollution, and the promotion of healthy lifestyles.

A part-time Sealer of Weights and Measures tests gas pumps, retail scanners, and scales used for the buying and selling of goods.



<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 233,093	\$ 216,532	\$ 246,405	\$ 250,052	\$ 248,502
Purchased Services	24,647	30,163	29,450	31,940	31,340
Supplies	1,889	9,055	6,700	6,700	6,390
Other Charges	4,904	6,065	4,380	4,880	4,850
Capital Outlay	15,435	7,237	-	-	-
Totals	<u>\$ 279,968</u>	<u>\$ 269,052</u>	<u>\$ 286,935</u>	<u>\$ 293,572</u>	<u>\$ 291,082</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 219,999	76.67%	\$ 223,731	76.86%	1.70%
Water Fund	21,051	7.34%	21,383	7.35%	1.58%
Sewer Fund	26,185	9.13%	26,268	9.02%	0.32%
Other Towns	19,700	6.87%	19,700	6.77%	0.00%
Totals	<u>\$ 286,935</u>	100.00%	<u>\$ 291,082</u>	100.00%	1.45%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
B-12	Community Health Assessment	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Administrator	1.00	\$ 68,784	1.00	\$ 68,784
	Environmental Health Inspector	1.00	65,269	1.00	65,400
	Public Health Inspector	1.00	55,793	1.00	55,793
	Administrative Assistant	1.00	51,559	1.00	52,075
	Sub Total	<u>4.00 FTEs</u>	\$ 241,405	<u>4.00 FTEs</u>	\$ 242,052
5115	Sealer of Weights and Measures	167 hrs.	\$ 5,000	215 hrs.	\$ 6,450
	Total	<u>4.08 FTEs</u>	<u>\$ 246,405</u>	<u>4.10 FTEs</u>	<u>\$ 248,502</u>

<b>Program Implementation</b>
<p>The FY10 budget recommendation will allow the Health Division to continue to provide public and environmental health services at their current level. The recommendation includes \$3,800 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and flu clinics.</p> <p>The FY10 budget continues funding for the development of a robust public health emergency preparedness and response infrastructure. These funding initiatives, centered around training, equipment purchases, and planning programs will allow the Health Division to work more cohesively with the Town’s already strong emergency management programs to better protect Concord from public health threats such as pandemic influenza.</p> <p>Individual line items include: continued level funding – at \$20,000 – for the services of the East Middlesex Mosquito Control Project. These services provide valuable surveillance and response efforts to protect Concord residents from Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV); \$1,000 to support the water quality surveillance efforts of the Organization for the Assabet River; and an increase of \$1,450 for the services of the part-time Sealer of Weights and Measures to continue to develop this important consumer protection program.</p>

**Health Programs**

**Program 1 – Health Operations:**

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

The Health Division issued the following permits and licenses in FY08, collecting \$113,847.33 in total fees, representing an increase of 13.7% over FY07 levels:

<b>Health Division Permits and Licenses - FY05 to FY08</b>				
	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
Food Service/Retail Food	154	123	149	149
Tobacco Sales	22	20	21	22
Permits to Keep Farm Animals	52	43	48	48
Bathing Beaches	4	4	3	3
Swimming Pools	13	13	13	22*
Hazardous Materials Control Permits	46	43	46	48
Recreational Camp Sites	9	10	14	10
Tanning Facilities	2	2	2	2
Disposal Works Installers	84	77	112	110
Septage Haulers	13	15	18	17
Rubbish Haulers	11	12	11	13
Funeral Directors	4	4	4	4
On-Site Sewage Disposal Permits	129	98	206	124
Building Permit Reviews	158	219	167	149
Drinking/Irrigation Well Permits.	16	19	16	17
Massage Establishments	20	17	14	**
Massage Practicioners	48	54	58	**

*\*Licensing changed from per site to per pool in 2008*

*\*\*Massage therapy is now licensed by the State*

Under a regional service contract, the Health Division staff provided a total of 520.20 hours (or 6.2% of total staff hours) of staff support to the towns of Lincoln and Carlisle in FY08 resulting in \$24,259.98 in additional revenue for the Town of Concord.

Emerson Hospital Home Care held its annual senior flu clinic at the Harvey Wheeler Community Center and vaccinated approximately 350 Concord residents over 65.

**Mission Statement:**

The purpose of this funding is to operate and maintain the 141 Keyes Road facility in an efficient and cost-effective manner for offices, storage, conference, and general meeting space.

**FY10 Budget Highlights:**

- This budget represents only a \$2 increase (or 0.0%) in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The budget offsets increases in Personnel cost by decreasing expenditures of Purchased Services and Supplies.
- The budget includes \$12,000 in capital expenditures, of which \$5,000 is for building maintenance and \$7,000 is for the purchase of a new storage shed.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 61,346	\$ 55,590	\$ 63,993	\$ 70,995
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 61,346</b>	<b>\$ 55,590</b>	<b>\$ 63,993</b>	<b>\$ 70,995</b>

**Description:**

This budget provides for the cost of operating and maintaining the Victorian-era brick building at 141 Keyes Road. Originally constructed in 1898 as a combined electric-generating plant and a sewage pumping station, the building was renovated in 1993-94 to provide a little less than 10,000 square feet of Town office space. The building is significant because it is the first municipal building completed in the 20<sup>th</sup> century by the Town, and is an excellent example of Federal Revival municipal architecture.

The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Building & Inspections, Health, Natural Resources and Planning Divisions. There are two meeting rooms, with a capacity of 49 persons in the first floor meeting room, and 29 persons in the second floor conference room. These meeting rooms are available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions, and can be reserved by contacting the Planning Division staff. During the past year, 141 Keyes Road also served as a polling place for Concord residents because of the available parking and the building's accessibility.

The public-accessible Geographic Information System (GIS) kiosk is located on the first floor and continues to receive daily visits by the public.

Building improvements undertaken this past year include painting all of the Division offices and the exterior of the building, along with upgrading the fluorescent lighting and ballasts by installing more energy efficient fixtures.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$13,945	\$13,610	\$16,845	\$17,968	1.383	1.099
Natural Gas	\$6,416	\$7,432	\$7,650	\$8,010	0.755	0.892
Water	\$257	\$291	\$225	\$243	0.030	0.006
Sewer	\$369	\$468	\$485	\$534	0.048	0.006

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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 19,058	\$ 21,677	\$ 21,406	\$ 21,611	\$ 21,611
Purchased Services	30,777	27,840	34,157	33,541	33,541
Supplies	3,800	5,146	3,430	3,843	3,843
Other Charges	-	-	-	-	-
Capital Outlay	7,712	926	5,000	12,000	12,000
<b>Totals</b>	<b>\$ 61,346</b>	<b>\$ 55,590</b>	<b>\$ 63,993</b>	<b>\$ 70,995</b>	<b>\$ 70,995</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 63,993	100.00%	\$ 70,995	100.00%	10.94%
<b>Totals</b>	<b>\$ 63,993</b>	<b>100.00%</b>	<b>\$ 70,995</b>	<b>100.00%</b>	<b>10.94%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
B-1	Building Improvements	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
B-2	Storage Shed	-	7,000	-	-	-	-
B-15	Slate Roof	-	-	-	-	-	50,000
B-17	HVAC	-	-	-	30,000	-	-
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 12,000</b>	<b>\$ 10,000</b>	<b>\$ 40,000</b>	<b>\$ 10,000</b>	<b>\$ 60,000</b>

<b>Personnel Services Summary</b>					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 21,406	0.50	\$ 21,611
	<b>Total</b>	<u>0.50 FTEs</u>	<u>\$ 21,406</u>	<u>0.50 FTEs</u>	<u>\$ 21,611</u>

Mission Statement:

The mission of the Finance Committee is to provide the budget guideline for the Town budget, and to submit a comprehensive, clearly written Finance Committee Report in preparation of Town Meeting. The Finance Committee monitors the Town's financial performance and emerging issues throughout the year.

FY10 Budget Highlights:

- The budget includes an increase of \$1,825 to provide for the cost of secretarial services, for an individual to attend meetings and prepare meeting minutes.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 1,178	\$ 1,275	\$ 1,275	\$ 3,100
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,178	\$ 1,275	\$ 1,275	\$ 3,100

Description:

The Town Moderator appoints the 15-member Finance Committee. Five members are appointed to terms of 3 years at each Annual Town Meeting. Finance Committee members are not permitted to be concurrently an officer of the Town or a member of any other board of the Town. The Finance Committee meets regularly during the year. Prior to the Annual and any Special Town Meeting it conducts public hearings on financial matters scheduled to come before these meetings. It 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 a meeting. The Town Finance Department carries out the Finance Committee's administrative tasks. The Committee has no separate staff or secretarial support.

A 1976 Town Meeting vote requires the Committee to establish budget guidelines for the Board of Selectmen, Concord Public School Committee, and the Concord-Carlisle Regional School Committee prior to November 30<sup>th</sup> each year. One or more members of the committee are also assigned to observe and attend meetings of all other principal Town boards and committees, including school committees.

The Committee also manages the Reserve Fund Account (account #33), which is 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.

The Finance Committee Report is sent to the 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 for all residents. The report's goal is to convey succinctly to the Town residents the status of the Town's finances, the merits of its budgetary choices, and the recommendations of the committee.

In calendar year 2008, the Finance Committee met 21 times:

- 13 regular meetings;
- 4 public hearings;
- 1 joint meeting with the Board of Selectmen and the CPS and CCRSD School Committees; and
- 3 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2008 of budget guidelines for the FY10 budget year commencing July 1, 2009.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	410	799	560	2,385	2,385
Supplies	200	250	250	250	250
Other Charges	568	226	465	465	465
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 1,178</u>	<u>\$ 1,275</u>	<u>\$ 1,275</u>	<u>\$ 3,100</u>	<u>\$ 3,100</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,275	100.00%	\$ 3,100	100.00%	143.14%
Totals	<u>\$ 1,275</u>	100.00%	<u>\$ 3,100</u>	100.00%	143.14%

Finance Department Mission Statement:

The mission of the Finance Department is to support the Town and its departments by providing high quality financial, accounting, and administrative services, so that they can perform their missions more efficiently, effectively, and innovatively, both now and in the future.

Finance Administration Division:

The mission of the Finance Administration Division is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide numerous high quality administrative services to the Town's departments.

FY10 Budget Highlights:

- This budget represents 1.1% decrease in the operating costs (excluding capital outlay) over the FY09 budget.
- Reductions in FY10 operating costs include the following: an amount of \$5,140 for a summer intern position has been eliminated and an amount of \$12,000 for other professional services has not been funded since the Citizen Survey, which was conducted in Fall 2008 (FY09), is not planned again until Fall 2010 (FY11).
- Due to space limitations at the Town House, the Town has rented space at 30 Monument Square for the Assessing Division. For FY10, the annual rent is \$49,562, of which \$31,610 is funded by the Finance Administration budget and the rest is financed by contributions from other funds.

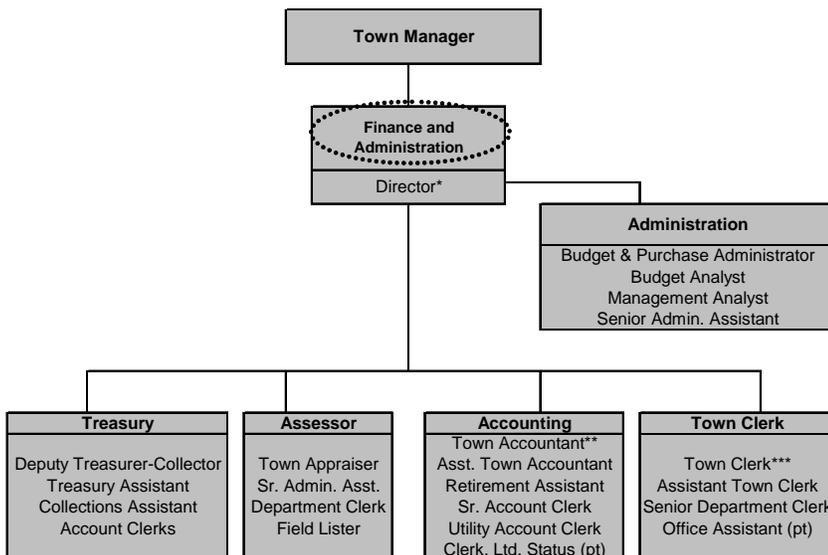
Expenditure Summary

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 177,111	\$ 191,323	\$ 272,638	\$ 258,545
Other Funds	\$ 110,051	\$ 130,096	\$ 165,721	\$ 165,100
Total Expenditures	\$ 287,162	\$ 321,419	\$ 438,359	\$ 423,645

Description:

The Finance Director is appointed by the Town Manager and serves as the Treasurer-Collector. He serves as custodian of the Concord Contributory Retirement Fund, and as Treasurer of the Trustees of Town Donations and for the Minuteman-Nashoba Health Group as well. The Director also supervises the other Finance Divisions: Assessing; Accounting; Treasury; and Town Clerk.

The Finance Administration Division supports the functions of fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and purchasing administration.



\* The Finance and Administration Director also serves as Treasurer/Collector, a position appointed by the Town Manager with approval from the Board of Selectmen.

\*\* The Town Accountant is appointed by the Board of Selectmen.

\*\*\* The Town Clerk is appointed by the Town Manager, approved by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 273,033	\$ 284,325	\$ 355,679	\$ 366,323	\$ 361,183
Purchased Services	6,127	20,809	63,630	53,512	53,512
Supplies	840	889	1,550	1,450	1,450
Other Charges	7,162	6,222	7,500	7,500	7,500
Capital Outlay	-	9,175	10,000	-	-
<b>Totals</b>	<b>\$ 287,162</b>	<b>\$ 321,419</b>	<b>\$ 438,359</b>	<b>\$ 428,785</b>	<b>\$ 423,645</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 272,638	62.20%	\$ 258,545	61.03%	-5.17%
Light Fund	42,884	9.78%	41,374	9.77%	-3.52%
Water Fund	67,283	15.35%	64,811	15.30%	-3.67%
Sewer Fund	16,821	3.84%	16,204	3.82%	-3.67%
Swim and Fitness Fund	-	0.00%	5,000	1.18%	N/A
Solid Waste Fund	10,195	2.33%	9,961	2.35%	-2.29%
Parking Meter Fund	15,631	3.57%	14,964	3.53%	-4.27%
Town Trust Fund	7,816	1.78%	7,482	1.77%	-4.27%
Retirement System	5,091	1.16%	5,304	1.25%	4.18%
<b>Totals</b>	<b>\$ 438,359</b>	<b>100.00%</b>	<b>\$ 423,645</b>	<b>100.00%</b>	<b>-3.36%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
9A	Furnishings & Equipment	10,000	-	-	-	-	-
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ -</b>				

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 128,261	1.00	\$ 128,261
	Budget & Purchasing Administrator	1.00	69,156	1.00	69,156
	Budget Analyst	1.00	45,423	1.00	45,423
	Management Assistant	1.00	45,212	1.00	54,914
	Senior Administrative Assistant	1.00	58,587	1.00	59,529
	Sub Total	<u>5.00 FTEs</u>	\$ 346,639	<u>5.00 FTEs</u>	\$ 357,283
5130	Summer Intern	400 hrs.	\$ 5,140	0 hrs.	\$ -
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.19 FTEs</u>	\$ 355,679	<u>5.00 FTEs</u>	\$ 361,183

<b>Program Implementation</b>	
<ul style="list-style-type: none"> <li>• The proposed FY10 Finance Administration Division budget provides funding for the five existing full-time staff: the Finance Director; Budget and Purchasing Administrator; Budget Analyst; Management Assistant; and a Senior Administrative Assistant. The Management Assistant position, which remains vacant as of January 31<sup>st</sup>, 2009, will assist the Finance Director in various tasks pertaining to treasury / collection functions, payroll processing, and employee benefit administration.</li> <li>• The FY10 budget eliminates funding for the Summer Intern (\$5,140) and the Other Professional Services account (\$12,000). In FY09, this amount of \$12,000 available in Other Professional Services was used to conduct a Citizen Survey which enabled the Town to assess how its programs and services are being received. In this Budget Book, results of the poll are presented in the Performance Measurement sections of the budget detail pages for various departments and divisions. Since it has been decided that the Citizen Survey will only be conducted every two years, funding in FY10 has been eliminated. It is anticipated that appropriate funding for this account will be restored in FY11.</li> <li>• In the FY10 budget, there is funding of \$49,562 for the rent of office space at 30 Monument Square, the building adjacent to the Town House. Due to the increasing complexity of tasks performed by the Finance Department, the staffing level has increased over the years and new office space was needed. Accordingly, the Town decided in FY09 to lease this area of 1,586 gross square feet and locate the Assessing Division there. Since other funds besides the General Fund contribute to the Finance Department in compensation for services performed, Finance Administration pays for \$31,610 of the annual rent, while these other funds make up the rest. A one-time capital expenditure of \$10,000 in FY09 for furniture and fixtures for new office space is not continued in FY10.</li> <li>• Other non-Personnel expenditures are essentially level funded.</li> </ul>	

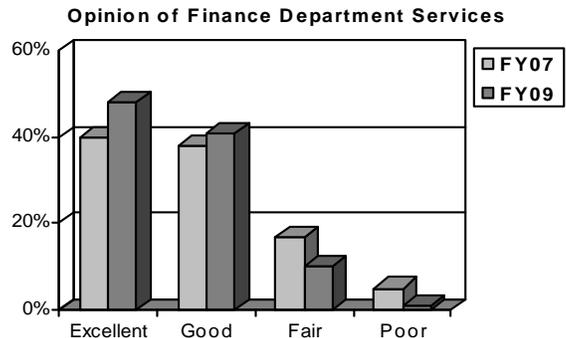
**Finance Administration Programs**

**Program 1 - Financial Operations:**

**Objective:** To be a responsible steward of the Town’s resources, and to provide quality administrative services.

**Performance Measure 1: How satisfied are citizens with the Finance Administration’s (Town House) operations?**

How would you rate the quality of services provided by the Finance Department?	FY07	FY08	FY09	FY10
Excellent	40%	N/A	48%	N/A
Good	38%	N/A	41%	N/A
Fair	17%	N/A	10%	N/A
Poor	5%	N/A	1%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The majority of respondents had a positive view of the quality of Finance Department services, which includes the services of the Town Clerk, Tax Collector, and Town Assessor. Nearly 90% of respondents felt that the Finance Department provides services of either good or excellent quality.

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

**Performance Measure 2: Are Town resources being managed responsibly?**

The Town’s credit rating with major bond rating firms.	FY05	FY06	FY07	FY08
Moody’s Credit Rating	Aaa	Aaa	Aaa	Aaa

**Performance Measure 3: How does the volume of work (outputs) compared with previous years.**

<b>Payroll Processing</b>	2005	2006	2007	2008
Number of Payroll Checks Processed	9,916	10,798	11,248	11,520
Number of W-2 Forms Processed	549	644	655	652

**Discussion:** For the most part, the increase in volume for payroll processing was caused by the opening of the Beede Center in FY06.

<b>Procurement Processing</b>	FY05	FY06	FY07	FY08
Number of Purchase Orders Processed	629	664	632	639
Number of Bids Processed	19	24	30	24
Number of RFPs Processed	13	16	23	9

Mission Statement:

The mission of the Treasurer-Collector Division is to maximize the Town's financial resources by efficiently administering the collection of all Town receivables in a fair and courteous manner and by effectively managing the Town's bank accounts, short-term investments, and disbursements.

FY10 Budget Highlights:

- This budget represents a 2.6% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Other Professional /Technical Services comprises the fees paid to an outside ambulance fee billing company, whose fee is based on 4% of monies collected. The 21% (\$4,477) increase over the previous year anticipates a billing fee cost increase in the new contract effective 5/15/09 as well as increased receipts due to a projected increase in ambulance fees. This is the major increase component of the FY10 budget.
- Banking fee increases of 3.2% (\$2,150) over the previous year is a major service increase component of the FY10 budget.

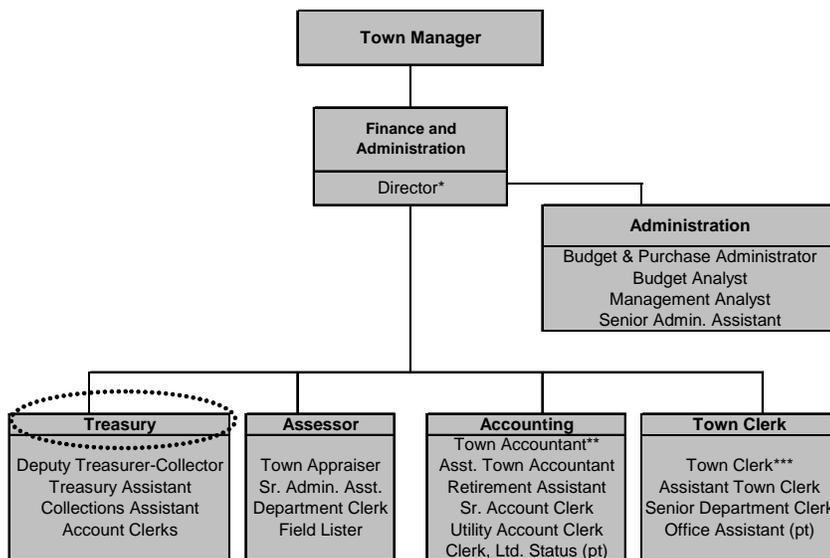
**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 213,748	\$ 217,819	\$ 233,560	\$ 240,255
Other Funds	\$ 143,667	\$ 166,124	\$ 175,268	\$ 179,216
<b>Total Expenditures</b>	<b>\$ 357,415</b>	<b>\$ 383,943</b>	<b>\$ 408,828</b>	<b>\$ 419,471</b>

Description:

The Treasurer-Collector Division of the Finance Department is under the direction of the Deputy 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 billing and collection of all taxes, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees, including ambulance charges, parking violation fees, parking permits, police false alarm bills, and curbside tags and barrel stickers.



\* The Finance and Administration Director also serves as Treasurer/Collector, a position appointed by the Town Manager with approval from the Board of Selectmen.

\*\* The Town Accountant is appointed by the Board of Selectmen.

\*\*\* The Town Clerk is appointed by the Town Manager, approved by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 226,930	\$ 238,007	\$ 251,433	\$ 254,635	\$ 254,635
Purchased Services	125,645	140,108	151,100	157,831	157,831
Supplies	3,152	3,723	3,700	4,300	4,300
Other Charges	1,531	2,105	2,595	2,705	2,705
Capital Outlay	157	-	-	-	-
<b>Totals</b>	<b>\$ 357,415</b>	<b>\$ 383,943</b>	<b>\$ 408,828</b>	<b>\$ 419,471</b>	<b>\$ 419,471</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 233,560	57.13%	\$ 240,255	57.28%	2.87%
Light Fund	47,853	11.70%	49,369	11.77%	3.17%
Water Fund	43,500	10.64%	44,501	10.61%	2.30%
Sewer Fund	10,684	2.61%	10,923	2.60%	2.24%
Solid Waste Disp. Fund	24,410	5.97%	24,808	5.91%	1.63%
Parking Meter Fund	24,410	5.97%	24,808	5.91%	1.63%
Retirement System	6,103	1.49%	6,202	1.48%	1.63%
Town Trust Fund	3,051	0.75%	3,101	0.74%	1.63%
Swim and Fitness Center	15,256	3.73%	15,505	3.70%	1.63%
<b>Totals</b>	<b>\$ 408,828</b>	<b>100.00%</b>	<b>\$ 419,471</b>	<b>100.00%</b>	<b>2.60%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 79,675	1.00	\$ 79,675
	Collections Assistant	1.00	45,213	1.00	45,826
	Treasury Assistant	1.00	47,758	1.00	48,651
	Senior Account Clerk	1.00	39,844	1.00	40,873
	Senior Account Clerk	1.00	38,943	1.00	39,610
Total		<u>5.00 FTEs</u>	<u>\$ 251,433</u>	<u>5.00 FTEs</u>	<u>\$ 254,635</u>

**Program Implementation**

- The Treasury Division consists of five full-time employees. While the primary collection focus is on the property tax, the Division must be knowledgeable in all phases of Town activities to provide customer support for all funds payable to the Town.
- All Town departments issuing permits or assessing service fees turn-over collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$68,700, is for banking services and lockbox fees. Bank account access is crucial to the maintenance of all Town funds; this function has been greatly enhanced by real-time internet access to pertinent bank account information.
- Postage, another major division expense at \$53,000, covers mailing costs of all Town departments.
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, electric billing, and parking violation fees. This payment option will continue to expand to other municipal fees in the future.

**Demand For Online Bill-Paying**

How important is it for you to be able to pay bills online?	FY07	FY08	FY09	FY10
Very Important	N/A	N/A	30%	N/A
Somewhat Important	N/A	N/A	20%	N/A
Not Very Important	N/A	N/A	20%	N/A
Not At All Important	N/A	N/A	30%	N/A

\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** No comparable survey question was asked in FY07.

**Treasurer-Collector Programs**

**Program 1 – Treasurer-Collector Operations:**

**Objective:** To collect and process the Town’s revenue and to manage short-term investments.

**Performance Measure 1: Revenue Collection Activities**

The Division performs regular collections and billings. In FY08 billing and collection activities engaged in were:

<b>Collections and Billing Summary</b>			
Activity	Volume of Activity in FY08	Billing Responsibilities	Collection Responsibilities
Parking violations	12,000		X
Subscriptions for curbside refuse and recycling	6,300	X	X
Motor vehicle excise bills	18,500	X	X
Property tax bills	26,800	X	X
Water bills	33,000		X
Electricity bills	46,000		X

**Performance Measure 2: Cash Management**

The Division manages the Town’s short-term investments.

<b>Cash Management Summary</b>				
	FY05	FY06	FY07	FY08
General Fund Earnings (in thousands)	\$560	\$1,033	\$1,323	\$1,242
Annual Yield	2.17%	4.05%	5.18%	4.27%

**Performance Measure 3: Tax Collection**

The Division is responsible for collecting on the Town’s Property Tax levy..

<b>Tax Collection Summary</b>				
	FY05	FY06	FY07	FY08
% of the fiscal year’s property tax levy remaining unpaid as of June 30 <sup>th</sup> of that year.	0.71%	0.69%	0.76%	0.67%

FY08 was the 13<sup>th</sup> consecutive year in which this rate has been under 1% (a current collection percentage in excess of 99%).

**Mission Statement:**

The mission of the Accounting Division is to oversee and process bills paid by the Town, to provide financial reporting services to other Town Departments, and to manage the Town's accounting system so that it conforms to generally accepted accounting principles and complies with State laws and regulations.

**FY10 Budget Highlights:**

- This budget represents a 5.1% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Non-personnel expenses are budgeted to remain at the FY09 level.
- Position vacancies led to a significantly lower-than-budgeted level of spending in FY08. However, it is planned that these positions will be filled in FY10.

**Expenditure Summary**

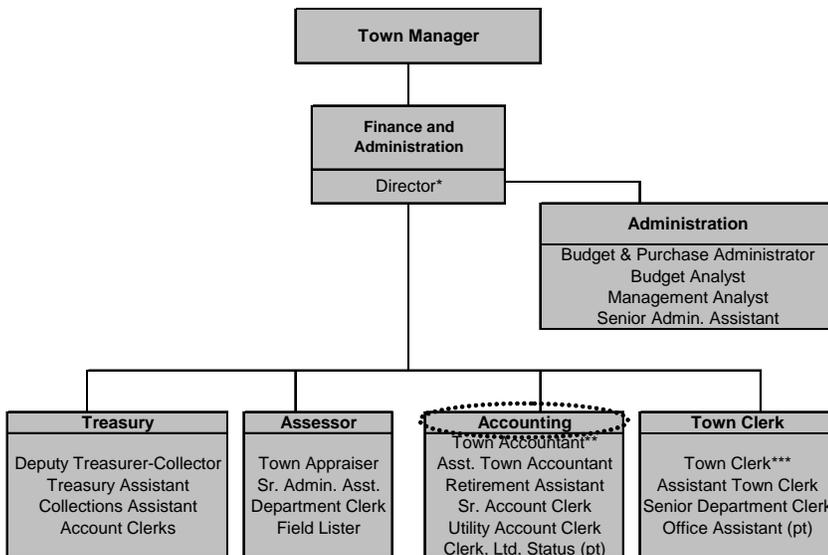
	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 88,868	\$ 45,456	\$ 124,333	\$ 124,638
Other Funds	\$ 181,721	\$ 185,484	\$ 189,708	\$ 205,428
<b>Total Expenditures</b>	<b>\$ 270,589</b>	<b>\$ 230,940</b>	<b>\$ 314,042</b>	<b>\$ 330,066</b>

**Description:**

The Town Accountant Division is responsible for the following:

- Maintaining the accounting records of the Town;
- Preparing periodic and annual financial statements;
- Reviewing and processing all payment requests approved by the Board of Selectmen;
- Maintaining budgetary records;
- Managing the Town's audit;
- Monitoring and maintaining records of all contracts/grants;
- Maintaining the accounts/records of the retirement system;
- Provide billing operations relating to water, sewer, and electrical services.

The Town Accountant also ensures that the accounting system complies with standards set by the State and by GASB.



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\*\* The Town Accountant is appointed by the Board of Selectmen.

\*\*\* The Town Clerk is appointed by the Town Manager, approved by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 195,793	\$ 174,783	\$ 254,907	\$ 270,931	\$ 270,931
Purchased Services	2,274	2,118	4,750	4,750	4,750
Supplies	1,326	1,512	2,285	2,285	2,285
Other Charges	1,092	1,527	2,100	2,100	2,100
Capital Outlay	20,104	5,000	-	-	-
Audit	50,000	46,000	50,000	50,000	50,000
<b>Totals</b>	<b>\$ 270,589</b>	<b>\$ 230,940</b>	<b>\$ 314,042</b>	<b>\$ 330,066</b>	<b>\$ 330,066</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 124,333	39.59%	\$ 124,638	37.76%	0.25%
Light Fund	45,191	14.39%	46,624	14.13%	3.17%
Water Fund	47,636	15.17%	49,009	14.85%	2.88%
Swim and Fitness Fund	-	0.00%	8,937	2.71%	N/A
Sewer Fund	16,352	5.21%	16,667	5.05%	1.93%
Solid Waste Disp. Fund	3,534	1.13%	3,760	1.14%	6.40%
Retirement System	76,996	24.52%	80,431	24.37%	4.46%
<b>Totals</b>	<b>\$ 314,042</b>	<b>100.00%</b>	<b>\$ 330,066</b>	<b>100.00%</b>	<b>5.10%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

**Personnel Services Summary**

		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 74,205	1.00	\$ 74,205
	Assistant Town Accountant	0.00	-	0.50	32,400
	Retirement System Administrator	0.00	-	1.00	52,897
	Asst. T.A./Retirement Sys. Admin.	1.00	52,897	0.00	-
	Retirement Assistant	1.00	42,198	0.50	24,534
	Senior Account Clerk	1.00	44,822	1.00	45,407
	Utility Account Clerk	1.00	40,785	1.00	41,488
	Total	<u>5.00 FTEs</u>	<u>\$ 254,907</u>	<u>5.00 FTEs</u>	<u>\$ 270,931</u>

**Program Implementation**

- The majority of the Accounting Division’s budget is for personnel services.
- The staffing of the Accounting Division includes the Town Accountant, a part-time (20-hours per week) Assistant Town Accountant, a Senior Account Clerk, a Utility Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant.
- Due to staff turnover, the Town and the Retirement Board agreed to have the Assistant Town Accountant/Retirement Administrator serve the Retirement Board on a full-time basis in FY09, while temporarily leaving the Retirement Assistant position vacant.
- For FY10, it is proposed that the Retirement Assistant be made part-time, and that a part-time Assistant Town Accountant position be created. The position of Assistant Town Accountant/Retirement System Administrator is proposed to be renamed Retirement System Administrator. Under this plan, there would be no change in FTEs.
- The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (6%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (59%).
- The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.

**Accounting Programs**

**Program 1 - Accounting Operations:**

**Objective:** To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner

**Performance Measure 1: Invoice Processing**

The Accounting Division produced 9,926 checks in FY08.

**Performance Measure 2: Warrant Production**

The Accounting Division produced 55 Warrants on schedule in FY08.

**Performance Measure 3: Report Production**

The Accounting Division produced and submitted a Recap Sheet, Schedule A, and Free Cash Certification on schedule in FY08.

**Performance Measure 4: Utility Billing**

The Accounting Division issued the following bi-monthly utility bills:

Water and Sewer Bills –	32,358
Electric Bills -	47,817

**Performance Measure 5: Compliance With Accounting Standards**

The Accounting Division received an unqualified opinion with respect to the Town departments audited. An exception was made for the Concord Municipal Light Plant, which is audited by another auditing firm and presents its financial statements in conformity with accounting practices prescribed by the Massachusetts Department of Public Utilities.

**Mission Statement:**

The mission of the Assessors Division is to value the Town's real and personal property in a fair, efficient, and cost-effective manner according to state statute and guidelines.

**FY10 Budget Highlights:**

- This budget represents a 1.7% increase in operating cost over that of the FY09 budget.
- The largest item in the Assessors budget is for professional services, which is used for property revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).

**Expenditure Summary**

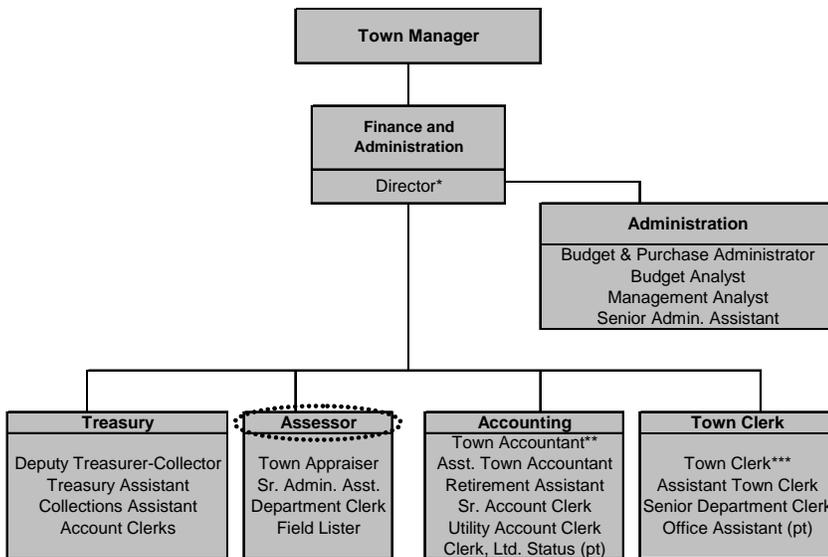
	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 339,572	\$ 262,037	\$ 371,513	\$ 377,787
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 339,572</b>	<b>\$ 262,037</b>	<b>\$ 371,513</b>	<b>\$ 377,787</b>

**Description:**

The Assessors Division is responsible for the following functions:

- Listing and valuing all the real and personal property in the community;
- Maintaining the assessing databases and maps that contain physical/legal property information;
- Recording all changes in property ownership, land subdivisions, and changes in use codes;
- Annually analyzing real estate sales transactions and adjusting values to appropriately reflect market value;
- Processing motor vehicle excise tax bills and abatements.

The 5-member Board of Assessors, appointed by the Town Manager, insures the accuracy of the assessing data-base used for ad valorem taxation, annually determines the "new growth" increase in the levy limit, calculates the tax rate each year, and acts upon abatement applications as well as exemption from property tax applications for the elderly, low income, disabled veterans, and the blind, and exemption applications from the Community Preservation Act Surcharge.



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<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 170,388	\$ 198,220	\$ 214,153	\$ 218,918	\$ 218,918
Purchased Services	160,644	43,719	145,000	148,383	146,119
Supplies	2,638	3,409	3,400	3,050	3,050
Other Charges	5,902	6,255	8,960	9,700	9,700
Capital Outlay	-	10,434	-	-	-
Totals	<u>\$ 339,572</u>	<u>\$ 262,037</u>	<u>\$ 371,513</u>	<u>\$ 380,051</u>	<u>\$ 377,787</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 371,513	100.00%	\$ 377,787	100.00%	1.69%
Totals	<u>\$ 371,513</u>	100.00%	<u>\$ 377,787</u>	100.00%	1.69%

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 79,112	1.00	\$ 79,113
	Field Lister	1.00	46,305	1.00	49,875
	Administrative Assistant	1.00	48,252	1.00	49,055
	Department Clerk	1.00	38,383	1.00	38,775
	Sub Total	<u>4.00 FTEs</u>	\$ 212,053	<u>4.00 FTEs</u>	\$ 216,818
5157	Car Allowance	N/A	\$ 2,100	N/A	\$ 2,100
	Total	<u>4.00 FTEs</u>	\$ 214,153	<u>4.00 FTEs</u>	\$ 218,918

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The Assessors Division is staffed by a Town Appraiser, a Field Lister, a Sr. Administrative Assistant, and a Department Clerk.</li> <li>•Correct property values are dependent on accurate data. State statute requires that all property must be inspected no less frequently than every nine years. In order to maintain the integrity of Concord's data, the Assessors Division continues cyclical inspections every year. Staff completes about 15% of the parcels per year as they follow up building permits, abatement applications and sales. To augment this effort the Assessing Division hires outside contractors to conduct a full measure and list. This involves visiting every property town-wide. A full measure and list of all condominiums was completed in the first half of FY07. Some commercial and tax exempt segments were completed in FY08. A full measure and list of Personal Property was completed in the summer of 2008. Beginning in January 2009 a full measure and list of approximately 44% of single family residences began. Another 44% is scheduled for completion in FY10.</li> <li>•FY09 and FY10 are Interim Year Adjustment years requiring a full sales analysis and adjustments to values, the same as in a revaluation year. However, there are fewer requirements to obtain the DOR's approval to set the tax rate. Due to the DOR examining "excess land" rates (land area of a parcel that is in excess of the zoning requirement for the building lot) in much greater detail than previously, Concord has been instructed to construct an entirely new land pricing structure for the FY11 revaluation. This project has begin for the FY09 assessments and will continue through the FY11 revaluation.</li> <li>•Purchased Services include additional field inspection and appraisal and consulting services (\$132,736), computer maintenance (\$9,108), equipment maintenance (\$275), telephone (\$1,700), postage (\$1,000), printing and book binding (\$800), and advertising (\$500).</li> <li>•The Supplies expense category includes \$2,500 for office supplies, \$150 for printed forms, and \$400 for envelopes.</li> <li>•The Other Charges and Expenses category is mainly for staff training and education, allowing the Division to meet the changing, and increasingly technical, requirements of the assessing function.</li> </ul>

**Assessor's Programs**

**Program 1 – Assessor's Operations:**

**Objective:** To accurately list and value the Town's real and personal property.

**Performance Measure 1: Real and Personal Property**

Property Inspections	FY05	FY06	FY07	FY08
Total # Visits	560	920	1,488	1,366
Full Measure and List	27	180	670	678
	FY05 also included field review of 5,736 parcels for the reval		FY07 included the condominium full measure and list	738 Personal Property Accounts were updated at the beginning of FY09

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted	# Filed	# Pending		
FY04	6,508	106	1.6	69	7	4**	16,386,122	172,529
FY05*	6,502	426	6.5	214	33	8**	33,604,494	329,324
FY06	6,480	127	2.0	70	22	6**	8,464,443	86,591
FY07	6,500	132	2.0	70	24	7**	9,524,167	100,575
FY08*	6,483	174	2.7%	95	31	23***	14,808,955	158,752

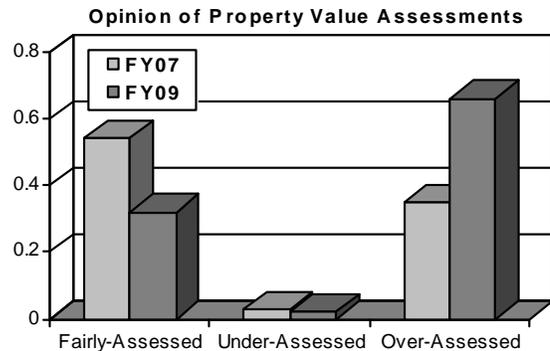
\* Revaluation year.

\*\* FY03 – FY07 ATB cases represent communication company cases being appealed state-wide.

\*\*\* FY08 includes 7 communication company cases.

**Performance Measure 2: Do you believe your property is over-assessed, under-assessed, or fairly-assessed?**

How do you feel about the assessment of your property?	FY07	FY08	FY09	FY10
Fairly-Assessed	54%	N/A	32%	N/A
Under-Assessed	3%	N/A	2%	N/A
Over-Assessed	35%	N/A	66%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The significant change in opinion may be a reflection of current market conditions and the fact that assessments lag the market by almost a year.

Mission Statement:

The mission of the Town Clerk is to accurately record, maintain, and issue certified copies of vital records; to conduct the Annual Town Census; to efficiently issue licenses and permits; to judiciously administer election laws and conduct local, state and federal elections; to record the minutes of Town Meetings; and to manage the storage, retrieval and disposal of Town records.

FY10 Budget Highlights:

- This budget represents a 2.7% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Non-personnel expenses are budgeted to remain at the FY09 level.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 183,942	\$ 183,742	\$ 201,083	\$ 206,434
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 183,942</b>	<b>\$ 183,742</b>	<b>\$ 201,083</b>	<b>\$ 206,434</b>

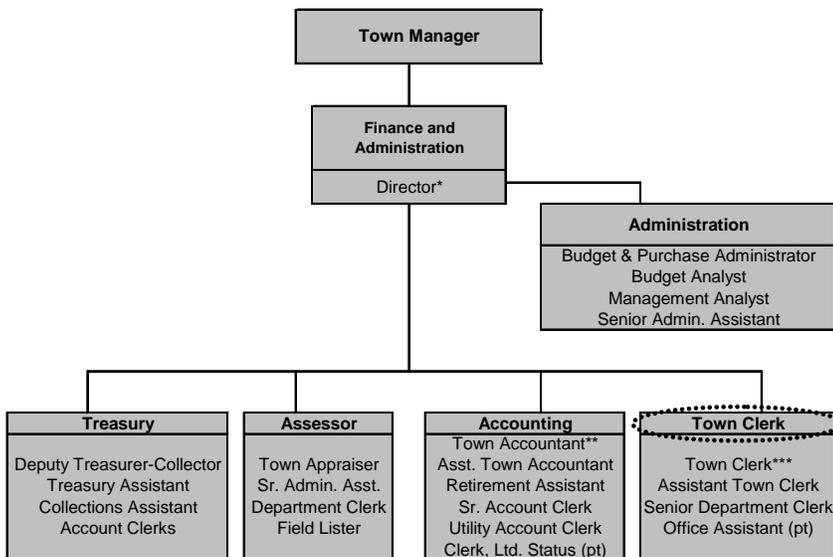
Description:

The Town Clerk Division is responsible for numerous activities associated with:

- Recording, preserving, and issuing certified records of Town business;
- Issuing a variety of licenses and permits;
- Providing information to the public on a wide-array of subjects;
- Administering laws relating to the reporting of election candidates and ballot question committees;
- And performing numerous other miscellaneous tasks.

In addition, some Town Clerk activities are funded through other budget items (e.g., Elections, Item 3A and Registrars, Item 3B). Some examples are:

- Conducting local, state, and national elections;
- Registering voters;
- Conducting the Town Census
- Certifying nomination papers and initiative petitions



\* The Finance and Administration Director also serves as Treasurer/Collector, a position appointed by the Town Manager with approval from the Board of Selectmen.

\*\* The Town Accountant is appointed by the Board of Selectmen.

\*\*\* The Town Clerk is appointed by the Town Manager, approved by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 170,388	\$ 176,921	\$ 193,736	\$ 199,087	\$ 199,087
Purchased Services	3,045	2,906	1,175	1,515	1,515
Supplies	3,244	1,838	3,175	2,848	2,848
Other Charges	2,107	1,486	2,997	2,984	2,984
Capital Outlay	5,158	590	-	-	-
Totals	<u>\$ 183,942</u>	<u>\$ 183,742</u>	<u>\$ 201,083</u>	<u>\$ 206,434</u>	<u>\$ 206,434</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 201,083	100.00%	\$ 206,434	100.00%	2.66%
Totals	<u>\$ 201,083</u>	100.00%	<u>\$ 206,434</u>	100.00%	2.66%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 86,148	1.00	\$ 86,148
	Assistant Town Clerk	1.00	48,597	1.00	49,339
	Senior Department Clerk	1.00	41,092	1.00	45,435
	Sub Total	<u>3.00 FTEs</u>	\$ 175,838	<u>3.00 FTEs</u>	\$ 180,922
5157	Office Assistant	783 hrs.	\$ 12,129	742 hrs.	\$ 12,129
5157	Professional Project Specialist	120 hrs.	\$ 2,491	120 hrs.	\$ 2,491
5157	Overtime (special elections)	100 hrs.	\$ 3,278	100 hrs.	\$ 3,545
	Total	<u>3.43 FTEs</u>	\$ 193,736	<u>3.41 FTEs</u>	\$ 199,087

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions, a part-time Office Assistant (14 hours per week), and a Professional Project Specialist (2.3 hours per week).</li> <li>•The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine.</li> <li>• The following is included under Supplies: office supplies, envelopes, printer toner, and dog licensing supplies</li> <li>• The following is included under Other Charges: membership dues for professional associations for the Town Clerk and staff; conference registration and expenses to allow the Town Clerk and staff to attend state and regional conferences; and related travel expenses for conference attendance. Conference attendance is essential to maintain and upgrade professional knowledge and skills, and to retain certification status.</li> </ul>

**Town Clerk Programs**

**Program 1 – Town Clerk Operations:**

**Objective:** To be a responsible steward of the Town’s resources, and to provide quality administrative services.

<b>Activities by Calendar Year</b>			
<b>ACTIVITY</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Births Registered (Concord residents)	1,277 (123)	1,178 (87)	1,186 (98)
Deaths Registered (Concord residents)	423 (161)	349 (133)	399 (147)
Marriages Registered (Concord residents)	74 (24)	87 (21)	58 (22)
Marriage Intentions Filed	80	88	59
Certified Copies of Vital Records Issued	7,156	6,945	6,643
Fishing & Hunting Licenses Issued	458	411	421
Dog Licenses Issued	1,783	1,781	1,861
Burial Permits Issued	406	333	378
Business Certificates Recorded	118	135	123
Cemetery Deeds Prepared & Recorded	119	71	35
Public Meetings Posted	962	1,024	922
Raffle Permits Issued	15	10	16
Passport Applications Processed	345	362	179
Affidavits & Corrections Prepared & Recorded	22	35	49
Net Receipts to General Fund	\$124,351	\$126,142	\$111,445

Mission Statement:

The purpose of this funding is to operate, maintain, and upgrade the Town's information systems so that they continue to meet current needs and the latest technology standards.

FY10 Budget Highlights:

- This budget represents a 1.2% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- The Technology Fund is *decreasing* by \$2,000, to \$120,000.
- This fund ensures the continuous updating of desktop technology and of the Town's internal network. It also covers costs associated with the Town website and system-wide hardware and software upgrades.
- Funding for 5 hours per-week of an admin. assistant's time has been removed from this FY10 budget. Website support will be performed by the Information Systems Assistant.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 304,225	\$ 304,915	\$ 355,300	\$ 349,089
Other Funds	\$ 29,512	\$ 29,739	\$ 32,059	\$ 33,163
Total Expenditures	\$ 333,737	\$ 334,654	\$ 387,359	\$ 382,252

Description:

The account is divided into three activities:

**Financial Systems Operations:** Includes the cost of basic financial information systems and computer applications for both in-house and service bureau systems, such as the financial accounting system, the payroll system, and the property tax billing and collection system. The increase in the budget for this category results primarily from the operational costs of the electronic time reporting system. This system is presently being installed, and will automate time and attendance reporting. The data will feed directly into the payroll system, expediting certain tasks for both the Personnel and Finance Departments.

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

**Information Systems Operations:** Includes a 75% General Fund share of the staffing costs to manage and develop the Town's information systems (25% of staffing cost is charged to the Enterprise Funds directly); the General Fund's share of internet access expenses for all Town staff; and ongoing consulting and staff training. This activity also includes funding for Town-wide hardware and software acquisition needs (\$120,000) in accordance with the capital outlay component of the FY2010 - 2014 proposed Capital Improvement Program. This funding provides for continued development, maintenance, and upgrading of the Town-wide internal network, as well as the replacement of desktop and mobile technology as necessary. All uses of the fund are under the direction of the Technology Director and the review of the Finance Director. Departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available.

**Major Budgeted Expenses in FY10**

Expense Category	Cost	Detail
Financial Systems Operations	\$75,950	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$13,000	Includes maintenance and supplies of Town House copiers.
Information Systems Operations	\$173,302	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$120,000	Includes the costs associated with hardware and software upgrades and replacements.

**FINANCE & ADMINISTRATION: Information Systems**

**Item 9**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 118,452	\$ 115,586	\$ 134,309	\$ 132,652	\$ 132,652
Purchased Services	100,687	98,865	120,000	117,000	117,000
Supplies	8,106	9,286	8,950	10,500	10,500
Other Charges	150	175	2,100	2,100	2,100
Capital Outlay	106,342	110,742	122,000	130,000	120,000
Totals	<u>\$ 333,737</u>	<u>\$ 334,654</u>	<u>\$ 387,359</u>	<u>\$ 392,252</u>	<u>\$ 382,252</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 355,300	91.72%	\$ 349,089	91.32%	-1.75%
Light Fund	25,648	6.62%	26,530	6.94%	3.44%
Water Fund	5,130	1.32%	5,306	1.39%	3.44%
Sewer Fund	1,282	0.33%	1,327	0.35%	3.44%
Totals	<u>\$ 387,359</u>	100.00%	<u>\$ 382,252</u>	100.00%	-1.32%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
C-1	Town-Wide Technology Fund	122,000	120,000	150,000	165,000	180,000	195,000
	Totals	<u>\$ 122,000</u>	<u>\$ 120,000</u>	<u>\$ 150,000</u>	<u>\$ 165,000</u>	<u>\$ 180,000</u>	<u>\$ 195,000</u>

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Technology Director	1.00	\$ 77,738	1.00	\$ 77,738
	Information Systems Assistant	1.00	50,500	1.00	54,914
	Administrative Assistant	0.12	6,072	0.00	-
	Total	<u>2.12 FTEs</u>	<u>\$ 134,309</u>	<u>2.00 FTEs</u>	<u>\$ 132,652</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House as operational space for municipal staff, meeting space for staff, boards and committees, and storage space for vital Town records.

FY10 Budget Highlights:

- This budget represents a \$39 decrease (or 0.0%) in operating cost (excluding capital expenditures) from that of the FY09 budget.
- A modest reduction in personnel cost is anticipated after filling a custodian vacancy in FY08.
- Energy costs remain a significant portion of this account, with gas and electricity costs accounting for almost \$32,000 in the FY10 budget.
- With the successful installation of new fire alarm and fire sprinkler systems in FY08, additional funds are allocated within this account to ensure the proper maintenance of both systems.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 95,216	\$ 96,383	\$ 93,897	\$ 93,857
Other Funds	\$ 15,117	\$ 15,298	\$ 14,805	\$ 14,800
<b>Total Expenditures</b>	<b>\$ 110,333</b>	<b>\$ 111,681</b>	<b>\$ 108,702</b>	<b>\$ 108,657</b>

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 until 6:00 p.m. on Thursdays, September – June.

The Town House was constructed in 1851, and, now in its 158<sup>th</sup> year, requires significant ongoing interior and exterior maintenance and repairs.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$15,599	\$15,571	\$18,001	\$18,564	1.049	7.426
Natural Gas	\$10,850	\$11,873	\$12,913	\$13,250	0.800	0.461
Water	\$496	\$727	\$699	\$756	0.049	0.013
Sewer	\$1,103	\$1,556	\$1,491	\$1,662	0.105	0.013

The Town House has a square footage of 14,838 and is used on weekdays and evenings.

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 45,278	\$ 44,908	\$ 45,148	\$ 43,388	\$ 43,388
Purchased Services	35,462	41,057	44,754	44,216	44,216
Supplies	8,109	13,235	8,800	11,053	11,053
Other Charges	-	-	-	-	-
Capital Outlay	21,484	12,482	10,000	15,000	10,000
<b>Totals</b>	<b>\$ 110,333</b>	<b>\$ 111,681</b>	<b>\$ 108,702</b>	<b>\$ 113,657</b>	<b>\$ 108,657</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 93,897	86.38%	\$ 93,857	86.38%	-0.04%
Light Fund	4,933	4.54%	4,933	4.54%	0.00%
Water Fund	5,920	5.45%	5,920	5.45%	0.00%
Sewer Fund	2,960	2.72%	2,960	2.72%	0.00%
Solid Waste Disposal Fund	987	0.91%	987	0.91%	0.00%
<b>Totals</b>	<b>\$ 108,697</b>	<b>100.00%</b>	<b>\$ 108,657</b>	<b>100.00%</b>	<b>-0.04%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
A-4	Building Improvements	10,000	10,000	10,000	10,000	15,000	15,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 40,494	1.00	\$ 38,915
	Sub Total	<u>1.00 FTEs</u>	40,494	<u>1.00 FTEs</u>	38,915
	Overtime	160 hrs.	4,654	160 hrs.	4,473
	<b>Total</b>	<u>1.00 FTEs</u>	<b>\$ 45,148</b>	<u>1.00 FTEs</u>	<b>\$ 43,388</b>

Mission Statement:

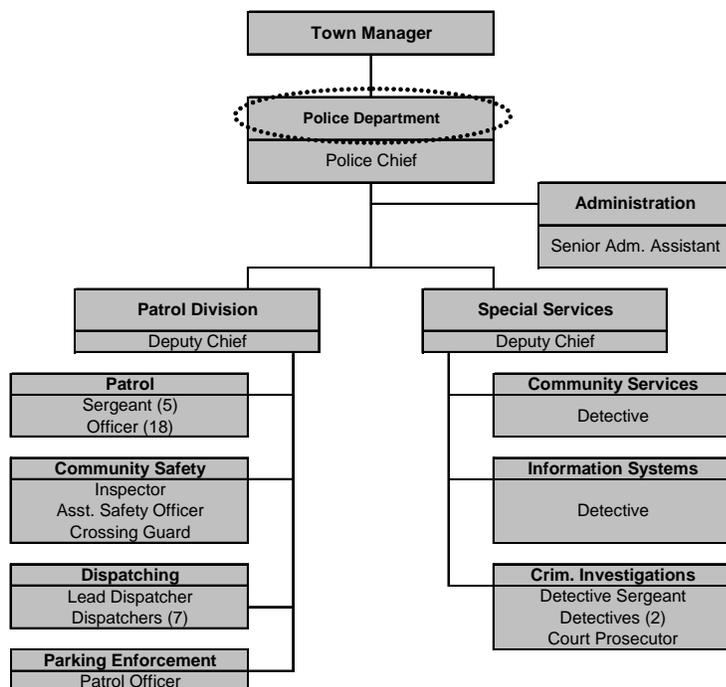
The mission of the Concord Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety services to all members of our community. This is accomplished through ethical decision making based upon integrity, morality and respect for the dignity and diversity of all.

FY10 Budget Highlights:

- This budget represents a 0.1% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Non-personnel operating expenses (Purchased Services, Supplies, and Other Charges) have decreased by 5.6% from FY09 levels.
- The FY10 capital expenditures total \$104,000 and include the replacement of three (3) police vehicles (\$87,000), upgrade and maintenance of public safety equipment (\$10,000), and the purchase of new handguns for officers (\$7,000).

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 3,352,379	\$ 3,330,394	\$ 3,669,176	\$ 3,610,385
Other Funds	\$ 67,427	\$ 67,623	\$ 70,757	\$ 70,757
<b>Total Expenditures</b>	<b>\$ 3,419,806</b>	<b>\$ 3,398,017</b>	<b>\$ 3,739,934</b>	<b>\$ 3,681,142</b>



Description:

The Concord Police Department provides a complete range of public safety and community-based services. These services include, but are not limited to, criminal investigations, motor vehicle and commercial vehicle enforcement, parking control and enforcement, dog officer services, preventive patrols, school crossing safety, community problem solving, and emergency response. In addition, the department processes a variety of permits, licenses and applications and provides crime prevention programs, youth services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction.

**PUBLIC SAFETY: Police Department**

**Item 11**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,179,363	\$ 3,166,202	\$ 3,433,692	\$ 3,519,858	\$ 3,446,698
Purchased Services	39,342	36,320	36,446	31,739	30,639
Supplies	81,267	94,655	91,363	95,963	90,465
Other Charges	10,296	15,232	10,433	9,340	9,340
Capital Outlay	109,539	85,608	168,000	144,238	104,000
Totals	<u>\$ 3,419,806</u>	<u>\$ 3,398,017</u>	<u>\$ 3,739,934</u>	<u>\$ 3,801,138</u>	<u>\$ 3,681,142</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,669,176	98.11%	\$ 3,610,385	98.08%	-1.60%
Parking Meter Fund	70,757	1.89%	70,757	1.92%	0.00%
Totals	<u>\$ 3,739,934</u>	100.00%	<u>\$ 3,681,142</u>	100.00%	-1.57%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
D-1	Police Vehicles	114,000	87,000	114,000	87,000	104,000	114,000
D-2	P.S. Equipment	10,000	10,000	15,000	15,000	15,000	15,000
D-4	Cruiser Laptops	24,000	-	-	-	30,000	-
D-5	Radio Upgrade	-	-	32,000	66,000	21,000	-
D-7	Thermal Camera	5,000	-	-	-	-	-
D-8	Handguns	-	7,000	-	-	-	-
D-9	Vests	15,000	-	-	31,500	-	-
	Totals	<u>\$ 168,000</u>	<u>\$ 104,000</u>	<u>\$ 161,000</u>	<u>\$ 199,500</u>	<u>\$ 170,000</u>	<u>\$ 129,000</u>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 149,400	1.00	\$ 149,400
	Lieutenant	2.00	226,560	2.00	226,688
	Sergeant	6.00	493,346	6.00	493,346
	Inspection/Detective	7.00	514,693	7.00	514,693
	Patrol Officer	19.00	1,148,335	19.00	1,154,922
	Uniformed Sub Total	35.00 FTEs	\$ 2,532,334	35.00 FTEs	\$ 2,539,049
	Senior Administrative Assistant	1.00	55,439	1.00	55,603
	Lead Dispatch	1.00	55,142	1.00	55,142
	P.S. Dispatch	7.00	338,769	7.00	340,980
5114	Crossing Guards	2724 hrs.	54,480	2724 hrs.	54,480
	Regular Compensation Sub Total	10.30 FTEs	\$ 503,831	10.30 FTEs	\$ 506,205
5130	Overtime - Uniformed	5023 hrs.	240,724	5023 hrs.	243,906
	Overtime - Dispatchers	1143 hrs.	40,426	1155 hrs.	41,085
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	23,336	482 hrs.	23,336
	Overtime Sub Total	0.00 FTEs	\$ 304,486	0.00 FTEs	\$ 308,327
5143	Holiday Pay - Uniformed	3072 hrs.	24,786	3072 hrs.	24,862
	Holiday Pay - Dispatchers	384 hrs.	9,055	382 hrs.	9,055
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	34,700	N/A	34,700
	Total	45.30 FTEs	\$ 3,433,692	45.30 FTEs	\$ 3,446,698

**Program Implementation**

- The FY10 Police Department recommended budget provides funding for the current staffing level of 35 uniformed officers. The Parking Meter Fund (PMF) continues to support one full-time police officer, and administrative support for parking activities.
- One long-term budgeting goal of the Police Department is to fund an additional Public Safety Dispatcher Position, bringing the total to nine (1 Lead Dispatcher and 8 Public Safety Dispatchers). A ninth dispatcher would allow the Department to staff Dispatch with two trained-professionals 100% of the time. Currently, the budget allows for two-dispatcher coverage only 72% of the time.
- The Capital Outlay Plan allocates \$104,000 for the Department, which includes replacement of 3 police vehicles (\$87,000), handguns for officers (\$7,000), and public safety equipment (\$10,000).
- The proposed budget allocates 482 hours for Traffic, Alcohol and Tobacco compliance programs.

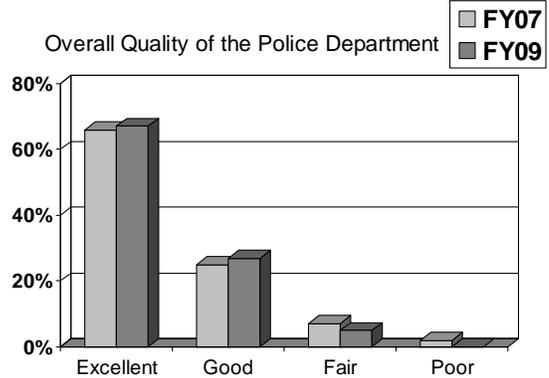
**Public Safety Programs**

**Program 1 – Police Department Operations:**

**Objective:** To ensure that Police Department services are appropriate, cost-effective, and of the highest quality.

**Performance Measure 1: Are the Concord Police Department services of the highest quality?**

How would you rate the overall quality of services provided by the Concord Police Department?	FY07	FY08	FY09	FY10
Excellent	66%	N/A	67%	N/A
Good	25%	N/A	27%	N/A
Fair	7%	N/A	5%	N/A
Poor	2%	N/A	0%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The vast majority of respondents from the latest survey had a positive view of the quality of the Concord Police Department, with over 2/3 describing the quality as “Excellent.”

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

Mission Statement:

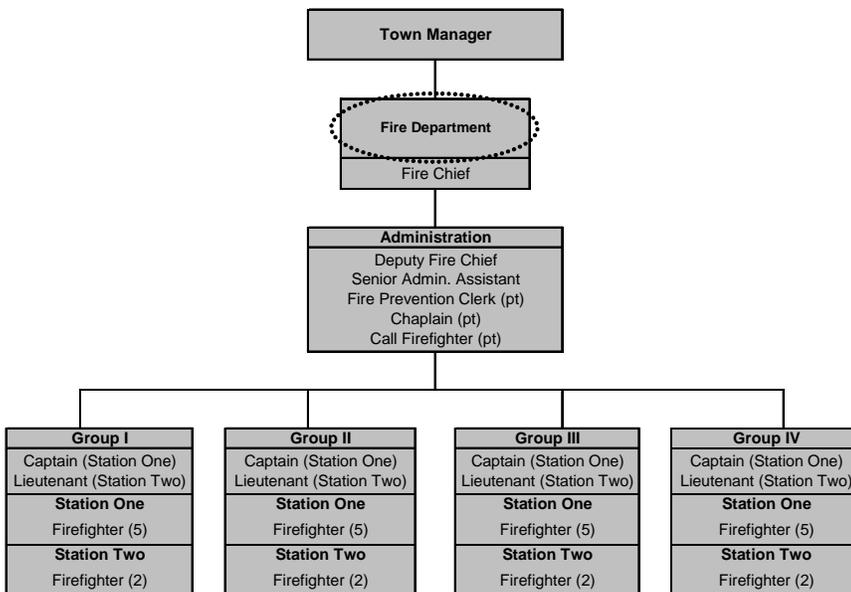
The mission of the Fire Department is to provide rapid and effective fire, rescue, and emergency medical services to the community and strive to make Concord a safer place for all to live, work, and visit.

FY10 Budget Highlights:

- This budget represents a 0.2% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Personnel costs are budgeted to be up 0.2% in FY10, although replacement overtime hours are expected to fall by 111 hours (-1.1%) from their budgeted FY09 level.
- In FY10, the Department goal is to maintain, at a minimum, eight firefighters on duty, and for an additional ninth firefighter to be on-duty 30% of the time.
- The cost of purchased services in FY10 is budgeted to decrease by 3%..
- The cost of supplies in FY10 is budgeted to rise by 4.6%, reflecting increased vehicle fuel costs.
- Capital outlay, totaling \$33,000, will support the replacement of a department support vehicle, (\$15,000), and the replacement of miscellaneous firefighting equipment (\$18,000).

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 3,041,273	\$ 3,003,094	\$ 3,268,212	\$ 3,250,394
Other Funds	\$ 4,000	\$ 159,795	\$ 123,205	\$ 78,617
<b>Total Expenditures</b>	<b>\$ 3,045,273</b>	<b>\$ 3,162,889</b>	<b>\$ 3,391,417</b>	<b>\$ 3,329,011</b>



Description:

The Fire Department provides fire suppression, rescue, medical, and emergency services to the public, and is committed to the following: maintaining a high standard in fire suppression and emergency medical services; conducting public education programs on fire safety; and, promoting superior public relations by delivering services promptly, effectively, and courteously.

Department officers and firefighters are organized into 4 groups that are scheduled to provide round-the-clock coverage. Teams of 6 members (1 officer and 5 firefighters) are assigned to the Headquarters Station on Walden Street, and teams of 3 members (1 officer and 2 firefighters) are assigned to Station 2 on Main Street, West Concord.

**PUBLIC SAFETY: Fire Department**

**Item 12**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,756,507	\$ 2,927,505	\$ 3,084,357	\$ 3,239,656	\$ 3,089,628
Purchased Services	83,537	80,653	96,260	93,300	93,300
Supplies	62,785	95,094	93,710	105,850	98,043
Other Charges	8,108	8,291	15,090	15,040	15,040
Capital Outlay	134,299	51,345	102,000	48,000	33,000
Petty Cash	37	-	-	-	-
<b>Totals</b>	<b>\$ 3,045,273</b>	<b>\$ 3,162,889</b>	<b>\$ 3,391,417</b>	<b>\$ 3,501,846</b>	<b>\$ 3,329,011</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,268,212	96.37%	\$ 3,250,394	97.64%	-0.55%
State Reimb. - HazMat	\$ 6,000	0.18%	\$ 6,000	0.18%	0.00%
Fed. Reimb. - SAFER	\$ 117,205	3.46%	72,617	2.18%	-38.04%
<b>Totals</b>	<b>\$ 3,391,417</b>	<b>100.00%</b>	<b>\$ 3,329,011</b>	<b>100.00%</b>	<b>-1.84%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
F-1	Misc. Equip.	17,000	18,000	20,000	20,000	20,000	20,000
F-9	Radios	-	-	42,000	-	-	-
F-10	Car 53 (1997)	-	15,000	-	-	-	-
F-11	Engine 4 (1998)	85,000	-	-	-	-	-
F-12	Car 1 (2003)	-	-	26,000	-	-	32,000
F-14	Upgrade AEDs	-	-	-	8,000	-	-
F-15	Car 4 (2002)	-	-	-	-	28,000	-
F-16	Car 5 (2002)	-	-	-	30,000	-	-
F-17	Pumper Repairs	-	-	-	30,000	-	-
	<b>Totals</b>	<b>\$ 102,000</b>	<b>\$ 33,000</b>	<b>\$ 88,000</b>	<b>\$ 88,000</b>	<b>\$ 48,000</b>	<b>\$ 52,000</b>

<b>Personnel Services Summary</b>						
		FY09 Budgeted		FY10 Proposed		
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount	
5111	Fire Chief	1.00	\$ 114,931	1.00	\$ 114,973	
	Deputy Chief	1.00	80,672	1.00	80,671	
	Captain	4.00	311,412	4.00	311,412	
	Lieutenant	4.00	272,207	4.00	272,207	
	Firefighter	28.00	1,597,921	28.00	1,606,348	
	Uniformed Sub Total		<u>38.00 FTEs</u>	\$ 2,377,143	<u>38.00 FTEs</u>	\$ 2,385,611
	Senior Administrative Assistant	1.00	54,246	1.00	55,603	
Regular Compensation Sub Total		<u>1.00 FTEs</u>	\$ 54,246	<u>1.00 FTEs</u>	\$ 55,603	
5120	Department Clerk	1044.00	10,440	1044.00	11,484	
	Call Firefighters	0.00	1,030	0.00	1,030	
5143	Holiday Pay	0.00	122,294	0.00	125,517	
	Sub Total	<u>0.50 FTEs</u>	\$ 133,764	<u>0.50 FTEs</u>	\$ 138,031	
5130	Replacement Overtime	9936 hrs.	418,661	9825 hrs.	416,995	
	Overtime - Box Alarm	736 hrs.	32,243	736 hrs.	30,931	
	Callbacks & Additional O/T	1564 hrs.	59,313	1443 hrs.	56,268	
	Overtime for Fire Inspection	220 hrs.	7,427	110 hrs.	4,591	
	Uniformed Overtime Sub Total	<u>0.00 FTEs</u>	517,644	<u>0.00 FTEs</u>	508,785	
	Non-Union Overtime	40 hrs.	1,559	40 hrs.	1,598	
Total		<u>39.50 FTEs</u>	\$ 3,084,357	<u>39.50 FTEs</u>	\$ 3,089,628	

**Program Implementation**

In the proposed operating budget, 93% is for salary and related personnel expenses. The remaining 7% of the budget funds purchased services (3% increase over FY09) and supplies (4.5% increase over FY09).

The Capital Improvement Plan funds \$18,000 for fire equipment replacement and \$15,000 for funding the replacement of a 1997 support vehicle.

In FY08, the Department responded to 3,026 emergency calls. Fire responses comprised 48% of the total (1,453 in all, including 10 structure fires and 7 vehicle fires). Emergency medical responses were 52% (1,573) of the responses. Hazardous conditions accounted for 6.5% (or 197) of the responses. Public assistance or rescue calls accounted for 4.5% (138) of responses.

The Department conducted inspections (which included state mandatory inspections) and fire drills at schools, daycare 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.

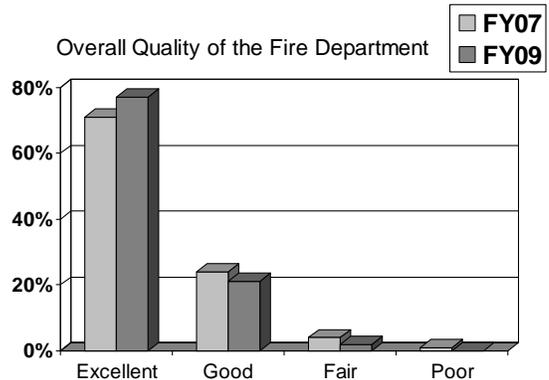
**Public Safety Programs**

**Program 1 – Fire Department Operations:**

**Objective:** To ensure that Fire Department services are appropriate, cost-effective, and of the highest quality.

**Performance Measure 1: Are the Concord Fire Department services of the highest quality?**

How would you rate the overall quality of services provided by the Concord Fire Department?	FY07	FY08	FY09	FY10
Excellent	71%	N/A	77%	N/A
Good	24%	N/A	21%	N/A
Fair	4%	N/A	2%	N/A
Poor	1%	N/A	0%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The vast majority of respondents from the latest survey had a positive view of the quality of the Concord Fire Department, with nearly 80% describing the quality as “Excellent.”

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

**Performance Measure 2: How often does the first fire company arrive on scene within four minutes of being dispatched?**

**Objective:** For the first fire company to arrive at the scene of a fire emergency within four minutes 90% of the time.

This performance measure is designed to illustrate how often the first piece of firefighting equipment with trained personnel arrives at a point where the crew can advance a hose line into the structure and prevent flashover, (explosive growth of fire). For FY08, department records indicate this was achieved 63% of the time. This reflects the challenge of providing emergency response to the town from Station 1 and 2 and suggests current station locations are not optimally located to achieve this benchmark.

**Performance Measure 3: How often does the first basic life support unit arrive on scene of a medical emergency within six minutes of being dispatched?**

**Objective:** To have the first unit with personnel trained in basic life support arrive at the scene of a medical emergency within six minutes 90% of the time.

This measure is designed to illustrate how often the first vehicle, equipped and staffed by personnel trained in basic life support, arrived on scene of a medical emergency at a point where they can initiate basic life support interventions on a person in cardiac arrest before permanent and irreversible brain damage occurs. In FY08, department records indicate this was achieved 99% of the time. Future analysis of this result will examine the impact of increased call volume against and the availability of the crew from the fire station nearest the incident location.

Mission Statement:

The purpose of this funding is to provide for the costs needed to operate, maintain, and renovate the West Concord Fire Station.

FY10 Budget Highlights:

- This budget represents a 0.1% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- This budget request plans for a 12.0% increase in the cost of electricity (from \$7,157 to \$8,016) and 5% increase in natural gas (from \$13,515 to \$14,150).
- \$5,000 is requested to support the exterior restoration of the station, which would supplement \$23,500 requested as a Community Preservation Act project, slated for the FY10 Town Meeting.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 54,875	\$ 45,435	\$ 42,071	\$ 47,594
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 54,875</b>	<b>\$ 45,435</b>	<b>\$ 42,071</b>	<b>\$ 47,594</b>

Description:

This budget provides for the building expenses of the West Concord Fire Station (Station 2), located at 1201 Main Street. The Fire Chief has administrative responsibility for this account.

Station 2 was built and fully equipped in 1932 at a total cost of \$46,540, replacing an older fire station in West Concord that was destroyed by fire. Renovations in 1990-91 were funded through a state grant and included a vehicle exhaust removal system and interior upgrades. In recent years, the floor drain system was made compliant with Plumbing and Department of Environmental Protection regulations; the cupola and exterior siding were scraped and painted; vinyl siding and a new roof were installed; the air compressor, water heater, and emergency generator transfer switch were replaced; the driveway was repaved; and new emergency traffic lights were installed. Recently new overhead doors were installed in the apparatus stalls fronting Main Street. These doors were built to reflect the original doors as found in the 1932 architectural drawings. Interior painting of the second floor, firefighter quarters and office was completed in 2008. Firefighters assigned to this station provided many hours of sweat equity to improve and maintain the landscaping and exterior of the building.

The remaining non-utility related purchased services and supplies decreased by \$1,894 (-5.6%) from FY09 levels.

Currently, the building is staffed 24 hours a day with one Lieutenant and two Firefighters per shift. The station has three apparatus bays housing two pumpers, one brush truck, one water rescue boat, and one station generator.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/Sq.Ft.	Units/Sq.Ft.
Electricity	\$6,720	\$6,775	\$7,157	\$8,015	1.302	7.304
Natural Gas	\$12,411	\$13,341	\$13,515	\$14,151	2.564	1.614
Water	\$585	\$837	\$593	\$760	0.161	0.042
Sewer	\$1,502	\$1,790	\$1,264	\$1,670	0.344	0.042

The West Concord Fire Station has a square footage of 5,204 and is used 7 days-a-week, 24 hours-a-day. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**PUBLIC SAFETY: W. Concord Fire Station**

**Item 13**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	32,849	30,953	30,921	31,244	31,244
Supplies	2,726	3,480	3,150	2,850	2,850
Other Charges	-	-	-	-	-
Capital Outlay	19,300	11,002	8,000	28,500	13,500
Totals	<u>\$ 54,875</u>	<u>\$ 45,435</u>	<u>\$ 42,071</u>	<u>\$ 62,594</u>	<u>\$ 47,594</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 42,071	100.00%	\$ 47,594	100.00%	13.13%
Totals	<u>\$ 42,071</u>	100.00%	<u>\$ 47,594</u>	100.00%	13.13%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
H-1	Building Improvements	8,000	8,500	85,000	8,500	8,500	8,500
H-3	Sprinkler Sys.	-	-	40,000	-	-	-
H-6	Exterior Preservation	-	5,000	-	-	-	-
	Totals	<u>\$ 8,000</u>	<u>\$ 13,500</u>	<u>\$ 125,000</u>	<u>\$ 8,500</u>	<u>\$ 8,500</u>	<u>\$ 8,500</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and renovating the Police/Fire Station.

FY10 Budget Highlights:

- This budget represents a 1.0% decrease in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Non personnel expenditures are level funded. An amount of \$2,500 for janitorial supplies for the Fire Department side of the building has been moved to the Fire Department budget.
- This budget includes \$25,500 in capital expenditures for various building improvements and renovations.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 181,976	\$ 250,357	\$ 266,514	\$ 215,064
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 181,976</b>	<b>\$ 250,357</b>	<b>\$ 266,514</b>	<b>\$ 215,064</b>

Description:

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

The Walden Street Public Safety building is used by approximately 80 police and fire employees as well as citizens on a rotating basis 24 hours a day, seven days a week. The third floor community room continues to be used constantly by town boards and community organizations.

This constant use requires attention to preventative maintenance as well as daily housekeeping. There have been recent improvements made to the building's roof, as well as to the storage garage next to the main facility. Insulation and heating improvements are planned to occur in FY09.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$34,687	\$36,367	\$41,810	\$37,800	2.520	21.390
Natural Gas	\$21,606	\$24,389	\$31,414	\$26,700	1.690	1.005
Water	\$1,282	\$1,367	\$1,855	\$1,520	0.095	0.025
Sewer	\$2,581	\$2,763	\$3,980	\$3,340	0.191	0.025

The Police / Fire Station has square footage of 14,431 and is used 7 day-a-week, 24 hours-a-day.

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

**Personnel Services Summary**

		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.5	\$ 19,915	0.5	\$ 20,469
5130	Overtime		\$ -	34 hrs.	\$ 1,000
	<b>Total</b>	<u>0.5</u>	<u>\$ 19,915</u>	<u>0.5</u>	<u>\$ 21,469</u>

**PUBLIC SAFETY: Police / Fire Station**

**Item 14**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 20,728	\$ 21,429	\$ 22,061	\$ 22,611	\$ 22,611
Purchased Services	139,951	153,969	159,853	160,853	160,853
Supplies	8,297	10,573	9,600	6,100	6,100
Other Charges	465	4,400	-	-	-
Capital Outlay	12,535	59,985	75,000	119,500	25,500
<b>Totals</b>	<b>\$ 181,976</b>	<b>\$ 250,357</b>	<b>\$ 266,514</b>	<b>\$ 309,063</b>	<b>\$ 215,064</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 266,514	100.00%	\$ 215,064	100.00%	-19.30%
<b>Totals</b>	<b>\$ 266,514</b>	<b>100.00%</b>	<b>\$ 215,064</b>	<b>100.00%</b>	<b>-19.30%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
E-1	Building Improv.	10,000	10,000	10,000	10,000	10,000	10,000
E-2	Tel. Call Logger	15,000	-	-	-	-	-
E-4	Furniture	-	10,000	-	-	-	-
E-5	Renovations	50,000	-	-	-	-	-
E-6	Annex Improv.	15,000	-	-	-	-	-
E-12	Radio Room	-	-	-	-	40,000	-
E-13	Remote Room	-	-	-	-	3,000	-
E-14	Cell Block Monitor	-	5,500	-	-	-	-
	<b>Totals</b>	<b>\$ 90,000</b>	<b>\$ 25,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 53,000</b>	<b>\$ 10,000</b>

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 21,033	0.5	\$ 21,611
5130	Overtime	34 hrs.	\$ 1,028	32 hrs.	\$ 1,000
	<b>Total</b>	<b>0.50 FTEs</b>	<b>\$ 22,061</b>	<b>0.50 FTEs</b>	<b>\$ 22,611</b>

Mission Statement:

The mission of Emergency Management is to operate and maintain the emergency management system at the highest level of preparedness; to continue training staff and volunteers; and to continue developing the role of the Citizens Emergency Response Team (CERT) and maintain a community emergency shelter program.

FY10 Budget Highlights:

- This budget represents a 19.0% decrease (-\$3,000) in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Funding provided for the Preparedness Consultant has been reduced from \$5,000 in FY09 to \$3,000 in this FY10 budget. This reduced level will still allow the consultant to continue work on all hazards and emergency management planning for Concord.
- Supplies funding is reduced from the \$6,750 called for in FY09 to the \$5,750 planned for in this budget.
- Together, the reduced Consultant funding and the reduced supplies funding make-up the entire \$3,000 reduction in the Emergency Management budget.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 6,137	\$ 29,971	\$ 15,810	\$ 12,810
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 6,137	\$ 29,971	\$ 15,810	\$ 12,810

Description:

The Fire Chief directs Concord's Emergency Management Agency (CEMA) in his capacity as the Emergency Management Director. The Director coordinates the implementation of the Town's Comprehensive Emergency Plan in the event of an emergency or natural disaster. CEMA has a staff of one sworn volunteer member, the Deputy Director, in addition to Town officials and department heads. The Emergency Operations Center is in the Training Room at the Police and Fire Station on Walden Street.

CEMA coordinates the activities of the Citizens Emergency Response Teams (CERT). This program has over 60 citizen volunteers organized into a Mass Shelter Team and the Concord Amateur Radio Emergency Team. These teams support the CEMA mission and enhance overall emergency preparedness. In FY09, in conjunction with the Health Division, a Medical Reserve Corps will join the existing teams under the CERT organization.

CEMA coordinates an annual preparedness exercise for town staff.

Capital request: The Fire Chief requested \$12,500 under this budget in FY10 for the purpose of upgrading the emergency power capabilities of Concord-Carlisle High School's lower gym, which serves as Concord's primary community emergency shelter. However, this request was not funded due to budget constraints.

**PUBLIC SAFETY: Emergency Management**

**Item 15**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	3,618	11,411	8,360	6,360	6,360
Supplies	2,437	2,160	6,750	5,750	5,750
Other Charges	30	-	700	700	700
Capital Outlay	51	16,400	-	12,500	-
<b>Totals</b>	<b>\$ 6,137</b>	<b>\$ 29,971</b>	<b>\$ 15,810</b>	<b>\$ 25,310</b>	<b>\$ 12,810</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,810	100.00%	\$ 12,810	100.00%	-18.98%
<b>Totals</b>	<b>\$ 15,810</b>	<b>100.00%</b>	<b>\$ 12,810</b>	<b>100.00%</b>	<b>-18.98%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>					

Mission Statement:

The purpose of this funding is to provide dog control services in an efficient and effective manner.

FY10 Budget Highlights:

- This budget represents a 3.0% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The only expenses in this budget item are the costs of advertising for the dog control service, and then the subsequent costs of hiring the contractor to provide the service.
- The Dog Officer has experienced a growth in service requests in recent years. In FY04, the Dog Officer responded to 267 calls, while in FY07, 507 calls, and in FY08, 693 calls.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 17,102	\$ 17,607	\$ 17,626	\$ 18,151
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 17,102</b>	<b>\$ 17,607</b>	<b>\$ 17,626</b>	<b>\$ 18,151</b>

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 is 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.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	17,102	17,607	17,626	18,151	18,151
Totals	<u>\$ 17,102</u>	<u>\$ 17,607</u>	<u>\$ 17,626</u>	<u>\$ 18,151</u>	<u>\$ 18,151</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 17,626	100.00%	\$ 18,151	100.00%	2.98%
Totals	<u>\$ 17,626</u>	100.00%	<u>\$ 18,151</u>	100.00%	2.98%

Public Works Departmental Mission Statement:

The mission of Concord Public Works is 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 cost to Concord's citizens, businesses, institutions and visitors.

Administration Division Mission Statement:

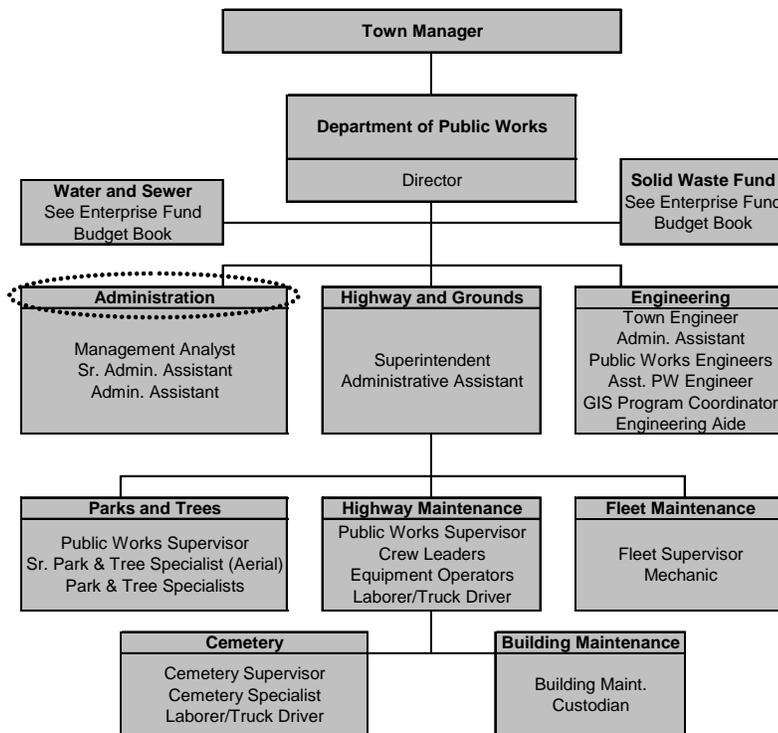
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

FY10 Budget Highlights:

- This budget represents a 1.7% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The Senior Administrative Assistant position will now be fully funded through the Public Works Administration budget. Previously, 5 hours per week of this position's time was paid by the Information Systems Division (Item 9) to reflect Town website support duties. Full-time Information Systems staff are now budgeted to perform this function.
- An expected increase in supply costs has been offset by a decrease in the professional services account and other charges for a reduction in non-Personnel Services expenditures of \$2,408.
- The operating cost increase is partially offset by an expansion of the Solid Waste Fund credit, which supports 50% of one Administrative Assistant position and 13.5% of all remaining expenditures.
- As a result, the Public Works Administration appropriation actually decreased from \$146,318 in FY09 to \$146,060 in FY10 (or about -0.2%).

Expenditure Summary

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 135,329	\$ 138,017	\$ 146,317	\$ 146,060
Other Funds	\$ 123,961	\$ 133,845	\$ 153,828	\$ 159,259
Total Expenditures	\$ 259,290	\$ 271,862	\$ 300,146	\$ 305,319



Description:

Concord Public Works includes the following Divisions: Administration, Engineering, Highway, Snow and Ice Removal, Parks and Trees, Cemetery, and the CPW Keyes Road facility. In addition, the Department through its Director, manages the Water, Sewer, and Recycling and Solid Waste Disposal Enterprises.

The Administration Division provides support for the Director and his staff in carrying out the mission of Concord Public Works.

The Public Works Commission advises the Director of Public Works and others on matters that concern Town water, sewerage, solid waste, drainage and roads.

**PUBLIC WORKS: Administration**

**Item 17A**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 197,482	\$ 241,921	\$ 272,781	\$ 280,362	\$ 280,362
Purchased Services	34,245	11,044	18,155	15,965	15,192
Supplies	3,569	5,508	3,460	4,805	4,805
Other Charges	2,494	2,419	5,750	5,560	4,960
Equipment Expense	-	-	-	-	-
Capital Outlay	21,500	10,970	-	-	-
<b>Totals</b>	<b>\$ 259,290</b>	<b>\$ 271,862</b>	<b>\$ 300,146</b>	<b>\$ 306,692</b>	<b>\$ 305,319</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 146,317	48.75%	\$ 146,060	47.84%	-0.18%
Water Fund	69,675	23.21%	70,904	23.22%	1.76%
Sewer Fund	27,870	9.29%	28,362	9.29%	1.77%
Solid Waste Fund	56,283	18.75%	59,993	19.65%	6.59%
<b>Totals</b>	<b>\$ 300,146</b>	<b>100.00%</b>	<b>\$ 305,319</b>	<b>100.00%</b>	<b>1.72%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 107,266	1.00	\$ 107,266
	Management Analyst	1.00	73,573	1.00	73,573
	Administrative Assistant	1.00	42,890	1.00	43,410
	Sr. Administrative Assistant	0.88	42,502	1.00	49,403
	Sub Total	<u>3.88 FTEs</u>	\$ 266,231	<u>4.00 FTEs</u>	\$ 273,652
5130	Overtime	200 hrs.	\$ 6,550	200 hrs.	\$ 6,710
	Total	<u>3.88 FTEs</u>	\$ 272,781	<u>4.00 FTEs</u>	\$ 280,362

**Program Implementation**

The Administration budget includes funding for the Director and his immediate staff in support of public works programs as well as for office supplies and expenses. Responsibilities include the integration of all operating, maintenance and capital resources— money, labor, materials, equipment and facilities— in order to deliver public works services in an efficient, effective and responsive manner.

The program involves the management of more than \$3.3 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 56 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.

The Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining records to accomplish the following goals:

- Maintain, protect, and enhance the Town’s public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, culverts, and outfalls.
- Maintain, protect, and enhance 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 historic cemeteries.
- Provide municipal solid waste collection, recycling, and disposal services at competitive prices while maximizing recycling and waste reduction opportunities and striving to implement sustainable public works practices.
- Operate maintain, protect, and enhance the Town’s wastewater collection, treatment, and disposal system.
- Operate maintain, protect and enhance the Town’s public drinking water system, including its supply, treatment, distribution, and storage system; and promote water conservation.
- Provide engineering services for Town departments and the public to protect and enhance Concord’s infrastructure.
- Provide the vision, leadership and administrative support for achieving excellence in stewardship of public works, utility and environmental assets and resources under CPW care.

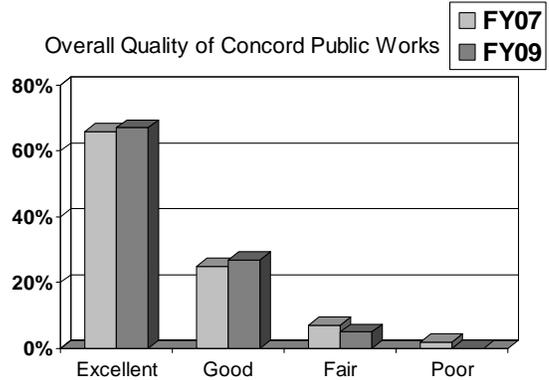
**Public Work Programs**

**Program 1 - CPW Operations:**

**Objective:** To ensure that CPW services are appropriate, cost-effective, and of the highest quality.

**Performance Measure 1: Are Concord Public Works services of the highest quality?**

How would you rate the overall quality of services provided by Concord Public Works?	FY07	FY08	FY09	FY10
Excellent	30%	N/A	30%	N/A
Good	37%	N/A	53%	N/A
Fair	23%	N/A	15%	N/A
Poor	11%	N/A	2%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The vast majority of respondents from the latest survey had a positive view of the quality of Concord Public Works, with over 80% describing the quality as “Good” or “Excellent.”

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

Engineering Mission Statement:

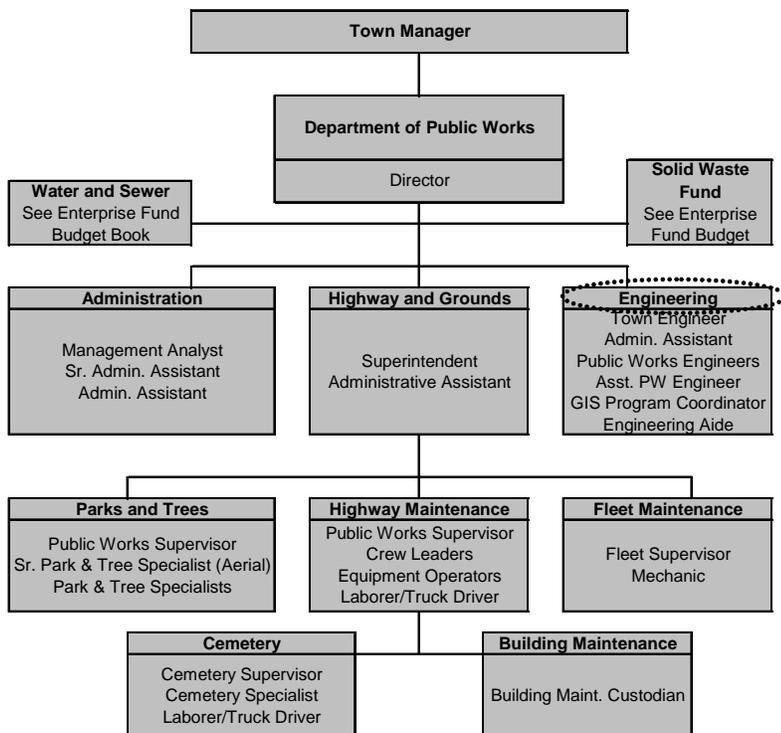
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to other Town Departments, Divisions and programs, as well as to the general public.

FY10 Budget Highlights:

- This budget represents a 0.7% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Major elements in Purchased Services are \$16,000 for ground-water and soil gas monitoring expense at the Landfill site (formerly included in the Solid Waste Fund budget) and \$24,000 for computer software maintenance and training related to the Geographic Information System (GIS).
- Modest increases in vehicle fuel costs and copier supplies account for the \$2,655 increase in Supplies.
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$20,000 for traffic signal replacement, and \$20,000 for continued GIS application development.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 304,323	\$ 336,581	\$ 411,660	\$ 304,373
Other Funds	\$ 208,222	\$ 211,181	\$ 267,862	\$ 268,622
<b>Total Expenditures</b>	<b>\$ 512,545</b>	<b>\$ 547,762</b>	<b>\$ 679,522</b>	<b>\$ 572,995</b>



Description:

The Engineering Division is responsible for planning, engineering, design, permitting, and construction administration of much of the Town's infrastructure, including its roads, bridges, sidewalks, dams, culverts and drainage systems as well as designs and reviews of utility structures. The Division provides a wide range of technical assistance to other CPW divisions, and to other Town departments, residents, businesses, institutions, and contractors, as well as to state and federal agencies.

The Division maintains Town plans and records, and oversees the design, procurement, construction, and inspection of Town infrastructure improvements. The Town-wide Geographic Information System (GIS) is based in the Engineering Division.

**PUBLIC WORKS: Engineering**

**Item 17B**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 337,310	\$ 346,614	\$ 387,634	\$ 382,875	\$ 382,875
Purchased Services	19,092	23,427	36,360	38,080	36,667
Supplies	12,772	12,692	14,280	16,935	16,935
Other Charges	3,869	3,065	5,990	5,560	5,560
Capital Outlay	345	20,394	116,000	20,000	20,000
GIS	139,158	141,570	119,258	110,958	110,958
<b>Totals</b>	<b>\$ 512,545</b>	<b>\$ 547,762</b>	<b>\$ 679,522</b>	<b>\$ 574,408</b>	<b>\$ 572,995</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 411,660	60.58%	\$ 304,373	53.12%	-26.06%
Light Fund	3,173	0.47%	3,173	0.55%	0.00%
Water Fund	64,383	9.47%	63,959	11.16%	-0.66%
Sewer Fund	16,096	2.37%	15,990	2.79%	-0.66%
Solid Waste Fund	13,000	1.91%	-	0.00%	-100.00%
Capital Projects	143,000	21.04%	158,000	27.57%	10.49%
Grant Funds	4,210	0.62%	3,500	0.61%	-16.86%
Road Repair Fund	24,000	3.53%	24,000	4.19%	0.00%
<b>Totals</b>	<b>\$ 679,522</b>	<b>100.00%</b>	<b>\$ 572,995</b>	<b>100.00%</b>	<b>-15.68%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
I-2	GIS System	\$ 27,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 28,000	\$ 50,000
J-2	Traffic Control Devices	30,000	20,000	20,000	20,000	20,000	-
J-7	Structural Repairs (Rt. 62)	86,000	-	-	-	-	-
	<b>Totals</b>	<b>\$ 143,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 48,000</b>	<b>\$ 50,000</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 88,086	1.00	\$ 77,455
	Public Works Engineer	2.00	132,406	2.00	137,025
	Asst. Public Works Engineer	1.00	67,633	1.00	67,633
	GIS Program Coordinator	1.00	63,458	1.00	63,458
	Engineering Aide	1.00	55,371	1.00	55,371
	Administrative Assistant	1.00	44,138	1.00	44,391
	Sub Total		<u>7.00 FTEs</u>	\$ 451,092	<u>7.00 FTEs</u>
5130	GIS Intern	480 hrs.	\$ 4,800	350 hrs.	\$ 3,500
5191	Tuition Reimbursement	N/A	\$ -	N/A	\$ 1,000
	Total	<u>7.23 FTEs</u>	\$ 455,892	<u>7.17 FTEs</u>	\$ 449,833

<b>Program Implementation</b>
<p>Major projects anticipated for FY2010 include:</p> <ul style="list-style-type: none"> <li>•2009 Roads and Sidewalk Program implementation.</li> <li>•In-house design and survey for the 2010 Roads and Sidewalk Program.</li> <li>•Coordination with MassHighway for the construction of Main Street (Route 62) “Footprints” Project.</li> <li>•Construction of intersection improvements to the Thoreau Street and Sudbury Road intersection.</li> <li>•Management of design and construction project for Main Street (Route 62) retaining wall.</li> <li>•In-house design of the Pocket Park at Warner’s Pond and Commonwealth Avenue.</li> <li>•Development of the design and project management of the Cambridge Turnpike Reconstruction Project for TIP funding.</li> <li>•Participation in and coordination with the Route 2 Concord Advisory Committee (CAC) and MassHighway concerning Crosby’s Corner and the Route 2 Rotary Project.</li> <li>•Project management for the rehabilitation of the Nashawtuc Bridge.</li> <li>•Continued coordination with MassHighway for the rehabilitation of Flint’s Bridge and Pine Street Bridge.</li> <li>•2009 Stormwater &amp; Drainage Management Plan implementation, including in-house design and permitting.</li> <li>•Mill Brook Culvert Rehabilitation Project completion.</li> <li>•Continued implementation of GIS Strategic Plan including new data management applications.</li> <li>•Town-wide traffic signalization improvements.</li> <li>•Annual reporting (Year 6) for National Pollution Discharge Elimination System (NPDES) MS4 Permit.</li> </ul>

**Public Work Programs****Program 1 - Engineering Operations:**

**Objective:** To ensure that Engineering services are appropriate, cost-effective, and of the highest quality.

**Performance Measures: What has been accomplished in the past year?**

- Implementation of the 2008 Roads and Sidewalk Program.
- In-house design and management of the consultant design services for the 2009 Roads and Sidewalk Program.
- Implementation of the Stormwater & Drainage Management Plan inclusive of Upland Road and ORNAC and other areas throughout the town as part of the 2008 Roads Program.
- Continued participation and coordination with MassHighway and its Route 2 Community Advisory Committee concerning Crosby's Corner and Route 2 Rotary.
- Completion of design for the "Footprints" Main Street (Route 62) project and to obtain FY 2008 TIP funding for a 2009 construction start.
- Substantial completion of the Warner's Pond Dam Rehabilitation Project.
- Completion of in-house design for the Church Street porous pavement parking lot to obtain grant funding from the Organization for the Assabet River (OAR) for construction costs (to be completed in 2009).
- Additional grant funding from OAR for the construction phase of the pocket park at the Warner's Pond and Commonwealth Avenue.
- Continued project management of design-engineering services for Nashawtuc Bridge.
- Continued coordination with MassHighway for the Flint's Bridge and Pine Street Bridge projects. Coordination included the completion of in-house design modification to drainage proposed on the Pine Street Bridge Project to integrate drainage improvements proposed on Upland Road as part of the 2008 Roads Program.
- Development of the Town-wide traffic signalization improvement project, including design plans and specifications for proposed improvements to the Thoreau Street and Sudbury Road intersection.
- Annual reporting for NPDES MS4 Permit (Year 5).
- Planning and coordination of 2008-10 Roads Programs with planned CMLP and Water/Sewer construction projects.

Mission Statement:

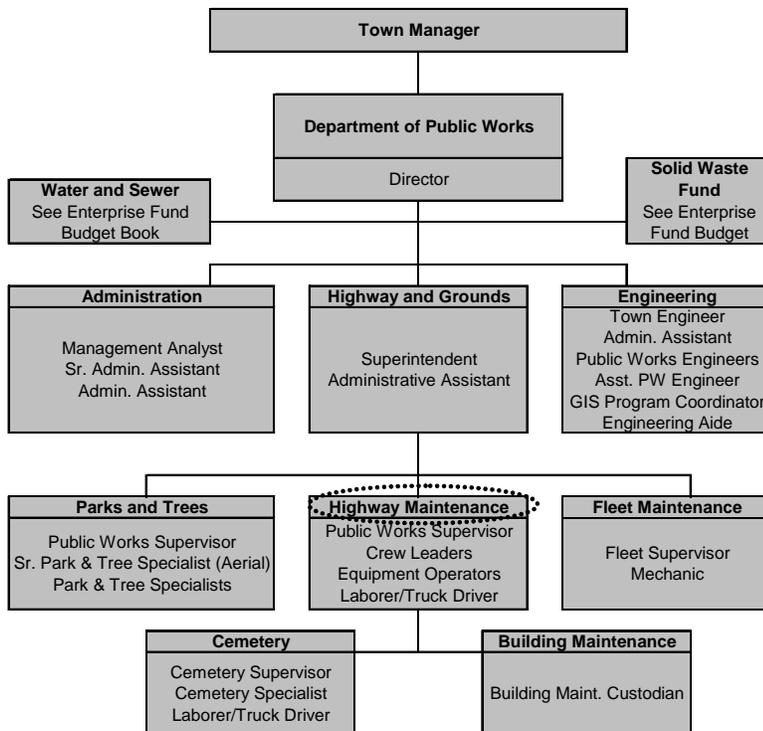
The mission of Highway Maintenance is to maintain and improve the Town's public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

FY10 Budget Highlights:

- This budget represents a 0.1% increase in operating cost (excluding capital expenditures) compared to the FY09 budget.
- Expected increases in the wages for full-time employees have been offset by the elimination of temporary help and reductions in overtime and police details.
- Significant increases in the cost of fuel (\$9,500) and other essential supplies and services have been partially offset by a \$6,950 decrease in estimated costs for crack-sealing and infra-red patching and a \$2,500 decrease in fuel system repairs and service costs. While the proposed catch-basin cleaning budget remains at the FY09 level, fewer catch basins will be cleaned in FY10 because of a substantial increase in the cost of proper disposal.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$19,322) and by the Solid Waste Fund for Drop-Off Day assistance (\$2,120) and for partial funding of Composting Site expenses (\$3,500).
- Capital Outlay includes \$10,000 for guardrail replacement and \$5,000 for small equipment.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 1,012,217	\$ 1,039,493	\$ 1,079,710	\$ 1,083,487
Other Funds	\$ 16,395	\$ 19,211	\$ 27,239	\$ 24,942
<b>Total Expenditures</b>	<b>\$ 1,028,612</b>	<b>\$ 1,058,704</b>	<b>\$ 1,106,950</b>	<b>\$ 1,108,429</b>



Description:

The Highway Maintenance Program includes all public ways and associated infrastructure—Concord's streets, curbing, shoulders, sidewalks, guardrails, signs, culverts, outfalls, manholes, catch basins, and street drains. The Program funds the material and equipment repair costs associated with street and sidewalk sweeping, roadside mowing, storm drain and line cleaning, brush clearance, and litter control, along with related support activities including Town celebrations, road races, parades, and elections.

**PUBLIC WORKS: Highway Maintenance**

**Item 17C**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 686,847	\$ 718,828	\$ 782,181	\$ 775,803	\$ 775,802
Purchased Services	112,096	115,626	124,075	116,297	116,297
Supplies	180,966	198,172	178,559	200,240	197,990
Other Charges	6,694	5,127	7,135	3,340	3,340
Capital Outlay	42,009	20,952	15,000	27,500	15,000
<b>Totals</b>	<b>\$ 1,028,612</b>	<b>\$ 1,058,704</b>	<b>\$ 1,106,950</b>	<b>\$ 1,123,180</b>	<b>\$ 1,108,429</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,079,710	97.54%	\$ 1,083,487	97.75%	0.35%
Water Fund	15,312	1.38%	15,458	1.39%	0.96%
Sewer Fund	3,828	0.35%	3,864	0.35%	0.96%
Solid Waste Fund	8,100	0.73%	5,620	0.51%	-30.62%
<b>Totals</b>	<b>\$ 1,106,950</b>	<b>100.00%</b>	<b>\$ 1,108,429</b>	<b>100.00%</b>	<b>0.13%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Totals</b>	<b>\$ 15,000</b>					

**PUBLIC WORKS: Highway Maintenance**

**Item 17C**

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 80,142	1.00	\$ 80,142
	Administrative Assistant	1.00	\$ 49,347	1.00	\$ 49,736
	Public Works Supervisor	1.00	\$ 69,692	1.00	\$ 70,658
	Fleet Supervisor	1.00	\$ 60,693	1.00	\$ 61,554
	Crew Leader	2.00	\$ 112,888	2.00	\$ 113,543
	Mechanic	1.00	\$ 51,356	1.00	\$ 51,714
	Equipment Operator	6.00	\$ 274,681	6.00	\$ 280,448
	Laborer/Truck Driver	1.00	\$ 37,200	1.00	\$ 38,022
	Sub Total	<u>14.00 FTEs</u>	\$ 736,001	<u>14.00 FTEs</u>	\$ 745,817
	Less: Snow Reimbursement	-2500 hrs.	\$ (58,308)	-2500 hrs.	\$ (61,450)
	Sub Total	<u>12.80 FTEs</u>	\$ 677,693	<u>12.80 FTEs</u>	\$ 684,367
5120	Temporary/Seasonal	960 hrs.	\$ 9,600	0 hrs.	\$ -
5130	Overtime - Highway Staff	1770 hrs.	\$ 64,348	1680 hrs.	\$ 62,000
	Overtime - Compost Site	300 hrs.	\$ 9,540	300 hrs.	\$ 11,060
5131	Overtime - Police	600 hrs.	\$ 21,000	500 hrs.	\$ 18,375
	Total	<u>13.26 FTEs</u>	\$ 782,181	<u>12.80 FTEs</u>	\$ 775,802

Program Implementation	
<ul style="list-style-type: none"> <li>•Under the direction of the Highway &amp; Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 56 miles of Town sidewalks as well as the Town's stormwater system consisting of approximately 2,800 catch basins, 124 culverts, 183 outfalls, 751 drainage manholes, and over 50 miles of drain lines.</li> <li>•Crack sealing is a key element for controlling the deterioration of street surfaces. Because of the improved condition of Town roads, the amounts requested for crack sealing and infra-red patching continue to be less than in previous budget years. Budgeted costs for fuel have escalated (by 25% over FY09 budgeted levels) to over \$47,000.</li> <li>•This Highway Maintenance Program also funds the maintenance of Concord's stormwater system to protect the public way infrastructure and the environment. Associated tasks include street sweeping, catch-basin and drain-line cleaning, and minor culvert and outfall repair/cleaning. An amount of \$28,200 is included for contracted cleaning of catch basins. These costs have increased by \$15,000 since FY07 due to the cost of disposal. While the FY10 amount remains the same as FY09, catch basins will be cleaned on a three/four-year cycle due to the expected higher cost. Highway crews will continue to clean basins that require more frequent cleaning.</li> <li>•The budget includes \$71,600 for vehicle and equipment maintenance and supplies, \$27,900 for bituminous concrete material for road and sidewalk repairs, \$4,650 for drainage repair materials, \$9,000 for repair and replacement of street and traffic signs, and \$18,000 in compensation for food and supplies for the Massachusetts Correctional Institute (Concord) crew in exchange for their work performing important roadside, equipment, and site maintenance duties.</li> </ul>	

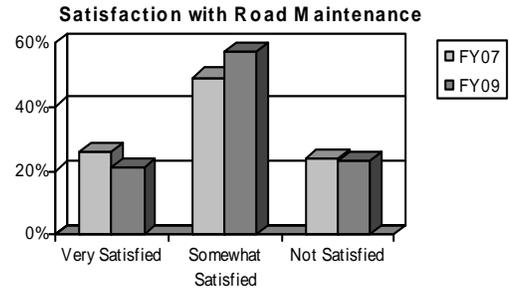
**Public Work Programs**

**Program 1 – Highway Maintenance:**

**Objective:** To maintain satisfaction at or above the 75% level.

**Performance Measure 1: How satisfied are you with the maintenance of the Town’s roads?**

How satisfied are you with the Town’s Roads?	FY07	FY08	FY09	FY10
Very Satisfied	26%	N/A	21%	N/A
Somewhat Satisfied	49%	N/A	57%	N/A
Not Satisfied	24%	N/A	23%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** In the latest survey, nearly 80% of respondents were at least “somewhat satisfied” with the Town’s road maintenance. However, when compared to the preceding survey, there was a slight drop in respondents describing themselves as “very satisfied” with Concord’s road maintenance.

**Performance Measure 2: Response time for selected activities**

	<b>Industry Standards*</b>	<b>Concord 2008</b>
Response time – general maintenance	2 weeks	2+(-) days
Response time – potholes	24 hrs	Same day
Catch basins rebuilt per shift (3 persons per shift)	0.6 – 1	1
Response time – drainage emergency	24 hrs	Immediate

\*Municipal Benchmarks by David N. Ammons, 2<sup>nd</sup> ed., Sage Publications, 2001. Tables 29.5, 29.7, 29.8.

Mission Statement:

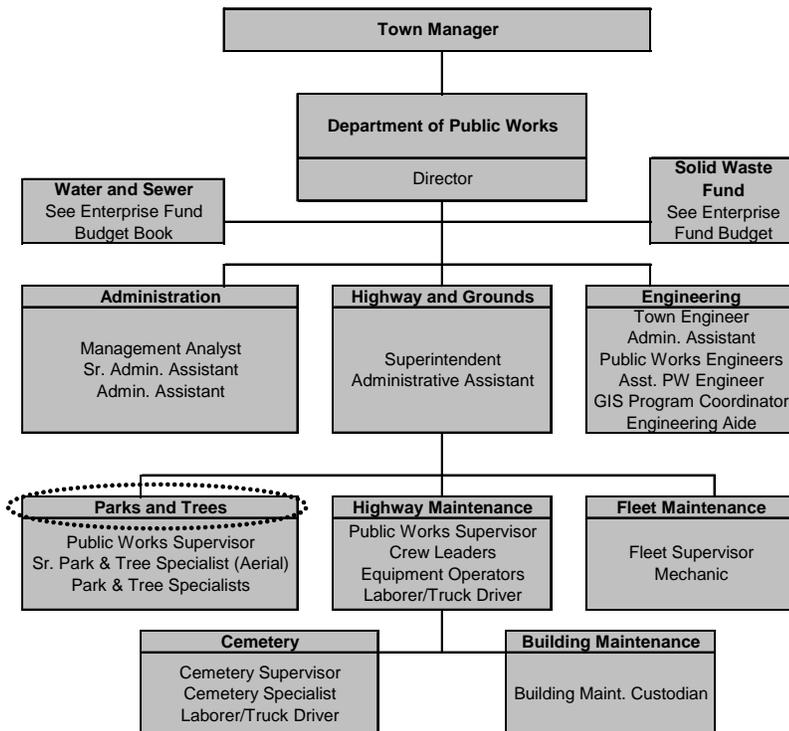
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

FY10 Budget Highlights:

- This budget represents a 6.6% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Part of the increased operating cost is due to an FY09 budgeting oversight. Without this oversight, Parks and Trees' operating budget would be increasing by 4.1% in FY10 (rather than 6.6%).
- Another portion of the increase is covered by increased support from the Light Fund for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord Fields (FOCF), provides \$50,000 to cover costs associated with the new multi-purpose turf fields.
- Maintenance of other playing fields is partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 481,807	\$ 525,760	\$ 516,351	\$ 544,733
Other Funds	\$ 33,000	\$ 45,585	\$ 83,342	\$ 92,702
<b>Total Expenditures</b>	<b>\$ 514,807</b>	<b>\$ 571,345</b>	<b>\$ 599,693</b>	<b>\$ 637,435</b>



Description:

The Parks and Trees Division provides for the preservation and maintenance of nearly 50 acres of active recreation areas, which include:

- Two playgrounds (Emerson and Rideout);
- Various school fields including Sanborn upper and lower fields and Willard;
- Four other playing fields (Ripley School, South Meadow, Cousins, and Cushing soccer field);
- Ten tennis courts, four basketball courts, and three play equipment locations;
- Two new multi-use artificial turf playing fields near CCHS;

In addition, Parks & Trees:

- Maintains passive recreation areas (Chamberlin Park, Heywood Meadow, Junction Park) and 5 traffic islands (16 islands are maintained by volunteers);
- Landscapes municipal buildings (Town House, 141, 133, 135 Keyes Road) and cares for public shade and park trees.

**PUBLIC WORKS: Parks & Trees**

**Item 17D**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 385,697	\$ 406,133	\$ 470,217	\$ 466,626	\$ 466,627
Purchased Services	20,035	18,475	23,547	27,595	27,595
Supplies	79,010	93,173	72,429	110,163	109,788
Other Charges	4,800	2,339	3,500	3,425	3,425
Capital Outlay	25,267	51,225	30,000	62,500	30,000
Totals	<u>\$ 514,807</u>	<u>\$ 571,345</u>	<u>\$ 599,693</u>	<u>\$ 670,309</u>	<u>\$ 637,435</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 516,351	86.10%	\$ 544,733	85.46%	5.50%
Light Fund	3,000	0.50%	12,702	1.99%	323.40%
Recreation Fund	15,000	2.50%	15,000	2.35%	0.00%
School Department	15,000	2.50%	15,000	2.35%	0.00%
Friends of Concord Fields - (Gift)	50,342	8.39%	50,000	7.84%	-0.68%
Totals	<u>\$ 599,693</u>	100.00%	<u>\$ 637,435</u>	100.00%	6.29%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
K-1	Public Shade Trees	25,000	25,000	20,000	20,000	20,000	20,000
K-2	Turf Improvement	-	-	30,000	30,000	30,000	-
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 55,000</u>	<u>\$ 55,000</u>	<u>\$ 55,000</u>	<u>\$ 25,000</u>

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 71,104	1.00	\$ 71,133
	Senior Park and Tree Specialist	1.00	\$ 51,501	1.00	\$ 51,714
	Park and Tree Specialist (Aerial)	1.00	\$ 48,215	1.00	\$ 48,880
	Park and Tree Specialist	5.00	\$ 230,317	5.00	\$ 231,690
	Sub Total	<u>8.00 FTEs</u>	\$ 401,137	<u>8.00 FTEs</u>	\$ 403,417
	Less: Snow Reimbursement	-700 hrs.	\$ (16,156)	-700 hrs.	\$ (16,910)
	Sub Total	<u>7.66 FTEs</u>	\$ 384,981	<u>7.66 FTEs</u>	\$ 386,507
5120	Temporary (Summer Crew)	1440 hrs.	15,840	1440 hrs.	15,840
	Temporary (Seasonal Help)	2500 hrs.	37,500	2500 hrs.	36,250
	Overtime	600 hrs.	22,042	600 hrs.	23,000
	Overtime (Playing Fields)	207 hrs.	6,354	50 hrs.	1,530
5131	Police Overtime	80 hrs.	3,500	80 hrs.	3,500
	Sub Total	<u>1.89 FTEs</u>	\$ 85,236	<u>1.89 FTEs</u>	\$ 80,120
	Total	<u>9.55 FTEs</u>	\$ 470,217	<u>9.55 FTEs</u>	\$ 466,627

Program Implementation
<p>•<b>Parks:</b> Recreation area management includes: mowing; aerating; over-seeding; fertilizing; irrigating, and maintaining irrigation systems; providing for the non-chemical-control of weeds and insects (as necessary); removing litter and leaves; leveling, grading, and marking fields; repairing damaged and vandalized fences; caring for shrubs and trees; and supporting civic activities, including Patriot’s Day, Picnic in the Park, and the West Concord Family Festival. Staff coordinates field maintenance work with the Town’s Recreation Director.</p> <p>•<b>Trees:</b> Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm and vandalism damage, and removing trees and stumps, as well as caring for and watering newly planted trees, shrubs, and flowers. In addition, debris is cleared after storms. Trees are removed under the direction of the Tree Warden, involving public tree hearings as warranted. The Light Fund shares in the cost of trimming and removal for trees that impinge on electric lines.</p> <p>•The salary of one Grounds Specialist is partially funded by \$30,000 in allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY10 budget also includes two long-term seasonal employees and three summer employees to support maintenance of the ball fields and increased care of public spaces in the business areas of West Concord and Concord Center. Funding of \$ 50,000 is provided by the local sports organization to fund the new full-time position added in FY09 for maintenance duties at the new multi-use fields at the high school.</p> <p>•Price increases in fuel, fertilizer and other groundskeeping supplies account for the majority of increases in supply costs.</p> <p>•The FY10 Parks and Trees Capital Outlay budget includes \$25,000 for the replacement of public shade trees, and \$5,000 for small equipment.</p>

**Public Work Programs**

**Program 1 – Parks and Trees:**

**Objective:** To ensure that Parks and Trees services are appropriate, cost-effective, and of the highest quality.

**Performance Measure 1: Major Activities in FY08**

Specific major objectives accomplished for 2008 include:

- Raking, dragging and marking of 12 ballfields weekly for 26 weeks.
- Fertilizing, seeding, aerating, and liming (as needed) 35 acres of athletic fields and 10 acres of parks and Town building lawns.
- Utilizing Park and Tree staff to finish installing irrigation system at Sanborn field
- Continuing to maintain and operate six irrigation systems
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting over 90 public shade trees and park trees.
- Removing more than 120 public shade trees/park trees and pruning more than 10.
- Providing for the maintenance of the new multi-use fields.

**Performance Measure 2: Response time for selected activities**

	<b>Industry Standards*</b>	<b>Concord 2008</b>
Response time – tree emergency	24 hrs	2 hrs
Response time – routine citizen requests	7 days	3 days
Mowing frequency during growing season – parks	weekly	weekly
Acres mowed or maintained per work hour	1.2 acres	1.2 acres

\*Municipal Benchmarks by David N. Ammons, 2<sup>nd</sup> ed., Sage Publications, 2001. Tables 19.13, 19.14.

Mission Statement:

The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial in a respectful and cost-effective manner.

FY10 Budget Highlights:

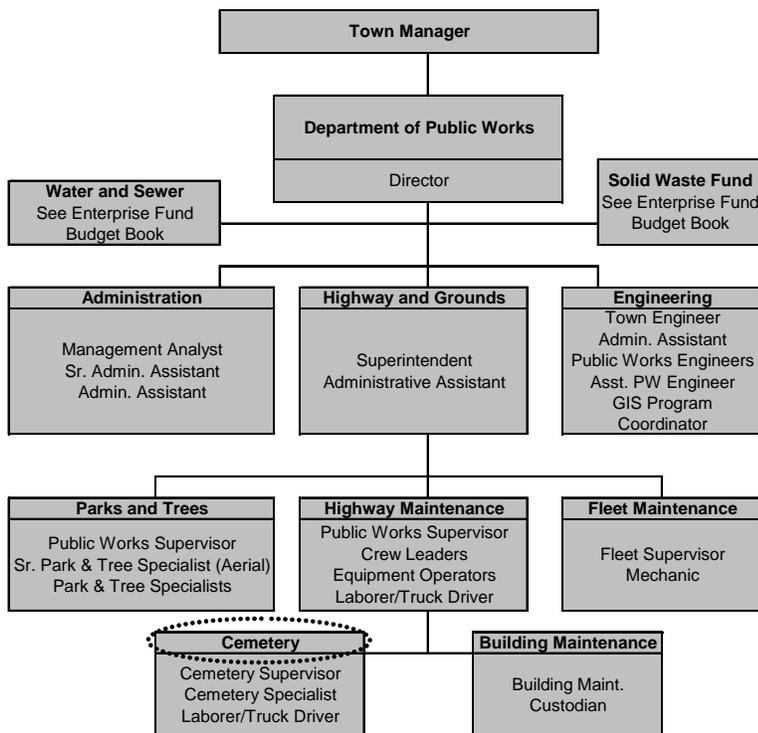
- This budget represents a 3.5% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The General Fund covers 35% of total operating cost, while the Cemetery Fund covers the remaining 65% along with 100% of capital costs.
- Capital Outlay, funded entirely by the Cemetery Fund, consists of \$10,000 for the gravemarker preservation project and \$30,000 for Cemetery master plan improvements.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 57,314	\$ 60,391	\$ 64,374	\$ 66,653
Other Funds	\$ 162,809	\$ 129,266	\$ 159,559	\$ 163,787
<b>Total Expenditures</b>	<b>\$ 220,123</b>	<b>\$ 189,658</b>	<b>\$ 223,933</b>	<b>\$ 230,440</b>

Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery and The Knoll at Sleepy Hollow, as well as the two ancient burial grounds at the Mill Dam—Old Hill Burying Ground and South Burial Ground. Cemetery maintenance, preservation and support services include showing and selling burial lots; grounds-keeping including mowing, caring for turf and trees, walls, walks and roadways; readying grounds for Memorial Day and Veterans Day events; arranging for interments; preserving and protecting grave markers, including the Melvin Memorial; and assisting the general public and visitors. Due to their history and special character, Concord's cemeteries attract many tourists as well as residents.



**PUBLIC WORKS: Cemetery**

**Item 17E**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 139,873	\$ 144,384	\$ 151,000	\$ 156,596	\$ 156,595
Purchased Services	16,629	13,619	13,700	14,940	14,940
Supplies	16,402	12,841	15,498	16,775	16,275
Other Charges	602	1,260	3,735	3,550	2,630
Capital Outlay	46,618	17,554	40,000	40,000	40,000
Totals	<u>\$ 220,123</u>	<u>\$ 189,658</u>	<u>\$ 223,933</u>	<u>\$ 231,861</u>	<u>\$ 230,440</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 64,374	28.75%	\$ 66,653	28.92%	3.54%
Cemetery Fund	159,559	71.25%	163,787	71.08%	2.65%
Totals	<u>\$ 223,933</u>	100.00%	<u>\$ 230,440</u>	100.00%	2.91%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
N/A	Cemetery Improvements	\$ 40,000	\$ 40,000		To be determined... (Funded from the Cemetery Fund)		
	Totals	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 60,214	1.00	\$ 61,423
	Cemetery Specialist	1.00	40,486	1.00	43,994
	Laborer/Truck Driver	1.00	38,671	1.00	39,422
	Sub Total	<u>3.00 FTEs</u>	\$ 139,371	<u>3.00 FTEs</u>	\$ 144,839
	Less: Snow Removal	-400 hrs.	(8,686)	-400 hrs.	(9,250)
	Sub Total	<u>2.81 FTEs</u>	\$ 130,685	<u>2.81 FTEs</u>	\$ 135,589
5130	Overtime	600 hrs.	20,315	600 hrs.	21,006
	Total	<u>2.81 FTEs</u>	<u>\$ 151,000</u>	<u>2.81 FTEs</u>	<u>\$ 156,595</u>

<b>Program Implementation</b>	
<ul style="list-style-type: none"> <li>•Cemetery maintenance and support functions are performed under the supervision of the CPW Highway and Grounds Superintendent. The Cemetery Committee provides oversight for all Town cemeteries and burial grounds. The Friends of Sleepy Hollow also support the Program through specific fund-raising activities and promotions.</li> <li>•Funding is provided by the Cemetery Fund (approximately 71%) and the Town's General Fund (approximately 29%). The Cemetery Fund has three sources of income: (1) interment fees, (2) interest earned by the Perpetual Care Fund administered by the Trustees of Town Donations, and (3) revenue from the sale of burial lots.</li> <li>•The FY2010 budget plan includes the cost of maintaining cemetery grounds, gravemarker preservation and providing services during interments. Approximately 82% of the operating budget is for personnel.</li> <li>•The Capital Outlay budget includes (1) \$10,000 for continuation of the Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY2010 will be the fourth year at the Old Hill Burying Ground), and (2) \$30,000 for Cemetery Master Plan improvements including, tree pruning and removal work, road repair and resurfacing, wall, walk and culvert repairs, building construction and access and handicap accessibility improvements.</li> <li>•The cost of preservation and protection of the Melvin Memorial is paid from dedicated gift monies. The planned restoration of the Cemetery Building, known as the Deeds Building, is being funded by the Town-wide Building Fund with completion scheduled for the fall of 2009.</li> <li>•Lot sale revenues will continue to be dedicated to cemetery infrastructure improvements and to debt principal payments. Surveying has been completed for additional lots at the Knoll; over 900 new burial lots will become available for sale in the spring of 2009.</li> </ul>	

**PUBLIC WORKS: Cemetery****Item 17E****Public Work Programs****Program 1 – Cemetery Operations:****Objective:** To ensure that Cemetery services are appropriate, cost-effective, and of the highest quality.

Cemetery Fund Revenues are expected to increase somewhat in FY2010, due to more cemetery lots being available for sale the Knoll. The fund balance at the end of FY2008 stands at \$389,789.

**Cemetery Revolving Fund Detail**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Estimate
<b>Cemetery Fund Revenues</b>				
Interment fees & other	\$59,805	\$63,924	\$55,741	\$56,000
Interest, Perpetual Care Fund	55,000	57,464	47,544	50,000
Lot sales plus interest	35,494	29,198	37,383	37,000
Capital gains distribution (from trust funds)	49,000	-	10,000	2,000
Total Revenue	<u>\$199,299</u>	<u>\$150,585</u>	<u>\$150,668</u>	<u>\$145,000</u>
<b>Cemetery Fund Expenses</b>				
Operations	\$116,191	\$111,712	\$119,556	\$123,787
Capital	46,618	17,554	40,000	40,000
Total Expenses	<u>\$162,809</u>	<u>\$129,266</u>	<u>\$159,556</u>	<u>\$163,787</u>
<b>Cemetery Fund Balance at Fiscal Year-End</b>	<b><u>\$368,470</u></b>	<b><u>\$389,789</u></b>	<b><u>\$380,901</u></b>	<b><u>\$362,114</u></b>

Snow & Ice Mission Statement:

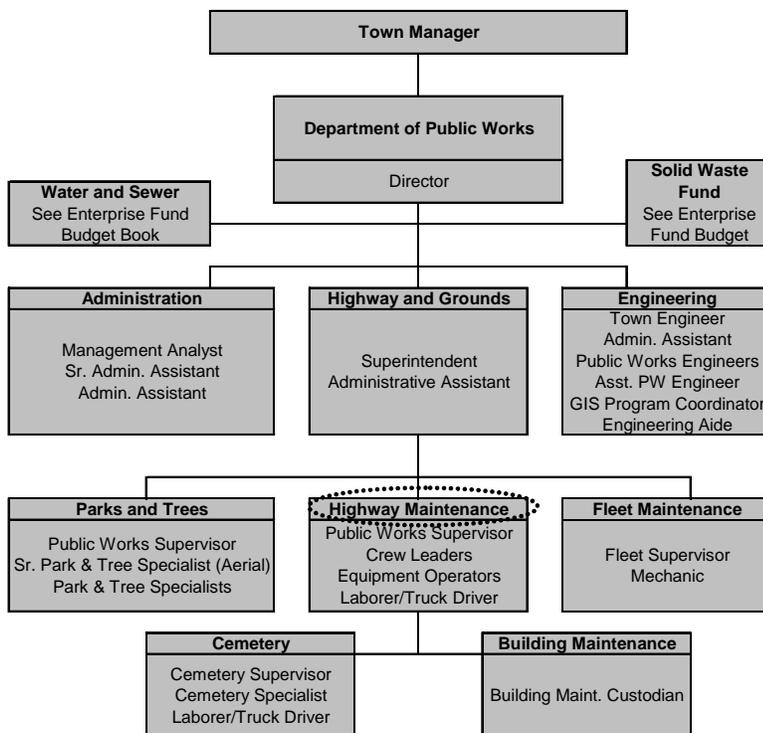
The purpose of this funding is to provide for the costs of maintaining the Town's streets, sidewalks, and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

FY10 Budget Highlights:

- The recommended appropriation, based on a 10-year average of actual net winter maintenance expenditures, would be \$500,391. However, due to budget constraints, \$455,000 is being recommended.
- This budget represents a 0.7% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- Winter maintenance expenditures, particularly personal services, contract plowing, fuel costs, salt and sand supplies, are highly variable depending on weather conditions.
- The cost per ton of road salt is expected to remain at least 25% higher than in FY08, based on the FY09 regional consortium price. Salt expenses account for roughly 30% of total winter maintenance expenditures.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 401,226	\$ 803,665	\$ 452,000	\$ 455,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 401,226</b>	<b>\$ 803,665</b>	<b>\$ 452,000</b>	<b>\$ 455,000</b>



Description:

- The Snow and Ice Removal Program funds the cost of snow and ice control and removal on public roads, sidewalks, and parking areas, as well as on certain private roads.
- The Program plan is based on a Town crew of 32 drivers and support personnel and 22 contract drivers and vehicles.
- Besides plowing, salting and sanding, activities also include hauling snow, shoveling at targeted locations, clearing catch basins, and maintaining equipment and support vehicles.
- If there are more snow and ice events during the winter season than expected, and this budget goes into deficit, the balance must be raised in the next year's tax levy.
- Refer to Item 103 for a more detailed discussion of how a snow account deficit is handled.

**PUBLIC WORKS: Snow & Ice Removal**

**Item 18**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 401,226	\$ 803,665	\$ 452,000	\$ 697,905	\$ 455,000
Totals	\$ 200	\$ 803,665	\$ 452,000	\$ 697,905	\$ 455,000

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 452,000	100.00%	\$ 455,000	100.00%	0.66%
Totals	\$ 452,000	100.00%	\$ 455,000	100.00%	0.66%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**PUBLIC WORKS: Snow & Ice Removal**

**Item 18**

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 58,308	2500 hrs.	\$ 61,450
	Park/Tree Staff	700 hrs.	16,156	700 hrs.	16,910
	Cemetery Staff	400 hrs.	8,688	400 hrs.	9,250
	Water/Sewer Staff	200 hrs.	4,634	200 hrs.	4,860
	Sub Total	<u>1.82 FTEs</u>	\$ 87,786	<u>1.82 FTEs</u>	\$ 92,470
5120	Highway Staff	2400 hrs.	84,624	2400 hrs.	88,490
	Park/Tree Staff	600 hrs.	21,582	600 hrs.	21,740
	Cemetery Staff	250 hrs.	8,145	250 hrs.	8,670
	Water/Sewer Staff	600 hrs.	20,850	600 hrs.	21,890
	Sub Total	<u>0.00 FTEs</u>	\$ 135,201	<u>0.00 FTEs</u>	\$ 140,790
5131	Overtime - Police	40 hrs.	\$ 1,680	40 hrs.	\$ 1,760
	Total	<u>1.82 FTEs</u>	\$ 224,667	<u>1.82 FTEs</u>	\$ 235,020

Program Implementation
<p><b>Snow Plowing:</b> The Town is divided into 15 plowing routes. Each route utilizes 2 to 3 vehicles, depending on route length and vehicular loads. Each route uses a combination of Town vehicles and private contractors that work together to plow the route. In addition, there are four sidewalk-plowing routes; each covered by one Town-owned sidewalk plow. Three of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed during and after each storm event.</p> <p><b>Salt/Sanding:</b> Concord Public Works follows a restricted salt policy to keep Town roads as safe as possible without the overuse of chemicals. This is done by: a) using straight salt only on Concord's main roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to sanding trucks for more efficient salt use; d) treating road salt in colder temperatures with liquid calcium chloride (15% strength) so that salt works more efficiently and fewer applications are needed; and, e) using pavement temperature monitoring equipment and real-time weather information to optimize treatments. Salt brine manufactured by Town staff will continue to be used on targeted main streets and sidewalks in Town centers for identified storm situations, saving overtime hours expended for salt application. There are ten sander routes—nine staffed by Town forces and one manned by a private contractor. In addition, two sidewalk vehicles, one equipped for salt brine, are utilized for the sanding of sidewalks. The cost of salt continues to rise with 2009 pricing through the 13-town consortium at \$67.03 per ton or a 25% increase over 2008.</p> <p><b>Snow Removal:</b> Snow is removed from Concord's three business areas and hauled to the Town's Composting Site and to an area adjacent to the West Concord MCI facility at a cost of approximately \$21,000 per event. For efficiency and safety purposes and to minimize traffic and negative impacts on commerce, this activity is normally carried out between the hours of 8:00 p.m. and 7:00 a.m.; during these times traffic detours are in place for motorist safety.</p>

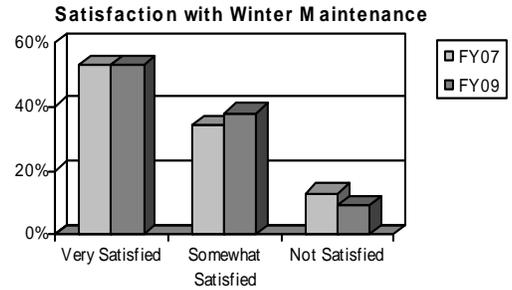
**Public Work Programs**

**Program 1 – Snow & Ice Removal:**

**Objective:** To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.

**Performance Measure 1: How satisfied are you with the Town’s snow plowing and winter maintenance?**

How satisfied are you with the Town’s snow plowing and winter maintenance?	FY07	FY08	FY09	FY10
Very Satisfied	53%	N/A	53%	N/A
Somewhat Satisfied	34%	N/A	38%	N/A
Not Satisfied	13%	N/A	9%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** In the latest survey, over 90% of respondents were at least “somewhat satisfied” with the Town’s snow plowing and winter maintenance activities. Also, in the FY09 survey, fewer people fell into the “not satisfied” category, than did in the previous survey.

**Performance Measure 2: Winter Maintenance Activity Hours**

A Comparison of Winter Maintenance Activity Hours					
	2005-2006 Actual	2006-2007 Actual	2007-2008 Actual	2008-2009 Budgeted	2009-2010 Budgeted
Regular and Overtime Hours	6,950	6,828	11,500	7,650	7,650

Mission Statement:

The purpose of this funding is to provide for the costs of illuminating public streets for safe travel by vehicular traffic, potentially hazardous spot locations along public roadways, and commercial area sidewalks within the public way.

FY10 Budget Highlights:

- This budget represents a 2.4% increase in operating cost over that of the FY09 budget.
- This budget accommodates an expected increase in purchased power costs due to a new supply contract.
- Over the past several years, the number of street lights has been reduced from 1,636 in FY03 to 1,382 at the end of FY08, resulting in a drop of nearly 239,000 kWh per year.
- The Town continues to use energy-efficient LED lights for holiday lighting, which has cut about 8,000 kWh of energy consumption per year.

**Expenditure Summary**

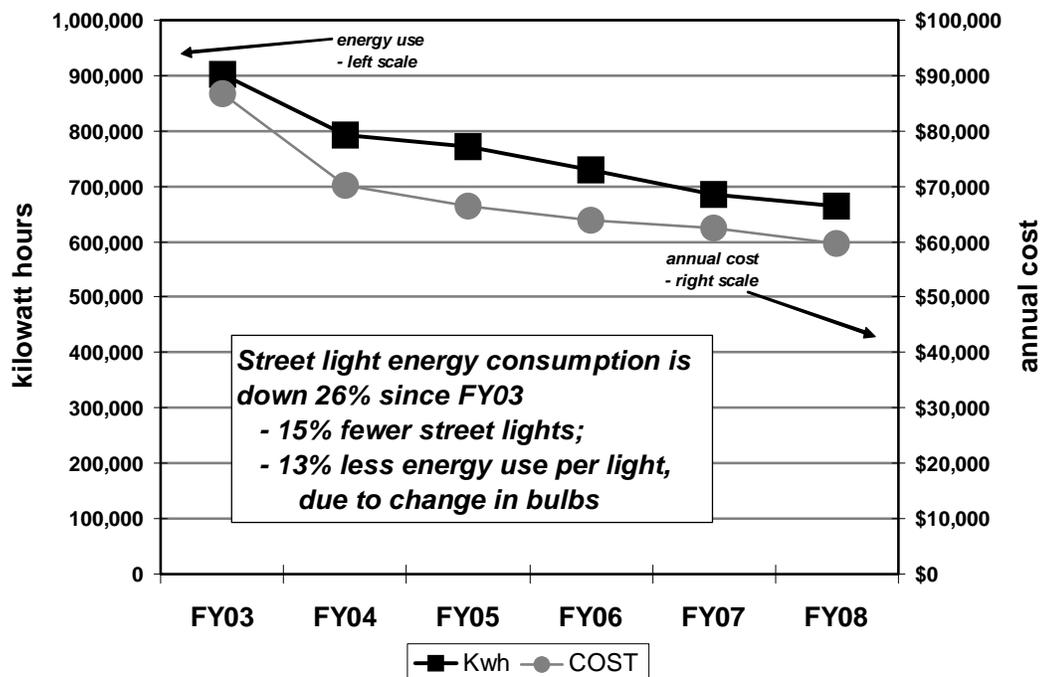
	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 62,353	\$ 59,245	\$ 62,660	\$ 64,120
Other Funds	\$ 100	\$ 360	\$ 340	\$ 380
<b>Total Expenditures</b>	<b>\$ 62,453</b>	<b>\$ 59,605</b>	<b>\$ 63,000</b>	<b>\$ 64,500</b>

Description:

The proposed program provides for the operation and maintenance of the approximate 1,360 streetlights that will be in service in FY10. This account also provides funding for decorative lighting on poles and trees during the holiday season between Thanksgiving and New Year's Day, flag lighting for nighttime display, and lighting for passenger loading at the Depot. Together, these lighting efforts utilize approximately 629,000 kWh per year.

The Town's street lighting is provided and maintained by the Concord Municipal Light Plant, a department of the Town Government. A Trust Fund pay for the cost of lighting the flagpole in monument square; all other lighting costs are paid by the Town's General Fund.

**STREET LIGHTS - ENERGY USE AND EXPENSE  
FY03 - 08**



**PUBLIC WORKS: Street Lighting**

**Item 19**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	62,453	59,605	63,000	64,500	64,500
Totals	<u>\$ 62,453</u>	<u>\$ 59,605</u>	<u>\$ 63,000</u>	<u>\$ 64,500</u>	<u>\$ 64,500</u>

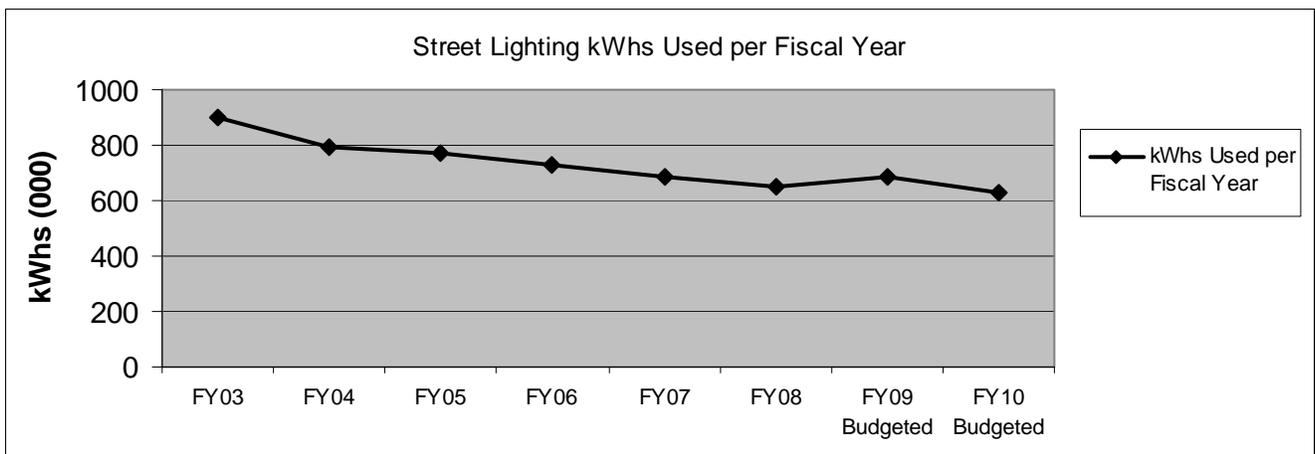
Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 62,660	99.46%	\$ 64,120	99.41%	2.33%
Town Trust Fund	340	0.54%	380	0.59%	11.76%
Totals	<u>\$ 63,000</u>	100.00%	<u>\$ 64,500</u>	100.00%	2.38%

**Program Implementation**

The Town's policy is to provide the minimum amount of street lighting necessary to accomplish program objectives in an equitable manner throughout the Town, consistent with public safety, energy conservation, cost effectiveness, and aesthetic appropriateness. An estimated 25 lamps now in service will be removed in FY10, while others will be down-sized. This will allow for efficiency improvements, while still maintaining safe and appropriately illuminated streets.

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. 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 estimates that the street light rate, including a 1.5% surcharge for undergrounding, will be 9.23 cents per kWh for the period July-December and 11.15 cents per kWh for the period January-June. Streetlight charges for FY2010 are estimated as follows:

July-December 2009	295,630 kWh	(47%)	@ \$0.0923	= \$27,281
January-June 2010	<u>333,370 kWh</u>	<u>(53%)</u>	<u>@ \$0.1115</u>	<u>= \$37,182</u>
<b>Total</b>	<b>629,000 kWh</b>			<b>\$64,463</b>
				<b>\$64,500 rounded</b>



Mission Statement:

The purpose of this funding is to provide for the cost of purchasing and maintaining properly sized and appropriately equipped vehicles and equipment for the efficient and effective delivery of Public Works services.

FY10 Budget Highlights:

- This budget represents *no change* in cost (all of which are capital costs) from that of the FY09 budget.
- The recommended FY10 appropriation together with encumbered funds from prior years will be consistent with annual reinvestment needed to maintain vehicle inventory in good condition.
- The FY10 replacement plan includes one 10-ton multiple-use dump truck, one street sweeper, and one 1.25 dump truck.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 258,000	\$ 265,000	\$ 278,000	\$ 278,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 258,000</b>	<b>\$ 265,000</b>	<b>\$ 278,000</b>	<b>\$ 278,000</b>

Description:

The Equipment Program funds the acquisition of public works vehicles and heavy equipment through appropriations from the Town's General Fund. (Equipment for Water and Sewer Programs is purchased by the Water and Sewer Enterprise Funds.) This replacement plan supports a CPW inventory of 70 vehicles/heavy equipment : four sedans, one light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 24 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (three multi-use), two turf tractors, and six trailers.

The FY2010 Equipment Replacement Plan includes the following:

**Ten-ton Multiple Use Dump Truck:** This truck replaces a 1997 dump truck which has been used only for winter maintenance operations, and continues CPW's efforts to purchase equipment that allows for multiple use on a year-around basis. The new vehicle will be equipped with a multi-use body system which will enable it to be used for a variety of tasks in all seasons. Alternate fuel choices that could include hybrid technology or compressed natural gas will be explored for this vehicle.

**Street Sweeper:** This sweeper replaces a 2001 sweeper. Prudent vehicle management suggests that these street cleaning machines should be replaced on a 7 to 8-year cycle. Deferring replacement invites severely increased maintenance costs.

**1.25-ton Dump Truck:** This vehicle replaces a 2000 one-ton dump truck with high mileage and extensive maintenance problems. As with other recent CPW small truck purchases, a heavier small truck is being specified since the one-ton vehicles do not have enough strength for summer loading or heavy-duty winter plowing.

**PUBLIC WORKS: Equipment**

**Item 20**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
G67 Bombardier Rebuild	\$ 17,895				
Leaf Box Container-Swap	4,850				
Bucket for Mini-Excavator	1,000				
Swap Loader Modifications: H35	70,562				
Multi-purpose Rack System for	8,400				
G51 – 1998 1T Dump	49,330				
G66 – 1981 Bombardier	95,950				
H26A – 1986 Jetter Modifications	6,661				
Swap Loader Skid	2,448				
— Unencumbered	904				
H34 – 1993 Swap Loader	-	57,923			
G55 – 1994 Swap Loader	-	57,923			
-Swap Ldr Hydraulics & Plows		87,210			
-Chipper Body		9,928			
-Stainless Steel Spreader		29,677			
G63 – 1998 Field Mower	-		82,497		
H78 – Salt Spreader			4,995		
H17 – 1998 2T Dump	-		37,755		
G52 – 1998 2T Dump	-		37,755		
H40 – 1994 Front End Loader	-		102,419		
H41 –Tires for Front End Loader			4,727		
H33 – 1997 10T Multi-use Dump				110,000	110,000
H14 – 2000 1T Dump				40,000	28,000
H46 – 2001 Street Sweeper				140,000	140,000
Encumbered		22,339	7,852		
<b>Totals</b>	<b>\$ 258,000</b>	<b>\$ 265,000</b>	<b>\$ 278,000</b>	<b>\$ 290,000</b>	<b>\$ 278,000</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 278,000	100.00%	\$ 278,000	100.00%	0.00%
<b>Totals</b>	<b>\$ 278,000</b>	<b>100.00%</b>	<b>\$ 278,000</b>	<b>100.00%</b>	<b>0.00%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
L-1	Vehicles & Heavy Equipment	\$ 278,000	\$ 278,000	\$ 300,000	\$ 310,000	\$ 330,000	\$ 350,000
	<b>Totals</b>	<b>\$ 278,000</b>	<b>\$ 278,000</b>	<b>\$ 300,000</b>	<b>\$ 310,000</b>	<b>\$ 330,000</b>	<b>\$ 350,000</b>

Mission Statement:

The purpose of this funding is to provide for the costs of improving, protecting, and maintaining the Town's stormwater/drainage infrastructure consistent with sound engineering and best management practices.

FY10 Budget Highlights:

- Appropriation for drainage improvements is proposed to increase by 95.2% over the FY09 amount, restoring funding to the requested level.

FY10 program will include:

- Design of the Spencer Brook and Westford Road Culvert Replacements.
- Completion of Mill Brook Culvert Rehabilitation Project
- Town-wide culvert inventory.
- Reconstruction of the failing 30-inch Wheeler Road culvert.
- Drainage improvements on Plainfield Road, Academy Lane, Middle Street and Whittemore Street.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 155,000	\$ 160,000	\$ 105,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 155,000</b>	<b>\$ 160,000</b>	<b>\$ 105,000</b>	<b>\$ 205,000</b>

Description:

The Drainage Program funds the rehabilitation, replacement, addition, and major repairs of the Town's stormwater/drainage system consisting of 124 culverts, 183 outfalls, 751 drainage manholes, approximately 2,800 drainage catch basins, and over 50 miles of drain lines. The Town is also responsible for three dams.

**PUBLIC WORKS: Drainage**

**Item 21**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	155,000	160,000	105,000	205,000	205,000
Totals	<u>\$ 155,000</u>	<u>\$ 160,000</u>	<u>\$ 105,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 105,000	100.00%	\$ 205,000	100.00%	95.24%
Totals	<u>\$ 105,000</u>	100.00%	<u>\$ 205,000</u>	100.00%	95.24%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
J-5	Drainage Imprvt.	\$ 55,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
J-6	Culvert Imprvt.	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 105,000</u>	<u>\$ 205,000</u>				

**Program Implementation**

- In 2002 and 2003 the Town performed a Drainage System Inventory and integrated the data into the Town's geographical information system (GIS). This inventory provided the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system. The Plan is also a key component of the Town's National Pollution Discharge Elimination System (NPDES) Phase II General Permit issued in August 2003. This permit requires the implementation of several new regulations and guidelines pertaining to land development and various drainage discharges.
- A major purpose of the Stormwater/Drainage Management Plan is to prevent expensive emergencies from occurring in the future through a planned and scheduled maintenance and replacement program.
- Multiple improvements to the Town's drainage system were constructed in FY 2009 in coordination with the Roads Program. Drainage extensions were installed on Upland Road as well as two locations on ORNAC to correct habitual flooding of the travel way on both streets. In addition, an infiltration system was installed on Nut Meadow Crossing to improve the operation of the existing drainage system. All drainage work was designed and permitted in-house by the CPW Engineering Division.
- The CPW Highway Division reconstructed a portion of the Baker Avenue triple culverts to repair a crumbling headwall and collapsed pipe. The culvert rehabilitation and dewatering plan were designed and permitted in-house by the CPW Engineering Division.
- FY2010 drainage improvements will include the completion of the Mill Brook Culvert Rehabilitation Project, which began construction in FY2009.
- Additional work planned for FY 2010 includes the reconstruction of the failing 30-inch Wheeler Road culvert. The project will be designed and permitted in-house by the CPW Engineering Division and potentially constructed by the CPW Highway Division.
- FY 2010 drainage improvements in conjunction with the 2009 Roads Program will include the design and installation of drainage improvements for Plainfield Road, Middle Street, Academy Lane and Whittemore Road.
- FY2010 drainage program will also include the in-house planning, design and permitting of the Spencer Brook and Westford Road culvert replacements, tentatively scheduled for construction during calendar year 2010.
- Primarily due to logistical barriers, environmental restrictions and cost, ditch maintenance—an important component in any comprehensive drainage program—is limited. Nevertheless, routine maintenance activities are carried out by CPW immediately around culverts and outfalls via a general maintenance permit issued by the Natural Resources Commission.

**Performance**

- The CPW Stormwater Team continues to inventory and assess the locations and condition of Concord's Stormwater/Drainage infrastructure. When completed, a stormwater/drainage condition index will be calculated for each structure, each category and for the overall system. During the FY 2008 catch-basin cleaning process, inspection report forms were provided to the staff accompanying the cleaning contractor to continue inspection and documentation of the Town's catch-basin inventory. These forms will be used to identify catch-basin deterioration in upcoming years so that a planned approach to repair can be developed.
- FY 2010 will see the continued development of a master list of all Town-owned infiltration systems, detention basins and chambers. This list will be used primarily to develop an annual system of cleaning and inspections. Greater emphasis will be placed on infiltration system maintenance since the proper functioning of these facilities relies heavily on sediment removal.
- A Town-wide inventory of culverts and outfalls is proposed for FY 2010. This inventory will supplement previous studies and inventories performed by Camp Dresser and McKee in 1964 and the CPW Highway Division in 2002. When completed, this Town-wide inventory will provide information which will include overall culvert capacity, sediment depth, flow depth, pipe condition and potential illicit connections. The inventory will also be used in the development of an extensive hydraulic model for the Town, allowing CPW to further investigate flooded areas and possible causes.

<b>Recent Funding History</b>	
<b>Fiscal Year</b>	<b>Appropriation</b>
1997	\$55,000
1998	60,000
1999	50,000
2000	55,000
2001	70,000
2002	70,000
2003	80,000
2004	80,000
2005	80,000
2006	140,000
2007	155,000
2008	160,000
2009	105,000
2010	205,000

Mission Statement:

The purpose of this funding is to provide safe and accessible pedestrian accommodations within the Town.

FY10 Budget Highlights:

- Appropriation for sidewalks is proposed to increase by 11.1% over the FY09 budgeted amount.
- The increase in funding will help to improve the condition of the Town’s sidewalks. A updated evaluation last year indicated that the overall sidewalk condition index (SCI) appears to have decreased slightly in the last two years.
- The backlog of new sidewalk requests will be addressed through a proposed \$250,000 borrowing authorization in conjunction with the Roads Program.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 100,000</b>

Description:

The Sidewalk Program funds the rehabilitation of existing sidewalks including handicap ramps and, when funding allows, the construction of new sidewalks. The Town’s sidewalk inventory consists of approximately 56 miles of sidewalks.

In 1999, CPW completed a comprehensive survey of the condition of the Town’s sidewalks. Each year approximately 25% of these sidewalks are inspected and rated during the annual pavement condition survey. Public Works staff then 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. Final selections are coordinated with the Roads Program construction schedule.

Sidewalk rehabilitation costs range between \$10 - 25 per linear foot - depending upon the extent of work necessary, sidewalk width and the type of surface material. The cost for new construction can exceed \$30 per linear foot. With an estimated sidewalk life of 20 years, the Town should be repairing/replacing an average of approximately 2.7 miles of existing sidewalk each year. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet this target.

The Lexington Road sidewalk from Old Bedford Road to Monument Square was improved as part of the 2008 Roads and Sidewalks Program. Sidewalk on Laws Brook Road (from the Sorrell Road to Hill Street) and Main Street/Sudbury Road (from Walden Street parking lot alley to Stow Street) will be completed as part of the 2008 contract. This work will commence in spring of 2009 and will coincide with the remaining roads pavement work of the 2008 contract. CPW plans to reduce the current backlog of new sidewalk requests as funding permits.

**PUBLIC WORKS: Sidewalks**

**Item 22**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	90,000	90,000	90,000	160,000	100,000
Totals	<u>\$ 90,000</u>	<u>\$ 90,000</u>	<u>\$ 90,000</u>	<u>\$ 160,000</u>	<u>\$ 100,000</u>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	100.00%	\$ 100,000	100.00%	11.11%
Totals	<u>\$ 90,000</u>	100.00%	<u>\$ 100,000</u>	100.00%	11.11%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
J-8	Sidewalk - Maintenance	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 90,000</u>	<u>\$ 100,000</u>				

Performance Information			
<p>The goal of the Sidewalk Program is to maintain an overall 80 - 85 Sidewalk Condition Index (SCI) average, approximately equal to condition of the Town roads. Current sidewalk rehabilitation plans should bring the SCI back up to the target level within the next two to three years.</p>			
<b>Sidewalk Type Detail</b>		<b>Sidewalk Condition Index (SCI)</b>	
Type	Miles	Year	SCI Network Average
Bituminous Concrete	48.9 mi	2004	80
Stone Dust	2.7	2005	82
Portland Cement	2.7	2006	82
Stone Treated	1.1	2007	77
Brick	0.2	2008	76
Total Miles	55.6		
<b>Sidewalk Condition Detail</b>			
Condition	SCI Range	Miles	Percent
Replace	0-50	2.8	5%
Localized Repair	50-70	10.0	18
Shows Wear	70-90	31.2	56
No Distresses	90-100	11.6	21
Total		55.6	100%

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and repairing the Concord Public Works facilities at 133 and 135 Keyes Road.

FY10 Budget Highlights:

- This budget represents a 1.3% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Utility costs are the most significant portion of the operation and maintenance expenditures. A decrease of \$5,105 in electricity and natural gas estimates accounted for most of the reductions.
- Energy costs are expected to continue to be volatile making budget planning difficult.
- Capital Outlay consists of \$5,000 for miscellaneous building improvements.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 118,470	\$ 109,283	\$ 95,281	\$ 94,175
Other Funds	\$ 67,095	\$ 74,590	\$ 72,156	\$ 71,196
<b>Total Expenditures</b>	<b>\$ 185,565</b>	<b>\$ 183,873</b>	<b>\$ 167,436</b>	<b>\$ 165,371</b>

Description:

The 133/135 Keyes Road account provides for the operation and maintenance 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, Administration Division, and Engineering Division. CPW's Highway, Fleet Maintenance, and Parks & Trees Programs utilize the garage section of the 133 building. The Water/Sewer program is located at 135 Keyes Road, along with the Highway/Grounds program administrative staff.

**Expenditure Detail**

	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 40,796	\$ 45,395	\$ 47,055	\$ 47,721	\$ 47,721
Purchased Services	-	10,000	-	-	-
Capital Outlay	50,322	19,892	5,000	16,250	5,000
133 Keyes Road	69,211	67,325	82,614	81,823	80,538
135 Keyes Road	25,237	41,261	32,767	32,112	32,112
<b>Totals</b>	<b>\$ 185,565</b>	<b>\$ 183,873</b>	<b>\$ 167,436</b>	<b>\$ 177,906</b>	<b>\$ 165,371</b>

**PUBLIC WORKS: 133 / 135 Keyes Road**

**Item 23**

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 95,281	56.91%	\$ 94,175	56.95%	-1.16%
Water Fund	\$ 52,820	31.55%	\$ 52,113	31.51%	-1.34%
Sewer Fund	\$ 12,852	7.68%	\$ 12,670	7.66%	-1.41%
Solid Waste Fund	\$ 6,483	3.87%	\$ 6,413	3.88%	-1.09%
Totals	<u>\$ 167,436</u>	100.00%	<u>\$ 165,371</u>	100.00%	-1.23%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
I-1	Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Totals	<u>\$ 5,000</u>					

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 45,428	1.00	\$ 46,061
5130	Overtime	50 hrs.	\$ 1,627	50 hrs.	\$ 1,660
	Total	<u>1.00 FTEs</u>	<u>\$ 47,055</u>	<u>1.00 FTEs</u>	<u>\$ 47,721</u>

133 Keyes Road - Utility Performance Information						
Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$19,713	\$20,074	\$23,300	\$22,780	1.099	8.999
Natural Gas	\$25,259	\$25,656	\$37,700	\$34,374	1.404	0.850
Water	\$809	\$925	\$920	\$950	0.051	0.014
Sewer	\$1,649	\$1,897	\$1,800	\$2,000	0.104	0.014

133 Keyes Road has a square footage of 18,268 and is used on weekdays.

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

135 Keyes Road - Utility Performance Information						
Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$16,090	\$15,172	\$18,400	\$17,640	1.564	10.676
Natural Gas	\$3,518	\$3,766	\$5,020	\$4,810	0.388	0.248
Water	\$245	\$230	\$340	\$290	0.024	0.006
Sewer	\$446	\$415	\$570	\$560	0.043	0.006

135 Keyes Road has a square footage of 9,700 and is used on weekdays.

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

**Mission Statement:**

The mission of the Library is to serve as an access point to a broad spectrum of information, ideas, and recreational materials for all in the community.

**FY10 Budget Highlights:**

- This budget represents a 0.7% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The FY10 Library budget provides funding for a new Assistant Library Director position. The vacant Public Service Coordinator position has been eliminated, so that there is no change in Library FTEs.
- Funding for Library books and materials (\$150,000) remains funded at the FY09 level.
- The budget also includes funding for computer equipment (\$10,000) at the FY09 level.

**Expenditure Summary**

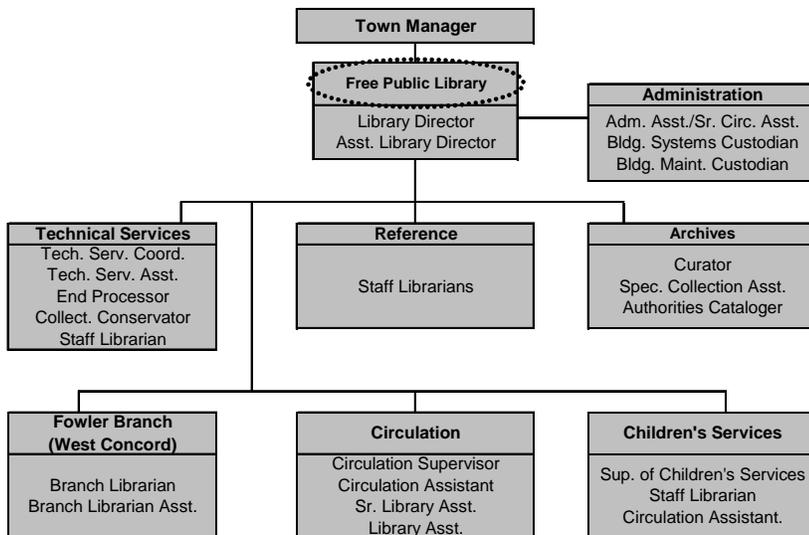
	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 1,570,066	\$ 1,648,549	\$ 1,769,465	\$ 1,781,235
Other Funds	\$ 19,200	\$ 14,000	\$ 14,000	\$ 14,000
<b>Total Expenditures</b>	<b>\$ 1,589,266</b>	<b>\$ 1,662,549</b>	<b>\$ 1,783,465</b>	<b>\$ 1,795,235</b>

**Description:**

The library provides, in an accessible and attractive manner, a collection of informational and recreational materials from both the newly-renovated main building in Concord Center and the Fowler Branch in West Concord.

In the spring of 2005, a major renovation of the Main Library was completed that refurbished every part of the building, bringing all systems and all building access up-to-code, and more than doubling the size of Special Collections. Funding for the project has been raised primarily from private contributions.

The Trustees of the Concord Free Public Library Corporation own the building and grounds, and are responsible for all maintenance and capital improvements. The Library Director oversees the budget of the Library Corporation. The Town budget funds the staffing and operations of the library.



**HUMAN SERVICES: Library**

**Item 24**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,214,848	\$ 1,233,761	\$ 1,400,502	\$ 1,426,204	\$ 1,426,204
Purchased Services	93,535	104,169	69,000	69,000	69,000
Supplies	138,174	165,452	150,500	150,550	150,550
Other Charges	2,139	3,294	4,900	4,900	4,900
Capital Outlay	10,882	31,455	10,000	10,000	10,000
Library Corp. Costs	129,687	124,420	148,563	142,388	134,581
<b>Totals</b>	<b>\$ 1,589,266</b>	<b>\$ 1,662,549</b>	<b>\$ 1,783,465</b>	<b>\$ 1,803,042</b>	<b>\$ 1,795,235</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,769,465	99.22%	\$ 1,781,235	99.22%	0.67%
State Aid	14,000	0.78%	14,000	0.78%	0.00%
<b>Totals</b>	<b>\$ 1,783,465</b>	<b>100.00%</b>	<b>\$ 1,795,235</b>	<b>100.00%</b>	<b>0.66%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 10,000</b>					

Utility Performance Information						
Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity (Main)	\$56,360	\$55,227	\$69,238	\$63,390	1.151	9.925
Electricity (Fowler)	\$7,546	\$7,946	\$6,789	\$8,603	1.589	9.672
Natural Gas (Main)	\$27,384	\$24,335	\$26,039	\$27,993	0.507	0.343
Natural Gas (Fowler)	\$7,053	\$5,521	\$7,071	\$6,972	1.104	0.688
Water	\$1,631	\$1,723	\$1,584	\$1,698	0.036	0.010
Sewer	\$2,993	\$3,675	\$2,880	\$3,732	0.077	0.010

The Library has a square footage of 48,000 (Main) and 5,000 (Fowler) and is used daily. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY010 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 104,596	1.00	\$ 104,596
	Assistant Library Director	0.00	-	1.00	74,514
	Public Services Coordinator	1.00	-	0.00	-
	Technical Services Coordinator	1.00	75,504	1.00	75,504
	Curator	1.00	73,474	1.00	73,474
	Supervisor of Children's Services	1.00	72,895	1.00	72,895
	Circulation Supervisor	1.00	64,380	1.00	64,380
	Senior Circulation/Administrative Assistant	1.00	51,677	1.00	51,887
	Building Systems Custodian	1.00	42,174	1.00	42,888
	Building Maintenance Custodian	1.00	39,529	1.00	39,986
		Sub Total	<u>9.00 FTEs</u>	<u>\$ 524,229</u>	<u>9.00 FTEs</u>
5112	Branch Librarian	1.20	98,411	1.20	100,862
	Staff Librarian I	2.81	169,862	2.81	170,543
	Staff Librarian II	0.75	67,069	0.75	47,807
	Special Collections Assistant	0.50	24,883	0.50	26,181
	Technical Services Assistant	1.88	87,621	1.88	88,851
	Branch Library Assistant	0.75	35,041	0.75	35,455
	Senior Library Assistant	1.18	56,124	1.18	56,864
	Circulation Assistant	1.95	84,651	1.95	85,429
	Library Assisstant	2.74	95,553	2.74	99,391
	Sub Total	<u>13.75 FTEs</u>	<u>\$ 719,215</u>	<u>13.76 FTEs</u>	<u>\$ 711,383</u>
5115	Authorities Cataloguer	783 hrs.	18,134	783 hrs.	18,134
	Reference Librarian	0 hrs.	42,282	0 hrs.	-
	Librarian	1462 hrs.	33,617	1462 hrs.	33,612
	Maintenance Custodian	522 hrs.	9,519	522 hrs.	9,519
	Collections Conservator	940 hrs.	19,224	940 hrs.	19,224
	End Processor	940 hrs.	12,132	940 hrs.	12,132
	Prof. Project Specialist	365 hrs.	9,250	365 hrs.	9,250
	Library Page	1103 hrs.	8,826	1103 hrs.	8,826
	Sub Total	<u>2.93 FTEs</u>	<u>\$ 152,984</u>	<u>2.93 FTEs</u>	<u>\$ 110,697</u>
5130	Custodial Overtime	94 hrs.	2,574	94 hrs.	2,500
5171	Tuition Reimbursement	N/A	1,500	N/A	1,500
	Total	<u>25.68 FTEs</u>	<u>\$ 1,400,502</u>	<u>25.68 FTEs</u>	<u>\$ 1,426,204</u>

**Program Implementation**

An amount of \$60,000 is budgeted in FY10 under Purchased Services for the cost of the Minuteman Library Network (equal to that of FY09). The Purchased Services budget also includes \$4,000 for computer equipment maintenance, and \$5,000 for the Oral History Program.

The FY10 budget provides \$150,000 for books and materials. With additional allocations from the Library Corporation of approximately \$75,000, and contributions from the Friends of the Library of about \$13,500, the total resources available for books and materials is projected to be \$238,500.

In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town took responsibility for paying certain building operating costs, including the cost for all utilities, telephone, printing, and office supplies. Electricity (\$71,993), natural gas (\$34,965), telephone (\$1,698), and office supplies (\$8,193) comprise the bulk of these costs, which in total are projected at \$134,581. This represents a drop of nearly \$14,000 from FY09 budgeted levels, due primarily to more efficient electricity budgeting, and an effort to reduce the use of purchased office supplies.

As a partial offset to these expenses, the 1987 agreement provided for "late fines" previously retained by the Corporation to be instead allocated to the General Fund. In FY08, Library fines totaled nearly \$36,000.

In addition to the funds appropriated by the Town, the library also is supported by grant funds, private contributions, and the Library Corporation. The Library Corporation supplements the library's operating budget with approximately \$150,000 of additional funding. Total FY10 resources from the Town budget and the Library Corporation together are estimated to be about \$1.95 million.

**Library Programs**

**Program 1 - Library Operations:**

**Objective:** To provide the Library's services in an efficient and effective manner.

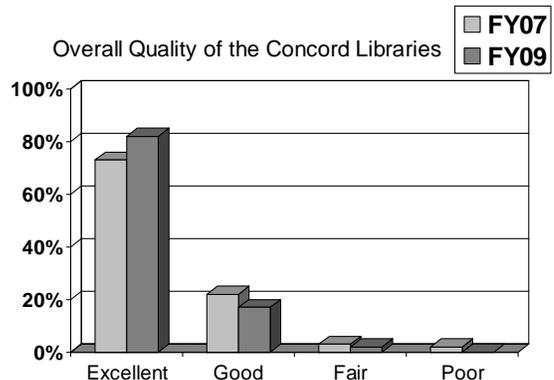
**Performance Measure 1: Library Activities per Capita**

	Concord	Statewide
Annual Attendance per Capita	14.23	5.63 (median)
Direct Circulation per Capita	20.67	8.16 (median)
Total Circulation per Capita	23.34	9.13 (median)
Reference Transactions per Capita	1.71	0.50 (median)

**Discussion:** The Concord Library provides services that are utilized by the community at levels well above those typical for the State.

**Performance Measure 2: Are the Concord Public Library services of the highest quality?**

How would you rate the overall quality of services provided by Concord Public Libraries?	FY07	FY08	FY09	FY10
Excellent	73%	N/A	82%	N/A
Good	22%	N/A	17%	N/A
Fair	3%	N/A	2%	N/A
Poor	2%	N/A	0%	N/A



\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** The vast majority of respondents from the latest survey had a positive view of the quality of Concord's Public Libraries, with over 80% describing the quality as "Excellent."

Mission Statement:

The mission of Recreation Administration is to provide high-quality activities designed to meet the year-round recreation interests of the community in an efficient, cost-effective, affordable, and inclusive manner.

FY10 Budget Highlights:

- This budget represents no change in operating cost (excluding capital expenditures) from that of the FY09 budget.
- The General Fund supports only the personnel costs associated with the Recreation Director. All other costs are supported by the Recreation Fund, which relies on program fees for funding.

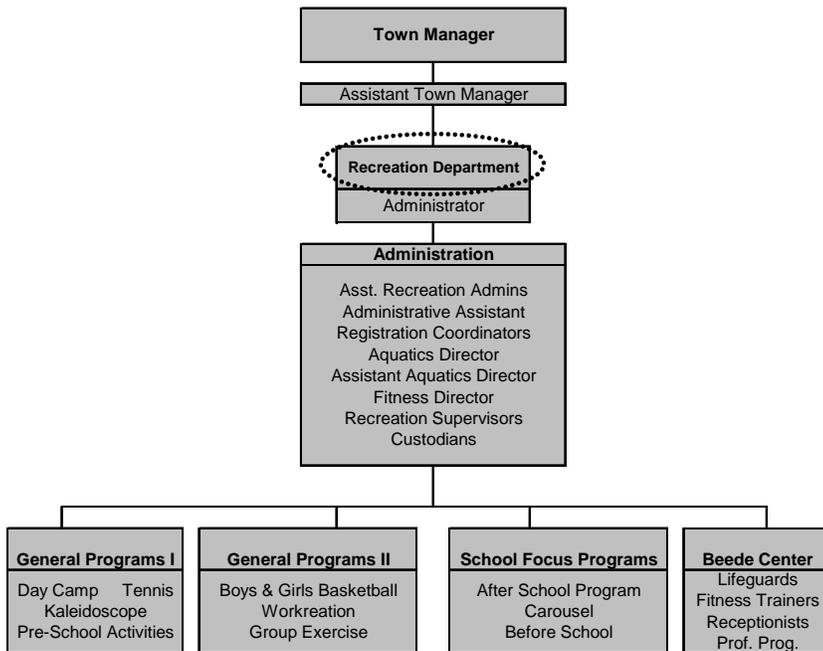
**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 152,450	\$ 87,320	\$ 94,731	\$ 94,731
Other Funds	\$ 1,312,090	\$ 1,388,363	\$ 1,317,466	\$ 1,325,236
<b>Total Expenditures</b>	<b>\$ 1,464,540</b>	<b>\$ 1,475,683</b>	<b>\$ 1,412,196</b>	<b>\$ 1,419,967</b>

Description:

The Recreation Department provides activities that are designed to meet the year-round recreational interests of the community. Seventy employees serve program participants in the fall, winter, and spring, while 90 work in the summer. Approximately 80 work at the Beede Swim & Fitness Center. The Department's services are grouped into four major categories:

- Child Care Programs
- Summer Activities
- Sports Activities
- Swim & Fitness Center



**HUMAN SERVICES: Recreation Administration**

**Item 25**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,118,066	\$ 1,258,977	\$ 1,316,672	\$ 1,327,470	\$ 1,327,470
Purchased Services	131,101	128,943	37,248	37,248	37,248
Supplies	33,706	26,618	5,850	5,850	5,850
Other Charges	93,667	473	-	-	-
Capital Outlay	22,623	3,640	-	-	-
Transfer to General Fund	65,376	57,033	52,426	49,399	49,399
Totals	<u>\$ 1,464,540</u>	<u>\$ 1,475,683</u>	<u>\$ 1,412,196</u>	<u>\$ 1,419,967</u>	<u>\$ 1,419,967</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 94,731	6.71%	\$ 94,731	6.67%	0.00%
Recreation Fund	1,317,466	93.29%	1,325,236	93.33%	0.59%
Totals	<u>\$ 1,412,196</u>	100.00%	<u>\$ 1,419,967</u>	100.00%	0.55%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	1.00	\$ 93,531	1.00	\$ 93,531
5157	Car Allowance	N/A	1,200	N/A	1,200
	General Fund Sub Total	<u>1.00 FTEs</u>	<u>\$ 94,731</u>	<u>1.00 FTEs</u>	<u>\$ 94,731</u>
5111	Assistant Recreation Director	1.00	73,992	1.00	73,992
	Recreation Supervisor	3.00	135,591	3.00	135,716
	Senior Administrative Assistant	1.00	54,870	1.00	55,953
5112	Recreation Clerk	0.00	-	0.56	19,626
	Sub Total	<u>5.00 FTEs</u>	<u>\$ 264,453</u>	<u>5.56 FTEs</u>	<u>\$ 285,287</u>
X	Other Rec. Fund Personnel Costs	40451 hrs.	956,488	39277 hrs.	946,452
5157	Car Allowance	N/A	1,000	N/A	1,000
	Sub Total	<u>19.37 FTEs</u>	<u>\$ 957,488</u>	<u>18.81 FTEs</u>	<u>\$ 947,452</u>
	Recreation Fund Sub Total	<u>24.37 FTEs</u>	<u>\$ 1,221,941</u>	<u>24.37 FTEs</u>	<u>\$ 1,232,739</u>
	Total	<u>25.37 FTEs</u>	<u>\$ 1,316,672</u>	<u>25.37 FTEs</u>	<u>\$ 1,327,470</u>

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•In calendar year 2007, the Recreation Department served over 10,000 participants and had total program revenues of \$3.5 million (\$1.5 million in various program fees and \$2 million associated with the Beede Center).</li> <li>•Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community Center, 105 Everett Street, Ripley Gymnasium, and the Beede Swim &amp; Fitness Center located at 498 Walden Street.</li> <li>•Under the FY09 proposed budget, the general fund supports the cost of the Recreation Administrator. All other costs, including the cost of employee benefits, are covered by program revenues and are part of the Recreation Fund.</li> <li>•In addition, program fees are used to fund most of the cost of the summer scholarship program, which averages \$100,000 in support of Concord families that otherwise would no be able to participate. The Recreation Department produces community fundraising events such as The Shamrock Ball and The Concord Open Golf Tournament to support scholarships.</li> </ul>

**Recreation Administration Programs**

**Program 1 – Recreation Administration Operations:**

**Objective:** To manage the Recreation Department in an efficient and effective manner.

**Performance Measure 1: Summer Activities**

The goal of the Recreation Department is to meet the recreation interests of the community by offering a variety of financially self-supporting activities. In pursuit of this goal, the Department offers an array of programs, camps and clinics during the summer season.

The most significant program the Department offers during the summer is the Day Camp, which averages 200+ children each day and relies on a support staff of over 75 employees.

<b>2007 Summer Service Level</b>				
<b>Activity</b>	<b>Participants</b>	<b>Revenue</b>	<b>Expenses</b>	<b>Net</b>
Baseball Clinic	53	\$7,762	\$6,212	\$1,550
Baseball Clinic 2	94	11,827	9,827	2,000
Lacrosse Clinic	14	1,140	1,140	0
Extended Day AM/PM	375	13,460	10,835	2,625
Post Camp	65	16,100	13,599	2,501
Kaleidoscope/PreSchool Adv.	126	33,856	26,300	7,556
Ultimate Frisbee/Disc Sports	37	4,330	3,247	1,083
Brine Lacrosse	150	17,710	15,310	2,400
Theatre Camps (2)	98	21,725	18,466	3,259
Tennis Clinic	55	11,832	10,058	1,774
Workreation	103	22,000	15,000	7,000
Jazz Improv	23	9,450	8,032	1,418
Swim Programs				
Swim Lessons (Children's Center)	240	11,466	7,466	4,000
Family Swim	240	11,862	12,232	(370)
Adult Programs				
Group Exercise (June-August)	69	11,836	12,550	(714)
Minuteman Road Race	481	7,295	7,095	200
Concord Open				
Concord Open - 2007	132	114,835	73,835	41,000
Day Camp				
Day Camp - 2007	597	391,671	346,444	45,227

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center and 105 Everett Street in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational needs of the community.

FY10 Budget Highlights:

- For the Hunt Recreation Center, this budget represents a 7.4% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget. As compared with the amount budgeted in FY09, it is expected that the cost for electricity, natural gas, and janitorial supplies will be less.
- For 105 Everett Street, this budget represents a 30.0% *decrease* in operating costs (which excludes capital expenditures) from that of the FY09 budget. This decrease is a result of anticipated lower utility costs from those budgeted in FY09.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 60,674	\$ 86,686	\$ 130,718	\$ 75,508
Other Funds	\$ 43,943	\$ 33,978	\$ 32,700	\$ 29,700
Total Expenditures	\$ 104,617	\$ 120,664	\$ 163,418	\$ 105,208

Description:

The Hunt Recreation Center houses the Recreation Department’s main office 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 in 1988, prior to which it had been vacant and unused for a ten year period. The facility’s locker rooms were renovated in Fall 2005 at a cost of approximately \$100,000. The building has offices, 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 used during summer camp, a children’s spray fountain, basketball/tennis courts (which were rehabilitated in Fall 2006), a state-of-the-art running track (which was resurfaced in Fall 2008), and playground equipment (which is to be renovated in Spring 2009). The center also contains the public restroom for Emerson Playground.

The Hunt Recreation Center operates from 8:00 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 also includes a family swim program. The Center is also very busy throughout the year with activities that include the following: toddler gym classes, girl’s basketball, men’s and women’s basketball, co-ed volleyball, aerobics, and “Saturday Night Live” dances for middle school students. The Center is also home for the Department’s Grades 3-to-5 after-school childcare program, which operates from September through June. In addition, the Center can be rented for private events and is used by several community and sports organizations and by Town committees for meetings. It is also the polling site for Precinct 5.

**HUMAN SERVICES: Hunt Recreation Center**

**Item 26**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 38,020	\$ 39,318	\$ 38,161	\$ 38,503	\$ 38,503
Purchased Services	52,110	41,475	48,282	43,424	43,424
Supplies	8,937	6,072	15,000	12,000	12,000
Capital Outlay	260	25,879	53,000	5,000	5,000
105 Everett Street	5,291	7,920	8,975	6,281	6,281
<b>Totals</b>	<b>\$ 104,617</b>	<b>\$ 120,664</b>	<b>\$ 163,418</b>	<b>\$ 105,207</b>	<b>\$ 105,208</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 130,718	79.99%	\$ 75,508	71.77%	-42.24%
Recreation Fund	32,700	20.01%	29,700	28.23%	-9.17%
<b>Totals</b>	<b>\$ 163,418</b>	<b>100.00%</b>	<b>\$ 105,208</b>	<b>100.00%</b>	<b>-35.62%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
N-1	Building Maint.	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
N-2	Emerson Track	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ 53,000</b>	<b>\$ 5,000</b>				

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 38,161	1.00	\$ 38,503
	<b>Total</b>	<b>1.00 FTEs</b>	<b>\$ 38,161</b>	<b>1.00 FTEs</b>	<b>\$ 38,503</b>

Utility Performance Information						
Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$22,391	\$11,642	\$16,234	\$13,000	0.932	6.635
Natural Gas	\$12,602	\$14,272	\$15,742	\$13,884	1.142	0.570
Water	\$637	\$1,337	\$1,487	\$1,520	0.107	0.030
Sewer	\$1,436	\$2,862	\$3,119	\$3,320	0.229	0.030

The Hunt Gym has a square footage of 631 and is used daily.

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

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Harvey Wheeler Community Center as office and program space for the Council on Aging and as general meeting space for other Town departments and community groups.

FY10 Budget Highlights:

- This budget represents a 3.8% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The total increase of \$4,610 in this FY10 budget is due in large part to increased utility and building maintenance costs.
- HVAC and Fire Equipment maintenance together account for \$3,406 of this increase, which puts their budgeted amounts in-line with actual expenditure experienced in recent years.
- Funding for custodial supplies has increased by \$325 to better reflect actual costs.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 118,280	\$ 119,849	\$ 126,847	\$ 131,456
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 118,280	\$ 119,849	\$ 126,847	\$ 131,456

Description:

The space at the Harvey Wheeler Community Center (HWCC) provides a location for Council on Aging offices and programs, as well as Recreation Department pre-school and after-school programs.

During calendar year 2008 HWCC was also used during the evenings and on the weekends by over 14 different Town departments, 22 local not-for-profit groups and 8 private individuals. These groups include the Planning Department, Warner’s Pond Stewardship Committee, Community Education, Community Chest, Youth Hockey, Restorative Justice, Concord Minutemen, Minuteman ARC, National Charity League, Concord Youth Theater and many more. In 2008, income from rent and donations for use of HWCC totaled \$17, 079. This building fills a need in the community for small to medium-sized meeting spaces with adequate parking.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$16,164	\$16,428	\$19,096	\$18,627	1.145	8.307
Natural Gas	\$21,569	\$23,322	\$24,650	\$25,810	1.625	1.011
Water	\$565	\$534	\$500	\$539	0.037	0.009
Sewer	\$1,128	\$1,064	\$1,067	\$1,186	0.074	0.009

The Harvey Wheeler Center has a square footage of 14,350 and is used on weekdays and evenings. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**HUMAN SERVICES: Harvey Wheeler Community Center**

**Item 27**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,380	\$ 55,096	\$ 59,951	\$ 59,913	\$ 59,913
Purchased Services	51,302	57,961	58,115	62,141	62,141
Supplies	4,935	3,732	3,721	4,290	4,290
Other Charges	163	61	60	112	112
Capital Outlay	8,500	3,000	5,000	5,000	5,000
<b>Totals</b>	<b>\$ 118,280</b>	<b>\$ 119,849</b>	<b>\$ 126,847</b>	<b>\$ 131,456</b>	<b>\$ 131,456</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 126,847	100.00%	\$ 131,456	100.00%	3.63%
<b>Totals</b>	<b>\$ 126,847</b>	<b>100.00%</b>	<b>\$ 131,456</b>	<b>100.00%</b>	<b>3.63%</b>

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
O-1	HWCC Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

Personnel Services Summary					
Code	Position Title	FY09 Budgeted		FY10 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 46,512	1.00	\$ 46,536
	Sub Total	<u>1.00 FTEs</u>	\$ 46,512	<u>1.00 FTEs</u>	\$ 46,536
5115	Part-Time Custodian	783 hrs.	12,137	783 hrs.	12,137
5130	Overtime	80 hrs.	1,302	80 hrs.	1,240
	<b>Total</b>	<u>1.38 FTEs</u>	<u>\$ 59,951</u>	<u>1.38 FTEs</u>	<u>\$ 59,913</u>

Mission Statement:

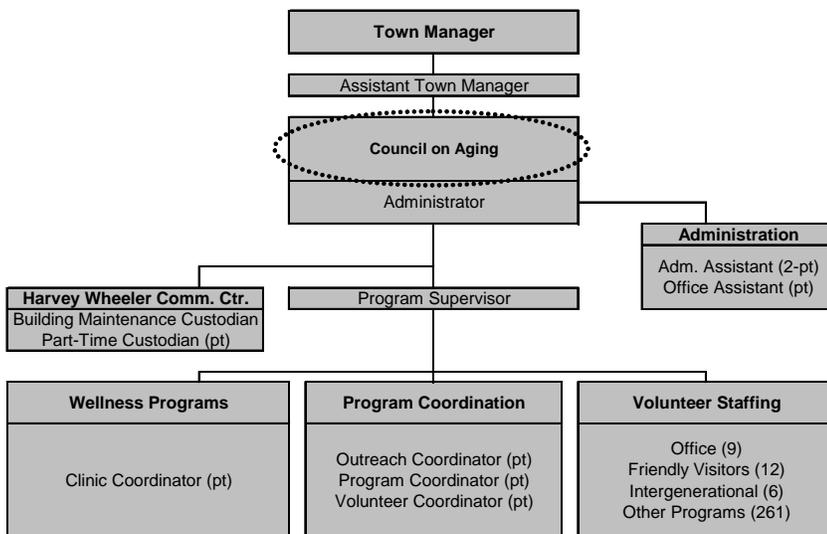
The mission of the Council on Aging is to assist Concord citizens over the age of 60 in maintaining their dignity, self-esteem, independence, and ability to participate in the community.

FY10 Budget Highlights:

- This budget represents a 1.6% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- FTEs increased slightly in the middle of FY09 (by .05, or 96 hrs.) because of a small increase in the State Formula Grant. This allowed the COA to increase its Mental Health Worker hours by 96 hours without increasing the COA's appropriation. This is budgeted to continue in FY10.
- However, due to the declining economy, the State Formula Grant could be decreased at any time. This grant supports three part-time positions including part of the Outreach Coordinator's hours.
- A FY10 request for an increase in town funding (totaling \$15,200) to add 22 working hours per week for Outreach Coordinator could not be accommodated due to budget constraints.
- The COA continues to be challenged by the growing number of senior citizens in Concord and the increasing referrals for help to frail elders through our Outreach Program.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 161,012	\$ 194,814	\$ 219,997	\$ 229,177
Other Funds	\$ 32,670	\$ 32,920	\$ 40,007	\$ 35,007
<b>Total Expenditures</b>	<b>\$ 193,682</b>	<b>\$ 227,734</b>	<b>\$ 260,004</b>	<b>\$ 264,184</b>



Description:

The Council on Aging (COA) provides a variety of essential services to Concord citizens over the age of 60. These services include information and referral, counseling, crisis intervention, transportation, educational programs, and recreational activities. The COA also cooperates with other local and regional elder service providers to ensure the wellbeing of elders in Concord.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 168,099	\$ 199,156	\$ 234,498	\$ 243,591	\$ 235,288
Purchased Services	12,951	12,765	15,379	16,573	16,573
Supplies	6,744	12,456	7,712	9,373	9,373
Other Charges	1,488	3,357	2,415	2,950	2,950
Capital Outlay	4,400	-	-	-	-
<b>Totals</b>	<b>\$ 193,682</b>	<b>\$ 227,734</b>	<b>\$ 260,004</b>	<b>\$ 272,487</b>	<b>\$ 264,184</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 219,997	84.61%	\$ 229,177	86.75%	4.17%
EOEA Grant	25,207	9.69%	25,207	9.54%	0.00%
Other Gift	5,000	1.92%	-	0.00%	-100.00%
Community Chest Gift	9,800	3.77%	9,800	3.71%	0.00%
<b>Totals</b>	<b>\$ 260,004</b>	<b>100.00%</b>	<b>\$ 264,184</b>	<b>100.00%</b>	<b>1.61%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
O-3	14 Passanger Bus	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	COA Administrator	1.00	\$ 67,746	1.00	\$ 67,746
	COA Supervisor	1.00	49,766	1.00	49,766
5112	Administrative Assistant	0.50	25,185	0.50	25,474
	Administrative Assistant	0.50	22,135	0.50	22,614
Sub Total		<u>3.00 FTEs</u>	\$ 164,832	<u>3.00 FTEs</u>	\$ 165,600
5115	Van Drivers	2221 hrs.	18,948	2221 hrs.	18,948
	Office Assistant	726 hrs.	7,623	726 hrs.	7,623
	Wellness Clinic Coordinator	528 hrs.	8,844	528 hrs.	8,844
	Program Coordinator	480 hrs.	4,200	480 hrs.	4,200
	Outreach Coordinator	864 hrs.	10,800	864 hrs.	10,800
	Mental Health Worker	192 hrs.	7,200	288 hrs.	7,200
	Volunteer Coordinator	800 hrs.	10,000	800 hrs.	10,000
5130	Overtime	60 hrs.	2,051	60 hrs.	2,073
Total		<u>5.78 FTEs</u>	\$ 234,498	<u>5.83 FTEs</u>	\$ 235,288

**Program Implementation**

- The FY10 budget recommendation provides funding to cover the full-time positions of the Administrator and COA Program Supervisor; two part time Administrative Assistant (equivalent to one forty-hour position); a ten hour-a-week office assistant; pay for 8 Van Drivers who cover 40 hours of van service per week plus special trips and a portion of the COA Outreach Worker’s hours.
- The State Formula Grant, received from the Office of Elder Affairs (OEA), could be decreased in FY10 due to possible state funding cuts. This grant funds the part-time Wellness Coordinator 11 hours per week; Outreach Coordinator, 11 hours per week; Activities Coordinator, 8 hours per week; and the remaining \$2,778 of the grant is ear-marked for volunteer recruiting, training and recognition.
- The FY10 budget anticipates a gift (\$5,000) from the Concord-Carlisle Community Chest (CCCC) to fund half of the Volunteer Coordinator position. The FY10 budget includes \$5,000 in town funding for the Volunteer Coordinator position. A second CCCC gift will be requested in FY10 for an increase to 8 hours per week for the Mental Health Worker position.
- Funding for the van in FY10 includes \$18,948 for van drivers’ wages, \$7,202 for gas, \$255 for tires, and \$4,915 for vehicle maintenance.

**Council on Aging Programs****Program 1 – COA Operations:****Objective:** To offer COA services effectively and efficiently.**Performance Measures****Sample of the activities provided to seniors in 2008:**

- 26,175 phone calls came into the COA office for general information.
- 7,620 round trips were provided on the COA van.
- 1,416 health screenings were provided (blood pressure, blood sugar, cholesterol, etc.).
- 350 flu shots were given.
- 139 outreach clients received 385 home visits.
- 850 seniors were taken grocery shopping.
- 2,550 participated in recreational and social activities at the COA.

**Volunteer statistics:**

Year	2003	2004	2005	2006	2007	2008
# of volunteers	165	258	275	320	361	375
hours of service	8150 hrs.	8528 hrs.	8939 hrs.	9169 hrs.	12,475 hrs.	12,483 hrs.
Value of. hours	\$125,428	\$131,245	\$142,300	\$160,457	\$225,174	\$225,693
# of Coord. hours.	12 hrs.	16 hrs.	16 hrs.	16 hrs.	16 hrs.	16 hrs.

**Satisfaction survey of referral sources for Outreach program:**

- In 2008, the Concord Police and Fire Departments, Emerson Hospital's Emergency Room, the Concord Housing Authority and local banks and businesses continued to be our most frequent referral sources for Outreach Services.
- These Town departments and organizations have become a major source of referrals to the COA of seniors in trouble. The average number of referrals per group/organization was five (5).
- A recent informal survey of these referral sources showed that 88% of those surveyed felt that the COA's response was excellent and 12% rated the COA's response as very good.
- In regards to the outcome of those referrals, those surveyed felt that the COA brought the situation to an excellent end 75% of the time. 18% rated the COA's intervention as having a very good outcome and 17% fair.
- The 15% who rated the outcome as fair commented that the outcome could have been better if other elder care organizations were more responsive or the senior involved was more cooperative with the COA.

Mission Statement:

The mission of Veterans Services and Benefits is to provide information, advice, and assistance to veterans in need of service, including assistance regarding benefits to veterans and their dependants.

FY10 Budget Highlights:

- This budget represents a 4.4% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- The benefits portion of this account reflects one qualifying resident currently receiving monetary benefits, plus a small contingency of \$824 in the event another qualifying resident is identified during the year.
- Purchased services for this account are currently limited to \$1,291 for telephone service and vehicle maintenance for the Veterans' Agent.
- Other funds are related to necessities such as office supplies, gasoline and vehicle supplies and conference/training expenses.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 27,810	\$ 31,164	\$ 30,335	\$ 31,668
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 27,810</b>	<b>\$ 31,164</b>	<b>\$ 30,335</b>	<b>\$ 31,668</b>

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 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 the mandated program. The reimbursement occurs about 12-15 months after the expenditure and is received as state aid revenue rather than as a credit to this appropriation account. 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 that improve the quality of life for every one of the Town's veterans, as well as their families and surviving dependents.

**HUMAN SERVICES: Veterans Services & Benefits**

**Item 29**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 17,212	\$ 17,589	\$ 18,240	\$ 18,187	\$ 18,187
Purchased Services	265	1,019	1,059	1,291	1,291
Supplies	319	191	516	590	590
Other Charges	430	477	520	600	600
Sub Total	\$ 18,226	\$ 19,276	\$ 20,335	\$ 20,668	\$ 20,668
<u>Veterans Benefits</u>					
Other Charges	\$ 9,584	\$ 11,887	\$ 10,000	\$ 11,000	\$ 11,000
Totals	\$ 27,810	\$ 31,164	\$ 30,335	\$ 31,668	\$ 31,668

<b>Funding Plan</b>					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 30,335	100.00%	\$ 31,668	100.00%	4.39%
Totals	\$ 30,335	100.00%	\$ 31,668	100.00%	4.39%

<b>Personnel Services Summary</b>					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	783 hrs.	18,188	783 hrs.	18,187
5120	Temporary Status	0 hrs.	52	0 hrs.	-
	Total	<u>0.38 FTEs</u>	<u>\$ 18,240</u>	<u>0.38 FTEs</u>	<u>\$ 18,187</u>

Mission Statement:

The purpose of this funding is to provide the community with efficient and cost-effective services in planning for and carrying-out Concord's annual, tradition-rich, public ceremonies and celebrations.

FY10 Budget Highlights:

- This budget represents a 0.9% *decrease* in operating cost (excluding capital expenditures) from that of the FY09 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$8,800.
- Additional celebration expenses combine to total \$11,350. This includes band and musician fees, honored-citizen related expenses, horse and carriage rentals, and more.
- Flag replacement (\$3,500) remains an important element of this account for the annual purchase of Memorial Day flags as well as for maintenance of the street flags which are placed out for various significant days and events during the year.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 19,148	\$ 23,844	\$ 23,865	\$ 23,650
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 19,148	\$ 23,844	\$ 23,865	\$ 23,650

Description:

This budget provides funding for equipment and activities associated with several 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. Notable public ceremonies supported by this account include the Veteran's Day Flag Retirement Ceremony, the Honored Citizen Reception, the Meriam's Corner Exercise, and Patriots' Day and Memorial Day events.

**HUMAN SERVICES: Ceremonies & Celebrations**

**Item 30**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 15,631	\$ 20,994	\$ 20,365	\$ 20,150	\$ 20,150
Memorial Day Flags	1,728	\$ 1,832	\$ 1,500	\$ 1,500	\$ 1,500
Street Flags	1,789	\$ 1,018	\$ 2,000	\$ 2,000	\$ 2,000
Totals	<u>\$ 19,148</u>	<u>\$ 23,844</u>	<u>\$ 23,865</u>	<u>\$ 23,650</u>	<u>\$ 23,650</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 23,865	100.00%	\$ 23,650	100.00%	-0.90%
Totals	<u>\$ 23,865</u>	100.00%	<u>\$ 23,650</u>	100.00%	-0.90%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

**Mission Statement:**

The purpose of this funding is to provide for the costs of operating and maintaining the Visitors Center and Restroom in an efficient and cost-effective manner, to provide free public restroom service in the same manner, and to provide space for an information services program.

**FY10 Budget Highlights:**

- This budget represents a 1.0% increase in operating cost (excluding capital expenditures) over that of the FY09 budget.
- This budget includes \$2,500 as payment to the Chamber of Commerce for providing Visitors Center Services.
- Daily restroom cleaning of this highly used facility each day of the year remains a high priority.
- Costs split between staff custodial costs (\$8,387 for overtime) on weekdays and contract cleaning (\$7,240) on weekends.
- Custodial supplies remain a significant portion of this account at \$3,500.
- A department capital outlay request of \$5,000 was made for building improvements; \$2,500 is recommended due to limited available funds, and prior reserves on hand.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 28,802	\$ 25,700	\$ 28,414	\$ 31,207
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 28,802</b>	<b>\$ 25,700</b>	<b>\$ 28,414</b>	<b>\$ 31,207</b>

**Description:**

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures 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 and is responsible for cleaning costs within its occupied space. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies at least once, but usually twice, each day. Care and maintenance of the facility is coordinated by the Town Manager's Office. Restroom usage fluctuates per season but averages approximately 5,000 visits per month.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY07 Actual	FY08 Actual	FY09 Budget	FY10 Proposed	FY08 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$1,137	\$1,271	\$1,364	\$1,382	1.135	7.586
Natural Gas	\$986	\$1,482	\$1,243	\$1,324	1.323	0.554
Water	\$617	\$630	\$682	\$714	0.563	0.171
Sewer	\$1,317	\$1,349	\$1,453	\$1,570	1.204	0.171

The Visitors Center has a square footage of 1,120 and is used daily.  
 Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**HUMAN SERVICES: Visitors Center Restroom**

**Item 31**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 8,816	\$ 7,288	\$ 7,910	\$ 8,387	\$ 8,387
Purchased Service	13,087	11,641	12,654	12,970	12,970
Supplies	4,399	2,249	5,350	4,850	4,850
Other Charges and Expenses	-	-	2,500	2,500	2,500
Capital Outlay	2,500	4,521	-	5,000	2,500
Totals	<u>\$ 28,802</u>	<u>\$ 25,700</u>	<u>\$ 28,414</u>	<u>\$ 33,707</u>	<u>\$ 31,207</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 28,414	100.00%	\$ 31,207	100.00%	9.83%
Totals	<u>\$ 28,414</u>	100.00%	<u>\$ 31,207</u>	100.00%	9.83%

Capital Outlay Plan							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
A-5	Building Improvements	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	<u>\$ -</u>	<u>\$ 2,500</u>				

Personnel Services Summary					
		FY09 Budgeted		FY10 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5130	Overtime (custodian)	n/a	7,910	n/a	8,387
	Total		<u>\$ 7,910</u>		<u>\$ 8,387</u>

Mission Statement:

The purpose of this funding is to provide for various miscellaneous benefit costs arising from the provisions of the Town's Personnel Bylaws and state statute.

FY10 Budget Highlights:

- As of June 30, 2008, the General Fund accrued liability for sick leave buyback payable at retirement was \$1,434,000 for 113 eligible active Town employees. 71% of this liability is on account of uniformed Police and Fire officers.
- At FY08 year-end, \$25,000 was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2008 was \$50,000.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 60,632	\$ 51,915	\$ 72,000	\$ 72,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 60,632	\$ 51,915	\$ 72,000	\$ 72,000

Description:

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 only 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 for non-union employees to those hired prior to July 1, 1992. The collective bargaining agreement with the Public Safety Dispatchers contains this identical provision. However, agreements with Police and Fire Unions do not restrict eligibility. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay. In the Fire Union contract, the maximum payoff is established as 65 days.

While the annual expenditure for this benefit is erratic and unpredictable, the Town's financial statements measure the expected future liability and the budget provision seeks to allow for probable eligible retirements. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account should be raised within the next few budget years to about \$100,000. In FY08 there was one retirement (in the Library Department) with a total buyback payout of \$17,367.

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 13 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but the Town's past practice suggests that it makes every practical effort to cover eligible expenses. At present, this account is projected to cover only minor expenses such as office visits and prescriptions not covered by the retiree's health insurance plan.

Employee Assistance Program:

The proposed budget funds an annual contract with Corporate EAP Resources, Inc. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, personal development seminars, and one-on-one confidential counseling services.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ 26,015	17,367	60,000	60,000	60,000
Public Safety	2,117	1,898	4,000	4,000	4,000
Employee Assistance Program	7,500	7,650	8,000	8,000	8,000
Sick Leave Buyback Res.	25,000	25,000	-	-	-
Totals	<u>\$ 60,632</u>	<u>\$ 51,915</u>	<u>\$ 72,000</u>	<u>\$ 72,000</u>	<u>\$ 72,000</u>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 72,000	100.00%	\$ 72,000	100.00%	0.00%
Totals	<u>\$ 72,000</u>	100.00%	<u>\$ 72,000</u>	100.00%	0.00%

Mission Statement:

The purpose of this contingency account is to allow the Finance Committee to meet extraordinary or unforeseen expenditures that may arise during the year.

FY10 Budget Highlights:

- This account is less than 1% of Article 8, the accounts under the jurisdiction of the Town Manager.
- No change is proposed for FY10.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
Appropriation	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (20,950)	\$ (183,709)	N/A	N/A
Return to Revenue	\$ 179,050	\$ 41,291	N/A	N/A

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 Manager on behalf of departments. In accordance with the provisions of Massachusetts General Laws Chapter 40, section 6, it is intended to meet “extraordinary or unforeseen expenditures.”

While the Reserve Fund may be allocated for any Town purpose, the original Reserve Fund budget of each year has not been used for Education operating budgets (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 41 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2009 Annual Town Meeting.

Requests from Town departments are first reviewed by the Finance Director and approved by the Town Manager before being submitted to the Finance Committee for its consideration. During FY08 the Finance Committee made transfers summarized in the following table:

<u>Town Account</u>	<u>Amount</u>	<u>Purpose</u>
Planning Administration	\$20,000	Emerson Annex Unit 4 renovations
Legal Services	136,000	Litigation expenses
Elections/Registrars	24,784	Special Town Meeting/Special Election
Veterans' Services/Benefits	2,925	New beneficiary
Total	\$183,709	

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(20,950)	(183,709)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	179,050	41,291	N/A	N/A	N/A

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%
Totals	<u>\$ 225,000</u>	100.00%	<u>\$ 225,000</u>	100.00%	0.00%

Mission Statement:

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's 32 separate appropriation accounts and sub-accounts that include salary funds.

FY10 Budget Highlights:

- A new Classification and Compensation Plan was implemented as of July 1, 2009– the first comprehensive update of job classifications and pay scales in seven years.
- Proposed funding is intended to provide normal scale adjustment, step, merit, and collective bargaining costs as well as reclassification and market adjustments pursuant to the new plan.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
Appropriation	\$ 550,000	\$ 550,000	\$ 600,000	\$ 550,000
Less Transfers & Encumbrances	\$ (428,662)	\$ (365,858)	\$ (549,525)	N/A
Balance Unexpended	\$ 121,338	\$ 184,142	\$ 50,475 As of 1/31/09	N/A

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 32 separate accounts and sub-accounts that include salary funds.

The FY10 recommendation is projected to be sufficient for a 2.0% market adjustment. Additionally, the recommendation provides for funding a 2.5% “step” increase within the salary ranges. In accordance with section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY10 step increase and merit pay plan prior to July 1, 2009.

A comprehensive Classification and Compensation Study was completed last year covering all pay scales.

This account also covers other salary related costs such as merit increases for Managerial & Professional Employees, collective bargaining agreements, and position reclassifications.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY10 are proposed for funding from this account.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 550,000	\$ 550,000	\$ 600,000	\$ 550,000	\$ 550,000
Total Transfers	(428,662)	(365,858)	(549,525)	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 121,338	\$ 184,142	\$ 50,475 As of 1/31/09	N/A	N/A

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 600,000	100.00%	\$ 550,000	100.00%	-8.33%
Totals	<u>\$ 600,000</u>	100.00%	<u>\$ 550,000</u>	100.00%	-8.33%

Mission Statement:

This account exists to acquire land for Town use.

FY10 Budget Highlights:

- The balance of the fund is available for costs related to appraisals, surveys, and deposits in connection with land acquisition.
- This fund can accept gifts from private sources.
- A \$15,000 appropriation to the Land Fund is proposed in order to restore the fund balance to a level sufficient to handle expenses necessary to bring and land acquisition proposal to Town Meeting for consideration.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 15,000

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 FY09. The balance of the fund as of June 30, 2008 was \$16,170.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ -	\$ 3,428	\$ -	\$ -	\$ -
Other Charges & Expenses	\$ -	\$ 1,952	\$ -	\$ -	\$ -
<b>Total Expenditure</b>	\$ -	\$ 5,380	\$ -	\$ -	\$ -

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	N/A	\$ 15,000	100.00%	N/A
<b>Totals</b>	\$ -	N/A	\$ 15,000	100.00%	N/A

<b>Land Fund History</b>							
	FY04	FY05	FY06	FY07	FY08	FY09 (projected)	FY10 (projected)
<u>Fund Source</u>							
Beginning Balance	\$ 304,594	\$ 29,862	\$ 32,508	\$ 19,691	\$ 20,738	\$ 16,170	\$ 16,770
Sale of Land	-	708925 (c)	-	-	-	-	-
Tax Levy	-	-	-	-	-	-	15,000
Gifts	-	-	-	-	-	-	-
Interest Earned	2,693	14,780	928	1,047	812	600	200
<b>Total Available</b>	\$ 307,287	\$ 753,567	\$ 33,436	\$ 20,738	\$ 21,550	\$ 16,770	\$ 31,970
<u>Fund Uses</u>							
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Purchase	263000 (a)	710000 (d)	-	-	-	-	-
Options	-	-	-	-	-	-	-
Appraisal, Legal, Surveying, etc.	14425 (b)	11059 (e)	13,745	-	5380 (f)	-	-
<b>Total Used</b>	\$ 277,425	\$ 721,059	\$ 13,745	\$ -	\$ 5,380	\$ -	\$ -
<b>Ending Balance</b>	\$ 29,862	\$ 32,508	\$ 19,691	\$ 20,738	\$ 16,170	\$ 16,770	\$ 31,970

**Mission Statement:**

The purpose of this funding is to provide for the cost of keeping Concord's public roads in good condition, and of protecting the road infrastructure in a cost-effective manner.

**FY10 Budget Highlights:**

- Annual General Fund appropriation for the Roads Program remains at \$85,000.
- The proposed borrowing authorization of \$1,400,000 included in the total funding consists of \$700,000 specifically for road rehabilitation, \$300,000 for design of Cambridge Turnpike reconstruction, \$250,000 for sidewalk extensions, and \$150,000 for traffic and signal improvements as part of the redesign of the Thoreau St/Sudbury Rd intersection.
- Total funding from all sources for the Roads Program is \$2,010,144, assuming state aid remains at the same level authorized for FY09.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 80,000	\$ 80,000	\$ 85,000	\$ 85,000
Other Funds	\$1,314,200	\$ 826,362	\$ 1,225,144	\$ 1,925,144
<b>Total Expenditures</b>	<b>\$1,394,200</b>	<b>\$ 906,362</b>	<b>\$ 1,310,144</b>	<b>\$ 2,010,144</b>

**Description:**

- Concord's road infrastructure includes approximately 107 miles of public roads functionally classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways. They make up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make up approximately 7% of Concord's public roads. The remaining 59% of our public roads consist of local streets.
- The Town's 20-Year Roads Program is based on state-of-the-art pavement management software, combined with CPW Engineering/Operations knowledge, and is coordinated closely with Town utility planning. Each year, 25% of the Town's roads are evaluated, and their condition is updated in the Roads Program database. CPW's analysis shows that a minimum investment of \$1 million annually is required to cost-effectively maintain Concord's roads in good condition. This level of effort has been maintained by the Town since the mid-1990's utilizing both Town funds and state highway aid.
- Road rehabilitation contracts and related activities are administered by the CPW Engineering Division.
- Each spring, the Public Works Commission holds a public hearing to present planned road rehabilitation activities after the conclusion of the Town Meeting.
- Funding is provided by a combination of General Fund appropriation, life-cycle maintenance fees collected in conjunction with right-of-way work permits, General Fund borrowing, and state aid ("Chapter 90").

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,394,200	\$ 906,362	\$ 1,310,144	\$ 2,010,144	\$ 2,010,144
<b>Total Expenditure</b>	<b>\$ 1,394,200</b>	<b>\$ 906,362</b>	<b>\$ 1,310,144</b>	<b>\$ 2,010,144</b>	<b>\$ 2,010,144</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 85,000	6.49%	\$ 85,000	4.23%	0.00%
State Aid - Chapter 90	525,144	40.08%	525,144	26.12%	0.00%
Borrowing	700,000	53.43%	1,400,000	69.65%	100.00%
<b>Totals</b>	<b>\$ 1,310,144</b>	<b>100.00%</b>	<b>\$ 2,010,144</b>	<b>100.00%</b>	<b>53.43%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY09 Budgeted	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed
J-1	Road Improvements	\$ 1,310,144	\$ 2,010,144	\$ 1,315,144	\$ 1,315,144	\$ 1,315,144	\$ 1,320,144
	<b>Totals</b>	<b>\$ 1,310,144</b>	<b>\$ 2,010,144</b>	<b>\$ 1,315,144</b>	<b>\$ 1,315,144</b>	<b>\$ 1,315,144</b>	<b>\$ 1,320,144</b>

<b>Program Implementation</b>	
<ul style="list-style-type: none"> <li>• Sound pavement management emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool is the use of crack sealing (funded in Highway Maintenance, Item 17C). Given the improved condition of Concord's roads, the need for crack sealing continues to be reduced each year.</li> <li>• The 2008 Roads Program improved approximately 3.54 miles of roads: including reclamation of Keyes Road, Rollingwood Lane, Longfellow Road, Peter Bulkeley Road, Paul Revere Road, Nut Meadow Crossing, West Street, Crest Street, and Munroe Place. ORNAC was selected to receive a combination mill/overlay and reclamation treatment, and Main Street (from Monument Street to Sudbury Road) was selected to receive a mill and overlay treatment.</li> <li>• In 2008 the Roads Program was revised to set aside a percentage of funds dedicated to accelerating the repair of residential roads. Due to low traffic volumes, the pavement management software determines that such roads have a lower beneficial value index.</li> <li>• The 2009 Roads Program will be based on the results of the pavement management program analysis, a review of conditions, final approved funding levels, and input received at the spring 2009 PWC Roads Program public hearing.</li> </ul>	

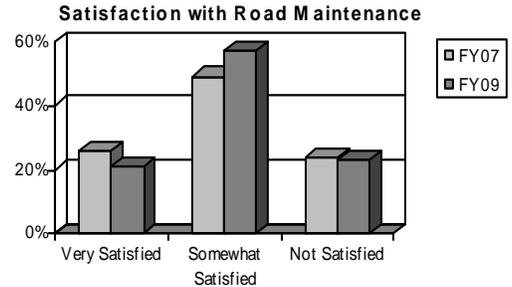
Public Work Programs

Road Improvement Program:

To maintain a PCI rating in the 80-85 range, and a user satisfaction rating at or above 75%.

Performance Measure 1: How satisfied are you with the maintenance of the Town's roads?

How satisfied are you with the Town's Roads?	FY07	FY08	FY09	FY10
Very Satisfied	26%	N/A	21%	N/A
Somewhat Satisfied	49%	N/A	57%	N/A
Not Satisfied	24%	N/A	23%	N/A

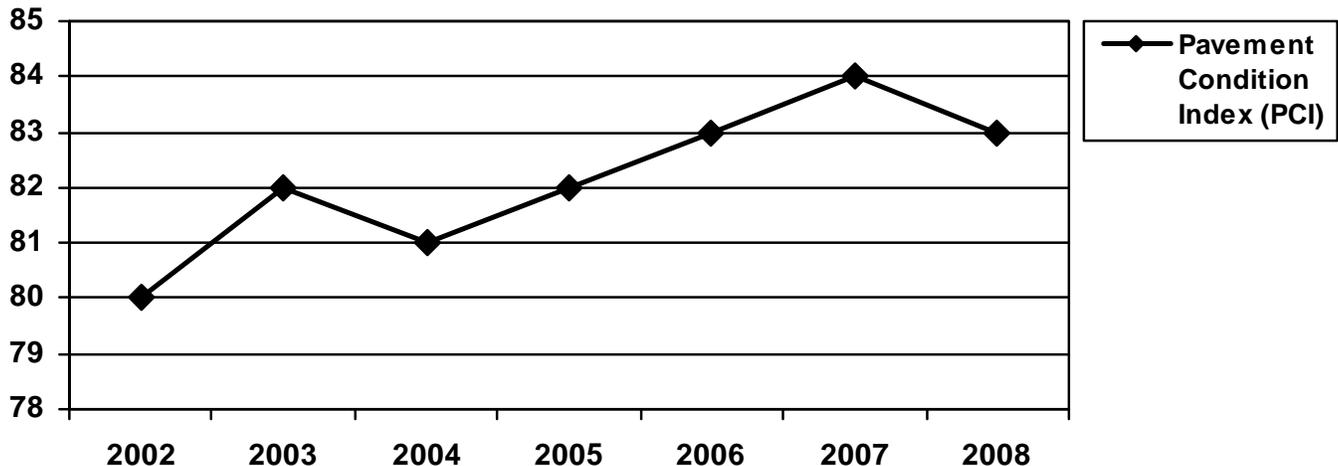


\*Data Source: September, 2006 and November, 2008 telephone surveys.

**Discussion:** In the latest survey, nearly 80% of respondents were at least "somewhat satisfied" with the Town's road maintenance. However, when compared to the preceding survey, there was a slight drop in respondents describing themselves as "very satisfied" with Concord's road maintenance.

Performance Measure 2: Pavement Condition Index

Historic PCI Trend



**Discussion:** A consultant, managed by the Engineering Division, analyzes and rates the distresses on each segment of public roadway at four-year intervals. These data points are entered into a software program that ranks the severity of the type of distresses and determines the PCI on a scale of 0-100 for that segment of roadway. The software then analyzes which type of rehabilitation treatment would be the most economical for each road segment within the parameters set by the Roads Program team. The overall PCI reported above is a weighted average of the PCI of all the individual roadway segments maintained by Concord Public Works.

**Performance**

- At the requested level of funding, the pavement management software predicts that the current network pavement condition index (PCI) target of 80-85 can be sustained. Reduced funding will result in a deterioration of road conditions resulting in higher future costs.
- The following table presents the improvements in overall PCI realized in the past years as a result of the Town’s adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain in the target range. Improvement trends can also be seen in the percentages of the Town-wide network of roadways requiring different types of repairs. The “recommended” repairs do not take into account the budget constraints for a given year.

Pavement Management History							
	2002	2003	2004	2005	2006	2007	2008
<b>PCI Network Average</b>	80	82	81	82	83	84	83
<b>Recommended Repairs</b>							
Rehabilitation	16%	11%	9%	8%	13%	14%	12%
Maintenance	54%	58%	62%	56%	46%	42%	52%
No Maintenance Required	30%	31%	29%	36%	41%	44%	36%

- The recommended funding level for FY2010 provides total Roads Program funding of approximately \$2,010,144, consisting of \$85,000 from the General Fund for related engineering design and inspection services, an estimated \$525,144 in Chapter 90 aid, \$700,000 from Local Borrowing Authorization for Roads, \$300,000 for design of Cambridge Turnpike reconstruction, \$250,000 for sidewalk extensions, and \$150,000 for part of a reconfiguration/signalization project for the Thoreau Street/Sudbury Road intersection.

Road Program Funding History & CIP Plan (as of 2009)						
		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
1997		\$ 50,000	\$ 385,000	\$ 535,000	36192	970,000
1998		60,000	590,000	535,000	36897	1,185,000
1999		60,000	475,000	535,000	37255	1,070,000
2000		60,000	500,000	356,000	37610, 37965	916,000
2001		60,000	480,000	357,000	38366, 383660	897,000
2002		65,000	670,000	353,000	235065,253C067	1,088,000
2003		70,000	795,000	352,000	3246067	1,217,000
2004		75,000	600,000	352,000	4246067	1,027,000
2005		80,000	650,000	421,000	4501 35369	1,151,000
2006		80,000	900,000	420,700	39125	1,400,700
2007		80,000	700,000	614,000	44466, 48240	1,394,000
2008		80,000	300,000	526,400	50771	906,400
2009		85,000	700,000	525,144	N/A	1,310,144
2010	Plan	85,000	1,400,000	525,144	N/A	2,010,144
2011	Plan	90,000	700,000	525,144	N/A	1,315,144
2012	Plan	90,000	700,000	525,144	N/A	1,315,144
2013	Plan	90,000	700,000	525,144	N/A	1,315,144
2014	Plan	95,000	700,000	525,144	N/A	1,320,144

Mission Statement:

The purpose of this funding is to provide for the cost of employee group insurance programs.

FY10 Budget Highlights:

- This budget represents an 6.8% increase in insurance costs over those of the FY09 budget.
- The General Fund share of this account is budgeted to increase by 8.0% in FY10, based on a projection of enrollments by fund and premium increases anticipated for active and retired employees.
- About 70% of active employees select Town health insurance coverage.
- By June 30, 2009, the Town will be completing an actuarial study of its future post-employment group health cost, as required by GASB 45.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$3,125,088	\$3,550,443	\$ 3,845,000	\$ 4,152,600
Transfer to Insurance Reserve	\$ 69,912	\$ 49,557	\$ -	\$ -
Other Funds	\$ 316,768	\$ 381,296	\$ 380,000	\$ 361,400
<b>Total Expenditures</b>	<b>\$3,511,768</b>	<b>\$3,981,296</b>	<b>\$ 4,225,000</b>	<b>\$ 4,514,000</b>

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 approximately 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.

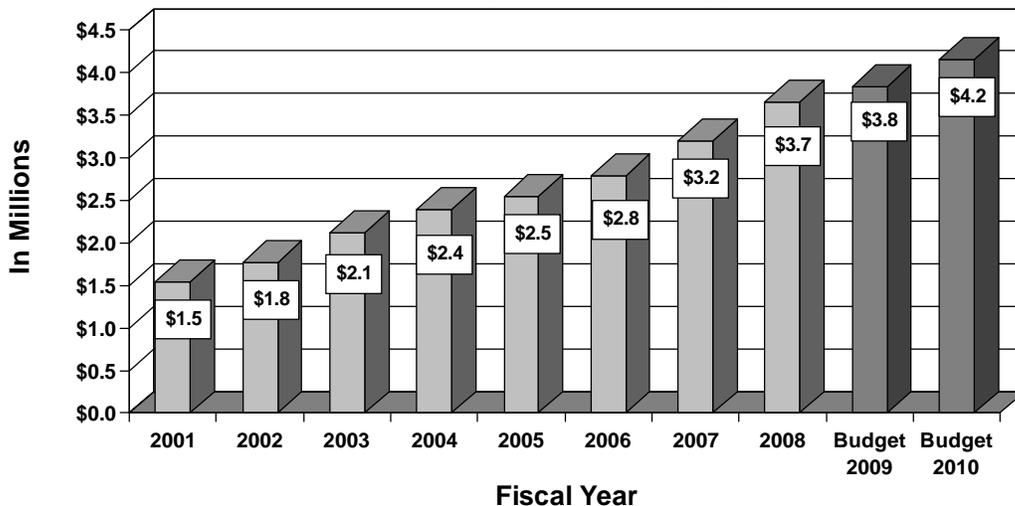
The Town's group health insurance plan is provided through the **Minuteman Nashoba Health Group (MNHG)**, a consortium of thirteen towns, four regional school districts and a Special Education Collaborative. The group consists of the following: Ayer, Bolton, Boxborough, Clinton, Carlisle, Concord, Harvard, Groton, Lancaster, Pepperell, Phillipston, Stow, Tyngsboro, the Concord-Carlisle Regional School District, the Lincoln-Sudbury Regional School District, the North Middlesex Regional School District, the Naragansett Regional School District, and the Concord Area Special Education Collaborative. As of January 1, 2009, the MNHG Group covered 4,183 employees and retirees.

Dental and basic life insurance and 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.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Health Insurance	\$ 3,205,103	\$ 3,663,823	\$ 3,950,000	\$ 4,235,000	\$ 4,235,000
Life Insurance	16,445	16,444	20,000	20,000	20,000
Dental Insurance	219,109	235,272	253,000	245,000	245,000
Other Prof. Services	1,200	16,200	2,000	14,000	14,000
Transfer to Ins. Res. Fund	69,912	49,557	-	-	-
<b>Total Expenditure</b>	<b>\$ 3,511,769</b>	<b>\$ 3,981,296</b>	<b>\$ 4,225,000</b>	<b>\$ 4,514,000</b>	<b>\$ 4,514,000</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,845,000	91.01%	\$ 4,152,600	91.99%	8.00%
Light Fund	171,000	4.05%	190,000	4.21%	11.11%
Water Fund	66,000	1.56%	50,000	1.11%	-24.24%
Sewer Fund	19,600	0.46%	16,400	0.36%	-16.33%
Recreation Fund	49,000	1.16%	45,000	1.00%	-8.16%
Swim & Fitness Center Fund	69,800	1.65%	50,000	1.11%	-28.37%
Retirement	4,600	0.11%	10,000	0.22%	117.39%
<b>Totals</b>	<b>\$ 4,225,000</b>	<b>100.00%</b>	<b>\$ 4,514,000</b>	<b>100.00%</b>	<b>6.84%</b>

**Group Health Insurance Costs**  
(General Fund Only)



Mission Statement:

This account funds property insurance coverage for all Town-owned property, liability coverage for Town officials, and special risk coverage for police and fire personnel. The objective is to provide affordable and comprehensive management of the Town's risks.

FY10 Budget Highlights:

- Premium budget projects an overall 5.5% *decrease*.
- Premium budget of \$355,000 is projected to be apportioned as follows:

	<u>\$ in thousands</u>	<u>% of total</u>
Town Appropriation	\$195	51.3%
Public Schools (K-8)	60	15.8
CCRS	30	7.9
Light Fund	40	10.5
Water Fund	35	9.2
Sewer Fund	10	2.6
Swim & Fitness Ctr.	5	1.3
All Other	5	1.3

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 137,190	\$ 129,588	\$ 225,000	\$ 200,000
Transfer to Insurance Reserve	\$ 87,810	\$ 95,412	\$ -	\$ -
Other Funds	\$ 184,582	\$ 183,305	\$ 185,000	\$ 185,000
<b>Total Expenditures</b>	<b>\$ 409,582</b>	<b>\$ 408,305</b>	<b>\$ 410,000</b>	<b>\$ 385,000</b>

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, Beede Pool).

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$189.5 million) and approximately 260 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. Excess umbrella liability coverage of \$5 million is also purchased.

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 Massachusetts Interlocal Insurance Association (MIIA). The total annual premium budget for the current year is \$345,000. Premium rates had increased 45% over the three year period from FY02 to FY05. The switch of coverage to MIIA in FY06 produced significant premium reductions for equivalent vehicle, property and general liability coverage. The budget estimate for FY09 (the rate adjustment of August 1, 2008) anticipates premium increases for projects presently under construction.

**JOINT (TOWN-CPS): Property and Liability Insurance**

**Item 37B**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 318,884	\$ 307,893	\$ 380,000	\$ 355,000	\$ 355,000
Damages to Pers. & Prop.	-	5,000	5,000	5,000	5,000
Insurance Advisor	2,888	-	25,000	25,000	25,000
Transfer to Ins. Res. Fund	87,810	95,412	-	-	-
<b>Total Expenditure</b>	<b>\$ 409,582</b>	<b>\$ 408,305</b>	<b>\$ 410,000</b>	<b>\$ 385,000</b>	<b>\$ 385,000</b>

Insurance Premium Detail (line 1 only)					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 75,937	\$ 68,863	\$ 80,000	\$ 75,000	\$ 40,000
General Liability, Umbrella, Pub. Officer, School Board	100,984	91,872	120,000	100,000	50,000
Property Insurance	113,151	121,335	150,000	150,000	50,000
Police and Fire Medical	-	23,903	25,000	25,000	25,000
All Other	1,813	1,920	5,000	5,000	5,000
<b>Total Expenditure</b>	<b>\$ 291,885</b>	<b>\$ 307,893</b>	<b>\$ 380,000</b>	<b>\$ 355,000</b>	<b>\$ 170,000</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	54.88%	\$ 200,000	51.95%	-11.11%
Other Sources:					
CMLP	40,000	9.76%	40,000	10.39%	0.00%
Water	33,000	8.05%	33,000	8.57%	0.00%
Sewer	9,000	2.20%	9,000	2.34%	0.00%
Swim and Fitness	5,000	1.22%	5,000	1.30%	0.00%
CPS	62,000	15.12%	62,000	16.10%	0.00%
CCRSD	31,000	7.56%	31,000	8.05%	0.00%
Other	5,000	1.22%	5,000	1.30%	0.00%
<b>Totals</b>	<b>\$ 410,000</b>	<b>100.00%</b>	<b>\$ 385,000</b>	<b>100.00%</b>	<b>-6.10%</b>

**JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 38**

**Mission Statement:**

This account covers the cost of personnel claims for both Town and School (K-8) unemployment and workers' compensation insurance. Charges attributable to Enterprise departments are directly charged and do not appear here as allocable expenses.

**FY10 Budget Highlights:**

**Unemployment Compensation**

•The present maximum benefit is \$628 per week. Claimant is eligible for 30x the weekly benefit or 36% of base period wages (12 months prior to claim date).

**Workers Compensation**

•“Administrative services” is for a claims administration service contract.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 129,973	\$ 126,014	\$ 200,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 129,973	\$ 126,014	\$ 200,000	\$ 200,000

**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 a spouse's relocation, and under-employment. Employers pay a varying percent of covered payroll to the Commonwealth's Division of Unemployment Assistance. Public employers are also given the choice of paying this payroll tax or choosing the “reimbursement method.” Concord has chosen this alternative method, which means that it pays for actual claims incurred. Claims costs estimated for FY10 in relation to total projected payroll of about \$44 million is about ¼ of 1%. This is a small fraction of the minimum payroll tax percentage.

The budget recommendation allows for a slight increase from the level of claims experienced in recent years. While we are not foreseeing any circumstance requiring extensive staff reductions, claims can arise from a variety of situations. The most common situations are termination for performance reasons and layoff from a subsequent employer.

**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. 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.

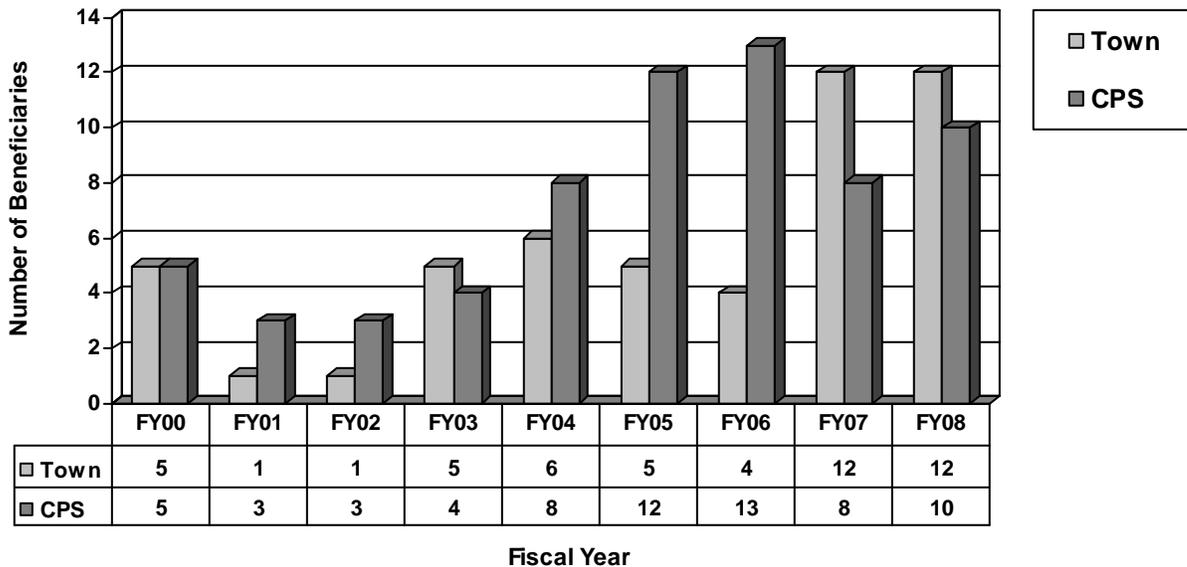
“Stop-Loss” coverage with an insured ceiling of \$2 million per year, a specific retention level of \$350,000 per accident and an aggregate retained loss of \$531,649 per year has been acquired for the current year (July 1, 2008 to June 30, 2009) at a premium of \$30,291, of which the General Fund's share was \$23,627.

# JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 38

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 78,810	\$ 74,079	\$ 100,000	\$ 100,000	\$ 100,000
<u>Workers Comp.</u>					
Admin. Services	\$ 16,887	\$ 12,420	\$ 20,000	\$ 20,000	\$ 20,000
Reinsurance/Stop-loss	22,243	23,658	30,000	30,000	30,000
Medical Expenses	8,932	15,857	50,000	50,000	50,000
Other	3,101	-	-	-	-
Total Expenditure	\$ 129,973	\$ 126,014	\$ 200,000	\$ 200,000	\$ 200,000

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%
Totals	<u>\$ 200,000</u>	100.00%	<u>\$ 200,000</u>	100.00%	0.00%

## Unemployment Compensation History



Mission Statement:

The purpose of this funding is to provide for the costs of the Town's required annual payment to the Concord Contributory Retirement System, determined pursuant to a funding schedule based upon a biennial actuarial valuation.

FY10 Budget Highlights:

- At the most recent biennial actuarial valuation date of January 1<sup>st</sup>, 2008, the Revised Funding Schedule projected full funding status as of FY12.
- The Funding Schedule anticipates about a 3% annual increase in the General Fund appropriation through FY12.
- Investment performance for calendar year 2008 was sharply negative, with a loss of 24% estimated for the year. This was, however, better than the 29.5% loss recorded by the state's PRIT fund.
- It is likely that the next biennial actuarial valuation on January 1, 2010 will result in a significant extension of the funding schedule.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$2,310,000	\$2,380,000	\$ 2,450,000	\$ 2,500,000
Other Funds	\$ 338,224	\$ 309,391	\$ 315,428	\$ 338,767
Total Expenditures	\$2,648,224	\$2,689,391	\$ 2,765,428	\$ 2,838,767

Description:

The Concord Retirement Board administers a defined benefit contributory retirement plan 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) 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).

Employees contribute varying rates dependent on the date of membership in the system. New members since July 1, 1996 contribute 9% of regular compensation. Overtime and other forms of "bonus" pay are excluded both for employee contribution purposes and from the calculation of retirement benefits.

The actuarial valuation of January 1, 2008 reported pension benefit obligations as follows:

	At 1/1/06	At 1/1/08	% Change (2 years)
Obligations (AAL)	\$83,989,223	\$94,681,278	12.7%
Assets (AVA)	\$75,974,208	\$90,963,278	19.7%
Unfunded Obligation	\$8,015,015	\$3,718,000	-53.6%
Funded Ratio	90.5%	96.1%	n/a

AAL = Actuarial Accrued Liability

AVA = Actuarial Value of Assets

**JOINT (TOWN-CPS): Retirement**

**Item 39**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Contributory Retirement	\$ 2,547,462	\$ 2,467,270	\$ 2,531,596	\$ 2,548,751	\$ 2,548,751
Transfer to Pension Reserve.	98,388	222,121	233,832	290,016	290,016
<b>Total Expenditure</b>	<b>\$ 2,645,850</b>	<b>\$ 2,689,391</b>	<b>\$ 2,765,428</b>	<b>\$ 2,838,767</b>	<b>\$ 2,838,767</b>

<b>Funding Plan</b>					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,450,000	88.59%	\$ 2,500,000	88.07%	2.04%
Light Fund	274,947	9.94%	247,477	8.72%	-9.99%
Water Fund	31,538	1.14%	23,298	0.82%	-26.13%
Sewer Fund	8,943	0.32%	5,824	0.21%	-34.88%
Swim and Fitness Fund	-	0.00%	62,168	2.19%	N/A
<b>Totals</b>	<b>\$ 2,765,428</b>	<b>100.00%</b>	<b>\$ 2,838,767</b>	<b>100.00%</b>	<b>2.65%</b>

<b>Performance Highlights (amounts in thousands)</b>						
Date of Actuarial Valuation and Data Provided	(1) Net Assets Available for Plan Benefit	(2) Actuarial Accrued Liability	(3) Percentage Funded: (1)÷(2)	(4) Unfunded Actuarial Accrued Liability (2)-(1)	(5) Annual Covered Payroll	Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll
January 1, 1994	\$ 27,603	\$ 38,207	72.25%	\$ 10,604	\$ 11,011	96.30%
January 1, 1996	33,678	42,701	78.87%	9,023	11,655	77.42%
January 1, 1998	43,221	51,392	84.10%	8,171	13,676	59.75%
January 1, 2000	56,251	59,720	94.19%	3,469	14,807	23.43%
January 1, 2002	56,748	67,763	83.74%	11,014	16,776	65.65%
January 1, 2004	63,067	76,564	82.37%	13,496	17,996	74.99%
January 1, 2006	75,974	83,989	90.46%	8,015	18,925	42.35%
January 1, 2008	90,963	94,681	96.07%	3,718	21,295	17.46%

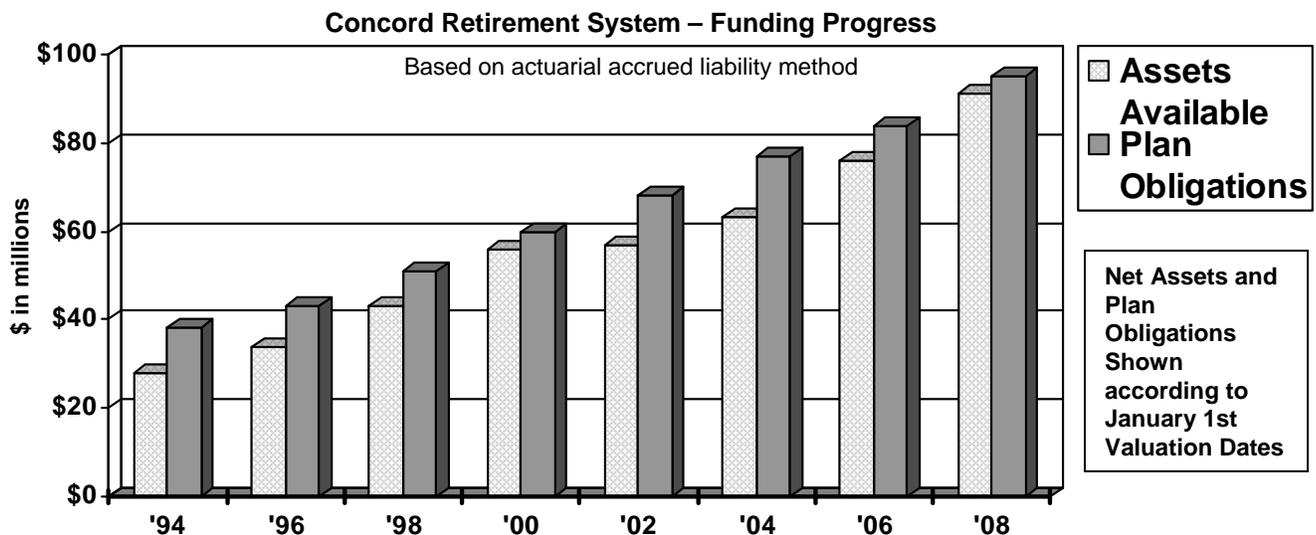
**Program Implementation**

The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by the other four members. The system is administered with the assistance of the Town's Finance Department; the Town Treasurer is custodian of the System's assets. The Board is supervised by a state agency, the Public Employee Retirement Administration Commission (PERAC).

The System is "unfunded" in that, since its inception in 1937, and continuing until 1992, the employer contribution had been related solely to pension payments for current retirees. A "funded" system would require that, upon retirement, assets had been accumulated on behalf of each member sufficient, with continued investment earnings, 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 accumulated future benefits payable to current employees upon their retirement, but also for the benefits of currently retired persons. 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 7.75%.

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 the 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. As of January 1<sup>st</sup>, 2008, the Retirement System was 96.1% funded, but calendar 2008 investment results were sharply negative.

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 \$306 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 adjustment is raised, the Funding Plan could be affected significantly. A preliminary estimate made by the Board's actuary in December 2005 projected that a \$16,000 COLA base would result in about a 10% increase in the annual employer cost. A change to the COLA base requires action by the state legislature, and proposals are expected to be considered again this year.



**Additional Retirement System Information**

In addition to the system's assets, the Town continues to maintain a Pension Reserve Fund that had a market value of \$3,712,867 on December 31, 2008 (a decrease of 22.6% for the calendar year). As of that date, the market value of the system's assets was estimated at \$71,087,000 (a decrease of \$21.9 million for the calendar year).

The Pension Fund contribution required from the employers for FY10, as set forth by the revised 2-year Funding Schedule of the Jan. 1, 2008 Actuarial Valuation, is \$3,011,632. The Cost of Benefits required to be funded in FY10 is estimated at \$3,870,991. This difference of \$859,359 between the Funding Schedule amount determined actuarially and the Cost of Benefits amount (which is a measure of projected benefit outlays) may be drawn from the Retirement System's Pension Reserve Fund ("PRF" shown in the table below, which is different from the Town's Pension Reserve Fund shown in the accompanying Expenditure Detail).

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). FY07-09 costs and projected FY10 costs are:

	FY07	FY08	FY09	FY10
Pension Fund	\$3,501,375	\$3,427,090	\$3,726,459	\$3,870,991
Less cost payable only by CHA	11,336	11,336	11,336	11,336
Less PRF transfer	509,156	530,733	773,801	859,359
Net Funding (all employers)	<u>\$2,980,883</u>	<u>\$2,885,021</u>	<u>\$2,941,322</u>	<u>\$3,000,296</u>

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 FY10 will be:

	FY08		FY09		FY10 Shares	
Town (including CPS)	\$2,467,270	85.52%	\$2,531,596	86.07%	\$2,548,751	84.95%
CCRS D	\$401,883	13.93%	\$388,549	13.21%	431,743	14.39%
Housing Authority (CHA)	\$15,868	0.55%	\$21,178	0.72%	19,802	0.66%

This budget aims to meet the Town share of \$2,548,751 by allocating \$2,500,000 from the General Fund (up 2.0%) and \$48,751 from charges to be made to the Town's enterprise funds. The balance of pension charges made to the Enterprise Funds, estimated at \$290,016, will be added to the Town's Pension Reserve Fund.

**Performance Information:** The Retirement System operates on a calendar year fiscal period. For the year ended December 31, 2007, system receipts of \$13.0 million were derived as follows:

Employee Contributions	\$2,022,272
Employer Contributions	\$2,896,357
Commonwealth (COLA)	\$121,358
Investment Earnings, Gains, etc.	\$7,936,545

For the five-year period 2003-2007, the Concord Retirement System's investment performance showed an annualized return of 11.78% compared to a composite rate of return of 15.35% for all 106 retirement boards in the MGL Chapter 32 pension system. The S&P 500 annualized index return for the same period was 12.83%. A balanced portfolio indexed 60% to the S&P 500 and 40% to intermediate US treasuries had an annualized return of 9.32% for this same five-year period.

Concord's funded ratio of 96.1% at January 1, 2008 ranked 5th out of 106 retirement boards as reported on PERAC's website as of January 1, 2009.

**Mission Statement:**

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

**FY10 Budget Highlights:**

•The budget for the Town's share of Social Security coverage is decreased 15%, reflecting changes in part-time employment, principally at the Swim and Fitness Center.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
General Fund	\$ 449,435	\$ 494,879	\$ 510,000	\$ 545,000
Other Funds	\$ 143,513	\$ 164,212	\$ 171,000	\$ 155,000
<b>Total Expenditures</b>	<b>\$ 592,948</b>	<b>\$ 659,091</b>	<b>\$ 681,000</b>	<b>\$ 700,000</b>

**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 81% in FY08 and is projected to be 85% in FY10 (see chart below for a Town-CPS break-out of these costs).

**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 (including the Beede Swim & Fitness Center), 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.

**Medicare Tax**

<b>% of Payroll Covered</b>	FY04	FY05	FY06	FY07	FY08	Est. FY09	Est. FY10
Town	71%	73%	75%	76%	77%	78%	80%
CPS	70%	74%	80%	81%	85%	88%	90%

**Social Security Tax**

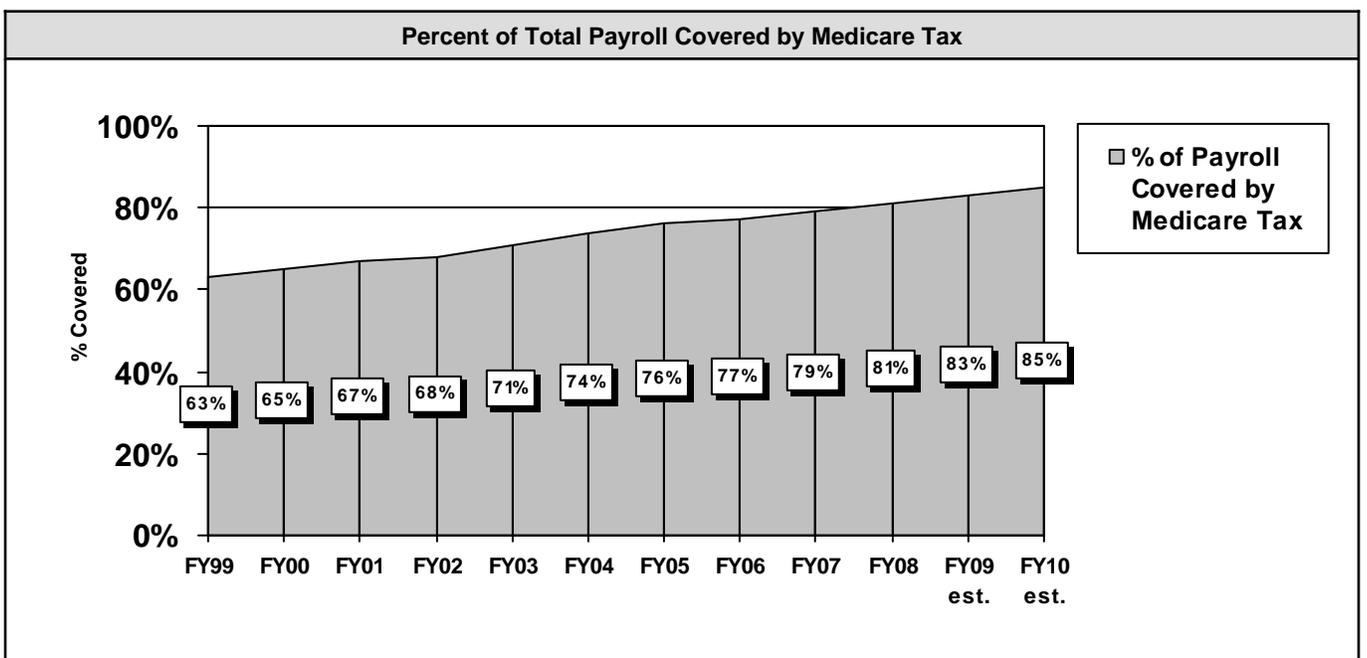
<b>% of Expense</b>	FY07 Actual	FY08 Actual
Town – General Fund	21%	21%
Recreation	23%	24%
Swim & Fitness	24%	26%
CPS	30%	28%
Other	2%	1%

**JOINT (TOWN-CPS): Social Security/Medicare**

**Item 40**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 420,831	\$ 468,551	\$ 481,000	\$ 540,000	\$ 540,000
Social Security Tax	172,117	190,540	200,000	170,000	170,000
Total Expenditure	\$ 592,948	\$ 659,091	\$ 681,000	\$ 710,000	\$ 710,000

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 510,000	74.89%	\$ 545,000	76.76%	6.86%
Light Fund	26,000	3.82%	28,000	3.94%	7.69%
Water Fund	11,000	1.62%	12,000	1.69%	9.09%
Sewer Fund	2,800	0.41%	3,000	0.42%	7.14%
Recreation Fund	64,000	9.40%	72,000	10.14%	12.50%
Swim and Fitness Center	65,000	9.54%	47,800	6.73%	-26.46%
Solid Waste Disposal Fund	1,000	0.15%	1,000	0.14%	0.00%
Parking Meter Fund	800	0.12%	800	0.11%	0.00%
Gift Fund	400	0.06%	400	0.06%	0.00%
Totals	\$ 681,000	100.00%	\$ 710,000	100.00%	4.26%



Mission Statement:

The mission of the Finance Director in managing the Debt Service account is to achieve the lowest possible interest cost while meeting the Town's capital financing requirements and maintaining the Town's credit rating.

FY10 Budget Highlights:

- In March of 2008, in connection with the sale of a \$6.3 million General Obligation Bond, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category.
- Concord is one of twelve Massachusetts municipalities to hold this rating, which it has maintained since November of 1987.
- Total FY10 tax-supported debt service – within the Levy Limit and excluded – is projected to be 8.9% of the total proposed General Fund budget.

**Expenditure Summary**

	FY07 Actual	FY08 Actual	FY09 Budgeted	FY10 Proposed
Within the Levy Limit	\$2,646,101	\$2,781,173	\$ 3,100,000	\$ 3,150,000
Excluded Debt	\$2,244,568	\$2,550,432	\$ 3,247,193	\$ 3,533,519
Total*	\$4,890,669	\$5,331,605	\$ 6,347,193	\$ 6,683,519

\*Total does not include Premium Reserve Charges.

Description:

This budget provides for principal and interest repayment on the Town's tax-supported 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. This budget, however, shows only the General Fund debt service (principal and interest repayment) and costs. The table on pages IV-169/170 shows all debt service for bonds issued through December 31, 2006 including debt service supported from the enterprise funds and from betterment assessments.

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 (for "within the levy limit" debt) of 65% repayment within five years and 90% repayment within ten years.

These guidelines serve several important purposes:

- Capital investment 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 serve to hold down the amount expended in the form of interest costs; and new capacity for debt issuance is continually made available, thereby enabling newly recognized capital needs to be addressed annually; finally, rapid principal repayment serves as a key foundation element of the Town's credit rating.

Debt supported through a ballot vote to exclude such debt from the property tax levy limit ("excluded debt"), is above the base 7-8% budget policy 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 and/or with a slower repayment schedule incurs a higher interest rate.

**JOINT (TOWN-CPS): Debt Service**

**Item 41**

Expenditure Detail					
	Previous Fiscal Years			FY10	
	FY07 Actual	FY08 Actual	FY09 Budgeted	Department Request	Town Manager's Proposed
<b>i. Long-Term Debt</b>					
Town - Principal	\$ 1,545,000	\$ 1,560,000	\$ 1,761,000	\$ 1,750,000	\$ 1,750,000
Interest	243,442	256,151	290,183	277,885	277,885
Sub Total	1,788,442	1,816,151	2,051,183	2,027,885	2,027,885
School - Principal	690,000	740,000	685,000	875,000	875,000
Interest	94,473	90,270	88,271	116,461	116,461
Sub Total	\$ 784,473	\$ 830,270	\$ 773,271	\$ 991,461	\$ 991,461
<b>A. Within the Levy Limit Total</b>	<b>\$ 2,572,915</b>	<b>\$ 2,646,421</b>	<b>\$ 2,824,454</b>	<b>\$ 3,019,346</b>	<b>\$ 3,019,346</b>
Debt Exclusion - Town - Principal	285,810	293,934	270,326	171,747	171,747
Interest	94,360	69,688	60,753	52,676	52,676
Subtotal	\$ 380,170	\$ 363,622	\$ 331,079	\$ 224,423	\$ 224,423
Debt Exclusion - School - Principal	385,000	1,070,000	1,635,000	1,630,000	1,630,000
Interest	418,920	845,359	995,194	932,688	932,688
Subtotal	\$ 803,920	\$ 1,915,359	\$ 2,630,194	\$ 2,562,688	\$ 2,562,688
<b>B. Excluded Debt Total</b>	<b>\$ 1,184,090</b>	<b>\$ 2,278,981</b>	<b>\$ 2,961,273</b>	<b>\$ 2,787,111</b>	<b>\$ 2,787,111</b>
<b>Long-Term Debt Total (A+B)</b>	<b>\$ 3,757,005</b>	<b>\$ 4,925,402</b>	<b>\$ 5,785,727</b>	<b>\$ 5,806,457</b>	<b>\$ 5,806,457</b>
<b>II. Short-Term Debt</b>					
BAN Interest - within levy limit	59,081	130,543	245,546	100,654	100,654
BAN Interest - debt exclusion	801,475	271,846	288,744	750,000	750,000
Principal Paydown - debt exclusion	259,003	-	-	-	-
Sub Total	\$ 1,119,559	\$ 402,389	\$ 534,290	\$ 850,654	\$ 850,654
<b>III. Issuance Costs</b>					
Issuance costs within levy limit	14,105	3,814	30,000	30,000	30,000
<b>Grand Total</b>	<b>\$ 4,890,669</b>	<b>\$ 5,331,605</b>	<b>\$ 6,350,017</b>	<b>\$ 6,687,111</b>	<b>\$ 6,687,111</b>

Funding Plan					
	FY09 Budgeted	% of Budget	FY10 Proposed	% of Budget	% Change in Dollars
General Fund - within levy limit	\$ 3,100,000	48.82%	\$ 3,150,000	47.11%	1.61%
Debt Exclusion	3,247,193	51.14%	3,533,519	52.84%	8.82%
Charged to Premium Reserve	2,824	0.04%	3,592	0.05%	27.20%
Totals	\$ 6,350,017	100.00%	\$ 6,687,111	100.00%	5.31%

## Debt Service Schedule for debt issued through December 31, 2008

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service							
	Principal Matured	Interest Payment		Town (within levy limit)		Town (outside levy limit)		School (within levy limit)		School (outside levy limit)	
				Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment
2009	6,158,442	2,098,530	56,447,734	1,761,000	290,183	270,326	60,753	685,000	88,271	1,635,000	995,194
2010	5,550,403	1,885,293	50,897,331	1,440,000	231,885	171,747	52,675	515,000	66,061	1,630,000	932,688
2011	5,203,390	1,693,751	45,693,941	1,230,000	182,617	173,196	48,717	385,000	48,718	1,630,000	872,800
2012	4,937,094	1,511,352	40,756,847	1,155,000	137,541	174,675	44,253	245,000	35,866	1,630,000	813,863
2013	4,445,858	1,344,688	36,310,989	860,000	101,966	176,184	39,631	245,000	27,629	1,625,000	755,019
2014	4,254,899	1,192,987	32,056,090	695,000	73,616	177,723	34,726	205,000	19,516	1,625,000	695,501
2015	3,874,223	1,051,258	28,181,867	625,000	49,801	179,293	29,539	180,000	12,431	1,625,000	633,700
2016	3,553,837	915,204	24,628,030	420,000	27,325	180,895	24,067	105,000	6,088	1,625,000	568,807
2017	2,928,746	782,389	21,699,284	200,000	11,000	82,529	18,560	60,000	2,175	1,625,000	502,632
2018	2,743,956	684,992	18,955,328	100,000	3,750	84,196	16,767	0	0	1,615,000	441,931
2019	2,404,474	590,205	16,550,854	0	0	85,897	14,939	0	0	1,435,000	376,950
2020	2,420,305	509,611	14,130,550	0	0	87,632	13,073	0	0	1,435,000	319,938
2021	2,436,677	427,849	11,693,873	0	0	89,403	11,170	0	0	1,435,000	262,538
2022	2,442,104	345,736	9,251,769	0	0	91,209	9,229	0	0	1,435,000	205,138
2023	2,303,915	262,855	6,947,854	0	0	93,052	7,248	0	0	1,280,000	147,328
2024	2,321,065	185,225	4,626,789	0	0	94,932	5,227	0	0	1,280,000	95,134
2025	2,338,562	106,726	2,288,227	0	0	96,850	3,165	0	0	1,280,000	42,444
2026	1,451,411	46,063	836,816	0	0	98,806	1,062	0	0	375,000	7,969
2027	836,816	14,290	0	0	0	0	0	0	0	0	0
total	62,606,177	15,649,004		8,486,000	1,109,684	2,408,545	434,801	2,625,000	306,755	26,220,000	8,669,574

Interest expense as % of total debt service, FY09: 25.4%

Interest expense as % of total debt service to final maturity: 20.0%

*Projected as of June 30, 2008:*

	5 yrs	10 yrs
Debt Retirement - all	42.0%	69.7%
Debt Retirement - tax supported only	44.4%	73.1%

Revenue Supported Annual Debt Service								<i>subtotals</i>		
<i>Water</i>		<i>Sewer</i>		<i>Betterment (WPAT loans)</i>		<i>Light</i>		<b>Tax-supported</b>		<b>Revenue- supported</b>
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	<i>within Limit</i>	<i>Excluded</i>	
585,000	222,424	561,727	252,934	120,389	49,339	540,000	139,432	2,824,454	2,961,273	2,471,245
560,000	199,784	571,055	239,157	122,601	46,961	540,000	116,082	2,252,946	2,787,110	2,395,640
550,000	178,669	580,572	225,177	124,622	44,534	530,000	92,519	1,846,335	2,724,713	2,326,093
550,000	157,869	590,280	210,990	127,139	42,058	465,000	68,912	1,573,407	2,662,791	2,212,248
350,000	136,869	600,185	196,593	129,489	39,532	460,000	47,449	1,234,595	2,595,834	1,960,117
350,000	124,119	610,290	182,230	131,886	36,955	460,000	26,324	993,132	2,532,950	1,921,804
350,000	111,269	620,598	167,548	134,332	34,326	160,000	12,644	867,232	2,467,532	1,590,717
350,000	98,206	631,116	152,617	136,826	31,644	105,000	6,450	558,413	2,398,769	1,511,859
250,000	81,831	541,845	136,083	139,372	28,908	30,000	1,200	273,175	2,228,721	1,209,239
250,000	72,113	552,791	124,315	141,969	26,116	0	0	103,750	2,157,894	1,167,304
175,000	62,738	563,959	112,310	144,618	23,268	0	0	0	1,912,786	1,081,893
175,000	56,175	575,352	100,063	147,321	20,362	0	0	0	1,855,643	1,074,273
175,000	49,175	586,975	87,568	150,299	17,398	0	0	0	1,798,111	1,066,415
175,000	42,175	598,833	74,820	142,062	14,374	0	0	0	1,740,576	1,047,264
175,000	35,175	610,931	61,815	144,932	11,289	0	0	0	1,527,628	1,039,142
175,000	28,175	623,273	48,548	147,860	8,141	0	0	0	1,475,293	1,030,997
175,000	21,175	635,865	35,012	150,847	4,930	0	0	0	1,422,459	1,022,829
175,000	14,175	648,710	21,203	153,895	1,654	0	0	0	482,837	1,014,637
175,000	7,175	661,816	7,115	0	0	0	0	0	0	851,106
5,720,000	1,699,291	11,366,173	2,436,098	2,490,459	481,789	3,290,000	511,012	12,527,439	37,732,920	27,994,822

### Annual Debt Service for long-term debt issued through December 31, 2008

