

## **Section IV**

### **Budget Detail Town Government Items 1 – 47**

**THIS PAGE INTENTIONALLY LEFT BLANK**

# TOWN OF CONCORD – Town Government Accounts

## Mission Statement:

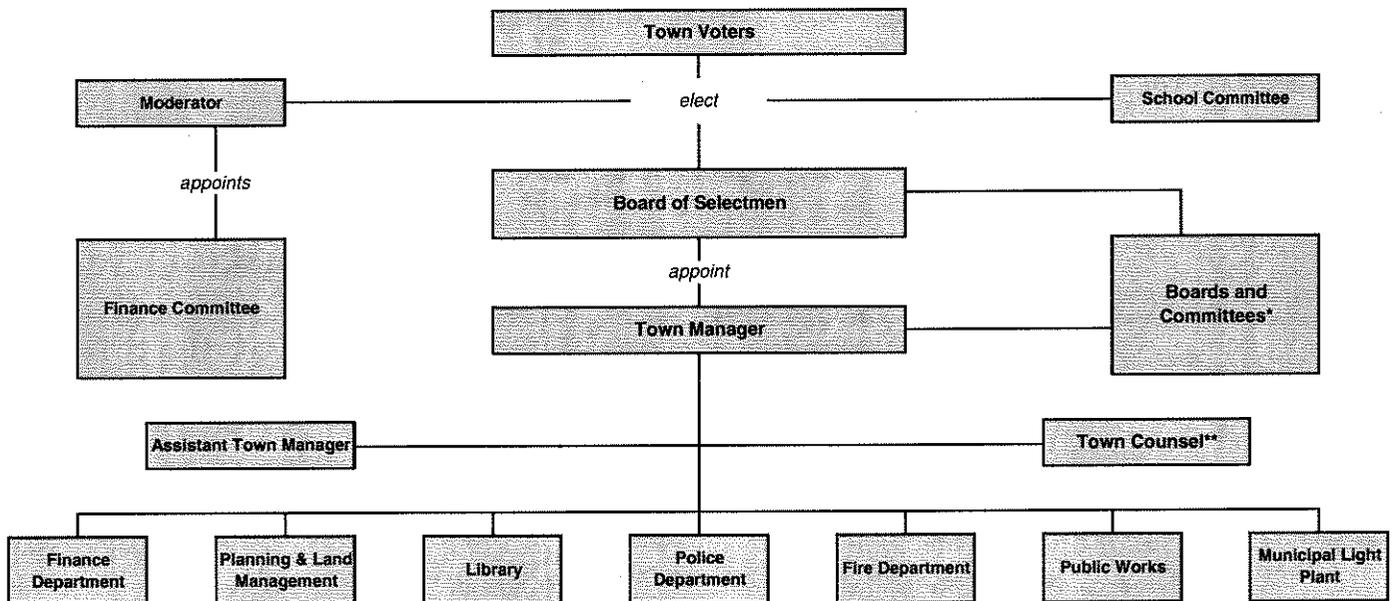
The mission of the Town of Concord is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

## FY09 Budget Highlights:

- This budget represents a 4.5% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Capital outlay spending is proposed to increase 8.1%
- Staffing is projected to increase from 213.50 Full-Time Equivalents (FTEs) to 217.33 FTEs.
- Proposed full-time staff additions include a Dispatcher (in the Police Dept. budget) and a Park & Tree Specialist (the cost to be met by private donations).
- The projected tax levy increase is 6.4%, of which 0.8% is estimated from new construction.
- A request to override the Tax Levy Limit will *not be needed* to finance this proposed budget.

## General Fund Expenditure Summary

Budget Items 1-47	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$25,231,867	\$26,743,389	\$28,785,156	\$30,882,206



\* Both the Town Manager and the Selectmen appoint 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			FY09
	FY06 Actual	FY07 Actual	FY08 Budgeted	Town Manager's Proposed
General Government	\$1,810,722	\$2,019,615	\$2,130,429	\$2,206,143
Finance & Administration	1,863,787	2,030,987	2,213,181	2,321,708
Public Safety	6,286,158	6,729,968	7,082,527	7,198,568
Public Works	3,581,849	3,640,603	3,984,480	3,983,161
Human Services	2,210,191	2,261,947	2,697,513	2,741,822
Unclassified	1,428,980	1,454,832	1,392,684	2,208,362
Joint (Town & CPS)	11,389,398	12,187,072	13,295,073	14,775,621
<b>Budget Total</b>	<b>\$28,571,085</b>	<b>\$30,325,024</b>	<b>\$32,795,887</b>	<b>\$35,435,385</b>

### Funding Plan

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$28,785,156	87.8%	\$30,882,206	87.5%	7.3%
Light Fund	755,452	2.3	804,385	2.3	9.1
Water Fund	625,156	1.9	633,516	1.6	-12.3
Sewer Fund	204,517	0.6	206,244	0.5	-12.0
Pool	86,617	0.3	176,854	0.5	104.2
Solid Waste Disposal Fund	86,522	0.3	122,070	0.2	-20.5
Parking Meter Fund	104,811	0.3	107,384	0.3	2.5
Recreation	487,700	1.5	497,289	1.4	2.0
Cemetery	223,292	0.7	156,905	0.4	-29.7
Retirement	77,343	0.2	80,980	0.2	8.6
Misc.	1,359,321	4.1	1,767,552	5.0	30.0
<b>Totals</b>	<b>\$32,795,887</b>	<b>100.0%</b>	<b>\$35,435,385</b>	<b>100%</b>	<b>7.6%</b>

### Full-Time Equivalents (FTEs) Summary

Code	Government Area	FY06	FY07	FY08	FY09
	General Government	22.72	23.57	23.77	24.47
	Finance & Administration	26.96	26.59	27.55	27.86
	Public Safety	78.50	78.50	83.00	84.00
	Public Works	38.20	38.05	38.42	39.55
	Human Services	42.99	43.97	40.76	41.45
	<b>Total FTEs</b>	<b>205.46</b>	<b>210.68</b>	<b>213.50</b>	<b>217.33</b>

**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY08	FY09	FY08	FY09
1A Town Manager	429,636	449,651	274,754	290,277
1B Town Wide Building Maintenance	120,000	135,000	120,000	135,000
2 Legal Services	250,000	270,000	250,000	270,000
3A Elections	36,205	52,498	34,597	49,003
3B Registrars	12,203	13,109	9,752	10,519
4 Town Meetings & Reports	79,850	77,800	79,850	77,800
5A Planning	279,678	280,278	220,724	220,577
5B Board of Appeals	42,070	42,714	42,070	42,714
5C Natural Resources	219,053	222,192	178,369	180,338
5D Inspections	325,543	330,318	325,543	330,318
5E Health	273,140	269,527	210,072	206,845
6 141 Keyes Road	63,051	63,056	63,051	63,056
<b>TOTAL</b>	<b>2,130,429</b>	<b>2,206,143</b>	<b>1,808,782</b>	<b>1,876,447</b>

**FUNDING PLAN**

	FY08	FY09	% Change
General Fund	1,808,782	1,876,447	3.7%
Light Fund	103,395	106,156	2.7%
Water Fund	118,666	120,280	1.4%
Sewer Fund	57,396	58,149	1.3%
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	3,971	4,087	2.9%
Parking Meter Fund	-	-	-
Recreation Fund	-	-	-
Cemetery Fund	-	-	-
Retirement	-	-	-
Miscellaneous	38,219	41,025	7.3%
<b>TOTAL</b>	<b>2,130,429</b>	<b>2,206,144</b>	<b>3.6%</b>

**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY08</u>	<u>FY09</u>	<u>FY08</u>	<u>FY09</u>
7 Finance Committee	1,275	1,275	1,275	1,275
8 Personnel Administration	204,787	210,292	143,659	146,742
9A Finance Administration	342,908	398,555	212,609	262,304
9B Treasurer-Collector	376,657	393,885	214,633	226,193
9C Town Accountant	302,711	301,308	117,227	117,471
9D Assessors	356,900	363,099	356,900	363,099
9E Town Clerk	183,659	192,849	183,659	192,849
10 Information Systems	332,281	351,743	332,281	351,743
11 Town House	<u>112,003</u>	<u>108,702</u>	<u>96,705</u>	<u>93,897</u>
<b>TOTAL</b>	<b>2,213,181</b>	<b>2,321,708</b>	<b>1,658,948</b>	<b>1,755,573</b>

**FUNDING PLAN**

	<u>FY08</u>	<u>FY09</u>	<u>% Change</u>
General Fund	1,658,948	1,755,573	5.8%
Light Fund	156,665	159,271	1.7%
Water Fund	161,029	163,108	1.3%
Sewer Fund	46,514	46,971	1.0%
Swim & Fitness Center	22,225	30,854	38.8%
Solid Waste Disposal Fund	35,327	36,183	2.4%
Parking Meter Fund	36,388	37,557	3.2%
Recreation Fund	8,055	4,552	-43.5%
Cemetery Fund	-	-	-
Retirement	77,343	75,980	-1.8%
Miscellaneous	<u>10,687</u>	<u>11,658</u>	<u>9.1%</u>
<b>TOTAL</b>	<b>2,213,181</b>	<b>2,321,707</b>	<b>4.9%</b>

**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY08	FY09	FY08	FY09
12 Police Department	3,461,008	3,617,082	3,393,385	3,548,055
13 Fire Department	3,270,938	3,240,057	3,092,789	3,123,339
14 West Concord Fire Station	45,433	42,071	45,433	42,071
15 Police/Fire Station	250,362	265,922	250,362	265,922
16 Emergency Management	37,160	15,810	37,160	15,810
17 Dog Officer	17,626	17,626	17,626	17,626
<b>TOTAL</b>	<u>7,082,527</u>	<u>7,198,568</u>	<u>6,836,755</u>	<u>7,012,823</u>

**FUNDING PLAN**

	FY08	FY09	% Change
General Fund	6,836,755	7,012,823	2.6%
Light Fund	-	-	-
Water Fund	-	-	-
Sewer Fund	-	-	-
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	-	-	-
Parking Meter Fund	67,623	69,027	2.1%
Recreation Fund	-	-	-
Cemetery Fund	-	-	-
Retirement	-	-	-
Miscellaneous	178,149	116,718	-34.5%
<b>TOTAL</b>	<u>7,082,527</u>	<u>7,198,568</u>	<u>1.6%</u>

**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY08	FY09	FY08	FY09
18 Administration	281,778	282,436	147,933	137,487
19 Engineering	586,971	667,675	339,081	402,464
20 Highway Maintenance	1,058,704	1,076,242	1,039,493	1,049,711
21 Snow & Ice Removal	444,750	452,000	444,750	452,000
22 Parks & Trees	572,447	583,004	526,861	499,662
23 Cemetery	284,296	219,853	61,004	62,948
24 Street Lighting	70,000	63,000	69,640	62,660
25 DPW Equipment	265,000	278,000	265,000	278,000
26 Drainage Program	160,000	105,000	160,000	105,000
27 Sidewalk Management	90,000	90,000	90,000	90,000
28 133/135 Keyes Road	170,534	165,951	95,944	94,360
<b>TOTAL</b>	<b>3,984,480</b>	<b>3,983,161</b>	<b>3,239,706</b>	<b>3,234,292</b>

**FUNDING PLAN**

	FY08	FY09	% Change
General Fund	3,239,706	3,234,292	-0.2%
Light Fund	6,010	6,010	0.0%
Water Fund	200,294	195,590	-2.3%
Sewer Fund	60,298	58,381	-3.2%
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	46,224	80,800	74.8%
Parking Meter Fund	-	-	-
Recreation Fund	15,000	15,000	0.0%
Cemetery Fund	223,292	156,905	-29.7%
Retirement	-	-	-
Miscellaneous	193,656	236,182	22.0%
<b>TOTAL</b>	<b>3,984,480</b>	<b>3,983,160</b>	<b>0.0%</b>

**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>		<u>BUDGET</u>		<u>APPROPRIATION</u>	
		<u>FY08</u>	<u>FY09</u>	<u>FY08</u>	<u>FY09</u>
29	Library	1,691,391	1,702,849	1,677,391	1,688,849
30	Recreation Administration	415,987	417,923	87,320	89,886
31	Hunt Recreation Center	139,896	161,734	105,918	129,034
32	Swim & Health Center	-	-	-	-
33	Harvey Wheeler Com. Center	119,946	124,592	119,946	124,592
34	Council on Aging	248,929	252,200	215,522	213,993
35	Veterans Services & Benefits	29,440	30,245	29,440	30,245
36	Ceremonies & Celebrations	23,850	23,865	23,850	23,865
37	Visitors Center Restroom	28,074	28,414	28,074	28,414
<b>TOTAL</b>		<u>2,697,513</u>	<u>2,741,822</u>	<u>2,287,461</u>	<u>2,328,878</u>

**FUNDING PLAN**

	<u>FY08</u>	<u>FY09</u>	<u>% Change</u>
General Fund	2,287,461	2,328,878	1.8%
Light Fund	-	-	-
Water Fund	-	-	-
Sewer Fund	-	-	-
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	-	-	-
Parking Meter Fund	-	-	-
Recreation Fund	362,645	360,737	-0.5%
Cemetery Fund	-	-	-
Retirement	-	-	-
Miscellaneous	47,407	52,207	10.1%
<b>TOTAL</b>	<u>2,697,513</u>	<u>2,741,822</u>	<u>1.6%</u>

## ACCOUNT SUMMARY

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY08	FY09	FY08	FY09
38 Town Employee Benefits	72,000	72,000	72,000	72,000
39 Reserve Fund	225,000	225,000	225,000	225,000
40 Salary Reserve	189,322 *	600,000	189,322 *	600,000
41 Land Fund	0	0	0	0
42 Road Improvements	906,362	1,311,362	80,000	85,000
TOTAL	1,392,684	2,208,362	566,322	982,000

\* Original appropriation \$550,000; balance of \$360,678 transferred to other accounts as of 1/31/08.

## FUNDING PLAN

	FY08	FY09	% Change
General Fund	566,322	982,000	73.4%
Light Fund	-	-	-
Water Fund	-	-	-
Sewer Fund	-	-	-
Swim & Fitness Center	-	-	-
Solid Waste Disposal Fund	-	-	-
Parking Meter Fund	-	-	-
Recreation Fund	-	-	-
Cemetery Fund	-	-	-
Retirement	-	-	-
Miscellaneous	826,362	1,226,362	48.4%
TOTAL	1,392,684	2,208,362	58.6%

**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY08	FY09	FY08	FY09
43A Group Insurance	3,912,000	4,372,000	3,600,000	3,960,000
43B Property & Liability Insurance	375,000	410,000	225,000	225,000
44 Unemployment & Workers Comp.	200,000	200,000	200,000	200,000
45 Retirement	2,689,391	2,765,428	2,380,000	2,450,000
46 Social Security/Medicare	658,500	681,000	522,000	510,000
47 Debt Service - within limit	2,909,750	3,100,000	2,909,750	3,100,000
Debt Service - debt exclusion	2,550,432	3,247,193	2,550,432	3,247,193
<b>TOTAL</b>	<b>13,295,073</b>	<b>14,775,621</b>	<b>12,387,182</b>	<b>13,692,193</b>

**FUNDING PLAN**

	FY08	FY09	% Change
General Fund	12,387,182	13,692,193	10.5%
Light Fund	489,382	532,947	8.9%
Water Fund	145,167	154,538	6.5%
Sewer Fund	40,309	42,743	6.0%
Swim & Fitness Center	64,392	146,000	126.7%
Solid Waste Disposal Fund	1,000	1,000	0.0%
Parking Meter Fund	800	800	0.0%
Recreation Fund	102,000	117,000	14.7%
Cemetery Fund	-	-	-
Retirement	-	5,000	-
Miscellaneous	64,841	83,400	28.6%
<b>TOTAL</b>	<b>13,295,073</b>	<b>14,775,621</b>	<b>11.1%</b>

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

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 the laws of Massachusetts, Town bylaws and the Concord Town Charter, as they provide leadership and support to the employees and residents of Concord, to maintain and improve the quality of life for all in the community.

FY09 Budget Highlights:

- This budget represents a 4.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Funding is provided for the Adult & Community Education program (\$13,000).
- Funding has also been increased to more accurately cover the printing, postage, and other costs related to the Annual Appeal (\$5,000).
- Funding will continue to support the Youth Coordinator position (\$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**

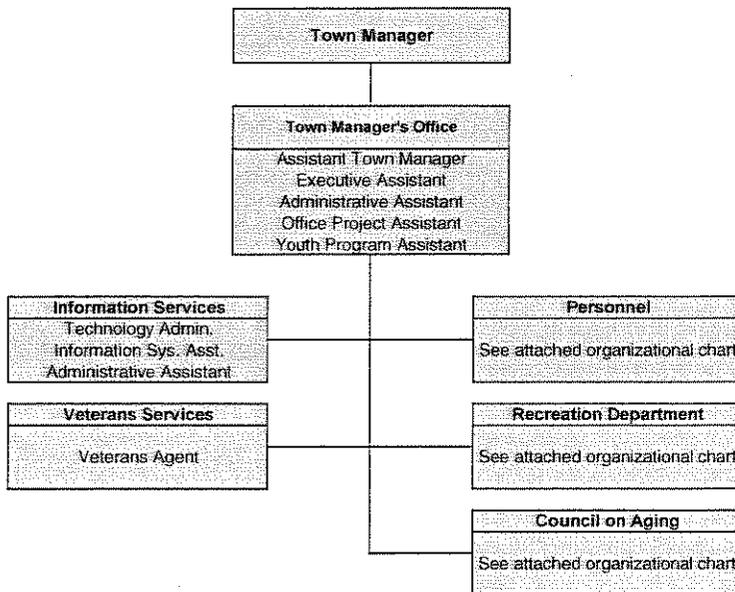
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$257,429	\$267,139	\$274,754	\$290,277
Other Funds	\$142,545	\$149,035	\$154,882	\$159,374
Total Expenditures	\$399,974	\$416,174	\$429,636	\$449,651

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			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$363,475	\$376,054	\$387,595	\$393,503	\$388,503
Purchased Services	13,929	15,487	16,601	35,435	35,435
Supplies	2,979	4,025	4,800	4,700	4,700
Other Charges	13,106	12,942	15,640	16,013	16,013
Capital Outlay	6,486	\$7,665	5,000	10,000	5,000
<b>Totals</b>	<b>\$399,974</b>	<b>\$416,174</b>	<b>\$429,636</b>	<b>\$459,651</b>	<b>\$449,651</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$274,754	64.0%	\$290,277	64.6%	5.7%
Light Fund	79,427	18.5	81,730	18.2	2.9
Water Fund	47,656	11.1	49,038	10.9	2.9
Sewer Fund	23,828	5.5	24,519	5.4	2.9
Solid Waste Disposal Fund	3,971	0.9	4,087	0.9	2.9
<b>Totals</b>	<b>\$429,636</b>	<b>100.0%</b>	<b>\$449,651</b>	<b>100.0%</b>	<b>4.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
A-2	ADA Compliance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	<b>Totals</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1	\$148,135	1	\$148,457
	Assistant Town Manager	1	109,387	1	109,387
	Exec. Asst. to the Town Manager	1	57,749	1	57,749
	Administrative Assistant	1	44,821	1	45,436
	Sub Total	4	\$360,091	4	\$361,029
5115	Office Project Assistant	250 hrs.	5,000	250 hrs.	5,000
	Youth Program Assistant	250 hrs.	5,000	250 hrs.	5,000
5120	Sr. Citizen Tax Credit	1176 hrs.	10,000	1176 hrs.	10,000
5130	Overtime	50 hrs.	2,014	50 hrs.	2,074
5157	Car Allowance		5,400		5,400
	Total	<u>4.24 FTEs</u>	<u>\$387,595</u>	<u>4.24 FTEs</u>	<u>\$388,503</u>

**Program Implementation**

- The FY2009 budget recommendation provides funding for the Town Manager and three other authorized positions supporting the Town Manager and Selectmen.
- 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; another \$5,000 is recommended to continue partnership in a community-based initiative to support a Youth Coordinator position which is overseen by the Town.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$1,854); printing, postage, and advertising (\$6,500); and office supplies and stationary (\$2,450). Purchased Services also include management consulting services supporting the Town Manager's and Selectmen's Town-wide objectives (\$10,000), and professional services such as clerical support on HATS-related matters (\$2,500) and a new initiative to support the efforts of Adult and Community Education (\$13,000). This funding will be directed to specific projects and programs to be identified by the Town Manager with the advice of the Selectmen.
- Other expenses include: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,875); professional staff membership dues for similar organizations (\$2,438); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager's Association conference (\$2,500).
- A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.

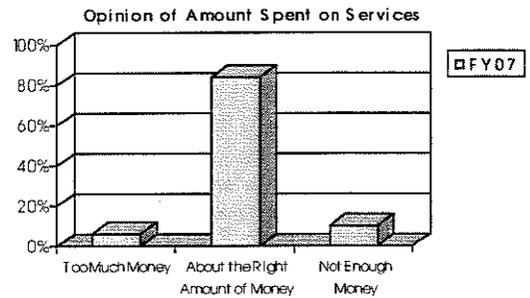
**Town Manager Programs**

**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?	FY06	FY07	FY08	FY09
Not enough money	N/A	10%	N/A	N/A
About the right amount	N/A	84%	N/A	N/A
Too much money	N/A	6%	N/A	N/A

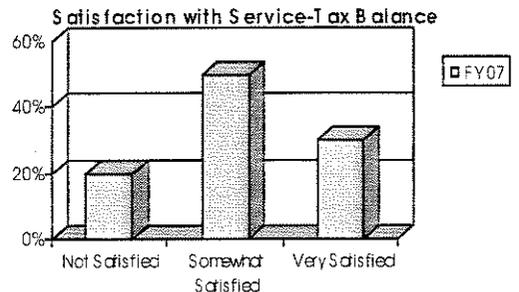


\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** The vast majority (84%) of respondents felt that the Town was spending “about the right amount” on Town services.

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

Are you satisfied with Town services compared to Property taxes?	FY06	FY07	FY08	FY09
Very satisfied	N/A	31%	N/A	N/A
Somewhat satisfied	N/A	50%	N/A	N/A
Not satisfied	N/A	20%	N/A	N/A

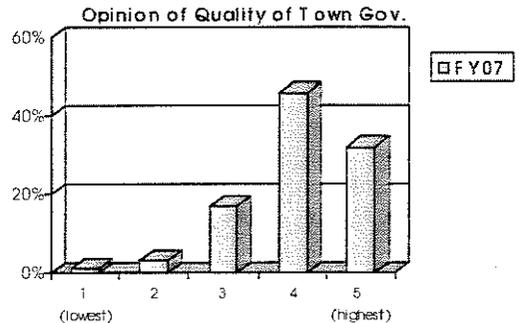


\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** Roughly 80% of respondents were at least “somewhat satisfied” with the Town’s service-to-tax balance. A substantial portion (31%) were in fact “very satisfied,” while 20% were “not satisfied.”

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

How do you feel about the overall quality of Concord's Town government?	FY06	FY07	FY08	FY09
5 (highest quality)	N/A	32%	N/A	N/A
4	N/A	46%	N/A	N/A
3	N/A	17%	N/A	N/A
2	N/A	3%	N/A	N/A
1 (lowest quality)	N/A	1%	N/A	N/A



\*Data Source: September, 2006 Telephone survey involving 306 Concord residents.

**Discussion:** The majority of respondents had a positive view of the quality of Town government (roughly 78%), while 17% were relatively neutral and 4% expressed a negative view.

**GENERAL GOVERNMENT: Town-Wide Building Maintenance      Item 1B**

**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.

**FY09 Budget Highlights:**

- Town insures over \$189MM in property and contents annually.
- Less school property, enterprise fund-supported property, and leased property, replacement cost targeted by this fund is \$16.8MM.
- FY09 proposed funding represents approximately 0.8% of replacement cost with the identified future goal of approaching 2.75% of replacement cost.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$90,000	\$110,000	\$120,000	\$135,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$90,000	\$110,000	\$120,000	\$135,000

**Description:**

This funding structure for the capital maintenance of Town buildings was initiated in FY2005. 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 FY2009-2013 proposed CIP that this fund will be augmented annually.

**GENERAL GOVERNMENT: Town-Wide Building Maintenance** **Item 1B**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$90,000	\$110,000	\$120,000	\$200,000	\$135,000
Totals	\$90,000	\$110,000	\$120,000	\$200,000	\$135,000

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$120,000	100.0%	\$135,000	100.00%	12.5%
Totals	\$120,000	100.0%	\$135,000	100.0%	12.5%

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
A-1	Town-Wide Building Improvements	\$120,000	\$135,000	\$150,000	\$170,000	\$200,000	\$230,000

Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund						
Year Built	Maj. 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		

Data is from the most recent insurance list (July, 2007).

Mission Statement:

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

FY09 Budget Highlights:

- This budget represents an 8.0% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$165,323	\$254,622	\$250,000	\$270,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$165,323	\$254,622	\$250,000	\$270,000

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 of over \$301,000 in FY2001. From FY2002 to FY2005, the annual legal expenses averaged \$239,679. During each of the three years FY02, '03, and '04, legal expenses exceeded appropriated amounts, and Reserve Fund transfers were made to cover these additional expenses. On average, the transfers amounted to \$44,000 annually. Accordingly, in an effort to properly fund legal services, the FY2005 budget was set at \$250,000. The expenditure level declined in FY05 and FY06, reflecting a lower level of litigation activity. In FY07, a Reserve Fund transfer was again required. Through the first half of FY08, General Fund expenditures for legal services have totaled \$175,000.

**GENERAL GOVERNMENT: Legal Services**

**Item 2**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$0	\$0	\$0	\$0	\$0
Purchased Services	165,323	254,622	250,000	270,000	270,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>Totals</b>	<b>\$165,323</b>	<b>\$254,622</b>	<b>\$250,000</b>	<b>\$270,000</b>	<b>\$270,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$250,000	100.0%	\$270,000	100.0%	8.0%
<b>Totals</b>	<b>\$250,000</b>	<b>100.0%</b>	<b>\$270,000</b>	<b>100.0%</b>	<b>8.0%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

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.

FY09 Budget Highlights:

- This budget represents a 26.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- 4 Elections are scheduled and budgeted in FY09 (State Primary; Presidential Election; Annual Town Election; Special Town Election).
- The Town is picking-up the cost of programming the handicapped-accessible voting machines at an estimated cost of \$2,875. This cost was previously paid with State/Federal funds.
- The capital expenditure of \$7,000 is for a fifth electronic voting system for the disabled.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$19,131	\$30,868	\$34,597	\$49,003
Other Funds	\$0	\$3,215	\$1,608	\$3,495
Total Expenditures	\$19,131	\$34,083	\$36,205	\$52,498

Description:

Through the Elections budget the Town Clerk (1) organizes and conducts elections in Concord for local, state, and national offices; and (2) administers the State's Campaign Finance Law as it relates to Town candidates and ballot questions. In FY09, we are budgeting for a State Primary, State/Presidential Election, Annual Town Election, and Special Town Election (4 elections). In FY08, we will be conducting 5 elections—Special State Primary, Special State Election, Special Town Election, Presidential Primary, and Annual Town Election. However, only two elections were budgeted in FY08. A Reserve Fund transfer of \$24,784 has been required to meet the cost of the Fall 2007 special elections.

For state elections, the State pays for printing the ballots and for three hours of keeping the polling places open.

**Performance Information**

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

**GENERAL GOVERNMENT: Elections**

**Item 3A**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$13,033	\$23,543	\$23,380	\$32,323	\$32,323
Purchased Services	4,663	7,158	10,475	10,275	10,275
Supplies	1,375	3,382	2,350	2,900	2,900
Other Charges	0	0	0	0	0
Capital Outlay	600	0	0	7,000	7,000
<b>Totals</b>	<b>\$19,131</b>	<b>\$34,083</b>	<b>\$36,205</b>	<b>\$52,498</b>	<b>\$52,498</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$34,597	95.6%	\$49,003	93.3%	41.6%
State Reimbursement	1,608	4.4%	3,495	6.7	117.4%
<b>Totals</b>	<b>\$36,205</b>	<b>100.0%</b>	<b>\$52,498</b>	<b>100.0%</b>	<b>45.0%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
A-3	Voting Machines for the Disabled	\$0	\$7,000	\$0	\$0	\$0	\$0

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Election Officers	1,010 hrs.	\$12,122	1,820 hrs.	\$16,916
	Technician	132 hrs.	3,449	288 hrs.	5,007
5131	Police Overtime	112 hrs.	7,809	216 hrs.	10,400
	<b>Totals</b>	<b>0.55 FTEs</b>	<b>\$23,380</b>	<b>1.01 FTEs</b>	<b>\$32,323</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.

FY09 Budget Highlights:

- This budget represents a 7.4% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The FY09 budget includes a \$500 increase for printing 25 additional Street List books (from 300 to 325) as they were sold-out mid-year in FY07.
- Revenues from the sale of the Street List book and electronic disc, totaling \$3,107 in FY07, 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$7,091	\$13,695	\$9,752	\$10,519
Other Funds	\$2,160	\$2,434	\$2,451	\$2,590
Total Expenditures	\$9,251	\$16,129	\$12,203	\$13,109

Description:

- The Registrars budget provides for the costs of:
- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 325 Street Lists (budgeted cost: \$2,700);
- 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**

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

**GENERAL GOVERNMENT: Registrars**

**Item 3B**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$3,296	\$3,873	\$5,153	\$5,259	\$5,259
Purchased Services	5,618	4,188	6,300	7,200	7,200
Supplies	336	404	750	650	650
Capital Outlay	0	7,664	0	0	0
<b>Totals</b>	<b>\$9,251</b>	<b>\$16,129</b>	<b>\$12,203</b>	<b>\$13,109</b>	<b>\$13,109</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$9,752	79.9%	\$10,519	80.2%	7.9%
School Dept. Transfer	2,451	20.1	2,590	19.8	5.7
<b>Totals</b>	<b>\$12,203</b>	<b>100.0%</b>	<b>\$13,109</b>	<b>100.0%</b>	<b>7.4%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Office Assistant	100 hrs.	\$1,494	100 hrs.	\$1,550
5120	Office Assistant	200 hrs.	2,725	200 hrs.	2,725
5130	Overtime	30 hrs.	934	30 hrs.	984
	<b>Totals</b>	<b>0.1 FTEs</b>	<b>\$5,153</b>	<b>0.1 FTEs</b>	<b>\$5,259</b>

**GENERAL GOVERNMENT: Town Meeting & Reports**

**Item 4**

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.

FY09 Budget Highlights:

- This budget represents a 2.6% decrease in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,000.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$64,131	\$63,840	\$79,850	\$77,800
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$64,131	\$63,840	\$79,850	\$77,800

Description:

This budget provides for the cost of conducting Town Meetings and printing of various Town reports, including the annual budget. A four-day Annual Town Meeting is scheduled for spring 2009, and a one-day Special Town Meeting is budgeted, as this has become a normal occurrence in recent years.

This budget provides \$68,950 to cover the cost of holding the 2009 Annual Town Meeting (\$52,710) and a 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 (FY09 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 (FY09 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**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$13,594	\$12,039	\$7,950	\$8,950	\$8,950
Purchased Services	50,530	51,097	70,700	67,900	67,900
Supplies	8	454	1,200	700	700
Other Charges & Expenses	0	250	0	250	250
<b>Totals</b>	<b>\$64,131</b>	<b>\$63,840</b>	<b>\$79,850</b>	<b>\$77,800</b>	<b>\$77,800</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$79,850	100.0%	\$77,800	100.0%	-2.6%
<b>Totals</b>	<b>\$79,850</b>	<b>100.0%</b>	<b>\$77,800</b>	<b>100.0%</b>	<b>-2.6%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$2,550	300 hrs.	\$2,700
5130	DPW Overtime	50 hrs.	1,885	50 hrs.	2,000
5131	Police Overtime	82 hrs.	3,515	85 hrs.	4,250
	<b>Totals</b>	<b>0.2 FTEs</b>	<b>\$7,950</b>	<b>0.2 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 Administration Division Mission Statement:

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

FY09 Budget Highlights:

- This budget represents a 0.2% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- However, this budget request can be considered a level-funded request as the increase reflects only an increase in Personal Services costs, and not an expansion of other expenses.
- This budget includes the costs associated with maintaining and supplying all copiers located at 141 Keyes Road, as well as separate line items for tracking the expenditures and projects of the Historical Commission and the Historic Districts Commission.

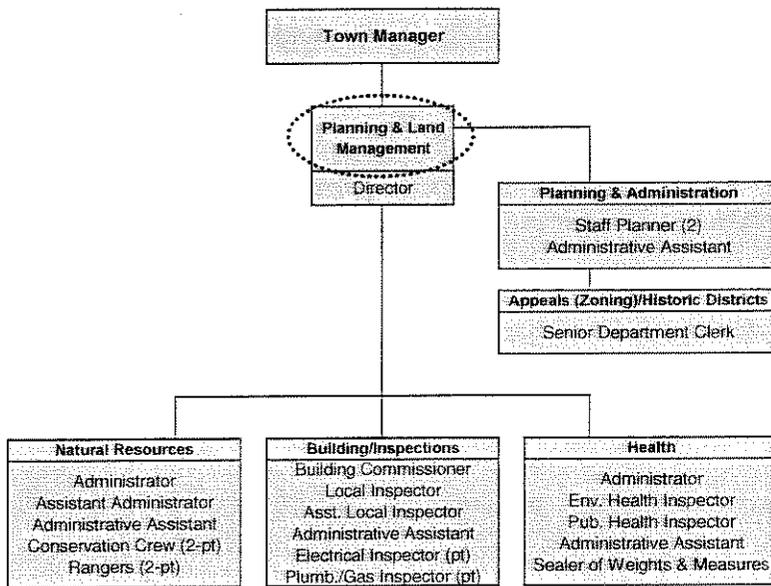
Expenditure Summary

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$207,234	\$199,519	\$220,724	\$220,577
Other Funds	\$42,148	\$57,481	\$58,954	\$59,701
Total Expenditures	\$249,382	\$257,000	\$279,678	\$280,278

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 Division, 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**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$223,999	\$179,203	\$259,648	\$260,543	\$260,543
Purchased Services	13,567	32,714	9,100	8,500	8,500
Supplies	4,079	7,795	4,000	4,000	4,000
Other Charges	3,528	3,641	3,430	3,735	3,735
Capital Outlay	2,100	31,033	0	125,000	0
Historic Districts	1,044	2,157	1,200	1,200	1,200
Historical Commission	1,156	457	2,300	2,300	2,300
<b>Totals</b>	<b>\$249,472</b>	<b>\$257,000</b>	<b>\$279,678</b>	<b>\$405,278</b>	<b>\$280,278</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$220,724	78.9%	\$220,577	78.7%	-0.1%
Light Fund	7,852	2.8	7,846	2.8	-0.1
Water Fund	31,408	11.2	31,385	11.2	-0.1
Sewer Fund	5,234	1.9	5,231	1.9	-0.1
Community Preserv. Fund	14,460	5.2	15,240	5.4	5.4
<b>Totals</b>	<b>\$279,678</b>	<b>100.0%</b>	<b>\$280,278</b>	<b>100.0%</b>	<b>0.2%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
B-10	Town-wide Hydrology Study	\$0	\$0	\$0	\$0	\$75,000	\$0
	<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$0</b>

**GENERAL GOVERNMENT: Planning**

**Item 5A**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Director of Planning and Land Mgmt.	1	\$99,174	1	\$99,174
	Staff Planner	2	111,849	2	120,810
	Project Planner	0	0	0	0
	Administrative Assistant	1	48,624	1	40,559
	Total	<u>4 FTEs</u>	<u>\$259,648</u>	<u>4 FTEs</u>	<u>\$260,543</u>

**Program Implementation**

The FY09 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 Staff Planners and an Administrative Assistant. One of the Staff Planner positions is partially funded by the Community Preservation Fund, as permitted by statute.

Planning Division staff also provides technical and administrative support to other committees as assigned. The Village Center Committee, a subcommittee of the Planning Board, will continue its work on developing the zoning needed to implement the Village Center study work. 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. A Staff Planner has been appointed to the Sustainable Energy Committee, providing a conduit for information between the committee members and Town agencies.

Individual line items include: continued level funding of \$1,200 for projects and support to the Historic Districts Commission; and, \$2,300 for projects and support to the Historical Commission. The Historical Commission continues its work to update the demolition delay bylaw and the 2001 Historic Resources Masterplan. These initiatives would benefit from assistance by outside professional consultants knowledgeable of historic preservation issues and concerns. Limited re-printing of maps, reports and documents is also included in these funds.

**Planning Administration Programs****Program 1 – Planning Administration Operations:****Objective:** To operate the Planning Department in an efficient and effective manner.

In 2007, the Planning Division coordinated the Planning Board's review of 14 site development or site improvement projects; significant projects reviewed included the redevelopment of the Willard School site, playing fields at the Concord-Carlisle High School and the Learning Experience child care facility at 130 Baker Ave. Ext. Staff were also involved in reviewing and coordinating comments for the Board of Appeals on three comprehensive permit applications for 8 units at Elm Court, 22 units on Old Bedford Road and 350 units on the former ESSCo site at 48 Old Powder Mill Road (access from Acton and Sudbury) as well as the Planned Residential Development (and Definitive Subdivision) of 20 units on Town-owned land located off of Strawberry Hill Road. Planning Division staff also continued to provide support to the Village Center Committee and coordinated the work of consultant, The Cecil Group, as the committee focused on the three commercial centers (Concord Center, Thoreau St./Depot area and West Concord) and planning for future redevelopment of the centers; new zoning may be proposed at the 2009 Annual Town Meeting.

- The number of new building lots created:
  - 5 new building lots created by ANR (Approval Not Required under Subdivision Control Law)
  - 18 new building lots by Definitive Subdivision
- Numbers of housing units:
  - 6,095 units counted in 2000 Census
  - 330 units included in the Subsidized Housing Inventory as of December 3, 2007  
(which is 5.4% of State's 10% mandate)
  - 4 affordable units marketed and re-sold in 2007.
  - 13 new units added to the State's inventory of affordable housing units.

The Historic Districts Commission (HDC) conducted 19 regular public hearings on 62 applications for "Certificates of Appropriateness" or demolition permits; most notable were the denial of the proposed cell tower at the Town's Keyes Road facility and the Citibank proposal for 16-18 Walden Street, as well as the approval for relocation of the Dr. Emerson studio, demolition of the existing house and new construction at 388 Lowell Road.

The Historical Commission's priority this year was to consider additional candidates for inclusion under the Demolition Delay Bylaw; 26 structures were identified for consideration at the 2008 Annual Town Meeting. The Commission also successfully presented the addition of Hangar 24 at Hanscom Field to the Demolition Delay Bylaw at the October Special Town Meeting. Another aspect of the Historical Commission's work was its research into a variety of areas including the history of the high school land where athletic fields were proposed to be built; in the process, an opinion was expressed that the historic value of the land had been substantially and irrevocably degraded due to modern development in its near vicinity. Additionally, six of the eleven applications for CPA funds in 2007 were related to historic preservation. These preservation efforts are reminders of how rich and varied are the historic resources of Concord.

The Community Preservation Committee recommended and the 2007 Annual Town Meeting appropriated the second round of Community Preservation Act (CPA) funds totaling \$2,931,383 for projects involving community housing, historic preservation, open space and recreation.

- Community Housing: \$453,138 (over 4 projects, including a housing reserve fund).
- Historic Preservation: \$735,000 (over 6 projects)
- Open Space/Recreation: \$1,793,138 (over two projects, including an open space reserve fund)
- Administration: \$30,000

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.

FY09 Budget Highlights:

- This budget represents a 1.5% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget request can be considered a level-funded request as the increase reflects only an increase in Personal Services costs, and not an expansion of other expenses.
- The full-time Senior Department Clerk 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.

**Expenditures Summary**

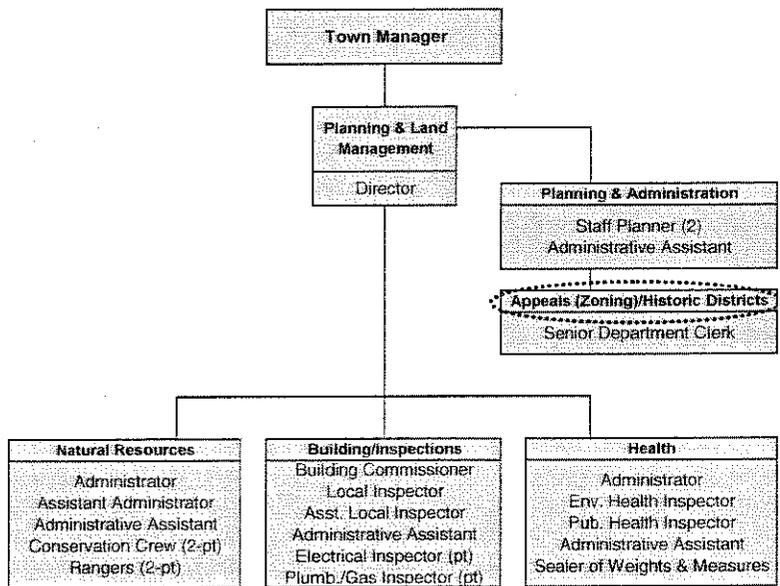
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$44,655	\$42,621	\$42,070	\$42,714
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$44,655</b>	<b>\$42,621</b>	<b>\$42,070</b>	<b>\$42,714</b>

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**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$24,053	\$32,449	\$39,870	\$40,514	\$40,514
Purchased Services	7,696	7,815	1,150	1,000	1,000
Supplies	2,354	190	850	900	900
Other Charges	93	168	200	300	300
Capital Outlay	10,459	2,000	0	0	0
Totals	<u>\$44,655</u>	<u>\$42,621</u>	<u>\$42,070</u>	<u>\$42,714</u>	<u>\$42,714</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$42,070	100.0%	\$42,714	100.0%	1.5%
Totals	<u>\$42,070</u>	<u>100.0%</u>	<u>\$42,714</u>	<u>100.0%</u>	<u>1.5%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**GENERAL GOVERNMENT: Board of Appeals****Item 5B****Personnel Services Summary**

		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Department Clerk	1	\$39,870	1	\$40,514
	Total	<u>1 FTEs</u>	<u>\$39,870</u>	<u>1 FTEs</u>	<u>\$40,514</u>

**Program Implementation**

The Board of Appeals is within the Department of Planning and Land Management (DPLM), and is under the purview of the Director of Planning & 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; assuring information is complete; notifying abutters of hearings; preparing, posting, and advertising agendas in accordance with statutory requirements; and preparing application packets for board members.

Additionally, the Senior Department Clerk attends meetings and records minutes of the meeting, drafts minor decisions for the Board to adopt, processes decisions prepared by Board members, files decisions (including further notification of abutters), and monitors key decision actions (and the timing of these actions) to 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.

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 monthly public hearings and provides professional staff support to the Board of Appeals.

**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 2007, during which it considered 66 applications. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.) Four applications were withdrawn without prejudice, and one decision was appealed.

**ZONING BOARD OF APPEALS ACTIVITIES - 2007**

**Special Permits Granted**

Change, alteration or extension of a nonconforming use and structure	18
Reconstruction of a nonconforming use and structure	11
Site plan approval (associated with a special permit)	3
Additional dwelling unit	4
Fairs, bazaars, antique shows, suppers or dances	1
Relief from parking requirements	1
Work in the flood plain conservancy district	5
Work in the groundwater conservancy district	1
Work in the wetlands conservancy district	2
Earth removal	1
Christmas tree sales	1
Temporary structure	1
Home occupation	6
Restoration of a non-conforming use or structure damaged by fire	1
Comprehensive permit	3
Amendment to a comprehensive permit	1
Parking of commercial vehicles	2
Parking and loading	1
Wireless communications facility	2
Land dedicated to Town for municipal or other public use	1
Amendment to a special permit and site plan approval	1
Planned residential development (PRD)	1
Extension of a special permit and site plan approval	1
<b>Special permits denied</b>	<b>1</b>
<b>Variances granted</b>	<b>1</b>
<b>Sign bylaw variances granted</b>	<b>3</b>
<b>Sign bylaw variances denied</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.

**FY09 Budget Highlights:**

- This budget represents a 2.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget includes new funding for an intern (\$5,000) to assist the Division in managing and monitoring over 100 town-held Conservation Restrictions.
- Also, funding will continue for the Rangers program (\$15,000), which has a positive track record for reducing illegal swimming at White Pond, reducing littering, and providing an overall presence on Town lands and a focus on education and enforcement of conservation policies and regulations.
- This budget includes \$5,000 in capital expenditures for pond management. The funds will be used to control invasive plants, and to maintain and improve the conditions of the Town's four ponds.

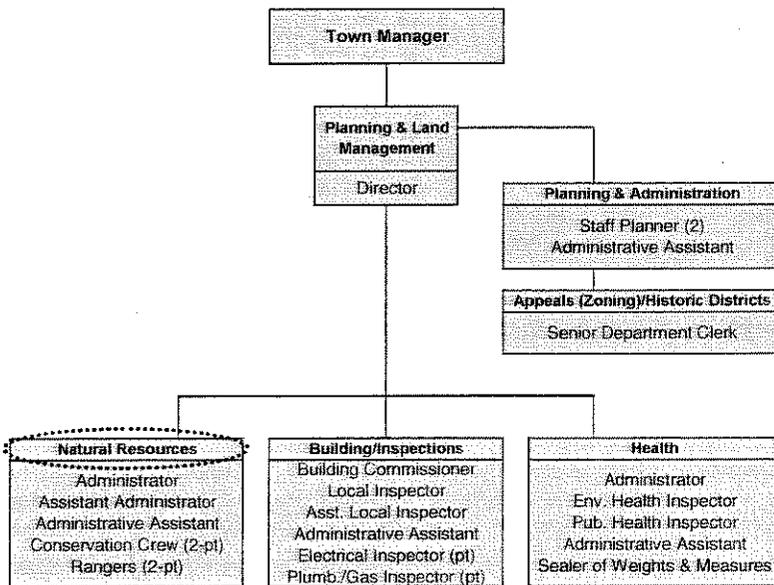
**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$150,577	\$164,480	\$178,369	\$180,338
Other Funds	\$37,956	\$38,447	\$40,684	\$41,854
<b>Total Expenditures</b>	<b>\$188,533</b>	<b>\$202,927</b>	<b>\$219,053</b>	<b>\$222,192</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. 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, 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**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$134,595	\$185,849	\$195,243	\$200,882	\$200,882
Purchased Services	29,146	7,262	11,000	11,000	11,000
Supplies	18,537	5,027	3,775	3,775	3,775
Other Charges	1,325	954	1,535	1,535	1,535
Capital Outlay	4,929.53	3,835	7,500	12,500	5,000
Petty Cash	0	0	0	0	0
<b>Totals</b>	<b>\$188,533</b>	<b>\$202,927</b>	<b>\$219,053</b>	<b>\$229,692</b>	<b>222,192</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$178,369	81.4%	\$180,338	81.2%	1.1%
Light Fund	16,116	7.4	16,580	7.5	2.9
Water Fund	19,655	9.0	20,219	9.1	2.9
Sewer Fund	4,913	2.2	5,055	2.2	2.9
<b>Totals</b>	<b>\$219,053</b>	<b>100.0%</b>	<b>\$222,192</b>	<b>100.0%</b>	<b>1.4%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
B-3	Pond & Stream Management	\$7,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
B-6	Vehicle Replacement	\$0	\$0	\$20,000	\$0	\$25,000	\$0
B-11	Conservation Restrictions Database	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000
	<b>Totals</b>	<b>\$7,500</b>	<b>\$5,000</b>	<b>\$45,000</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$25,000</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Administrator	1	\$72,004	1	\$72,004
	Assistant to N.R. Administrator	1	52,768	1	52,768
	Administrative Assistant	1	43,471	1	44,110
	Sub Total	3	\$168,243	3	\$168,882
5120	Ranger (seasonal)	938 hrs.	\$15,000	938 hrs.	15,000
	Conservation Crew (seasonal)	1,000 hrs.	12,000	1,000 hrs.	12,000
	Intern	0 hrs.	0	500 hrs.	5,000
	Total	<u>3.93 FTEs</u>	<u>\$195,243</u>	<u>4.17 FTEs</u>	<u>\$200,882</u>

**Program Implementation**

The budget recommendation includes funding for three full-time staff positions (Natural Resources Administrator, Natural Resources Assistant Administrator, and Administrative Assistant), and five seasonal positions (seasonal Conservation Crew and Rangers, and an intern). The full-time 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 the 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 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 Rangers funding initiative provides two seasonal positions to provide education and enforcement of policies on town lands. Funding for an intern position will allow the Division to map and collect initial baseline documentation for all the town-held conservation restrictions, and maintain and update a database to monitor these restrictions.

**Natural Resources Programs**

**Program 1 – Natural Resources Operations:**

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

Staff activities to support the administration and enforcement of the Wetlands Protection Act, Rivers Protection Act, and local policies are reflected in the table below.

<u>Wetlands Protection Act Summary</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
<b>Public Hearings</b>	21	21	23	22	23
<b>Notices of Intent and ANRADs</b>	42	44	43	40	49
<b>Request for Determination of Applicability</b>	21	13	33	24	16
<b>No Filing Required Determinations</b>	15	23	17	15	31
<b>Amended Orders</b>	3	3	6	4	3
<b>Requests for Extension</b>	7	10	12	4	3
<b>Certificates of Compliance</b>	26	36	35	28	28
<b>Regulatory Appeals</b>	3	2	2	5	5
<b>Wetland Enforcement Actions/Violations</b>	4	3	2	10	8
<b>Emergency Certifications</b>	3	7	2	2	2

In 2007, the NRC closed out many completed projects, issuing 28 Certificates of Compliance. The NRC also undertook one new wetland enforcement case and is working with seven property owners to resolve wetland violations. Additionally, the NRC and staff responded to three appeals to the State's Department of Environmental Protection (DEP), and two under adjudication by the Division of Administrative Law Appeals (DALA). The DEP issued a Superseding Order affirming the NRC's decision for one appeal; two remain outstanding at the end of 2007. One of the two cases under adjudication by DALA was mediated, and the second was remanded to the NRC. The NRC also issued two Emergency Certifications: one for the Dee Bus Fire and one for beaver activity that posed a threat to a private well.

# GENERAL GOVERNMENT: Inspections

Item 5D

## Mission Statement:

The mission of the Building Inspections Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code, Town Zoning Bylaws, and Town Sign Bylaws.

## FY09 Budget Highlights:

- This budget represents a 1.5% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Construction was down slightly in calendar year 2007. However, it is anticipated that Concord will see an increase in construction activity in FY09 based on the fact that there are over 500 Chapter 40B dwelling units anticipated to be built in the year ahead.

## Expenditure Summary

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$294,533	\$280,905	\$325,543	\$330,318
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$294,533	\$280,905	\$325,543	\$330,318

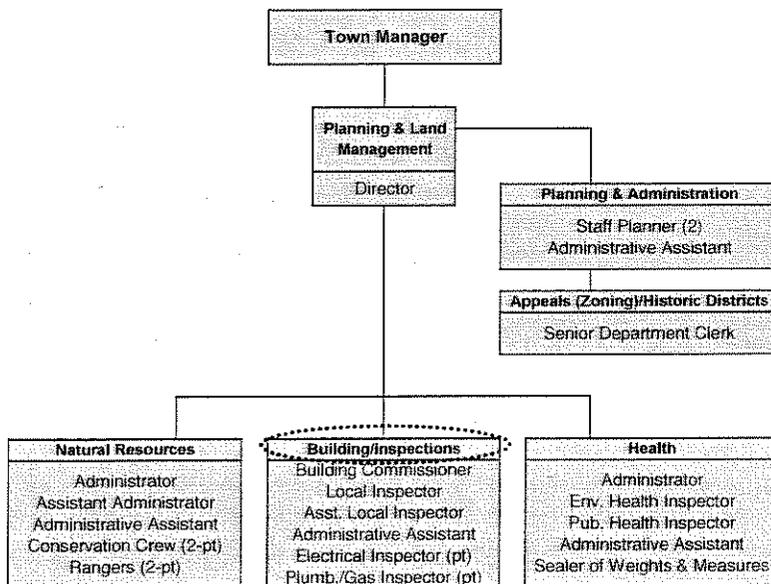
## Description:

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.; and 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**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$246,913	\$262,486	\$315,808	\$315,808	\$315,808
Purchased Services	26,041	9,653	1,515	4,570	4,570
Supplies	3,498	3,249	3,360	3,760	3,760
Other Charges	4,877	5,517	4,860	6,180	6,180
Equipment Expense	0	0	0	0	0
Capital Outlay	13,204	0	0	0	0
<b>Totals</b>	<b>\$294,533</b>	<b>\$280,905</b>	<b>\$325,543</b>	<b>\$330,318</b>	<b>\$330,318</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$325,543	100.0%	\$330,318	100.0%	1.5%
<b>Totals</b>	<b>\$325,543</b>	<b>100.0%</b>	<b>\$330,318</b>	<b>100.0%</b>	<b>1.5%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
B-8	Permit Tracking System	\$0	\$0	\$0	\$100,000	\$0	\$0
	<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL GOVERNMENT: Inspections**

**Item 5D**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1	\$83,649	1	\$83,649
	Local Inspector	1	63,000	1	63,000
	Assistant Local Inspector	1	47,800	1	47,800
	Administrative Assistant	1	48,424	1	48,424
	Sub Total	4	\$242,873	4	\$242,873
5115	Plumbing/Gas Inspector	1,305 hrs.	\$34,047	1305 hrs.	\$34,047
	Electrical Inspector	1,305 hrs.	36,188	1305 hrs.	36,188
5157	Car Allowance		2,700		2,700
	Total	<u>5.25 FTEs</u>	<u>\$315,808</u>	<u>5.25 FTEs</u>	<u>\$315,808</u>

**Program Implementation**

The major expenditure in the FY09 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 2007, 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.

**GENERAL GOVERNMENT: Inspections****Item 5D****Inspections Programs****Program 1 – Inspections Operations:****Objective:** To operate the Inspections Division in an effective and efficient manner.

<b>Permits Issued (Calendar Years 2003-2007)</b>					
	2003	2004	2005	2006	2007
New single family home	20	26	22	26	22
Multi-family attached units	42	87	58	9	7
Additions/Alterations	599	635	622	674	618
Commercial	49	98	100	96	92
Total Building Permits	<u>674</u>	<u>766</u>	<u>745</u>	<u>799</u>	<u>739</u>
Electrical	663	712	738	790	761
Plumbing	392	536	515	524	468
Gas	305	366	318	358	344
Sign	46	52	68	45	34
Total (all permits)	2,080	2,432	2,384	2,516	2,346

<b>Value of Construction (Calendar Years 2003-2007)</b>					
	2003	2004	2005	2006	2007
Value in Millions	47.3	85.7	46.6	94.7	66.5

<b>Permit Fee Revenue (Calendar Years 2003-2007)</b>					
	2003	2004	2005	2006	2007
Permit Fee Revenue	\$304,954	\$530,186	\$593,835	\$1,056,554	\$781,693

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 and work force. 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.

FY09 Budget Highlights:

- This budget represents a 1.3% decrease in operating costs (which excludes capital expenditures) from that of the FY08 budget.
- The decrease in the budget is due to a reduction of Personnel costs (dropping from \$238,150 in FY08, to \$228,997 in FY09). This was the result of vacancies being filled with new hires.
- This budget provides added funding for professional development of staff aimed at increasing the level and quality of service (the Training budget is increasing from \$100 to \$1,000, while the funds set-aside for Conference Registration are increasing from \$440 to \$1,000).
- New funding (\$1,500) is also provided for the development of a public health emergency response infrastructure, including both planning and equipment.

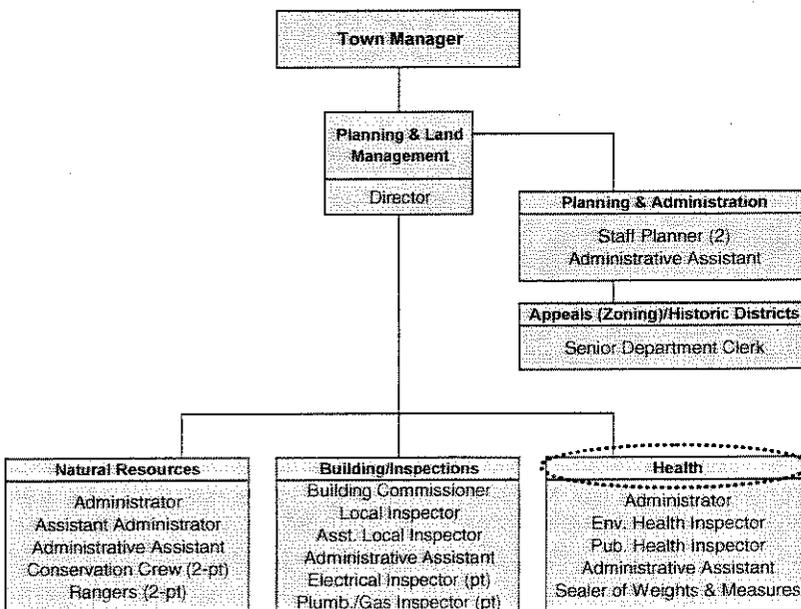
**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$176,956	\$215,988	\$210,072	\$206,845
Other Funds	\$50,095	\$63,980	\$63,069	\$62,682
Total Expenditures	\$227,393	\$279,968	\$273,140	\$269,527

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 rules and regulations in accordance with local bylaws and state law, and is responsible for the overall stewardship of the public health of the town.

Four full-time employees in the Division enforce state and local statutes and regulations affecting public health by reviewing site plans and issuing approvals/permits, particularly as they relate to protection of potable water sources and the proper treatment and disposal of wastewater. The Division also performs other critical duties relative to the protection of public health, including: the control of communicable diseases, the promotion of sanitary living conditions, the promotion of healthy lifestyles, and the protection of the environment from damage and pollution. A part-time Sealer of Weights and Measures tests gas meters and scales used for buying and selling.



**GENERAL GOVERNMENT: Health**

**Item 5E**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$203,051	\$233,093	\$238,150	\$228,997	\$228,997
Purchased Services	12,544	21,236	24,160	25,650	25,650
Supplies	3,933	1,889	3,850	6,700	6,700
Other Charges	3,866	4,904	3,180	4,380	4,380
Capital Outlay	1,025	15,435	0	0	0
Health Services	2,975	3,411	3,800	3,800	3,800
<b>Totals</b>	<b>\$227,393</b>	<b>\$279,968</b>	<b>\$273,140</b>	<b>\$269,527</b>	<b>\$269,527</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$210,072	76.9%	\$206,845	76.7%	-1.5%
Water Fund	19,947	7.3	19,638	7.3	-1.6
Sewer Fund	23,421	8.6	23,344	8.7	-0.3
Other Towns	19,700	7.2	19,700	7.3	0.0
<b>Totals</b>	<b>\$273,140</b>	<b>100.0%</b>	<b>\$269,527</b>	<b>100.0%</b>	<b>-1.3%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Administrator	1	\$67,039	1	\$66,780
	Environmental Health Inspector	1	63,281	1	59,434
	Public Health Inspector	1	53,572	1	49,159
	Administrative Assistant	1	50,258	1	48,624
	Sub Total	<u>4</u>	<u>\$234,150</u>	<u>4</u>	<u>\$223,997</u>
5115	Sealer of Weights and Measures		\$4,000		\$5,000
	Total	<u>4 FTEs</u>	<u>\$238,150</u>	<u>4 FTEs</u>	<u>\$228,997</u>

**Program Implementation**

The FY09 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.

The FY09 budget includes increased funding for professional development of the Health Division staff. By increasing these funding items, the Health Division will be able to deliver more well-rounded and comprehensive public and environmental health services to the Concord citizenry.

The FY09 budget also includes 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.

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 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 \$1,000 for the services of the part-time Sealer of Weights and Measures.

**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 licenses in 2007, collecting \$100,155.75 in total permit fees:

- 149 Food Service/Retail Food
- 21 Tobacco Sales
- 48 Permits to Keep Farm Animals
- 19 Bathing Beaches/Swimming Pools
- 46 Hazardous Materials Control Permits
- 14 Massage Therapy Establishments
- 14 Recreational Camp Sites
- 2 Tanning Facilities
- 58 Massage Therapists
- 112 Disposal Works Installers
- 18 Septage Haulers
- 11 Rubbish Haulers
- 4 Funeral Directors
- 206 On-Site Sewage Disposal Permits
- 167 Building Reviews for Title 5
- 16 Drinking/Irrigation Well Permits.

Permits and approvals issued by the Health Division increased by 16.24% from 2006.

Under the regional service contracts, Health Division staff provided a total of 617.95 hours of staff support to the towns of Lincoln and Carlisle in 2007 resulting in \$26,610.74 in additional revenue for the Town of Concord. This reflects a 10% increase in revenue generated by these contracts.

Emerson Hospital Home Care, in conjunction with the Health Division, held its' annual influenza clinic in mid-November at the Harvey Wheeler Community Center and the Concord Elks in early December. Approximately 400 residents participated in these clinics.

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.

FY09 Budget Highlights:

- This budget represents a 0.0% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget (there is a \$5 increase).
- This year's budget proposal accounts for the increased costs associated with heating and cooling the facility. However, the level of spending expected in FY08 is maintained by reducing costs associated with building maintenance and HVAC.
- The budget includes \$5,000 in capital expenditures, which will be used for building improvements focused on energy saving projects and equipment.

**Expenditure Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$58,416	\$61,346	\$63,051	\$63,056
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$58,416</b>	<b>\$61,346</b>	<b>\$63,051</b>	<b>\$63,056</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 constructed in the 20<sup>th</sup> century by the Town, and is an excellent example of Federal Revival municipal architecture. The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Planning, Natural Resources, Building & Inspections, and Health Divisions. There are two meeting rooms, with a capacity of 49 persons in the first floor meeting room, and 29 persons in the second floor conference room. These meeting rooms are available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions. During the past year, 141 Keyes Road also served as a polling place for Concord residents.

The Department of Planning and Land Management moved into the renovated facility in July 1994. Each year the building is put to great use by a number of Town-related groups due to convenient parking and the quality of the space available for meetings and training sessions. The public-accessible Geographic Information System (GIS) kiosk is located on the first floor and continues to receive daily visits by the public.

**GENERAL GOVERNMENT: 141 Keyes Road**

**Item 6**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$20,795	\$19,058	\$20,270	\$20,469	\$20,469
Purchased Services	29,542	30,777	33,851	34,157	34,157
Supplies	6,316	3,800	3,930	3,430	3,430
Other Charges	0	0	0	0	0
Capital Outlay	1,762	7,712	5,000	5,000	5,000
<b>Totals</b>	<b>\$58,416</b>	<b>\$61,346</b>	<b>\$63,051</b>	<b>\$63,056</b>	<b>\$63,056</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$63,051	100.0%	\$63,056	100.0%	0.0%
<b>Totals</b>	<b>\$63,051</b>	<b>100.0%</b>	<b>\$63,056</b>	<b>100.0%</b>	<b>0.0%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
B-1	Building Improvements	\$5,000	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000
B-2	Storage Shed	\$0	\$0	\$15,000	\$0	\$0	\$0
	<b>Totals</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.5	\$20,270	0.5	\$20,469
	<b>Total</b>	<b>0.5 FTEs</b>	<b>\$20,270</b>	<b>0.5 FTEs</b>	<b>\$20,469</b>

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.

FY09 Budget Highlights:

•There is no change in this budget. Funding remains at the FY08 level.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$1,225	\$1,178	\$1,275	\$1,275
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$1,225	\$1,178	\$1,275	\$1,275

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 #39), 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 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 is swerves 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 2007, the Finance Committee met 25 times:

- 15 regular meetings;
- 5 public hearings;
- 1 joint meeting with the Board of Selectmen and the CPS and CCRSD School Committees; and
- 5 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, 2007 of budget guidelines for the FY09 budget year commencing July 1, 2008.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$0	\$0	\$0	\$0	\$0
Purchased Services	560	410	560	560	560
Supplies	255	200	250	250	250
Other Charges	410	568	465	465	465
Capital Outlay	0	0	0	0	0
<b>Totals</b>	<b>\$1,225</b>	<b>\$1,178</b>	<b>\$1,275</b>	<b>\$1,275</b>	<b>\$1,275</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$1,275	100.0%	\$1,275	100.0%	0.0%
<b>Totals</b>	<b>\$1,275</b>	<b>100.0%</b>	<b>\$1,275</b>	<b>100.0%</b>	<b>0.0%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Mission Statement:

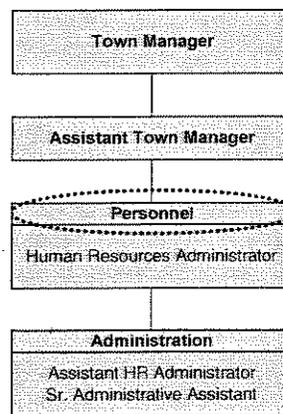
The mission of Personnel Administration is to assist Town officials and senior managers in fairly, consistently, and lawfully creating and administering policies and practices that sustain a work environment with positive morale.

FY09 Budget Highlights:

- This budget represents a 2.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The School Department credit of \$1,585 funds the DOT-required drug and alcohol testing program for bus drivers, which is administered by the Town Personnel Department.
- Other credits are based on regular-status employees in each department.
- Due to the creation of 7 benefits-eligible positions, the Beede Center will fund an increased % of the Personnel budget.
- The Town's workforce (based on W-2's issued each year) has increased by 100 employees since 2005 due, in large part, to the Beede Center.
- Funds for Tuition Reimbursement rose by \$1,000 due to a second employee pursuing education in accordance with the Town's benefits package.
- Staff Training funds increased \$1,000 due to needs of new department staff.
- Employee Recognition funds increased \$1,600 due to increased costs associated with holding annual employee picnic (with no enhancement to picnic arrangements).

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$140,298	\$136,346	\$143,659	\$146,742
Other Funds	\$45,377	\$47,821	\$61,128	\$63,550
Total Expenditures	\$185,675	\$184,167	\$204,787	\$210,292



Description:

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

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

**FINANCE & ADMINISTRATION: Personnel Administration**

**Item 8**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$140,266	\$137,861	\$174,492	\$202,252	\$177,252
Purchased Services	38,665	39,711	21,905	23,060	23,060
Supplies	1,173	1,359	1,695	1,595	1,595
Other Charges	5,571	5,236	6,695	8,385	8,385
Capital Outlay	0	0	0	0	0
<b>Totals</b>	<b>\$185,675</b>	<b>\$184,167</b>	<b>\$204,787</b>	<b>\$235,292</b>	<b>\$210,292</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$143,659	70.2%	\$146,742	69.8%	2.1%
Light Fund	28,776	14.1	26,327	12.5	-8.5
Water Fund	10,234	5.0	10,096	4.8	-1.3
Sewer Fund - General	2,307	1.1	2,369	1.1	2.7
Sewer Fund - WWTP	604	0.3	621	0.3	2.8
Solid Waste Disp. Fund	806	0.4	828	0.4	2.7
Retirement System	806	0.4	828	0.4	2.7
School Department	1,485	0.7	1,585	0.8	6.7
Recreation Fund	8,055	3.9	4,552	2.2	-43.5
Swim and Fitness Center	8,055	3.9	16,344	7.8	102.9
<b>Totals</b>	<b>\$204,787</b>	<b>100.0%</b>	<b>\$210,292</b>	<b>100%</b>	<b>2.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**FINANCE & ADMINISTRATION: Personnel Administration**

**Item 8**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Assistant HR Administrator	1	\$58,321	1	\$59,850
	Sr. Administrative Asst.	1	42,710	1	42,930
5112	Human Resources Administrator	0.8	\$66,759	0.8	\$66,759
	Sub Total	2.8	\$167,790	2.8	\$169,539
5130	Overtime	75 hrs.	\$2,302	75 hrs.	\$2,313
5157	Tuition Reimbursement		\$4,400		\$5,400
	Total	<u>2.8 FTEs</u>	<u>\$174,492</u>	<u>2.8 FTEs</u>	<u>\$177,252</u>

**Program Implementation**

- The FY2009 budget recommendation provides funding for a four-days-per-week Human Resources Administrator, a full-time Assistant Human Resources Administrator, and a full-time Senior Administrative Assistant, with funding included in the recommended budget (\$2,313) 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 Personnel staff. Accordingly, in FY09, \$25,000 for a new part-time position was requested to fill the remainder of the need in the Personnel Department. Once again, funds for this position have not been provided due to limited resources.
- Purchased Services and Supplies support day-to-day operating expenses such as telephones (\$685), printing (\$600), office supplies and stationary (\$1,145), 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 (\$3,400).
- 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 (\$150), professional conference registration fees (\$790), transportation fees related to attending training and conferences (\$345), and subscription fees for human resources publications (\$375).

**Personnel Administration 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 Personnel 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 Personnel 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 2007 was managing the comprehensive study of the Town's Classification and Compensation Plan. The department worked extensively with management and Human Resource Partners LLC, a consultant hired to conduct the study, to gather information from 200 employees about the requirements of each position, evaluate grade placement for each position based on updated job factors, obtain and analyze compensation data from 26 municipalities, and develop a recommended Classification and Compensation Plan for FY2009.

Significant staff time was also devoted to implementing procedures and communicating with employees to comply with the new Massachusetts Health Care Reform Act. As mandated, a Section 125 Pre-tax Premium Only Plan was established and offered to 36 employees identified as being eligible. Health Insurance Responsibility Disclosure (HIRD) forms were distributed to 117 employees with instructions for filing the form with Personnel.

The department also processed 830 applications for employment, managed approximately 45 recruitments and new appointments (including a comprehensive process to fill 4 new firefighter positions), reviewed the classifications and job descriptions of 4 restructured positions, researched insurance options for police/fire injuries and obtained new cost-effective coverage, communicated 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, addressed unique compensation and benefit issues presented by operation of Beede Center, made arrangements for an employee appreciation picnic attended by 167 employees, managed several complex work-related injury cases, continued the complex and progressive implementation of the ADP e-TIME system, made provisions for harassment prevention training for 24 new employees, coordinated 47 random DOT required drug and alcohol tests, and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Employment Data (by calendar year)					
	2003	2004	2005	2006	2007
Number Employed	553	546	549	644	655
Regular-Status Positions	251	251	253	259	272
Regular-Status New Hires	16	11	15	24	23
Regular-Status Terminations	9	8	10	17	13
Regular-Status Retirements	6	1	4	3	6

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.

FY09 Budget Highlights:

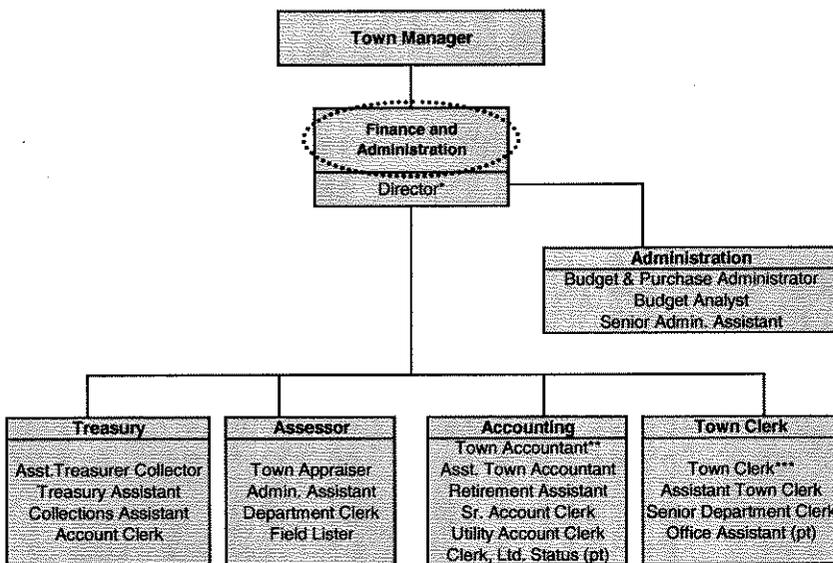
- This budget represents 13.7% increase in the operating costs (excluding capital outlay) over the FY08 budget.
- An amount of \$12,000 is allocated to conduct a Citizen Survey and Focus Group during the Fall 2008. The last survey was done in September 2006.
- Due to space limitations at the Town House, the Town is looking to lease additional office space. An amount of \$40,000 is allocated for renting and equipping additional office space.

Expenditures Summary				
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$161,007	\$177,112	\$212,609	\$262,304
Other Funds	\$110,170	\$110,050	\$130,299	\$136,251
Total Expenditures	\$271,177	\$287,162	\$342,908	\$398,555

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 with approval from the Board of Selectmen.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$248,707	\$273,033	\$332,778	\$334,646	\$333,455
Purchased Services	17,664	6,127	3,800	46,050	46,050
Supplies	888	840	1,750	1,550	1,550
Other Charges	3,918	7,162	4,580	7,500	7,500
Capital Outlay	0	0	0	10,000	10,000
<b>Totals</b>	<b>\$271,177</b>	<b>\$287,162</b>	<b>\$342,908</b>	<b>\$399,746</b>	<b>\$398,555</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$212,609	62.0%	\$262,304	65.8%	23.4%
Light Fund	34,290	10.0	35,855	9.0	4.6
Water Fund	54,863	16.0	57,369	14.4	4.6
Sewer Fund	13,715	4.0	14,342	3.6	4.6
Solid Waste Disposal Fund	6,858	2.0	7,171	1.8	4.6
Parking Meter Fund	13,715	4.0	14,342	3.6	4.6
Town Trust Funds	6,858	2.0	7,171	1.8	4.6
<b>Totals</b>	<b>\$342,908</b>	<b>100.0%</b>	<b>\$398,555</b>	<b>100%</b>	<b>16.2%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
C-4	Furnishings & Equipment	0	10,000	0	0	0	0

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1	\$115,844	1	\$115,844
	Budget & Purchasing Administrator	1	63,895	1	63,958
	Budget Analyst	1	43,612	1	44,100
	Management Assistant	1	43,895	1	45,212
	Sr. Administrative Assistant	1	55,301	1	55,301
	Sub Total	5	\$322,547	5	\$324,415
5120	Summer Intern		\$6,331		\$5,140
5157	Car Allowance		\$3,900		\$3,900
	Total	5 FTEs	\$332,778	5 FTEs	\$333,455

**Program Implementation**

- The proposed FY09 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>, 2008, was approved in the FY08 budget and will assist the Treasurer-Collector, payroll administration, and employee benefit administration.
- The FY09 budget includes funding for a summer intern at \$5,140.
- In an effort to better track how well the Town is providing services, the Finance Administrative Division conducted a Citizen Survey in September 2006 and a Focus Group in November 2006. Some of the results are provided in the Performance Management Section for the various Departments and Divisions in this Budget Book. In FY09, an amount of \$12,000 is provided for the purpose of conducting another Citizen Survey and Focus Group during the Fall 2008.
- The Finance Department is located at the first floor of the Town House. Over the years, the staffing level at the Finance Department has increased and there is a need for additional office space. In the FY09 budget, an amount of \$30,000 is provided for leasing office space and \$10,000 is provided for furnishings and equipment.

**FINANCE & ADMINISTRATION: Finance Administration**

**Item 9A**

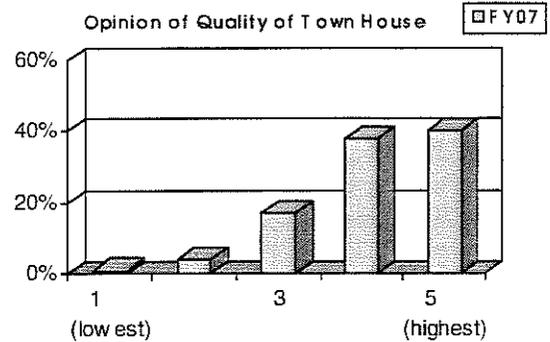
**Finance Administration Programs**

**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 do you feel about the quality of Town House operations?	FY06	FY07	FY08	FY09
5 (highest quality)	N/A	40%	N/A	N/A
4	N/A	38%	N/A	N/A
3	N/A	17%	N/A	N/A
2	N/A	4%	N/A	N/A
1 (lowest quality)	N/A	1%	N/A	N/A



\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** The majority of respondents (78%) had a favorable view of Town House operations.

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

The Town's credit rating with major bond rating firms.	FY04	FY05	FY06	FY07
Credit Rating	AAA	AAA	AAA	AAA

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.

FY09 Budget Highlights:

- This budget represents a 4.6% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Banking fee increases of 8.4% (\$5,000) over the previous year is the major service increase component of the FY09 budget.
- The postal rate increase effective May 14, 2007 (raising the cost of first class one oz. envelopes by 5% and including envelope size in postage pricing criteria) necessitates a budget increase of 12% for this line item (\$5,700).

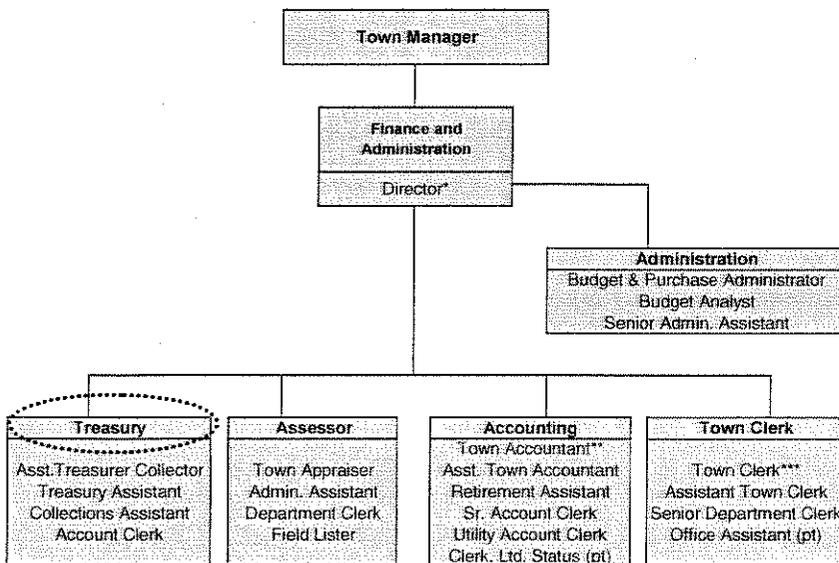
**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$205,497	\$213,221	\$214,633	\$226,193
Other Funds	\$139,144	\$144,194	\$162,024	\$167,692
<b>Total Expenditures</b>	<b>\$344,641</b>	<b>\$357,415</b>	<b>\$376,657</b>	<b>\$393,885</b>

Description:

The Treasurer-Collector Division of the Finance Department is under the direction of the Assistant Treasurer-Collector and is responsible for the receipt, short-term investment, bank account management, and disbursement of all Town funds.

The division also manages the 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 with approval from the Board of Selectmen.

**FINANCE & ADMINISTRATION: Treasurer-Collector**

**Item 9B**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$219,990	\$226,930	\$234,364	\$236,490	\$236,490
Purchased Services	118,978	125,645	136,198	151,100	151,100
Supplies	2,803	3,152	3,700	3,700	3,700
Other Charges	2,070	1,531	2,395	2,595	2,595
Capital Outlay	800	157	0	0	0
<b>Totals</b>	<b>\$344,641</b>	<b>\$357,415</b>	<b>\$376,657</b>	<b>\$393,885</b>	<b>\$393,885</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$214,633	57.0%	\$226,193	51.0%	5.4%
Light Fund	43,116	11.4	46,359	10.0	7.5
Water Fund	41,889	11.1	41,452	12.0	-1.0
Sewer Fund	10,472	2.8	10,236	3.0	-2.3
Solid Waste Disposal Fund	22,673	6.0	23,215	8.0	2.4
Parking Meter Fund	22,673	6.0	23,215	8.0	2.4
Retirement System	4,687	1.2	5,803	2.0	23.8
Town Trust Funds	2,344	0.6	2,902	1.0	23.8
Swim and Fitness Center	14,170	3.8	14,510	5.0	2.4
<b>Totals</b>	<b>\$376,657</b>	<b>100.0%</b>	<b>\$393,885</b>	<b>100%</b>	<b>4.6%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Assistant Treasurer-Collector	1	\$73,698	1	\$73,698
	Collections Assistant	1	42,905	1	43,039
	Treasury Assistant	1	45,668	1	45,668
	Account Clerk	1	36,947	1	37,911
	Account Clerk	1	35,146	1	36,175
	Total	<u>5 FTEs</u>	<u>\$234,364</u>	<u>5 FTEs</u>	<u>\$236,490</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, \$66,550, 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 \$53,800, covers mailing costs for most general fund mailings.
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, and electric billing. The online payment capability has been expanded to include parking violation fees. This payment option will continue to expand to other municipal fees in the future.

**Finance Administration 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 FY07 billing and collection activities engaged in were:

<b>Collections and Billing Summary</b>			
Activity	Volume of Activity in FY07	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>				
	FY04	FY05	FY06	FY07
General Fund Earnings (in thousands)	\$264	\$560	\$1,033	\$1,323
Annual Yield	1.29%	2.17%	4.05%	5.18%

**Performance Measure 3: Tax Collection**

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

<b>Tax Collection Summary</b>				
	FY04	FY05	FY06	FY07
% of the fiscal year's property tax levy remaining unpaid as of June 30 <sup>th</sup> of that year.	0.77%	0.71%	0.69%	0.76%

FY07 was the twelfth consecutive year in which this rate has been under 1%.

**Mission Statement:**

The mission of the Accounting Division is to manage the Town's accounting system so that it conforms to generally accepted accounting principles and complies with State laws and regulations, to provide accurate and timely utility billing, accounts payable, and reporting services to other Town departments.

**FY09 Budget Highlights:**

- This budget represents a 0.3% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget request can be considered a level-funded request as the slight increase reflects only an increase in Personnel Services costs.
- All other expenses are being funded at their FY08 level.

**Expenditures Summary**

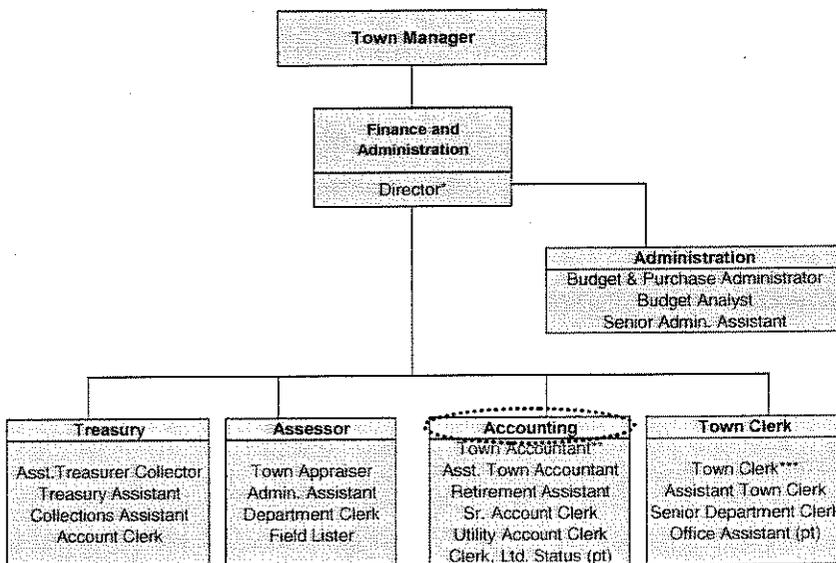
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$82,310	\$88,842	\$117,227	117,471
Other Funds	\$179,244	\$181,747	\$185,484	183,837
Total Expenditures	\$261,554	\$270,589	\$302,711	\$301,308

**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.



\* 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 with approval from the Board of Selectmen.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$168,873	\$195,793	\$243,576	\$242,173	\$242,173
Purchased Services	6,454	2,274	4,750	4,750	4,750
Supplies	889	1,326	2,285	2,285	2,285
Other Charges	338	1,092	2,100	2,100	2,100
Capital Outlay	40,000	20,104	0	0	0
Audit	45,000	50,000	50,000	50,000	50,000
<b>Totals</b>	<b>\$261,554</b>	<b>\$270,589</b>	<b>\$302,711</b>	<b>\$301,308</b>	<b>\$301,308</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$117,227	38.8%	\$117,471	39.0%	0.2%
Light Fund	45,383	14.8	45,795	15.2	0.9
Water Fund	47,924	15.7	48,269	16.0	0.9
Sewer Fund	16,357	5.4	16,442	5.5	0.5
Solid Waste Disposal Fund	3,970	1.3	3,982	1.3	0.3
Retirement System	71,850	24.0	69,349	24.0	-3.5
<b>Totals</b>	<b>\$302,711</b>	<b>100.0%</b>	<b>\$301,308</b>	<b>100%</b>	<b>-0.5%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1	\$69,350	1	\$69,350
	Asst. Town Accountant	1	47,771	1	48,300
	Retirement Assistant	1	44,964	1	42,198
	Senior Account Clerk	1	42,982	1	43,039
	Utility Account Clerk	1	38,510	1	39,286
	Total	<u>5 FTEs</u>	<u>\$243,576</u>	<u>5 FTEs</u>	<u>\$242,173</u>

**Program Implementation**

- The majority of the Accounting Division’s budget is for personnel services.
- Services provided include administering and processing utility billing, accounts payable, employee retirement services, audit management, and statutory reporting.
- The fee for the annual audit is allocated among the following participating funds: Water (12%); Sewer (12%); Retirement (6%); Solid Waste Disposal (3%); Light (3%); General (64%).
- 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 9,270 checks in FY07.

**Performance Measure 2: Warrant Production**

The Accounting Division produced 55 Warrants on schedule in FY07.

**Performance Measure 3: Report Production**

The Accounting Division produced and submitted a Recap Sheet, Schedule A, and Free Cash Certification on schedule in FY07.

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.

FY09 Budget Highlights:

- This budget represents a 1.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The largest item in the Assessors budget is for professional services, which is used for revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).

**Expenditures Summary**

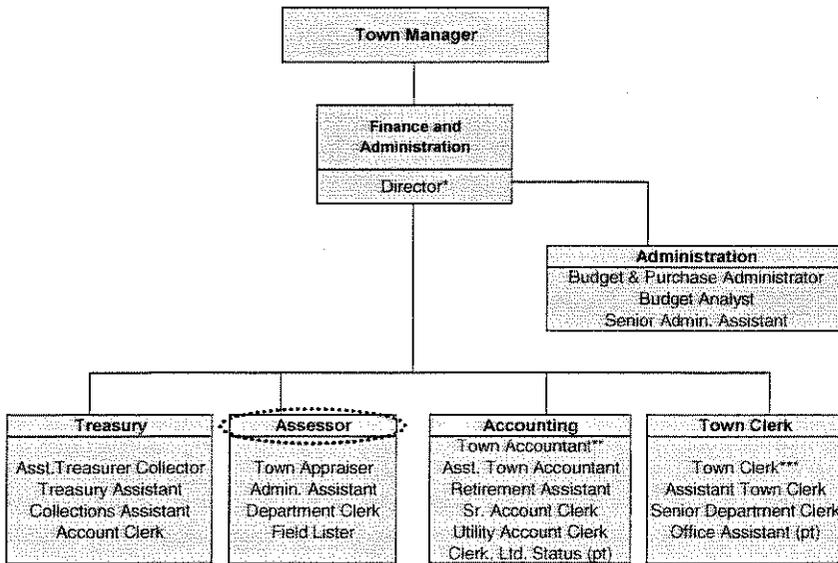
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$232,189	\$339,572	\$356,900	\$363,099
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$232,189</b>	<b>\$339,572</b>	<b>\$356,900</b>	<b>\$363,099</b>

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 applications for the elderly, low income, disabled veterans, and the blind, and from Community Preservation Act Surcharge.



\* 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 with approval from the Board of Selectmen.

**FINANCE & ADMINISTRATION: Assessors**

**Item 9D**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$181,987	\$191,950	\$204,660	\$205,739	\$205,739
Purchased Services	38,644	140,200	140,000	145,000	145,000
Supplies	3,049	2,900	2,900	3,400	3,400
Other Charges	8,509	7,850	9,340	8,960	8,960
Capital Outlay	0	0	0	0	0
<b>Totals</b>	<b>\$232,189</b>	<b>\$339,572</b>	<b>\$356,900</b>	<b>\$363,099</b>	<b>\$363,099</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$356,900	100.0%	\$363,099	100.0%	1.7%
<b>Totals</b>	<b>\$356,900</b>	<b>100.0%</b>	<b>\$363,099</b>	<b>100%</b>	<b>1.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**FINANCE & ADMINISTRATION: Assessors**

**Item 9D**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1	\$74,988	1	\$74,988
	Field Lister	1	46,052	1	46,305
	Admin. Assistant	1	45,535	1	45,623
	Department Clerk	1	35,986	1	36,723
	Sub Total	4	\$202,560	4	\$203,639
5157	Car Allowance		\$2,100		\$2,100
	Total	<u>4 FTEs</u>	<u>\$204,660</u>	<u>4 FTEs</u>	<u>\$205,739</u>

**Program Implementation**

- The Assessors Division is staffed by a Town Appraiser, a Field Lister, an Administrative Assistant, and a Department Clerk.
- 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 will be completed in the spring of 2008. Beginning in FY08 a full measure and list of single family residences will begin with a scheduled completion in FY10.
- Activity for the triennial revaluation (FY08) began in the second half of FY07 and was completed with the certification of values by the DOR in January, 2008. This involves many extra procedures under the scrutiny of the DOR. FY09 and FY10 will be Interim Year Adjustment years requiring fewer steps to obtain the DOR's approval to set the tax rate. However, due to the DOR examining excess land rates in much greater detail than previously, Concord has been instructed to construct an entirely new land pricing structure for the FY11 revaluation. This project will begin for the FY09 assessments.
- Other costs include additional field inspection and appraisal services (\$25,000), computer maintenance (\$5,500), telephone (\$1,700), postage (\$1,000), printing, binding and forms (\$2,200), and advertising (\$500). The Other Charges and Expenses category is mainly for training and education to meet the increasing technical requirements of the assessing function.

**Assessor's Programs**

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

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

**Performance Measure: Real and Personal Property**

Property Inspections	FY05	FY06	FY07
Total # Visits	560	920	1,488
Full Measure and List	27	180	670
	FY05 also included field review of 5,736 parcels for the reval		FY07 included the condominium full measure and list project

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted	# Filed	# Pending		
FY00	6,656	37	0.5	15	4	0	1,019,311	12,333
FY01	6,644	32	0.5	17	3	0	2,604,496	32,660
FY02*	6,520	528	8.1	250	83	0	41,804,960	378,143
FY03	6,511	329	5.0	199	13	0	37,778,022	364,297
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

\* Revaluation year.

\*\* FY04 – FY06 ATB cases represent communication company cases being appealed state-wide.

\*\*\* FY07 includes 5 communication company cases

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.

FY09 Budget Highlights:

- This budget represents a 5.0% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The budget reflects an increase in the part-time Office Assistant's schedule from 10 hours/week to 15 hours/week.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$167,779	\$173,106	\$183,659	\$192,849
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$167,779</b>	<b>\$173,106</b>	<b>\$183,659</b>	<b>\$192,849</b>

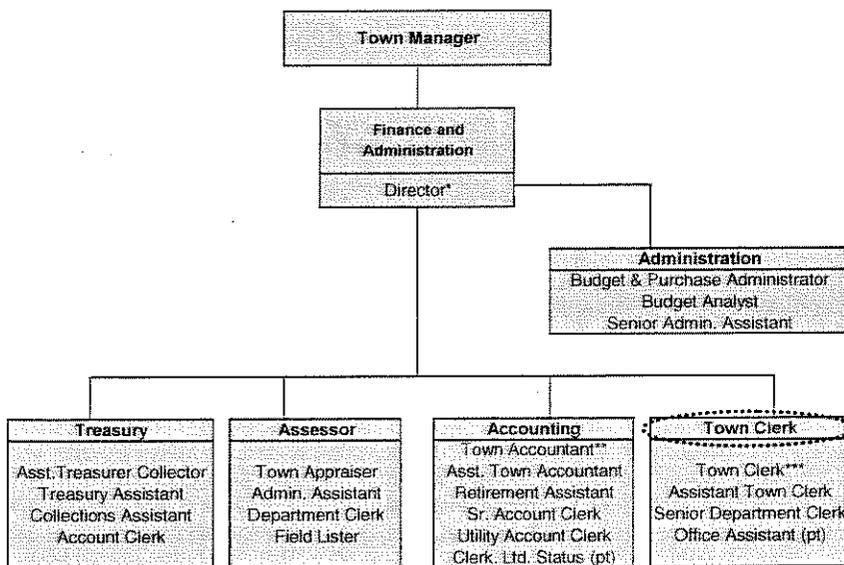
Description:

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 with approval from the Board of Selectmen.

**FINANCE & ADMINISTRATION: Town Clerk** **Item 9E**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$163,767	\$159,552	\$177,102	\$185,502	\$185,502
Purchased Services	881	3,045	1,395	1,175	1,175
Supplies	1,834	3,244	2,850	3,175	3,175
Other Charges	1,297	2,107	2,312	2,997	2,997
Capital Outlay	0	5,158	0	0	0
Totals	<u>\$167,779</u>	<u>\$173,106</u>	<u>\$183,659</u>	<u>\$192,849</u>	<u>\$192,849</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$183,659	100.0%	\$192,849	100.0%	5.0%
Totals	<u>\$183,659</u>	<u>100.0%</u>	<u>\$192,849</u>	<u>100%</u>	<u>5.0%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

<b>Personnel Services Summary</b>					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1	\$79,352	1	\$79,752
	Assistant Town Clerk	1	46,041	1	46,760
	Senior Department Clerk	1	40,228	1	41,092
	Sub Total	3	\$165,621	3	\$167,604
5115	Office Assistant	522 hrs.	\$7,894	783 hrs.	\$12,129
5120	Professional Project Specialist	0	\$0	120 hrs.	\$2,491
5130	Overtime (special elections)	120 hrs.	\$3,587	100 hrs.	\$3,278
Total		<u>3.25 FTEs</u>	<u>\$177,102</u>	<u>3.43 FTEs</u>	<u>\$185,502</u>

**Program Implementation**

- The Town Clerk's budget consists almost entirely of salary cost for three full-time positions and one part-time Senior Department Clerk (15 hours per week).
- The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine.
- The following is included under Supplies: office supplies, envelopes, printer toner, and dog licensing supplies
- The following is included under Other Supplies & Expenses: 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.

**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>2007</b>	<b>2006</b>	<b>2005</b>
Births Registered (Concord residents)	1,166 (79)	1,277 (123)	1,215 (107)
Deaths Registered (Concord residents)	349 (133)	423 (161)	433 (171)
Marriages Registered (Concord residents)	87 (21)	74 (24)	76 (30)
Marriage Intentions Filed	88	80	76
Certified Copies of Vital Records Issued	6,945	7,156	6,948
Fishing & Hunting Licenses Issued	411	458	537
Dog Licenses Issued	1,781	1,783	1,835
Burial Permits Issued	333	406	421
Business Certificates Recorded	135	118	164
Cemetery Deeds Prepared & Recorded	71	119	133
Public Meetings Posted	1,024	962	994
Raffle Permits Issued	10	15	16
Passport Applications Processed	362	345	369
Affidavits & Corrections Prepared & Recorded	35	22	23
Net Receipts to General Fund	\$126,142	\$124,351	\$105,526
CY Net Revenue as % of FY Expenses	71%	72%	63%

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.

FY09 Budget Highlights:

- This budget represents a 3.4% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The Technology Fund is increased by \$12,000, to \$122,000.
- 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.
- Five hours per week are added for an Administrative Assistant position to support the Town-wide website activities by all departmental staff.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$295,066	\$307,465	\$332,281	\$351,743
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$295,066</b>	<b>\$307,465</b>	<b>\$332,281</b>	<b>\$351,743</b>

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 (capital outlay) in accordance with the capital outlay component of the FY2008 - 2012 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. A capital outlay allocation of \$122,000 is recommended for the Technology Fund (a 10% increase). All uses of the fund are under the direction of the Information Systems Administrator and the review of the Finance Director. Divisions or departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available.

**Major Budgeted Expenses in FY09**

Expense Category	Cost	Detail
Financial Systems Operations	\$84,950	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Information Systems Operations	\$130,793	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$122,000	Includes the costs associated with hardware and software upgrades and replacements.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$84,786	\$88,939	\$93,031	\$98,693	\$98,693
Purchased Services	72,248	103,927	117,500	120,000	120,000
Supplies	8,395	8,106	10,750	8,950	8,950
Other Charges	522	150	1,000	2,100	2,100
Capital Outlay	129,113	106,342	110,000	125,000	122,000
<b>Totals</b>	<b>\$295,066</b>	<b>\$307,465</b>	<b>\$332,281</b>	<b>\$354,743</b>	<b>\$351,743</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$332,281	100.0%	\$351,743	100.0%	5.9%
<b>Totals</b>	<b>\$332,281</b>	<b>100.0%</b>	<b>\$351,743</b>	<b>100.0%</b>	<b>5.9%</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Technology Administrator	0.75	\$55,247	0.75	\$55,274
	Information Systems Assistant	0.75	37,785	0.75	37,875
	Administrative Assistant	0.0	0	0.13	5,544
	<b>Total</b>	<b>1.50 FTEs</b>	<b>\$93,031</b>	<b>1.63 FTEs</b>	<b>\$98,693</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
C-1	Town-wide Technology Fund	\$110,000	\$122,000	\$130,000	\$150,000	\$165,000	\$180,000

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, storage space for vital Town records, and as a historic asset for the Town.

FY09 Budget Highlights:

- This budget represents a 1.9% decrease in operating costs (which excludes capital expenditures) from that of the FY08 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 over \$31,000 in the FY09 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**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$90,256	\$95,216	\$96,705	\$93,897
Other Funds	\$14,225	\$15,117	\$15,298	\$14,805
Total Expenditures	\$104,481	\$110,333	\$112,003	\$108,702

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 157<sup>th</sup> year, requires significant ongoing interior and exterior maintenance and repairs.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$42,651	\$42,278	\$48,979	\$45,148	\$45,148
Purchased Services	37,708	35,462	44,174	44,754	44,754
Supplies	7,975	8,109	8,850	8,800	8,800
Other Charges	0	0	0	0	0
Capital Outlay	16,147	21,484	10,000	10,000	10,000
<b>Totals</b>	<b>\$104,481</b>	<b>\$110,333</b>	<b>\$112,003</b>	<b>\$108,702</b>	<b>\$108,702</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$96,705	86.4%	\$93,897	86.4%	-2.9%
Light Fund	5,100	4.5	4,935	4.5	-3.2
Water Fund	6,119	5.5	5,922	5.5	-3.2
Sewer Fund	3,059	2.7	2,961	2.7	-3.2
Solid Waste Disposal Fund	1,020	.9	987	.9	-3.2
<b>Totals</b>	<b>\$112,003</b>	<b>100.0%</b>	<b>\$108,702</b>	<b>100%</b>	<b>-2.9%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
A-4	Building Improvements	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$15,000

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1	\$43,910	1	\$40,494
	Sub Total	1	\$43,910	1	\$40,494
5130	Overtime	160 hrs.	\$5,069	160 hrs.	\$4,654
	Total	<u>1 FTEs</u>	<u>\$48,979</u>	<u>1 FTEs</u>	<u>\$45,148</u>

**Mission Statement:**

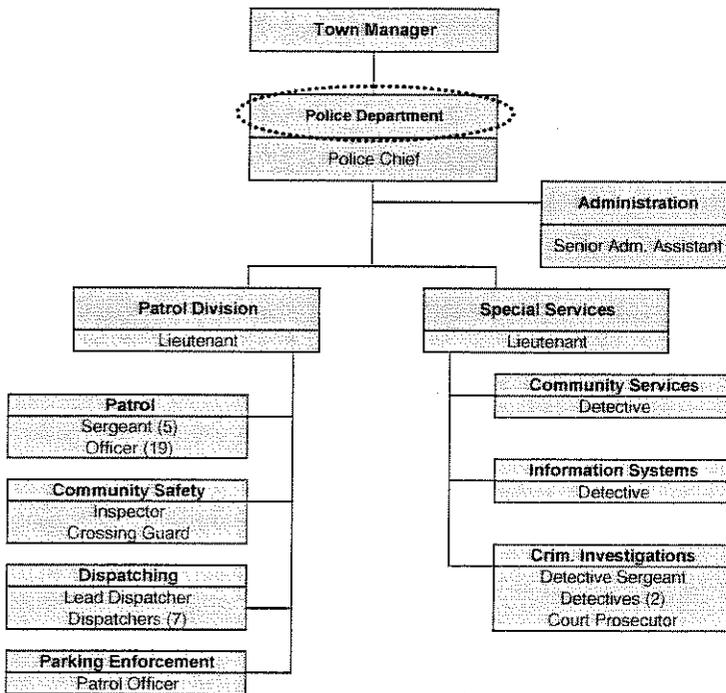
The mission of the Concord Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety services to all members of our community. This is accomplished through ethical decision making based upon integrity, morality and respect for the dignity and diversity of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

**FY09 Budget Highlights:**

- This budget represents a 2.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Additional funding, (\$43,830) has provided for another Dispatcher, bringing the total to eight (1 Lead and 7 Dispatchers), in order to strengthen professional dispatch coverage.
- Other operating expenses (Purchased Services, Supplies, and Other Charges) remain fairly constant, combined for an FY09 increase of only \$2,143.
- The FY09 capital expenditures total \$168,000, and include the replacement of four (4) police vehicles (\$114,000), upgrade and maintenance of public safety equipment (\$10,000), replacement of seven (7) cruiser laptops (\$24,000), purchase of one (1) thermal imaging camera (\$5,000), and replacement of bulletproof vests for officers (\$15,000).

**Expenditure Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$3,128,178	\$3,352,380	\$3,393,385	\$3,548,055
Other Funds	\$67,458	\$67,427	\$67,623	\$69,027
<b>Total Expenditures</b>	<b>\$3,195,636</b>	<b>\$3,419,807</b>	<b>\$3,461,008</b>	<b>\$3,617,082</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, preventive patrol, 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 12**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$2,932,250	\$3,179,362	\$3,223,909	\$3,310,840	\$3,310,840
Purchase Services	55,628	39,342	38,008	36,446	36,446
Supplies	80,524	81,267	87,864	91,363	91,363
Other Charges	10,998	10,296	10,227	10,433	10,433
Equipment Expense	0	0	0	0	0
Capital Outlay	116,236	109,539	101,000	169,250	168,000
<b>Totals</b>	<b>\$3,195,636</b>	<b>\$3,419,806</b>	<b>\$3,461,008</b>	<b>\$3,618,332</b>	<b>\$3,617,082</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$3,393,385	98.0%	\$3,548,055	98.1%	4.6%
Parking Meter Fund	67,623	2.0%	69,027	1.9%	2.1%
<b>Totals</b>	<b>\$3,461,008</b>	<b>100.0%</b>	<b>\$3,617,082</b>	<b>100.0%</b>	<b>4.5%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
D-1	Police Vehicles	\$81,000	\$114,000	\$108,000	\$87,000	\$135,000	\$120,000
D-2	P.S. Equipment	13,000	10,000	10,000	15,000	15,000	15,000
D-3	Flash Upgrade	7,000	0	0	0	0	0
D-4	Cruiser Laptops	0	24,000	0	0	0	30,000
D-5	Radio Upgrade	0	0	0	32,000	66,000	21,000
D-7	Thermal Camera	0	5,000	0	0	0	0
D-8	Handguns	0	0	20,000	0	0	0
D-9	Vests	0	15,000	0	0	0	0
	<b>Totals</b>	<b>\$101,000</b>	<b>\$168,000</b>	<b>\$138,000</b>	<b>\$134,000</b>	<b>\$216,000</b>	<b>\$186,000</b>

**PUBLIC SAFETY: Police Department**

**Item 12**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1	\$131,144	1	\$131,144
	Lieutenant	2	204,540	2	204,540
	Sergeant	6	478,197	6	480,196
	Inspection/Detective	7	496,380	7	498,381
	Patrol Officer	19	1,097,659	19	1,120,903
	Uniform Sub Total	35	\$2,407,920	35	\$2,435,163
	Sr. Admin. Assistant	1	52,577	1	52,680
	Lead Dispatch	1	53,652	1	53,652
	P.S. Dispatch	6	276,686	7	326,667
	Uniform Reg. Comp. Sub Total	43	\$2,790,836	44	2,868,161
5114	Crossing Guards	6	53,189	6	54,480
5130	Overtime – Uniformed	4,808 hrs.	233,695	5,023 hrs.	234,373
	Overtime – Dispatchers	1,000 hrs.	33,902	1,000 hrs.	39,031
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	22,425	482 hrs.	22,720
	Overtime Sub Total	6290 hrs.	\$290,022	6,505 hrs.	\$296,124
5143	Holiday Pay – Uniformed		23,819		24,132
	Holiday Pay – Dispatchers		7,594		8,743
5194	Uniform Allowance		24,500		24,500
5197	Cleaning Allowance		33,950		34,700
	<b>Total</b>	<b>43 FTEs</b>	<b>\$3,223,909</b>	<b>44 FTEs</b>	<b>\$3,310,840</b>

**Program Implementation**

- The FY09 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.
- Funding, (\$43,830) is recommended for the addition of one Public Safety Dispatcher, bringing the total to eight (1 Lead Dispatcher and 7 Public Safety Dispatchers), in order to increase the number of shifts staffed by 2 professionally trained dispatchers.
- Capital Outlay Plan allocates \$168,000 for the Department which includes replacement of four police vehicles (\$114,000), bulletproof vests for officers (\$15,000), cruiser laptops (\$24,000), public safety equipment (\$10,000), and a thermal imaging camera used for searching for persons/children (\$5,000).
- The proposed budget allocates 482 hours for Traffic, Alcohol and Tobacco compliance programs.

**PUBLIC SAFETY: Police Department**

**Item 12**

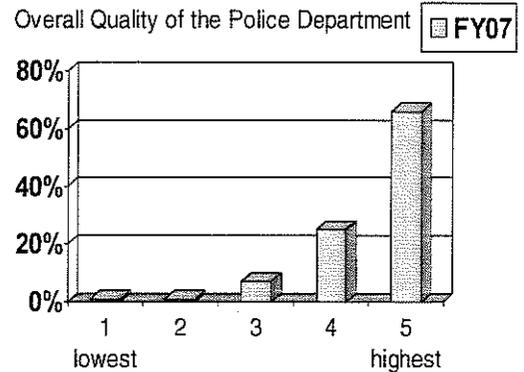
**Public Safety Programs**

**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 do you feel about the overall quality of Concord Police Department?	FY06	FY07	FY08	FY09
5 (highest quality)	N/A	66%	N/A	N/A
4	N/A	25%	N/A	N/A
3	N/A	7%	N/A	N/A
2	N/A	1%	N/A	N/A
1 (lowest quality)	N/A	1%	N/A	N/A



\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** The majority of respondents had a positive view of the quality of the Concord Police Department (roughly 91%), while 7% were relatively neutral and only 2% expressed a negative view.

**Mission Statement:**

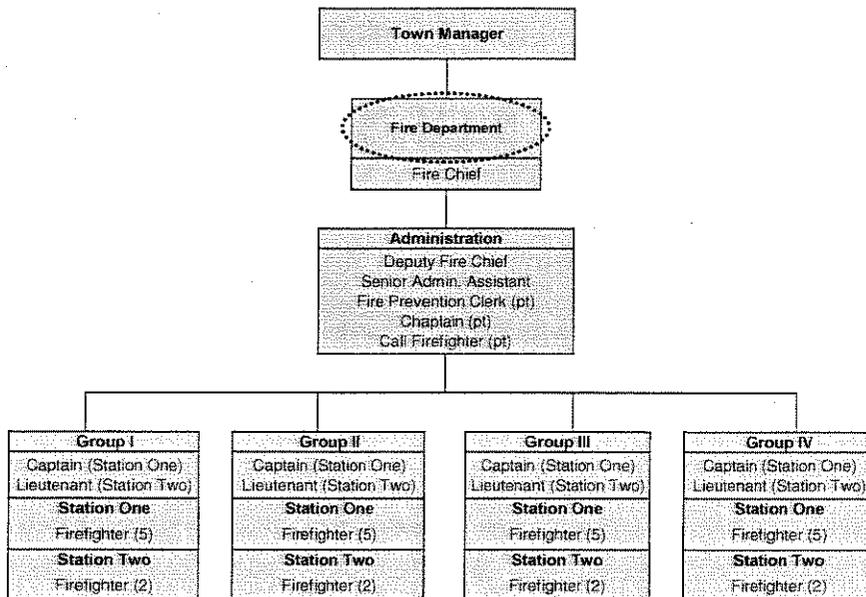
The mission of the Fire Department is to provide rapid and effective fire, rescue, and emergency medical services to the community and strive to make Concord a safer place for all to live, work, and visit.

**FY09 Budget Highlights:**

- This budget represents a 0.8% decrease in operating costs (which excludes capital expenditures) from that of the FY08 budget.
- Personnel costs are budgeted to be down 1.5% in FY08 due to the reduction in overtime hours resulting from the hiring of additional firefighters.
- In FY09, the Department goal is to maintain, at a minimum, eight firefighters on duty, and for an additional ninth firefighter to be on-duty 40% of the time.
- The costs of purchased services in FY09 are budgeted to rise by 14%. The additional funds support increased costs related to vehicle maintenance, emergency medical equipment maintenance, and training costs.
- The costs of supplies in FY09 are budgeted to rise by 4%, reflecting increased vehicle fuel and medical supply costs.
- Capital outlay, totaling \$102,000, will support the mid-life maintenance of Engine 4 (\$85,000) and the replacement of miscellaneous firefighting equipment (\$17,000).

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$2,833,071	\$3,029,228	\$3,092,789	\$3,123,339
Other Funds	\$4,000	\$16,045	\$178,149	\$116,718
<b>Total Expenditures</b>	<b>\$2,837,071</b>	<b>\$3,045,273</b>	<b>\$3,270,938</b>	<b>\$3,240,057</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 13**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$2,599,655	\$2,756,507	\$2,976,243	\$3,084,880	\$2,932,997
Purchase Services	89,628	83,537	84,460	96,260	96,260
Supplies	78,308	62,785	89,975	93,710	93,710
Other Charges & Expenses	6,873	8,108	13,010	15,090	15,090
Capital Outlay	62,606	134,299	107,200	102,000	102,000
Petty Cash	0	37	50	0	
<b>Totals</b>	<b>\$2,837,071</b>	<b>\$3,045,273</b>	<b>\$3,270,938</b>	<b>\$3,391,940</b>	<b>\$3,240,057</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$3,092,789	94.5%	\$3,123,339	96.4%	1.0%
State Reimb. – HazMat	6,000	0.2%	6,000	0.2	0.0
Fed. Reimb. – SAFER	172,149	5.3%	110,718	3.4%	-35.7%
<b>Totals</b>	<b>\$3,270,938</b>	<b>100.0%</b>	<b>\$3,240,057</b>	<b>100.0%</b>	<b>-0.9%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
F-1	Misc, Equipt	\$15,000	\$17,000	\$18,000	\$20,000	\$20,000	\$20,000
F-2	Call Boxes	35,000	0	0	0	0	0
F-4	Water Craft	4,400	0	0	0	0	0
F-5	Dry Suits	5,600	0	0	0	0	0
F-6	Veh. Laptops	7,700	0	0	0	0	0
F-7	Car 2	26,500	0	0	0	0	0
F-8	Jaws-of-Life	13,000	0	0	0	0	0
F-9	Radios	0	0	0	42,000	0	0
F-10	Car 4	0	0	30,000	0	0	0
F-11	Engine 4	0	85,000	0	0	0	0
F-12	Car 1	0	0	0	0	0	32,000
F-14	Upgrade AEDs	0	0	0	0	8,000	0
F-15	Car 6	0	0	0	0	0	28,000
F-16	Car 5	0	0	0	35,000	0	0
	<b>Totals</b>	<b>\$107,200</b>	<b>\$102,000</b>	<b>\$48,000</b>	<b>\$97,000</b>	<b>\$28,000</b>	<b>\$80,000</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Fire Chief	1	\$108,787	1	\$108,787
	Deputy Chief	1	80,671	1	80,671
	Captain	4	295,329	4	295,329
	Lieutenant	4	257,965	4	257,965
	Firefighter	28	1,507,898	28	1,517,213
	Uniformed Sub Total	38	\$2,250,650	38	\$2,259,965
	Sr. Admin. Assistant	1	52,680	1	52,680
	Sub Total	39	\$2,303,330	39	\$2,312,645
5120	Department Clerk	0.5	10,440	0.5	10,440
	Call Firefighters		1,030		1,030
5143	Holiday Pay		115,781		116,070
	Sub Total	0.5	\$127,251	0.5	\$127,540
5130	Replacement Overtime	11,430 hrs.	446,239	9,936 hrs.	397,353
	Overtime – Box Alarm	736 hrs.	28,395	736 hrs.	30,602
	Callbacks & Additional O/T	1794 hrs.	61,027	1,564 hrs.	56,294
	Overtime for Fire Inspection	220 hrs.	8,488	220 hrs.	7,049
	Uniformed Overtime Sub Total	14,180 hrs.	\$544,149	12,456 hrs.	\$491,298
5130	Non-Union Overtime	40 hrs.	1,514	40 hrs.	1,514
	Total	39.5 FTEs	\$2,976,243	39.5 FTEs	\$2,932,997

**Program Implementation**

In the proposed operating budget, 93% is for salary and related personnel expenses. The remaining 7% of the budget funds purchased services (14% increase over FY 08) and supplies (4% increase over FY 08). Increased vehicle maintenance costs and initiation of a program to maintain emergency medical equipment by an annual preventive maintenance and certification program will be funded in FY 09.

The Capital Improvement Plan funds \$17,000 for fire equipment replacement and \$85,000 for a mid-life maintenance program for Engine 4, to refurbish the major vehicle components and firefighting systems so as to provide another 10 years of service to the town. Engine 4 is a 1998 fire pumper assigned to the West Concord Fire Station.

In FY07, the Department responded to 3,145 emergency calls. Fire responses comprised 41% of the total (1,300 in all, including 26 structure fires and 6 vehicle fires). Emergency medical responses were 46% (1,444) of the responses. Hazardous conditions accounted for 8% (or 243) of the responses. Public assistance or rescue calls accounted for 5% (158) of responses.

The Department conducted inspections (which included state mandatory inspections), and conducted 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. With the exception of one pumper and one ambulance, the average age of the equipment is twelve years.

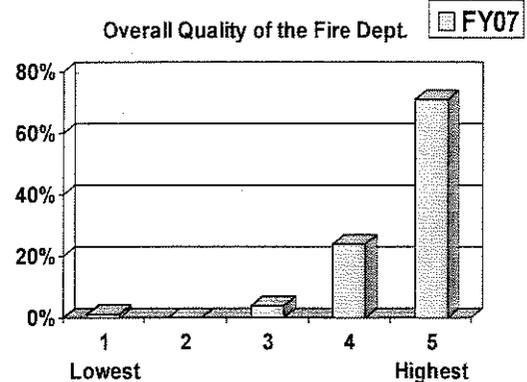
**Public Safety Programs**

**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 do you feel about the overall quality of Concord Fire Department?	FY06	FY07	FY08	FY09
5 (highest quality)	N/A	71%	N/A	N/A
4	N/A	24%	N/A	N/A
3	N/A	4%	N/A	N/A
2	N/A	0%	N/A	N/A
1 (lowest quality)	N/A	1%	N/A	N/A



\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** These results reflect the compassion and professionalism department personnel bring to emergency scenes. Most citizen encounters occur during emergency responses and fire safety inspections. The department acknowledges further outreach through non emergency events would be beneficial.

**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 FY 07, department records indicate this was achieved 66% of the time. This reflects the challenge of providing emergency response to the town from Station 1 and 2 and future analysis will examine the impact of increased call volume and the availability of the crew from the fire station nearest the incident location.

**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 FY 07, department records indicate this was achieved 72% 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.

FY09 Budget Highlights:

- This budget represents a 4.4% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget request plans for a 5.0% increase in the cost of electricity (from \$6,817 to \$7,157) and gas (from \$12,879 to \$13,515).
- The remaining purchased services and supplies increase by \$150 from their FY08 levels.
- No major renovation projects are planned in FY09.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$36,843	\$54,875	\$45,433	\$42,071
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$36,843	\$54,875	\$45,433	\$42,071

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. 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.

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

**Item 14**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personal Services	\$0	\$0	\$0	\$0	\$0
Purchased Services	27,230	32,849	29,633	30,921	30,921
Supplies	2,348	2,725	3,000	3,150	3,150
Capital Outlay	7,265	19,300	\$12,800	8,000	8,000
Totals	<u>\$36,843</u>	<u>\$54,874</u>	<u>\$45,433</u>	<u>\$42,071</u>	<u>\$42,071</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$45,433	100.0%	\$42,071	100.0%	-7.4%
Totals	<u>\$45,433</u>	<u>100.0%</u>	<u>\$42,071</u>	<u>100.0%</u>	<u>-7.4%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
H-1	Bldg. Improvement	\$12,800	\$8,000	\$8,500	\$8,500	\$8,500	\$8,500
H-2	Fire Alarm Sys	0	0	12,000	0	0	0
H-3	Sprinkler Sys	0	0	0	40,000	0	0
	Totals	<u>\$12,800</u>	<u>\$8,000</u>	<u>\$20,500</u>	<u>\$48,500</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.

FY09 Budget Highlights:

- This budget represents a 0.2% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Funding for Purchased Services is budgeted to increase by \$4,506 to compensate for increases in elevator, computer, telephone, and fire alarm maintenance.
- This budget includes \$75,000 in capital expenditures for various building improvements and renovations (\$50,000 on the Fire Department's side of the facility).

**Expenditure Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$193,076	\$186,775	\$250,362	\$265,922
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$193,076</b>	<b>\$186,775</b>	<b>\$250,362</b>	<b>\$265,922</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.

Our 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. This constant use requires attention to preventative maintenance as well as daily housekeeping. Improvements to the storage garage next to the main facility were made this past year. Planning for some insulation and heat to be installed in this annex is in the planning stages and progress in this area should occur in fiscal 09.

The Police/Fire building had a new roof installed late fall of 2007. The existing roof was 25 years old and some minor leaks were present. In keeping with the goal of preventative maintenance, this new roof is rated to last 50 years. The third floor community room continues to be used constantly by town boards and community organizations. This state of the art room has become a valuable asset to the town. The retired CMLP substation next to our facility has had repairs and improvements this year with more to follow next year. The building is shared by police and fire primarily for storage.

**Personnel Services Summary**

Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maint. Custodian	0.5	\$19,915	0.5	\$20,469
5130	Overtime		0	34 hrs.	1,000
	<b>Total</b>	<b>0.5 FTEs</b>	<b>\$19,915</b>	<b>0.5 FTEs</b>	<b>\$21,469</b>

**PUBLIC SAFETY: Police / Fire Station**

**Item 15**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personal Services	\$18,095	\$20,728	\$19,915	\$21,469	\$21,469
Purchased Services	128,971	139,951	155,347	159,853	159,853
Supplies	9,008	8,296	9,600	9,600	9,600
Other Charges & Expenses	623	0	0	0	0
Equipment Expense	705	465	0	0	0
Capital Outlay	35,674	17,335	65,500	203,000	75,000
<b>Totals</b>	<b>\$193,076</b>	<b>\$186,775</b>	<b>\$250,362</b>	<b>\$393,922</b>	<b>\$265,922</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$250,362	100.0%	\$265,922	100.0%	6.2%
<b>Totals</b>	<b>\$250,362</b>	<b>100.0%</b>	<b>\$265,922</b>	<b>100.0%</b>	<b>6.2%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
E-1	Building Improv.	\$50,500	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
E-2	Tel Call Logger	15,000	0	0	0	0	0
E-4	Furniture	0	0	10,000	0	0	0
E-5	Renovations	0	50,000	0	0	0	0
E-6	Annex Improv.	0	15,000	0	0	0	0
E-8	Exercise Area	0	0	0	8,000	0	0
E-9	Fire Alarm Sys	0	0	16,000	0	0	0
E-10	Overhead Doors	0	0	25,000	0	0	0
E-12	Radio Room	0	0	0	0	0	80,000
E-13	Remote Radio	0	0	0	0	0	3,000
	<b>Totals</b>	<b>\$65,500</b>	<b>\$75,000</b>	<b>\$61,000</b>	<b>\$18,000</b>	<b>\$10,000</b>	<b>\$93,000</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.

FY09 Budget Highlights:

- This budget represents a 28.7% *decrease* in operating costs (which excludes capital expenditures) from that of the FY08 budget.
- Funding is budgeted to continue for medical and surgical supplies (\$1,500), and for food supplies (\$1,500) for the emergency shelter program.
- The Preparedness Planner/Consultant is budgeted to be funded at half the level that it was in FY08 (\$5,000 rather than \$10,000). The consultant will continue to work on all hazards planning and will maintain the Town's Comprehensive Emergency Management Plan
- Funding is introduced for supplies for Community Emergency Response Team (CERT) volunteers (\$750).

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$7,240	\$6,136	\$37,160	\$15,810
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$7,240	\$6,136	\$37,160	\$15,810

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.

**PUBLIC SAFETY: Emergency Management**

**Item 16**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$2,907	\$3,618	\$18,360	\$8,360	\$8,360
Supplies	2,529	2,437	3,500	6,750	6,750
Other Charges & Expenses	304	30	300	700	700
Capital Outlay	1,500	51	15,000	0	0
<b>Totals</b>	<b>\$7,240</b>	<b>\$6,136</b>	<b>\$37,160</b>	<b>\$15,810</b>	<b>\$15,810</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$37,160	100.0%	\$15,810	100.0%	-57.5%
<b>Totals</b>	<b>\$37,160</b>	<b>100.0%</b>	<b>\$15,810</b>	<b>100.0%</b>	<b>-57.5%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
F-14	Generator	\$15,000	\$0	\$0	\$0	\$0	\$0
	<b>Totals</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Mission Statement:

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

FY09 Budget Highlights:

- This budget represents a 0.0% increase in operating costs (which excludes capital expenditures) over that of the FY08 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.

**Expenditure Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$16,292	\$17,102	\$17,626	\$17,626
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$16,292	\$17,102	\$17,626	\$17,626

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.

**PUBLIC SAFETY: Dog Officer**

**Item 17**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$16,292	\$17,102	\$17,626	\$17,626	\$17,626
Totals	<u>\$16,292</u>	<u>\$17,102</u>	<u>\$17,626</u>	<u>\$17,626</u>	<u>\$17,626</u>

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$17,626	100.0%	\$17,626	100.0%	0.0%
Totals	<u>\$17,626</u>	<u>100.0%</u>	<u>\$17,626</u>	<u>100.0%</u>	<u>0.0%</u>

**Capital Outlay Plan**

Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

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:

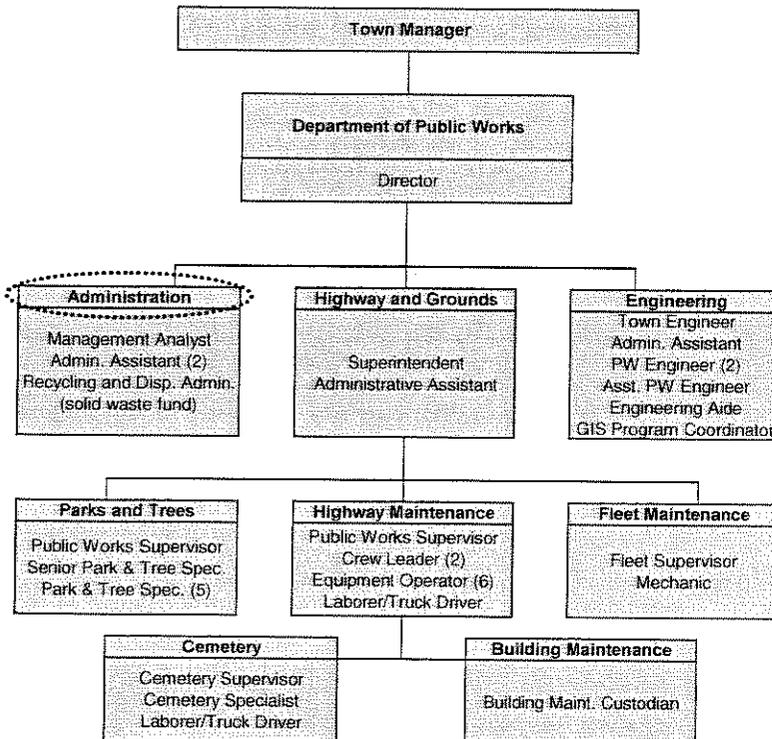
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

FY09 Budget Highlights:

- This budget represents a 0.2% increase in operating costs (which do not include capital expenditures) over that of the FY08 budget.
- However, the FY09 General Fund appropriation is actually budgeted to decrease by 7.1% (the General Fund appropriation accounts for 48.6% of the total budget).
- The appropriation decrease is attributable to a \$20,557 increase in the Solid Waste Fund credit intended to support 50% of one of the Division's Administrative Assistant positions.
- A second Administrative Assistant dedicates 5 hours per week to supporting the Town's website, and is therefore funded partly through the Town's Information Systems Division (Item 10).
- All other expense categories either decrease from or remain at the FY08 level. Purchased Services drop by \$4,435, Supplies drop by \$740, Other Charges remain constant, and Equipment Expenses drop by \$200.

**Expenditure Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$138,735	\$135,328	\$147,933	\$137,487
Other Funds	\$126,133	\$123,962	\$133,845	\$144,949
Total Expenditures	\$264,868	\$259,290	\$281,778	\$282,436



Description:

Concord Public Works includes the following Divisions: Administration, Engineering, Highway, Winter Maintenance, 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 18**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$200,197	\$197,482	\$249,038	\$255,071	\$255,071
Purchase Services	29,181	34,246	22,590	18,155	18,155
Supplies	3,149	3,569	4,200	3,460	3,460
Other Charges	0	0	1,500	1,500	1,500
Equipment Expense	2,321	2,494	4,450	4,250	4,250
Capital Outlay	30,020	21,500	0	0	0
<b>Totals</b>	<b>\$264,868</b>	<b>\$259,290</b>	<b>\$281,778</b>	<b>\$282,436</b>	<b>\$282,436</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$147,933	52.5%	\$137,487	48.6%	-7.1%
Water Fund	70,445	25.0	65,470	23.2%	-7.1%
Sewer Fund	28,178	10.0	26,188	9.3%	-7.1%
Solid Waste Fund	35,222	12.5	53,291	18.9%	51.3%
<b>Totals</b>	<b>\$281,778</b>	<b>100.0%</b>	<b>\$282,436</b>	<b>100.0%</b>	<b>0.2%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1	\$100,248	1	\$100,248
	Management Analyst	1	68,747	1	68,776
	Administrative Assistant	1	44,032	0.875	38,805
	Administrative Assistant	0.75	30,099	1	41,113
	Sub Total	3.75	\$243,126	3.875	248,942
5130	Overtime	200 hrs.	5,912	200 hrs.	6,130
	Total	<u>3.75 FTEs</u>	<u>\$249,038</u>	<u>3.875 FTEs</u>	<u>\$255,071</u>

**Program Implementation**

The Administration budget includes funding for the Director and his immediate staff in support of the tax-impacting public works programs as well as 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 \$3.1 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 53 full-time employees. Services provided by these individuals and programs, targeted to protect and maintain the public infrastructure in a cost-effective manner, affect every home, business, institution and individual 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.

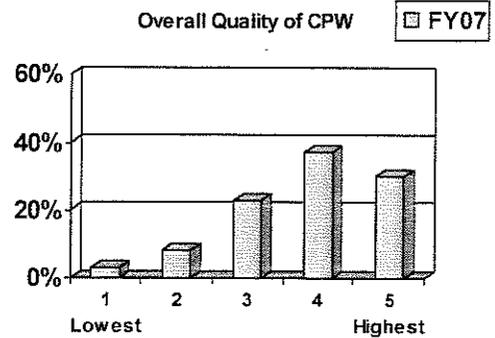
**Public Work Programs**

**Program 1 - CPW Operations:**

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

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

How do you feel about the overall quality of Concord Public Works?	FY06	FY07	FY08	FY09
5 (highest quality)	N/A	30%	N/A	N/A
4	N/A	37%	N/A	N/A
3	N/A	23%	N/A	N/A
2	N/A	8%	N/A	N/A
1 (lowest quality)	N/A	3%	N/A	N/A



\*Data Source: September, 2006 Telephone survey involving 306 Concord residents

**Discussion:** The majority of respondents had a positive view of the quality of Concord Public Works (roughly 67%), while 23% were relatively neutral and 11% expressed a negative view.

Engineering Mission Statement:

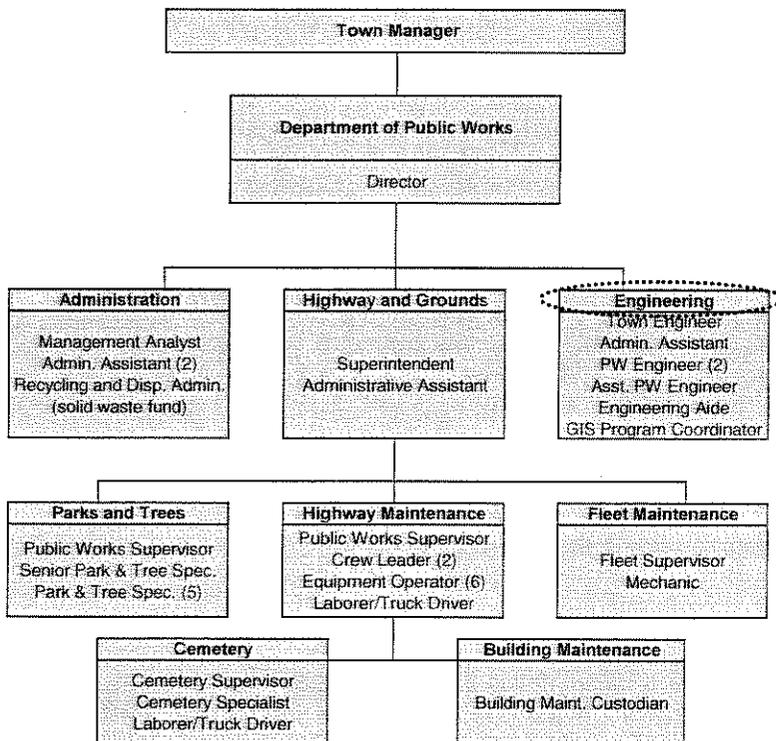
The mission of the Engineering Division is to provide comprehensive engineering and technical support and services to Town programs and the general public.

FY09 Budget Highlights:

- This budget represents a 4.0% increase in operating costs (which do not include capital expenditures) over that of the FY08 budget.
- The FY09 General Fund appropriation is budgeted to increase by only 1.1% (again, excluding capital expenditures).
- The bulk of the \$18,150 increase in Purchased Services is attributable to the addition of \$16,000 in ground-water and soil gas monitoring expense at the Landfill site (this expense was formerly in the Solid Waste Fund budget).
- A \$9,500 one-time increase in funding from the remaining Landfill balance in the Solid Waste Fund partially offsets the monitoring expense described above.
- The Capital Outlay budget includes \$86,000 for design and construction of a Main Street retaining wall, \$30,000 for traffic signal replacement, and \$27,000 for continued GIS application development.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$204,077	\$276,503	\$339,081	\$402,464
Other Funds	\$228,901	\$237,023	\$245,080	\$265,211
Total Expenditures	\$432,978	\$513,526	\$586,971	\$667,675



Description:

The Engineering Division is responsible for planning, engineering, design, permitting, and construction administration of much of the Town's infrastructure, including its roads, utilities, sidewalks, and drainage systems. 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 19**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$311,543	\$394,995	\$443,721	\$444,045	\$444,045
Purchased Services	14,495	19,092	18,210	36,360	36,360
Purchased Services (GIS)	16,630	21,891	24,000	24,000	24,000
Supplies	11,893	12,772	12,600	14,280	14,280
Other Charges	2,996	1,969	4,940	4,990	4,990
Equipment Expense	226	1,900	1,000	1,000	1,000
Capital Outlay	75,195	60,682	82,500	157,000	143,000
<b>Totals</b>	<b>\$432,978</b>	<b>\$513,526</b>	<b>\$586,971</b>	<b>681,675</b>	<b>667,675</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$339,081	59.1%	\$402,464	60.3%	18.7%
Light Fund	3,010	0.5	3,010	0.5	0.0
Water Fund	60,536	10.3	62,961	9.4	6.7
Sewer Fund	15,134	2.6	15,740	2.4	6.7
Solid Waste Fund	3,500	0.6	13,000	1.9	271.4
Capital Projects	138,000	24.0	143,000	21.4	3.6
Grant Funds	3,710	0.5	3,500	0.5	16.7
Road Repair Funds	24,000	4.2	24,000	3.6	0.0
<b>Totals</b>	<b>\$586,971</b>	<b>100.0%</b>	<b>\$667,675</b>	<b>100.0%</b>	<b>16.3%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
I-2	GIS System	60,000	27,000	20,000	20,000	70,000	28,000
I-3	Office Furnishings	2,500	0	0	0	0	0
J-2	Traffic Control Devices	20,000	30,000	20,000	0	0	0
J-7	Structural Repairs – Rt. 62	0	86,000	0	0	0	0
	<b>Totals</b>	<b>\$82,500</b>	<b>\$143,000</b>	<b>\$40,000</b>	<b>\$20,000</b>	<b>\$70,000</b>	<b>\$28,000</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1	\$88,086	1	\$88,086
	P.W. Engineer	2	132,300	2	132,406
	Asst. P.W. Engineer	1	64,114	1	64,114
	GIS Program Coordinator	1	60,156	1	60,156
	Engineering Aide	1	52,516	1	52,516
	Administrative Assistant	1	41,750	1	41,968
	Sub Total	7	\$438,921	7	\$439,245
5120	GIS Intern	480 hrs.	4,800	480 hrs.	4,800
	Total	<u>7.23 FTEs</u>	<u>\$443,721</u>	<u>7.23 FTEs</u>	<u>\$444,045</u>

**Program Implementation**

Major projects anticipated for FY2009 include:

- 2008 Roads and Sidewalk Program implementation
- Completion of 100% design plans for and MassHighway construction of Main Street (Route 62) "Footprints" Project
- Design and construction of Main Street (Route 62) retaining wall
- Participation in and coordination with the Route 2 Concord Advisory Committee (CAC) and MassHighway concerning Crosby's Corner and the Route 2 Rotary Project
- Bridge rehabilitation including
  - Completing the reconstruction of Heath's Bridge
  - Overseeing restoration of Nashawtuc Bridge parapet guard rail system.
  - Coordinating with MassHighway for rehabilitation of Flint's Bridge and Pine Street Bridge
- 2008 Stormwater & Drainage Management Plan implementation
- Warner's Pond Dam Rehabilitation Project completion
- Commencement and completion of Mill Brook Culvert Rehabilitation Project
- Landfill Ground Water/Gas Monitoring and Quarterly Reporting to DEP
- Continued implementation of GIS Strategic Plan including new data management applications.
- Town-wide traffic signalization improvements.

**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 2007 Roads and Sidewalk Program.
- Implementation of the Stormwater & Drainage Management Plan – inclusive of Thoreau Street, The Valley Road and other areas throughout the town as part of the 2007 Roads Program.
- Continued participation and coordination with MassHighway and its Route 2 Community Advisory Committee concerning Crosby's Corner and Route 2 Rotary.
- Submission of 25% Design Plans to MassHighway for the "Footprints" Main Street (Route 62) project and substantial completion of 75% Design Plans.
- Coordination and management of the Warner's Pond Dam rehabilitation project – Phase 1.
- Additional infrastructure maintenance and upgrades in coordination with CPW's Phase I Wastewater Master Plan Project.
- Implementation of GIS Program Phase 3 Upgrades including an aerial flyover.
- Continued project coordination for the reconstruction of Heath's Bridge and design-engineering services Nashawtuc Bridge.
- Continued coordination and advocacy – MassHighway's Flint's Bridge and Pine Street Bridge projects.
- Continuation of landfill gas monitoring and quarterly reporting to DEP.
- Completion of design and construction procurement for the Mill Dam Culvert project.
- Initiation of the Town-wide traffic signalization improvement project.

# PUBLIC WORKS: Highway Maintenance

Item 20

## Mission Statement:

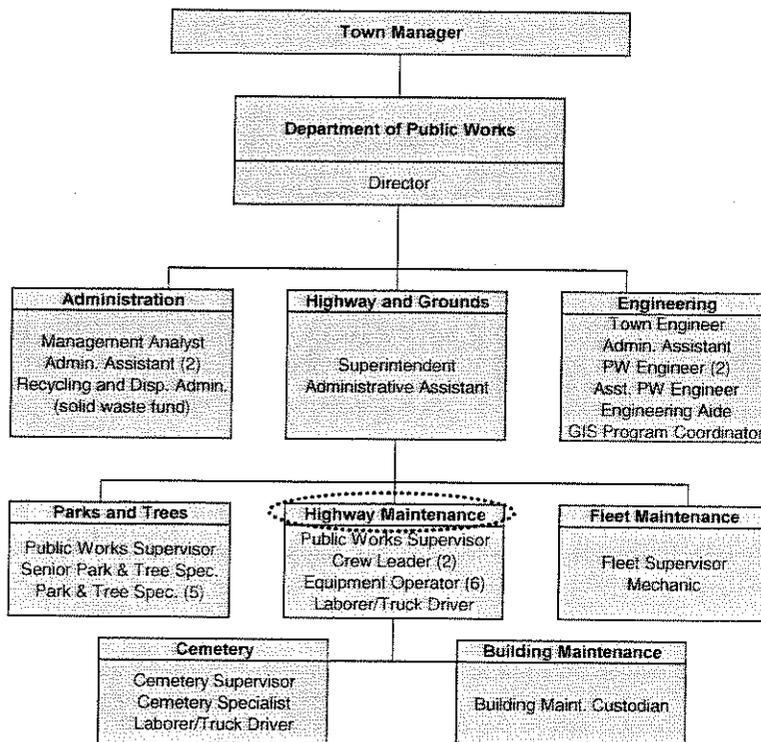
The mission of Highway Maintenance is to maintain and improve the Town's public ways and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

## FY09 Budget Highlights:

- This budget represents a 1.9% increase in operating costs and a 1.1% increase in the General Fund appropriation (both exclusive of capital expenditures) compared to the FY08 budget.
- \$21,340 of Composting Site labor and maintenance expenses formerly budgeted in the Solid Waste Fund are now included in Highway budget.
- \$7,000 of the increased Composting Site expenses are offset by a one-time contribution from remaining balance in Solid Waste Fund.
- Other support is provided by the Water & Sewer Fund for fleet maintenance and trenching activities (\$18,428) and by the Curbside Program for Drop-Off Day assistance (\$1,100).
- Significant changes in Purchased Services include a \$15,350 decrease in the crack-sealing estimate and a \$10,000 increase in the cost of disposal for catch basin cleaning.
- Capital Outlay includes \$10,000 for guardrail replacement and \$5,000 for small equipment.

## Expenditures Summary

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Funds	\$974,999	\$1,012,217	\$1,039,493	\$1,049,711
Other Funds	\$18,128	\$16,395	\$19,211	\$26,531
Total Expenditures	\$993,127	\$1,028,612	\$1,058,704	\$1,076,242



## 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 20**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$650,143	\$686,847	\$736,429	\$751,473	\$751,473
Purchased Services	107,862	112,096	118,210	124,075	124,075
Supplies	155,068	180,966	179,765	178,559	178,559
Other Charges	4,284	6,694	7,300	7,135	7,135
Capital Outlay	75,771	42,009	17,000	27,500	15,000
Totals	<u>\$993,128</u>	<u>\$1,028,612</u>	<u>\$1,058,704</u>	<u>\$1,088,742</u>	<u>\$1,076,242</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$1,039,493	98.2%	\$1,049,711	97.5%	1.0%
Water Fund	14,569	1.4	14,741	1.4	1.2
Sewer Fund	3,642	0.3	3,690	0.3	1.3
Solid Waste Fund	1,000	0.1	8,100	0.8	710.0
Totals	<u>\$1,058,704</u>	<u>100.0%</u>	<u>\$1,076,242</u>	<u>100.0%</u>	<u>1.7%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
J-3	Guardrail Replacement	12,000	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
	Totals	<u>\$17,000</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$15,000</u>	<u>\$15,000</u>

**PUBLIC WORKS: Highway Maintenance**

**Item 20**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1	\$75,964	1	\$75,964
	Administrative Assistant	1	46,920	1	47,293
	PW Supervisor	1	66,473	1	66,941
	Fleet Supervisor	1	57,482	1	58,299
	Crew Leader	2	107,529	2	107,613
	Mechanic	1	49,005	1	49,005
	Equipment Operator	6	262,366	6	265,607
	Laborer/Truck Driver	1	36,018	1	36,918
	Sub Total	14	\$701,757	14	\$707,641
	Less: Snow Reimb. Charges	2500 hrs.	-58,390	2500 hrs.	-58,308
	Sub Total		\$643,367		\$649,333
5120	Temporary/Seasonal	960 hrs.	9,600	960 hrs.	9,600
5130	Overtime – Highway Staff	1800 hrs.	63,061	1770 hrs	62,00
	Overtime – Compost Site			300 hrs.	9,540
5131	Overtime - Police	600 hrs.	20,400	600 hrs.	21,000
	Total	<u>13.26 FTEs</u>	<u>\$736,429</u>	<u>13.26 FTEs</u>	<u>\$751,473</u>

**Program Implementation**

- Under the direction of the Highway & Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 55 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.
- Crack sealing continues to be 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 are less than in previous budget years. Budgeted costs for fuel have escalated to over \$38,000.
- This 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. Consistent with the Town's goal of a two-year catch basin cleaning cycle, an amount of \$28,200 is included for contracted cleaning of catch basins. These costs have increased by over \$15,000, due to the cost of disposal in compliance with environmental regulations, and are expected to increase in future fiscal year budgets. Highway crews will continue to clean basins that require more frequent cleaning.
- The budget includes \$69,009 for vehicle and equipment maintenance and supplies, \$27,942 for bituminous concrete material for road and sidewalk repairs, \$5,000 for drainage repair materials, \$9,000 for repair and replacement of street and traffic signs, and \$15,000 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.

**PUBLIC WORKS: Highway Maintenance**

**Item 20**

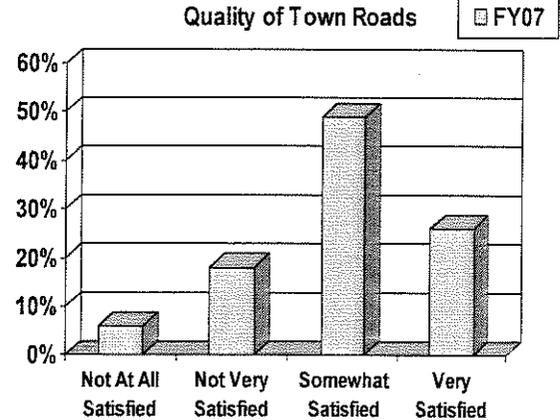
**Public Work Programs**

**Program 1 – Highway Maintenance:**

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

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

How do satisfied are with the Town's Roads?	FY06	FY07	FY08	FY09
Very Satisfied	N/A	26%	N/A	N/A
Somewhat Satisfied	N/A	49%	N/A	N/A
Not Very Satisfied	N/A	18%	N/A	N/A
Not at All Satisfied	N/A	6%	N/A	N/A



**Discussion:** This shows that respondents were by and large, satisfied with the quality of Concord's roads (75% had a favorable view, while 25% expressed a more negative view).

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

	Industry Standards*	Concord 2007
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.

Snow & Ice Mission Statement:

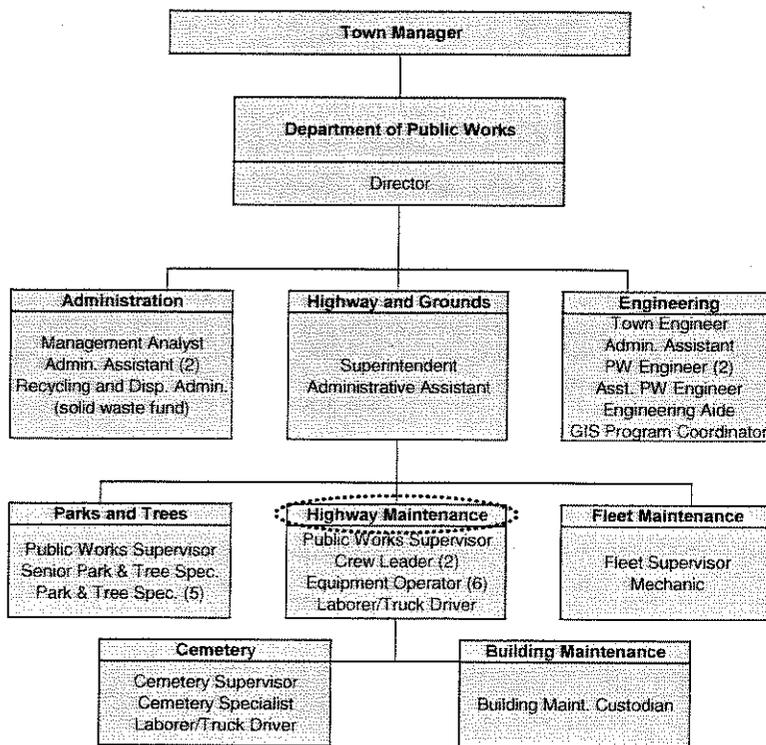
The purpose of this funding is to provide for the costs of maintaining the Town's streets, sidewalks, and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

FY09 Budget Highlights:

- The recommended appropriation, based on a 10-year average of actual net winter maintenance expenditures, represents an increase of 1.6% over the FY08 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 salt is expected to be 27% higher than in FY07, based on the FY08 regional consortium price. Salt typically accounts for 20-30% of winter maintenance expenditures.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$516,858	\$401,226	\$444,750	\$452,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$516,858	401,226	\$444,750	\$452,000



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.

**PUBLIC WORKS: Snow & Ice Removal**

**Item 21**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$181,598	\$182,498	\$213,983	\$224,667	\$224,667
Purchased Services	94,116	76,119	80,860	119,132	71,702
Supplies	241,143	137,554	149,707	246,966	155,431
Other Charges & Expenses	0	0	200	200	200
Capital Outlay	0	5,053	0	0	0
Totals	<u>\$516,858</u>	<u>\$401,226</u>	<u>\$444,750</u>	<u>\$590,965</u>	<u>452,000</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$444,750	100.0%	\$452,000	100.0%	1.6%
Totals	<u>\$444,750</u>	<u>100.0%</u>	<u>\$452,000</u>	<u>100.0%</u>	<u>1.6%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**PUBLIC WORKS: Snow & Ice Removal**

**Item 21**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2,500 hrs.	\$55,984	2,500 hrs.	\$58,308
	Park / Tree Staff	700 hrs.	15,988	700 hrs.	16,156
	Cemetery Staff	400 hrs.	8,052	400 hrs.	8,688
	Water / Sewer Staff	200 hrs.	4,300	200 hrs.	4,634
	Sub Total	3,800 hrs.	\$84,324	3,800 hrs.	\$87,786
5120	Highway Staff	2,400 hrs.	80,604	2,400 hrs.	84,624
	Park / Tree Staff	600 hrs.	20,556	600 hrs.	21,582
	Cemetery Staff	250 hrs.	7,549	250 hrs.	8,145
	Water / Sewer Staff	600 hrs.	19,350	600 hrs.	20,850
	Sub Total	3,850 hrs.	\$128,059	3,850 hrs.	\$135,201
5131	Overtime - Police	40 hrs.	1,600	40 hrs.	1,680
	Total	<u>1.82 FTEs</u>	<u>\$213,983</u>	<u>1.82 FTEs</u>	<u>\$224,667</u>

**Program Implementation**

**Snow Plowing:** 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.

**Salt/Sanding:** 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 forces 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—eight 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. After three years of stable pricing, the cost of salt has risen 27% for all municipalities in the area. Fuel price increases may increase shipping costs even further in FY2009 and beyond.

**Snow Removal:** 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 \$20,000 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.

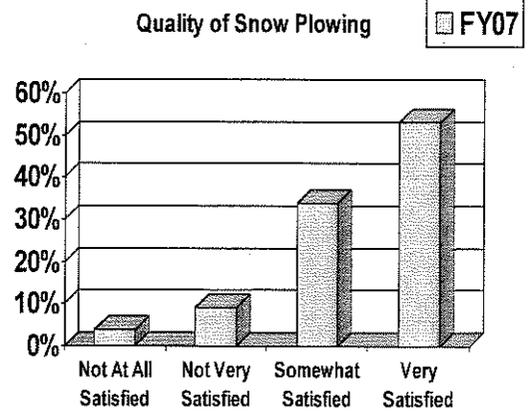
**Public Work Programs**

**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 maintenance of the Town’s snow plowing?**

How do satisfied are with the Town’s snow plowing?	FY06	FY07	FY08	FY09
Very Satisfied	N/A	53%	N/A	N/A
Somewhat Satisfied	N/A	34%	N/A	N/A
Not Very Satisfied	N/A	9%	N/A	N/A
Not at All Satisfied	N/A	4%	N/A	N/A



**Discussion:** This shows that respondents were very much prone to a favorable view of Concord’s snow plowing; 87% were at least “somewhat satisfied”, while 13% had a more negative view.

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

A Comparison of Winter Maintenance Activity Hours					
	2004-2005 Actual	2005-2006 Actual	2006-2007 Actual	2007-2008 Projected	2008-2009 Budgeted
Regular and Overtime Hours	13,996	6,950	6,828	7,650	7,650

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.

FY09 Budget Highlights:

- This budget represents a 6.9% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The budget increase represents the addition of one new full-time position for maintaining two new multi-purpose playing fields. Funding for this position and related expenses is provided by a private sports organization.
- Maintenance of other playing fields is partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.
- Capital Outlay includes \$25,000 for replacement of public shade trees and \$5,000 for small equipment.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$469,529	\$481,808	\$526,861	\$499,662
Other Funds	\$33,000	\$33,000	\$45,586	\$83,342
<b>Total Expenditures</b>	<b>\$502,529</b>	<b>\$514,808</b>	<b>\$572,447</b>	<b>\$583,004</b>

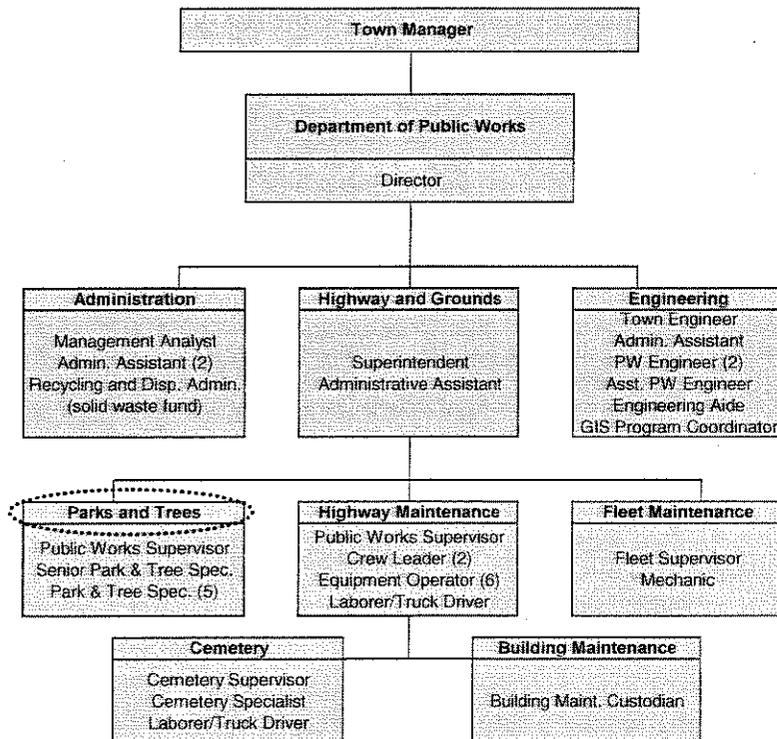
Description:

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 throughout Concord;
- 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 five traffic islands (16 islands are maintained by community volunteers);
- landscapes municipal buildings (Town House, 141, 133, 135 Keyes Road);
- cares for Concord's public shade and park trees.



**PUBLIC WORKS: Parks & Trees**

**Item 22**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$379,645	\$385,697	\$417,129	\$453,528	\$453,528
Purchased Services	12,610	20,034	24,430	23,547	23,547
Supplies	80,015	79,009	72,858	86,455	72,429
Equipment Expense	3,075	4,800	3,030	3,500	3,500
Capital Outlay	27,173	25,267	55,000	62,500	30,000
<b>Totals</b>	<b>\$502,529</b>	<b>\$514,807</b>	<b>\$572,447</b>	<b>\$629,530</b>	<b>\$583,004</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$526,861	92.0%	\$499,662	85.7%	-5.2%
Light Fund	3,000	0.5	3,000	0.5	0.0
Recreation Fund	15,000	2.6	15,000	2.6	0.0
School Department	15,000	2.6	15,000	2.6	0.0
Private Sports Org. (FOCF)	12,586	2.2	50,342	8.6	300.0
<b>Totals</b>	<b>\$572,447</b>	<b>100.0%</b>	<b>\$583,004</b>	<b>100.0%</b>	<b>1.8%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
K-1	Public Shade Trees	20,000	25,000	20,000	20,000	20,000	20,000
K-2	Turf Improvement Program	30,000	0	0	30,000	30,000	30,000
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Totals</b>	<b>\$55,000</b>	<b>\$30,000</b>	<b>\$25,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1	\$67,422	1	\$67,422
	Sr. Grounds Specialist	1	49,005	1	49,005
(new)	Park & Tree Specialist	0	10,122	1	40,486
	Park & Tree Specialist	5	227,679	5	228,638
	Sub Total	7	\$354,227	8	\$385,552
	Less: Charges Snow Removal	700 hrs.	-16,380	700 hrs.	-16,156
	Sub Total	6.66	\$337,847	7.66	\$369,396
5120	Summer Crew	1,440 hrs.	15,840	1,440 hrs.	15,840
	Seasonal Help	2,500 hrs.	37,500	2,500 hrs.	37,500
5130	Overtime	600 hrs.	21,186	600 hrs.	21,186
5131	Overtime – Police	80 hrs.	2,720	100 hrs.	3,500
5191	Overtime – Playing Fields		2,036		6,107
	Total	<u>8.55 FTEs</u>	<u>\$417,129</u>	<u>9.55 FTEs</u>	<u>\$453,528</u>

**Program Implementation**

- Parks:** Recreation area management includes: mowing; aerating; over-seeding; fertilizing; irrigating, and maintaining irrigation systems; non-chemical-controlling 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.
- Trees:** 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 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 FY09 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. Additional funding is expected from private sports associations to cover the additional costs of one new full-time position and the necessary supplies for maintaining two new multi-use artificial turf fields.
- The FY09 Parks and Trees Capital Outlay request includes \$30,000 for continuing the turf improvement program, \$25,000 for the replacement of public shade trees, and \$7,500 for small equipment. The Town Manager's recommended budget defers additional turf improvement funding for FY09 and reduces the small equipment budget to \$5,000.

**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 FY07**

Specific major objectives accomplished for 2007 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 install irrigation system at Sanborn field
- Continuing to maintain and operate five 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 90 public shade trees/park trees and pruning more than 10.

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

	<b>Industry Standards*</b>	<b>Concord 2007</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.

FY09 Budget Highlights:

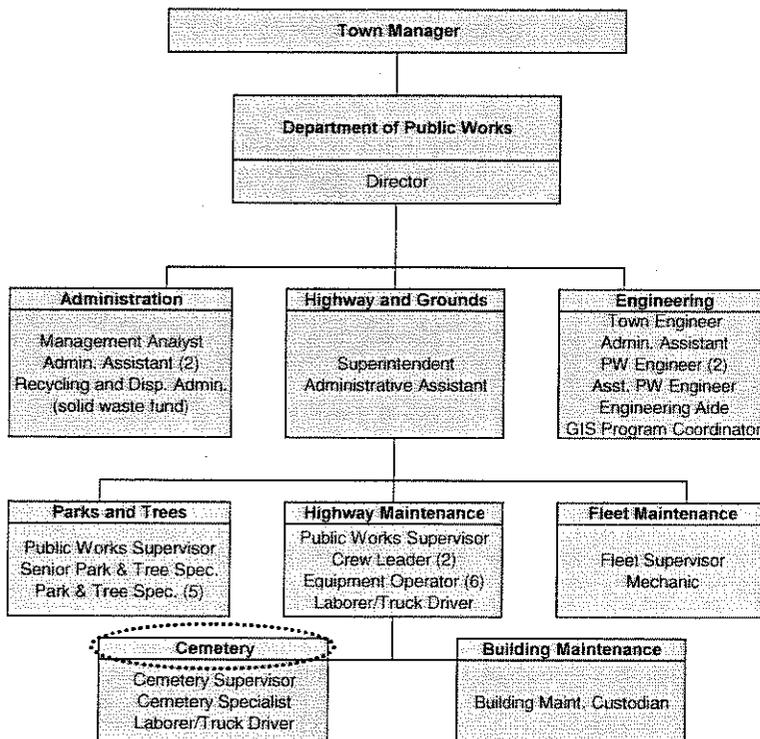
- This budget represents a 3.2% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The Cemetery Fund provides approximately 71% of the total budget; the General Fund provides approximately 29%.
- The General Fund appropriation is increasing by 3.2% as well (from \$61,004 to \$62,948).
- 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$54,279	\$51,310	\$61,004	\$62,948
Other Funds	\$139,266	\$168,813	\$223,292	\$156,905
<b>Total Expenditures</b>	<b>\$193,545</b>	<b>\$220,123</b>	<b>\$284,296</b>	<b>\$219,853</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; preservation and protection of 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 23**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$137,633	\$139,872	\$145,651	\$146,920	\$146,920
Purchased Services	8,069	16,628	11,240	13,700	13,700
Supplies	11,074	16,402	12,550	15,498	15,498
Other Charges	708	602	4,855	3,735	3,735
Capital Outlay	36,061	46,618	110,000	40,000	40,000
<b>Totals</b>	<b>\$193,545</b>	<b>\$220,122</b>	<b>\$284,296</b>	<b>\$219,853</b>	<b>\$219,853</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$61,004	21.5%	\$62,948	28.6%	3.2%
Cemetery Fund	223,292	78.5	156,905	71.4	-29.7
<b>Totals</b>	<b>\$284,296</b>	<b>100.0%</b>	<b>\$219,853</b>	<b>100.0%</b>	<b>-22.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
CF	Headstone Restoration	10,000	10,000		To be determined... (Funded from the Cemetery Fund)		
CF	Cemetery Admin. Bldg.	70,000					
CF	Master Plan Improvements	30,000	30,000				
	<b>Totals</b>	<b>\$110,000</b>	<b>\$40,000</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1	\$58,170	1	\$58,208
	Cemetery Specialist	1	40,486	1	40,486
	Laborer / Truck Driver	1	36,668	1	37,366
		3	\$135,324	3	\$136,060
	Less: Snow Reimb. Chgs.	400 hrs.	-8,300	400 hrs.	-8,686
	Sub Total	2.81	\$127,024	2.81	\$127,372
5130	Overtime	600 hrs.	18,627	600 hrs	19,548
	Total	2.81 FTEs	\$145,651	2.81 FTEs	\$146,920

**Program Implementation**

- The Cemetery Committee provides overall policy guidance for the Cemetery Program. The maintenance and support functions are performed under the supervision of the CPW Highway/Grounds Superintendent. The Friends of Sleepy Hollow also support the Program.
- Funding is provided by the Cemetery Fund (approximately 72%) and the Town's General Fund (approximately 28%). 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.
- The FY2009 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.
- The Capital Outlay budget includes (1) \$10,000 for continuation of the Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY2009 will be the third 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, and access and handicap accessibility improvements.
- 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 on hold pending identification of adequate funding resources.
- Lot sale revenues will continue to be dedicated to capital improvements of cemetery infrastructure and for debt principal payments. Additional cremation lot locations at Sleepy Hollow were designated and sold in FY2007. Additional Knoll lot survey planning will be necessary to achieve sales goals for FY2008 and FY2009.

**PUBLIC WORKS: Cemetery****Item 23****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 decrease somewhat in FY2009, primarily because fewer cemetery lots are available for sale. The fund balance at the end of FY2007 stands at \$368,470.

**Cemetery Revolving Fund Detail**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Estimate
<b>Cemetery Fund Revenues</b>				
Interment fees & other	\$63,371	\$59,805	\$55,741	\$55,741
Interest, Perpetual Care Fund	44,307	55,000	45,936	47,544
Lot sales plus interest	55,890	35,494	41,383	37,383
Capital gains distribution (from trust funds)	10,000	49,000	6,000	4,000
Total Revenue	<u>\$173,568</u>	<u>\$199,299</u>	<u>\$149,060</u>	<u>\$144,668</u>
<b>Cemetery Fund Expenses</b>				
Operations	\$105,155	\$116,191	\$113,293	\$116,904
Capital	36,061	46,618	110,000	40,000
Total Expenses	<u>\$141,216</u>	<u>\$162,809</u>	<u>\$223,293</u>	<u>\$156,904</u>
<b>Cemetery Fund Balance at Fiscal Year-End</b>	<b><u>\$331,980</u></b>	<b><u>\$368,470</u></b>	<b><u>\$294,237</u></b>	<b><u>\$282,001</u></b>

Mission Statement:

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

FY09 Budget Highlights:

- This budget represents a 10.0% decrease in operating costs (which excludes capital expenditures) from that of the FY08 budget.

Savings are attributable to:

- The removal of 30 lamps previously in service, and the downsizing of others;
- A slightly lower cost per kWh;
- And new energy-efficient LED lights for holiday lighting.
- Over the past several years, the number of street lights have been reduced from 1,636 in FY03, to 1,416 at the end of FY07, resulting in a drop of nearly 220,000 kWh per year.

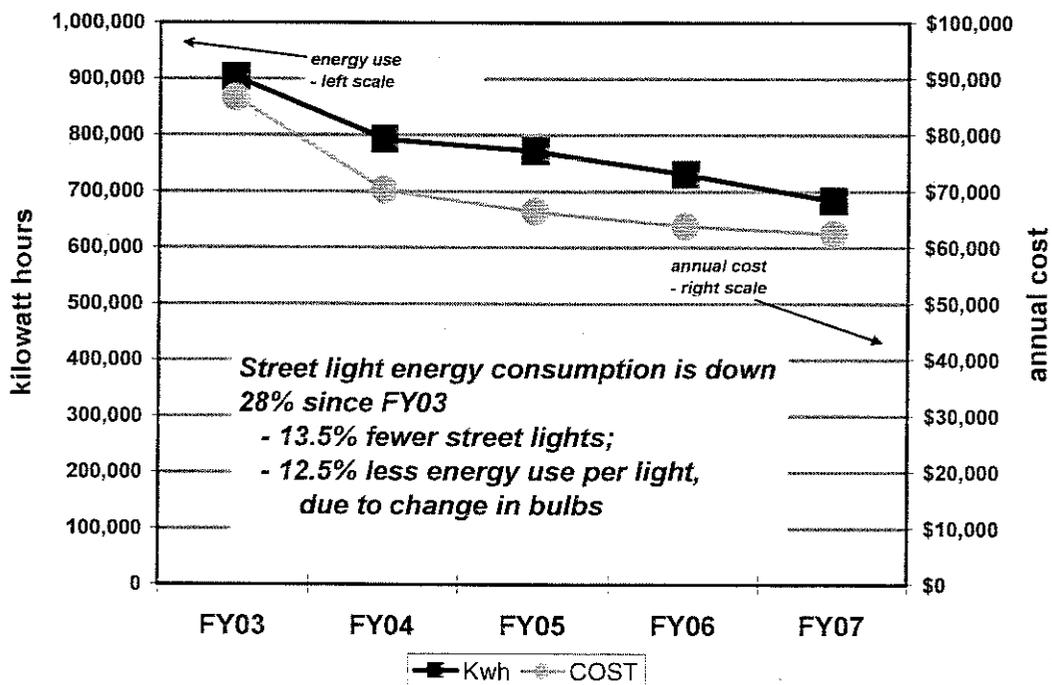
**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$63,701	\$62,353	\$69,640	\$62,660
Other Funds	\$95	\$100	\$360	\$340
<b>Total Expenditures</b>	<b>\$63,796</b>	<b>\$62,453</b>	<b>\$70,000</b>	<b>\$63,000</b>

Description:

The proposed program provides for the operation and maintenance of approximately 1,379 streetlights in service utilizing approximately 686,400 kWh per year, including 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. The Town's street lighting is provided and maintained by the Concord Municipal Light Plant. The Town's General Fund pays the annual cost of street lighting other than lighting the flagpole in Monument Square, which is paid by a separate Trust Fund.

**STREET LIGHTS - ENERGY USE AND EXPENSE  
FY03 - 07**



**PUBLIC WORKS: Street Lighting**

**Item 24**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$63,796	\$62,452	\$70,000	\$63,000	\$63,000
<b>Totals</b>	<b>\$63,796</b>	<b>\$62,352</b>	<b>\$70,000</b>	<b>\$63,000</b>	<b>\$63,000</b>

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$69,640	99.5%	\$62,660	99.5%	-10.0%
Town Trust Fund	360	0.5	340	0.5	-5.6
<b>Totals</b>	<b>\$70,000</b>	<b>100.0%</b>	<b>\$63,000</b>	<b>100%</b>	<b>-10.0%</b>

**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 30 lamps now in service will be removed in FY2008 and others down-sized to meet budget targets while still maintaining safe and appropriate illumination levels. Holiday lighting estimates are reduced by approximately 80% for FY2009 due to the use of new energy-saving LED lights.

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 2% surcharge for undergrounding, will be 8.85 cents per kWh for the period July-December and 9.44 cents per kWh for the period January-June. Streetlight charges for FY2009 are estimated as follows:

July-December 2008	322,610 kWh (47%)	@ \$0.0885	= \$28,543
January-June 2009	363,790 kWh (53%)	@ \$0.0944	= \$34,338
<b>Total</b>	<b>686,400 kWh</b>		<b>\$62,881</b>
			<b>\$63,000 rounded</b>

**Performance**

History of Energy Usage	Budgeted Projected						
	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
KWh (000)	903	793	771	730	683	720	686
Cents/kWh	9.6	8.8	8.6	8.7	9.1	9.7	9.2

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.

FY09 Budget Highlights:

- This budget represents a 4.9% increase in costs (all of which are capital costs) over that of the FY08 budget.
- The recommended appropriation is consistent with annual reinvestment needed to maintain vehicle inventory in good condition.
- The FY09 replacement plan includes two (2) two-ton dump trucks, a front-end loader, and a field mower.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$249,000	\$258,000	\$265,000	\$278,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$249,000	\$258,000	\$265,000	\$278,000

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 67 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 FY2009 Equipment Replacement Plan includes the following:

**Two (2) Two-Ton Dump Trucks:** These replacements are for two 1998 one-ton dump trucks that are used throughout the year and are sized too small for their intended use. Both vehicles have high mileage and extensive maintenance problems including broken frames that require welding in order to stay in use. The Division continues its plan to move away from one-ton dump trucks because they don't have enough strength for summer loading or winter plowing.

**Front End Loader:** The front-end loader remains a critically important tool for Highway Operations as well as Winter Maintenance. If not replaced, the 1994 loader will need major overhaul work in order to keep it operational.

**Field Mower:** This piece of equipment will replace the 1998 mower that has reached the end of its useful life. The Park and Tree Division is responsible for the proper maintenance of approximately 50 acres of active recreation/public areas in Concord. Since this mower is utilized on a weekly basis for all field mowing, its replacement is a high priority for the Park and Tree Division.

**PUBLIC WORKS: Equipment**

**Item 25**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
H10 – 1997 ½-ton Pickup	\$32,881				
H45 – 1996 Elgin Sweeper	106,657				
H35 – 1993 10-ton Dump	93,953				
– Sander	3,750				
– Salt Brine System	9,450				
G-67 Bombardier rebuild	2,309	17,895			
Leaf Box Container-Swap		4,850			
Bucket for Mini-Excavator		1,000			
Swap Loader Modifications: H-35 and H-36		70,562			
Multi-purpose Rack System for Dump Body & Sander		8,400			
G-51 – 1998 1-ton Dump		49,330			
G66 – 1981 Bombardier		95,950			
H26A – 1986 Jetter Modifi- cations and Skid Mount		6,661			
Swap Loader Skid		2,448			
— Encumbered		904			
H11 – 1996 Road Svc Trck			26,310		
H32 – 1997 10-ton Swap			123,629		
G55 – 1994 5-10-ton Swap			115,061		
H17 – 1998 2-ton Dump				50,000	50,000
G55 – 1998 2-ton Dump				50,000	50,000
H40 – 1994 Ft. End Loader				103,000	103,000
G63 – 1998 Field Mower				75,000	75,000
<b>Totals</b>	<b>\$249,000</b>	<b>\$258,000</b>	<b>\$265,000</b>	<b>\$278,000</b>	<b>\$278,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$265,000	100.0%	\$278,000	100.0%	8.3%
<b>Totals</b>	<b>\$265,000</b>	<b>100.0%</b>	<b>\$278,000</b>	<b>100.0%</b>	<b>8.3%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
L-1	Vehicles & Heavy Equipment	\$265,000	\$278,000	\$290,000	\$300,000	\$310,000	\$330,000

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.

FY09 Budget Highlights:

Appropriation for drainage improvements decreased by 34% reflecting the diversion of funding to sidewalk and structural wall improvements along Main Street at Old Stow Road.

FY09 program will include:

- Phase I design of the Cambridge Turnpike reconstruction
- Completion of Warner's Pond Dam and Mill Brook Culvert Rehabilitation Projects
- Upgrades of the stormwater infiltration system
- Reconstruction of a failing 30-inch culvert on Wheeler Road among other culvert rehabilitation projects.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$140,000	\$155,000	\$160,000	\$105,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$140,000	\$155,000	\$160,000	\$105,000

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 26**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$140,000	\$155,000	\$160,000	\$105,000	\$105,000
Totals	<u>\$140,000</u>	<u>\$150,000</u>	<u>\$160,000</u>	<u>\$105,000</u>	<u>\$105,000</u>

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$160,000	100.0%	\$105,000	100.0%	-34.4%
Totals	<u>\$160,000</u>	<u>100.0%</u>	<u>\$105,000</u>	<u>100.0%</u>	<u>-34.4%</u>

**Capital Outlay Plan**

Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
J-5	Drainage Imprvt.	\$90,000	\$55,000	\$105,000	\$105,000	\$105,000	\$105,000
J-6	Culvert Imprvt.	70,000	50,000	100,000	100,000	100,000	100,000
	Totals	\$160,000	\$105,000	\$205,000	\$205,000	\$205,000	\$205,000

**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 is renewable every five (5) years and 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 drainage system were constructed within FY 2008. The CPW Highway Division reconstructed various catch basins, drain manholes and drain pipe throughout Town as part of the annual maintenance program. The Highway Division also reconstructed three existing cross culverts on the Valley Road prior to the roadway reclamation work included in the 2007 Roads Program. The existing culverts were in disrepair with crumbling headwalls and collapsed pipes. The culvert replacements were designed and permitted in-house by the CPW Engineering Division. Lastly, FY 2008 drainage improvements also included the reconstruction of catch basins and drain manholes on Thoreau Street as part of the 2007 Roads Program contract.
- The FY 2008 Drainage Program partially funded a study of the Mill Brook watershed as part of an Engineering Services Contract. The intent of the study is to identify causes of the excessive flooding of the Cambridge Turnpike roadway and sidewalk in recent years. An apparent backwater condition within Mill Brook is causing the culverts near the Crosby Pond and Mill Brook Farm to function below capacity and is unable to convey flow from larger storm events. The study is being performed concurrently with the design of the private Crosby Pond Dam reconstruction. Based on the recommendations of the study, the Phase I portion of the Cambridge Turnpike reconstruction design will begin utilizing Drainage Program funds for FY 2009 with a tentative construction start date of spring 2010.
- FY2009 drainage improvements will include the completion of the Warner's Pond Dam Rehabilitation Project, which began construction in FY 2008, and the commencement and completion of the Mill Brook Culvert Rehabilitation Project. Planned drainage improvements for FY 2009 include the upgrade of a stormwater infiltration system at Nut Meadow Crossing and the reconstruction of a failing 30-inch culvert on Wheeler Road. These projects will be designed and permitted in-house by the CPW Engineering Division and constructed by the CPW Highway Division.
- 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.
- The request for FY2009 Drainage funds would have been higher, but funding needed for a structural retaining wall project in conjunction with the Main Street (Route 62) sidewalk improvements at Old Stow Road took priority.

**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, forms were provided to the cleaning company to continue inspection of the Town's catch basin inventory. These forms will be used to identify catch basin deterioration in upcoming years.
- During FY 2009, a preliminary master list of all Town-owned infiltration systems, detention basins and chambers will be developed. This list will be used primarily to develop an annual system of cleaning and inspections. In the future, 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 is proposed for FY 2009. 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 and pipe conditions.

Recent Funding History	
Fiscal Year	Appropriation
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

Mission Statement:

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

FY09 Budget Highlights:

- Plans to reduce the current backlog of new sidewalk requests are on hold because of budget constraints in the last several years.
- FY09 funding will be used solely for maintenance of the existing system.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$80,000	\$90,000	\$90,000	\$90,000
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$80,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</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 55 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.

In 2007 approximately 2.0 miles of sidewalk were improved including sidewalks along Lowell Road from the bridge to 310 feet north of Liberty Street, both sides of Wright Road, Main Street from Florio Drive to Route 2, Cambridge Turnpike at the culvert, Main Street from Sudbury Road near the Concord Main Library, Laws Brook Road from Commonwealth Avenue to Conant Street, Philip Farm Road and Kenney Lane.

Because of funding constraints, sidewalk additions and extensions have not been funded for the last several years. CPW plans to reduce the current backlog of new sidewalk requests as funding permits.

**PUBLIC WORKS: Sidewalks**

**Item 27**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$80,000	\$90,000	\$90,000	\$160,000	\$90,000
Totals	\$80,000	\$90,000	\$90,000	\$160,000	\$90,000

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$90,000	100.0%	\$90,000	100.0%	0%
Totals	\$90,000	100.0%	\$90,000	100.0%	0%

**Capital Outlay Plan**

Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
J-8	Sidewalks – Maintenance	\$90,000	90,000	\$90,000	\$100,000	\$100,000	\$100,000
J-9	Sidewalks – Extensions	0	0	0	0	0	0
	Totals	\$90,000	\$90,000	\$90,000	\$100,000	\$100,000	\$100,000

**Performance Information**

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. The Program currently meets this goal.

Sidewalk Type Detail	
Type	Miles
Bituminous Concrete	48.6 mi
Stone Dust	2.7
Portland Cement	2.7
Stone Treated	1.1
Brick	0.2
Total Miles	55.3

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
1999	80
2004	80
2005	82
2006	82
2007	84

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	2.4	4.4%
Localized Repair	50-70	7.8	14.0
Shows Wear	70-90	34.8	63.0
No Distresses	90-100	10.3	18.6
Total		55.3	100.0

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.

FY09 Budget Highlights:

- This budget represents a 2.7% decrease in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The FY09 General Fund appropriation is budgeted to decrease by 1.7% (again, excluding capital expenditures).
- Utility costs are the most significant portion of the operation and maintenance expenditures. A decrease of \$3,700 in electricity and natural gas estimates accounted for most of the reductions.
- Energy costs are expected to continue to increase above the level of prior years.
- Capital Outlay consists of \$5,000 for miscellaneous building improvements.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$88,364	\$70,470	\$95,944	\$94,360
Other Funds	\$56,784	\$67,095	\$74,590	\$71,591
Total Expenditures	\$145,148	\$137,565	\$170,534	\$165,951

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.

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

**Item 28**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personal Services	\$40,378	\$40,796	\$45,570	\$45,570	\$45,570
Purchased Services	92,983	87,913	111,064	107,781	107,781
Supplies	9,850	6,535	8,900	7,600	7,600
Capital Outlay	\$1,937	\$2,322	\$5,000	\$16,250	\$5,000
<b>Totals</b>	<b>\$145,148</b>	<b>\$137,565</b>	<b>\$170,534</b>	<b>\$177,201</b>	<b>\$165,951</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$95,944	56.3%	\$94,360	56.9%	-1.7%
Water Fund	54,744	32.1%	52,419	31.6	-4.2
Sewer Fund	13,344	7.8%	12,763	7.7	-4.4
Solid Waste Fund	6,502	3.8%	6,409	3.9	-1.4
<b>Totals</b>	<b>\$170,534</b>	<b>100.0%</b>	<b>\$165,951</b>	<b>100.0%</b>	<b>-2.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
I-1	Building Imprvmt	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	<b>Totals</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

Electricity and Natural Gas Expenditures					
	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed	FY08-FY09 \$ Change
<b>133 Keyes Road</b>					
Electricity	\$18,821	\$19,714	\$23,923	\$23,300	(\$623)
Natural Gas	33,032	25,260	38,766	37,000	(1,066)
<b>135 Keyes Road</b>					
Electricity	16,676	16,090	20,517	18,400	(2,117)
Natural Gas	3,690	3,519	4,902	5,020	118
<b>Total</b>	<b>\$72,219</b>	<b>\$64,583</b>	<b>\$88,108</b>	<b>\$84,420</b>	<b>(\$3,688)</b>

Mission Statement:

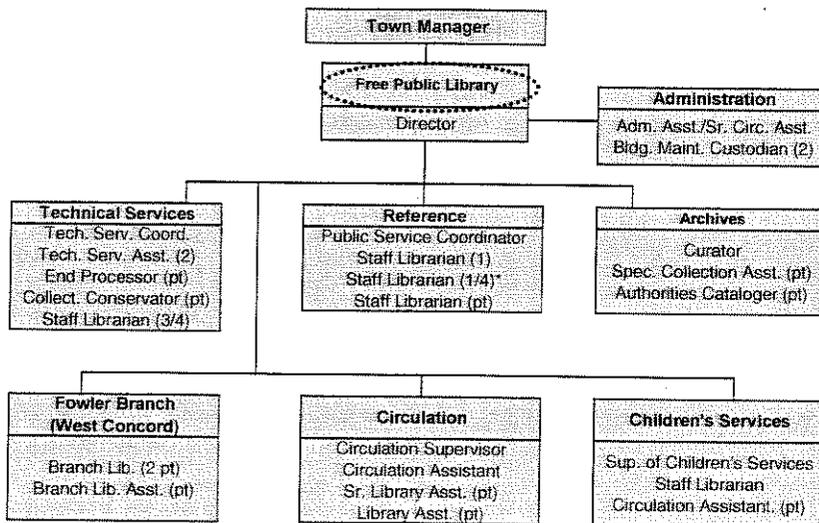
The mission of the Library is to serve as an access point to a broad spectrum of information, ideas, and recreational materials for all in the community.

FY09 Budget Highlights:

- This budget represents a 0.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Although there has been a slight increase in the Library's Full-Time Equivalents (FTEs), from 25.26 to 25.91, overall personnel costs are budgeted to decrease by \$5,107 (from \$1,324,993 in FY08 to \$1,319,886 in FY09).
- Funding for books and materials (\$150,000) has been increased by \$10,000 over the FY08 level.
- Increases in the expected costs of the Library's utilities result in an increase in the Town's assumption of the Library Corporation's Costs (in accordance with the 1987 agreement) from \$144,563 in FY08 to \$148,563 in FY09.
- The budget includes \$10,000 in capital expenditures for computer equipment.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$1,458,361	\$1,568,012	\$1,677,391	\$1,688,849
Other Funds	\$66,561	\$21,254	\$14,000	\$14,000
<b>Total Expenditures</b>	<b>\$1,519,722</b>	<b>\$1,589,266</b>	<b>\$1,691,391</b>	<b>\$1,702,849</b>



\* One Staff Librarian dedicates 1/4 time to Reference, and 3/4 time to Technical Services.

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 29**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$1,172,146	\$1,214,848	\$1,324,993	\$1,319,886	\$1,319,886
Purchased Services	93,134	93,535	67,000	69,000	69,000
Supplies	485	558	500	500	500
Books & Materials	120,913	137,616	140,000	150,000	150,000
Other Charges	2,986	2,139	4,700	4,900	4,900
Capital Outlay	7,664	10,882	10,000	10,000	10,000
Assumption of Corp. Costs	122,395	129,687	144,198	148,563	148,563
<b>Totals</b>	<b>\$1,519,722</b>	<b>\$1,589,266</b>	<b>\$1,691,391</b>	<b>\$1,702,849</b>	<b>\$1,702,849</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$1,677,391	99.2%	\$1,688,849	99.2%	0.7%
State Aid	14,000	0.8	14,000	0.8	0.0
<b>Totals</b>	<b>\$1,691,391</b>	<b>100.0%</b>	<b>\$1,702,849</b>	<b>100.0%</b>	<b>0.7%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
M-1	Computer Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

**HUMAN SERVICES: Library**

**Item 29**

**Personnel Services Summary**

		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1	\$99,174	1	\$99,174
	Public Services Coordinator	1	73,143	1	61,426
	Technical Services Coordinator	1	70,448	1	71,574
	Curator	1	69,805	1	69,514
	Supervisor of Children's Services	1	69,126	1	69,126
	Staff Librarian	3	163,433	3	163,524
	Circulation Supervisor	1	58,176	1	58,176
	Admin. Asst./Sr. Circulation Asst.	1	48,949	1	49,178
	Technical Services Assistant	2	81,981	2	83,513
	Circulation Assistant	1	40,174	1	40,416
	Building Maintenance Custodian	2	79,098	2	79,359
	Sub Total	<u>15</u>	<u>\$853,506</u>	<u>15</u>	<u>\$844,979</u>
5112	Branch Librarian	1.20	82,929	1.2	82,952
	Staff Librarian	0.75	43,482	0.75	36,482
	Special Collections Assistant	0.50	23,586	0.50	23,586
	Branch Library Assistant	0.70	30,909	0.75	33,669
	Senior Library Assistant	1.18	53,895	1.18	53,895
	Circulation Assistant	0.00	20,893	0.94	32,645
	Library Assistant	1.51	60,507	1.71	61,712
	Sub Total	<u>5.84</u>	<u>\$316,201</u>	<u>7.03</u>	<u>\$324,940</u>
5115	Authorities Cataloguer	783 hrs.	\$18,134	783 hrs.	\$18,134
	Circulation Assistant	1096 hrs.	20,629	157 hrs.	3,204
	Library Assistant	1305 hrs.	21,235	1827 hrs.	32,060
	Librarian	1642 hrs.	33,617	1462 hrs.	33,617
	Maintenance Custodian	522 hrs.	9,457	522 hrs.	9,519
	Collections Conservator	626 hrs.	19,224	940 hrs.	19,224
	End Processor	940 hrs.	11,843	940 hrs.	12,132
	Professional Project Specialist	0 hrs.	9,146	365 hrs.	9,250
	Library Page	2305 hrs.	7,830	1103 hrs.	8,826
	Sub Total	<u>9219 hrs.</u>	<u>\$151,116</u>	<u>8099 hrs.</u>	<u>\$145,966</u>
5130	Custodian Overtime	94 hrs.	\$2,671	94 hrs.	2,500
5171	Tuition Reimbursement		1,500		1,500
	Total	<u>25.26 FTEs</u>	<u>\$1,324,993</u>	<u>25.91 FTEs</u>	<u>\$1,319,886</u>

**Program Implementation**

An amount of \$60,000 is budgeted under Purchased Services for the cost of the Minuteman Library Network, a \$2,000 increase. The Purchased Services budget also includes \$4,000 for computer equipment maintenance, and \$5,000 for the Oral History Program.

The FY2009 proposed 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 (\$76,117), natural gas (\$33,110), telephone (\$16,000), and office supplies (\$16,000) comprise the bulk of these costs, which in total are projected at \$148,563, a \$4,465 increase over FY2008. 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. Historically, revenue from late fines has been approximately \$40,000 per year.

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 FY2009 resources from the Town budget and the Library Corporation together are estimated to be about \$1.85 million.

**Library Programs**

**Program 1 - Library Operations:**

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

**Performance Measure 1: Levels of Activity**

Library Activities per Capita		
	Concord	Statewide
Annual Attendance per Capita	14.78	7.28 (average)
Direct Circulation per Capita	20.22	8.03 (median)
Adult & Children's Programs	215 (total)	185 (median)
Reference Transactions per Capita	1.21	0.72 (average)

**Discussion:** Concord Libraries provide services and are utilized by the community at levels that are above those typical for the State.

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.

FY09 Budget Highlights:

- This budget represents a 0.5% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The small increase (\$1,936) largely reflects only an increase in Personal Services costs (from \$372,139 in FY08 to \$374,825 in FY09), and not an expansion of other expenses.
- Combined funds budget for Purchased Services and Supplies actually drop in this budget by \$750 (from \$43,848 in FY08 to \$43,098 in this FY09 budget).

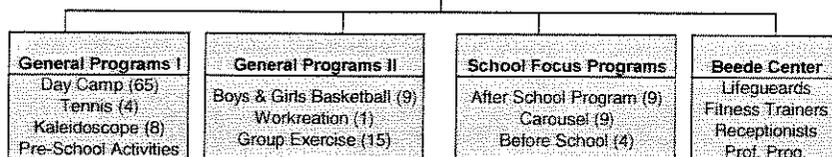
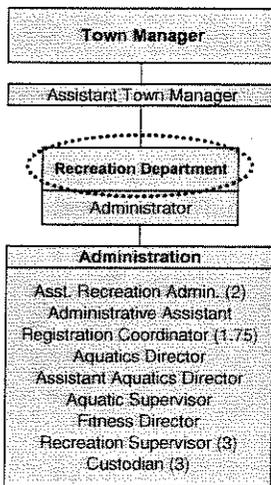
**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$76,765	\$87,320	\$87,320	\$89,886
Other Funds	\$41,540	\$93,033	\$328,667	\$328,037
Total Expenditures	\$118,305	\$180,353	\$415,987	\$417,923

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 30**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$81,296	\$136,890	\$372,139	\$374,825	\$374,825
Purchased Services	30,335	38,254	38,248	37,248	37,248
Supplies	6,455	5,209	5,600	5,850	5,850
Other Charges	0	0	0	0	0
Capital Outlay	219	0	0	0	0
Totals	\$118,305	\$180,353	\$415,987	\$417,923	\$417,923

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$87,320	21.0%	\$89,886	21.5%	2.9%
Recreation Fund	328,667	79.0	328,037	78.5	-0.2
Totals	\$415,987	100.0%	\$417,923	100.0%	0.5%

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**HUMAN SERVICES: Recreation Administration**

**Item 30**

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Administrator	1	\$86,120	1	\$88,686
5157	Car Allowance		1,200		1,200
	General Fund Sub Total	<u>1</u>	<u>\$87,320</u>	<u>1</u>	<u>\$89,886</u>
5111	Assistant Recreation Administrator	1	\$70,081	1	\$70,148
	Recreation Supervisor	3	128,535	3	128,535
	Senior Administrative Assistant	1	52,976	1	53,030
	Sub Total	<u>5</u>	<u>\$251,592</u>	<u>5</u>	<u>\$251,713</u>
5112	Registrars	1	\$32,227	1	32,227
	Car Allowance		1,000		1,000
	Sub Total	<u>1</u>	<u>\$33,227</u>	<u>1</u>	<u>\$35,427</u>
	Recreation Fund Sub Total	<u>6</u>	<u>\$287,019</u>	<u>6</u>	<u>\$287,140</u>
	Total	<u>7 FTEs</u>	<u>\$372,139</u>	<u>7 FTEs</u>	<u>\$374,825</u>

**Program Implementation**

- 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).
- Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community Center, 105 Everett Street, Ripley Gymnasium, and the Beede Swim & Fitness Center located at 498 Walden Street.
- 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.
- 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.

**HUMAN SERVICES: Recreation Administration****Item 30****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.

2007 Summer Service Level				
Activity	Participants	Revenue	Expenses	Net
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 in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational interests of the community.

FY09 Budget Highlights:

- This budget represents a 1.1% decrease in operating costs (which excludes capital expenditures) from that of the FY08 budget.
- This budget includes \$53,000 in capital expenditures, including \$48,000 for the resurfacing of the Emerson Track, and \$5,000 for general building improvements (this \$5,000 is actually paid by the Recreation Fund, not the General Fund).
- Also, \$150,000 is proposed for FY09, through borrowing (see Warrant Article 24), for playground equipment at Emerson Playground.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$68,435	\$60,674	\$105,918	\$129,034
Other Funds	\$34,233	\$43,943	\$33,978	\$32,700
Total Expenditures	\$102,668	\$104,617	\$139,896	\$161,734

Description:

The Hunt Recreation Center houses the Recreation Department and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a ten years. The facility's locker rooms were renovated in the fall of 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 – associated with the summer day camp, children's spray fountain, playground equipment, basketball/tennis courts (which were renovated in fall 2006), as well as a state-of-the-art running track. 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 includes a weekend and evening 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, fitness activities at the Hunt Fitness Center, and "Saturday Night Live" dances for middle school students. The Center is also home for the Department's grade 3-5 after-school childcare program, which operates from September through June. The Center can be rented for private events, is used by several Concord organizations for meetings, and is the polling site for Precinct 5.

**HUMAN SERVICES: Hunt Recreation Center**

**Item 31**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$36,668	\$38,020	\$37,491	\$36,477	\$36,477
Purchased Services	42,318	52,110	48,573	48,282	48,282
Supplies	10,272	8,937	15,000	15,000	15,000
Capital Outlay	8,000	260	30,000	53,000	53,000
105 Everett Street	5,410	5,291	8,832	8,975	8,975
<b>Totals</b>	<b>\$102,668</b>	<b>\$104,617</b>	<b>\$139,896</b>	<b>\$161,734</b>	<b>\$161,734</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$105,918	75.7%	\$129,034	79.8%	21.8%
Recreation Fund	33,978	24.3	32,700	20.2	-3.8
<b>Totals</b>	<b>\$139,896</b>	<b>100.0%</b>	<b>\$161,734</b>	<b>100.0%</b>	<b>15.6%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
N-1	Wading Pool	\$25,000	\$0	\$0	\$0	\$0	\$0
N-2	Emerson Track	0	48,000	0	0	0	0
N/A	Building Improv.	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Total</b>	<b>\$30,000</b>	<b>\$53,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1	\$36,213	1	\$36,477
	Sub Total	1	\$36,213	1	\$36,477
5130	Overtime		1,278		0
	<b>Total</b>	<b>1 FTEs</b>	<b>\$37,491</b>	<b>1 FTEs</b>	<b>\$36,477</b>

Mission Statement:

The purpose of this funding in FY05 was to help provide for the start-up costs of operating the Beede Swim and Fitness Center.

FY09 Budget Highlights:

- The start-up funding provided from the General Fund in FY06 (\$100,000) was needed in order to open the doors in April, 2006.
- The General Fund repayment commenced in FY08 and will be completed by June 30, 2009.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$100,000	\$0	\$0	\$0
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$100,000	\$0	\$0	\$0

Description:

The Beede Swim and Fitness Center opened its doors on April 18, 2006. The community's response to the new facility has been overwhelming. To date the Center has over 2,000 memberships in a variety of categories, including family, individuals, seniors, and students.

The Center houses a 25-yard by 25-meter eight-lane lap pool, a warm water therapy pool, a children's play pool, and a dive well that contains both 1-meter and 3-meter diving platforms. The fitness area consists of two 1600 square foot rooms, one for weight training and the other for cardio-related fitness. In addition, there is pool-side spectator seating, a food concession, locker and shower rooms, family changing rooms, and office space for the Beede and Recreation Department staff. Approximately one half of the Recreation Department's total staff (about 80 people) is employed at the facility.

The Beede Center operates Monday through Friday, 5:30 a.m. – 9:30 p.m., and Saturday and Sunday, 7:00 a.m. – 6:00 p.m. The Center is open year-round and closed just five days per year: Christmas, Memorial Day, Easter, July 4<sup>th</sup>, and Labor Day. It offers a variety of aquatic programs: American Red Cross Swim Lessons for all ages, Water Fitness classes, USA/AAU and recreation dive programs, coached workouts for masters and triathletes, and a recreational swim team.

By the end of FY09, all \$100,000 of the Center's start-up costs are scheduled to be repaid to the Town.

**HUMAN SERVICES: Swim and Fitness Center**

**Item 32**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Start-up Costs	\$100,000	\$0	\$0	\$0	\$0
Totals	<u>\$100,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$0	N/A	\$0	N/A	N/A
Totals	<u>\$0</u>	N/A	<u>\$0</u>	N/A	N/A

**Capital Outlay Plan**

Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

**Personnel Services Summary**

Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

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.

FY09 Budget Highlights:

- This budget represents a 3.9% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget includes a modest wage increase for the part-time HWCC custodian.
- The total increase of \$4,646 in this FY09 budget reflects the increased utility costs of the building due to both an expected increase in level of use, as well as an increase in the actual costs of gas and electricity.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$102,771	\$118,280	\$119,946	\$124,592
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$102,771	\$118,280	\$119,946	\$124,592

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.

The HWCC is also in use almost every evening and weekend. The building is being used by numerous Town departments, community organizations, private groups, and individuals. This building fills a real need in the community for small to medium-sized meeting spaces with adequate parking.

During FY07, the Harvey Wheeler Community Center, in addition to housing COA and Recreation Department programs, was used during the evenings and on the weekends approximately 560 times by over 40 different Town departments, local not-for-profit groups and private individuals. These groups include the Planning Department, Warner's Pond group, Community Education, Community Chest, Youth Hockey, Restorative Justice, Concord Minutemen, Minuteman ARC, National Charity League and many more. Income from rental of HWCC totaled \$12,148 during FY07.

**HUMAN SERVICES: Harvey Wheeler Community Center**

**Item 33**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$49,242	\$53,780	\$57,214	\$57,696	\$57,696
Purchased Services	50,571	51,302	54,555	58,115	58,115
Supplies	2,899	4,935	3,117	3,721	3,721
Other Charges & Expenses	58.32	163	60	60	60
Capital Outlay	0	8,500	5,000	5,000	5,000
<b>Totals</b>	<b>\$102,771</b>	<b>\$118,280</b>	<b>\$119,946</b>	<b>\$124,592</b>	<b>\$124,592</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$119,946	100.0%	\$124,592	100.0%	3.9%
<b>Totals</b>	<b>\$119,946</b>	<b>100.0%</b>	<b>\$124,592</b>	<b>100.0%</b>	<b>3.9%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
O-1	HWCC Building Improvements	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$10,000
O-3	14 Passenger Bus	\$0	\$0	\$0	\$0	\$0	\$47,000
	<b>Total</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>\$57,000</b>

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1	\$44,269	1	\$44,319
	Sub Total	1	\$44,269	1	\$44,319
5115	Part-Time Custodian	783 hrs.	11,745	783 hrs.	12,137
5130	Overtime	80 hrs.	1,200	80 hrs.	1,240
	<b>Total</b>	<b>1.38 FTEs</b>	<b>\$57,214</b>	<b>1.38 FTEs</b>	<b>\$57,696</b>

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.

FY09 Budget Highlights:

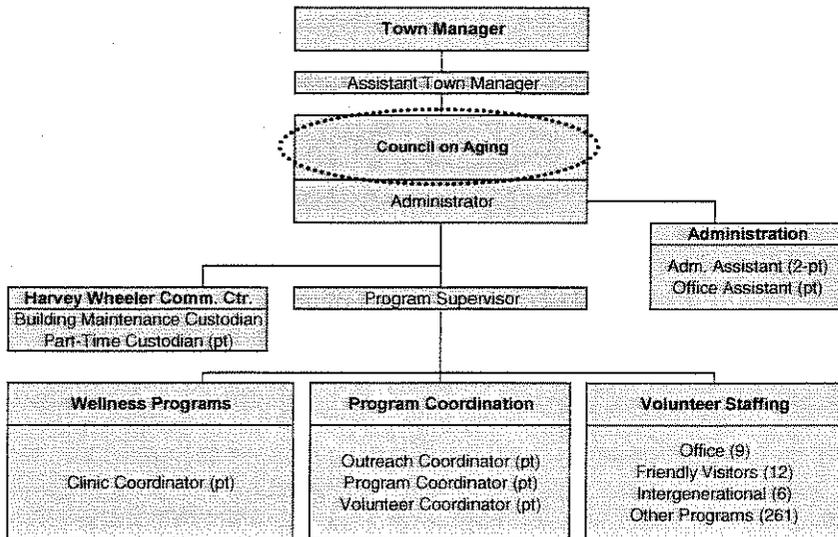
- This budget represents a 1.3% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- A large portion of the total increase (\$3,271) is due to increased fuel costs, which are budgeted to rise by \$1,712 (from \$4,100 to \$5,812). This rise is due both to an anticipated increase in fuel costs, as well as in demand for the COA's transportation services for the elderly.
- Standard salary adjustments in Personnel Service costs (budgeted at \$226,094 in FY09) account for the bulk of the remaining increase.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$185,450	\$160,275	\$215,522	\$213,993
Other Funds	\$4,849	\$33,407	\$33,407	\$38,207
Total Expenditures	\$180,969	\$193,682	\$248,929	\$252,200

Description:

The Council on Aging (COA) is a Division of the Town which provides a variety of essential services to Concord citizens over the age of 60. These 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.



**HUMAN SERVICES: Council on Aging**

**Item 34**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$154,638	\$168,099	\$225,044	\$226,094	\$226,094
Purchased Services	17,971	12,951	15,635	15,979	15,979
Supplies	6,289	6,744	6,000	7,712	7,712
Other Charges	2,071	1,488	2,250	2,415	2,415
Capital Outlay	0	4,400	0	0	0
Totals	\$180,969	\$193,682	\$248,929	\$252,200	\$252,200

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$215,522	86.6%	\$213,993	84.9%	-0.7%
EOEA Grant	23,407	9.4	23,407	9.3	0.0
Community Chest Gift	10,000	4.0	14,800	5.9	48.0
Totals	\$248,929	100.0%	\$252,200	100.0%	1.3%

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

<b>Personnel Services Summary</b>					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	COA Administrator	1	\$62,964	1	\$62,964
	COA Supervisor	1	49,765	1	49,765
5112	Administrative Assistant	1	45,099	1	46,150
	Sub Total	3	\$157,829	3	\$158,879
5115	Van Drivers	2,221 hrs.	\$18,948	2,221 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	960 hrs.	10,800	864 hrs.	10,800
	Mental Health Worker	0 hrs.	4,800	192 hrs.	4,800
	Volunteer Coordinator	800 hrs.	10,000	800 hrs.	10,000
5130	Overtime	100 hrs.	2,000	100 hrs.	2,000
	Total	<u>5.74 FTEs</u>	<u>\$225,044</u>	<u>5.78 FTEs</u>	<u>\$226,094</u>

**Program Implementation**

- The FY '09 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; a portion of the COA Outreach Worker's hours.
- The State Formula Grant, received from the Office of Elder Affairs (OEA), is expected to be \$22,686 in FY09 and funds the part-time Wellness Coordinator 11 hours per week; Outreach Coordinator, 11 hours per week; Activities Coordinator, eight hours per week; \$2,778 of the grant is ear-marked for volunteer recruiting, training and recognition.
- The COA'09 budget anticipates a gift (\$5,000) from the Concord-Carlisle Community Chest (CCCC) to fund the half of the Volunteer Coordinator position. The FY '09 budget includes \$5,000 in town funding for the Volunteer Coordinator position. A second CCCC gift will be requested for FY '09 for a 4 hour per week Mental Health Worker position.
- Funding for the van in FY09 includes \$18,948 for van drivers' wages, \$5,812 for gas, \$255 for tires, and \$4,500 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 2007:**

- 26,000 phone calls came into the COA office for general information.
- 7,500 round trips were provided on the COA van.
- 1,380 health screenings were provided (blood pressure, blood sugar, cholesterol, etc.).
- 365 flu shots were given.
- 51 outreach clients received 306 home visits.
- 893 seniors were taken grocery shopping.
- 2,128 participated in recreational and social activities at the COA.

**Volunteer statistics:**

Fiscal Year	2002	2003	2004	2005	2006	2007
# of volunteers	150	165	258	275	320	361
hours of service	8005	8150 hrs.	8528 hrs.	8939 hrs	9169 hrs.	12,475 hrs.
Value of hours	\$123,196	\$125,428	\$131,245	\$142,300	\$160,457	\$225,174
# of Coord. hours.	0 hrs.	12hrs.	16 hrs.	16 hrs.	16 hrs	16hrs

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

- In 2007 the COA worked very hard to develop the Police and Fire Departments, Emerson Hospital's Emergency Room, the Concord Housing Authority and local banks and businesses as referral sources.
- 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 85% of those surveyed felt that the COA's response was excellent and 15% 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 71% of the time. 15% rated the COA's intervention as having a very good outcome and 14% fair.
- The 14% 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.

FY09 Budget Highlights:

- This budget represents a 2.7% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- The benefits portion of this account reflects one qualifying resident currently receiving monetary benefits, plus a small contingency of \$1,804 in the event another qualifying resident is identified during the year.
- Purchased services for this account are currently limited to \$1,059 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$35,010	\$27,810	\$29,440	\$30,245
Other Funds	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$35,010</b>	<b>\$27,810</b>	<b>\$29,440</b>	<b>\$30,245</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.\* 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.

\*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.

**HUMAN SERVICES: Veterans Services & Benefits**

**Item 35**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$16,495	\$17,212	\$17,670	\$18,150	\$18,150
Purchased Services	204	265	650	1,059	1,059
Supplies	280	319	600	516	516
Other Charges & Expenses	441	430	520	520	520
Capital Outlay	100	0	0	0	0
Sub Total	<u>\$17,520</u>	<u>\$18,226</u>	<u>\$19,440</u>	<u>\$20,245</u>	<u>\$20,245</u>
<u>Veterans Benefits</u>					
Other Charges & Expenses	17,490	\$9,584	\$10,000	\$10,000	\$10,000
Totals	<u>\$35,010</u>	<u>\$27,810</u>	<u>\$29,440</u>	<u>\$30,245</u>	<u>\$30,245</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$29,440	100.0%	\$30,245	100.0%	2.7%
Totals	<u>\$29,440</u>	<u>100.0%</u>	<u>\$30,245</u>	<u>100.0%</u>	<u>2.7%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	0.38	\$17,618	0.38	\$18,098
5120	Temporary Status		52		52
Totals		<u>0.38 FTEs</u>	<u>\$17,670</u>	<u>0.38 FTEs</u>	<u>\$18,150</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.

FY09 Budget Highlights:

- This budget represents a 0.1% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$9,015.
- Additional celebration expenses combine to total \$8,500. This includes band and musician fees, honored-citizen related expenses, horse and carriage rentals, lavatory 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$22,646	\$19,148	\$23,850	\$23,865
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$22,646	\$19,148	\$23,850	\$23,865

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.

**HUMAN SERVICES: Ceremonies & Celebrations**

**Item 36**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$19,472	\$15,631	\$20,350	\$20,365	\$20,365
Memorial Day Flags	374	1,789	1,500	1,500	1,500
Street Flags	2,800	1,728	2,000	2,000	2,000
Totals	<u>\$22,646</u>	<u>\$19,148</u>	<u>\$23,850</u>	<u>\$23,865</u>	<u>\$23,865</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$23,850	100.0%	\$23,865	100.0%	0.1%
Totals	<u>\$23,850</u>	<u>100.0%</u>	<u>\$23,865</u>	<u>100.0%</u>	<u>0.1%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

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.

FY09 Budget Highlights:

- This budget represents a 1.2% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget.
- This budget includes an added expense of \$2,500 as payment to the Chamber of Commerce for providing Visitors Center Services.
- Daily restroom cleaning of this highly used facility, 365 days per year, remains a high priority with costs split between staff custodial costs (\$7,910 for overtime) on weekdays and contract cleaning (\$7,440) on weekends.
- Custodial supplies remain a significant portion of this account at \$4,000.
- A department capital outlay request of \$5,000 for building improvements is not recommended due to limited funds and the availability of prior reserves.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$28,100	\$28,801	\$28,074	\$28,414
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$28,100	\$28,801	\$28,074	\$28,414

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.

**HUMAN SERVICES: Visitors Center Restroom**

**Item 37**

**Expenditure Detail**

	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$7,213	\$8,816	\$7,308	\$7,910	\$7,910
Purchased Service	13,617	13,086	12,916	12,654	12,654
Supplies	4,269	4,399	5,350	5,350	5,350
Other Charges & Expenses	0	0	0	2,500	2,500
Capital Outlay	3,000	2,500	2,500	5,000	0
<b>Totals</b>	<b>\$28,099</b>	<b>\$28,801</b>	<b>\$28,074</b>	<b>\$33,414</b>	<b>\$28,414</b>

**Funding Plan**

	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$28,074	100.0%	\$28,414	100.0%	1.2%
<b>Totals</b>	<b>\$28,074</b>	<b>100.0%</b>	<b>\$28,414</b>	<b>100.0%</b>	<b>1.2%</b>

**Capital Outlay Plan**

Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
A-5	Building Improvements	\$2,500	\$0	\$2,500	\$2,500	\$2,500	\$2,500

**Personnel Services Summary**

Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5130	Overtime (Custodian)	n/a	\$7,308	n/a	\$7,910
	<b>Totals</b>		<b>\$7,308</b>		<b>\$7,910</b>

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.

FY09 Budget Highlights:

•As of June 30, 2007, the General Fund accrued liability for sick leave buyback payable at retirement was \$1,383,000 for 117 eligible active Town employees. 63% of this liability is on account of uniformed Police and Fire officers.

•At FY07 year-end, \$25,000 was encumbered and reserved toward meeting this long-term liability.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$28,280	\$60,632	\$72,000	\$72,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$28,280	\$60,632	\$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 FY07 there were three retirements (one in Planning and two in the Police Dept.) with a total buyback payout of \$26,015.

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 24 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.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$17,610	\$26,015	\$60,000	\$60,000	\$60,000
Public Safety Medical	3,170	2,117	4,000	4,000	4,000
Employee Assist. Program	7,500	7,500	8,000	8,000	8,000
Sick Leave Buyback Res.	0	25,000	0	0	0
<b>Totals</b>	<b>\$28,280</b>	<b>\$60,632</b>	<b>\$72,000</b>	<b>\$72,000</b>	<b>\$72,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$72,000	100.0%	\$72,000	100.0%	0.0%
<b>Totals</b>	<b>\$72,000</b>	<b>100.0%</b>	<b>\$72,000</b>	<b>100.0%</b>	<b>0.0%</b>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
		FY08 Budgeted		FY09 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

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.

FY09 Budget Highlights:

- This account is less than 1% of Article 7, the accounts under the jurisdiction of the Town Manager.
- A substantial portion of the FY08 Reserve Fund is likely to be needed for the Legal Services account.
- No change is proposed for FY09.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
Appropriation	\$200,000	\$200,000	\$225,000	\$225,000
Transfer to Other Accounts	(\$51,285)	(\$20,950)	N/A	N/A
Return to Revenue	\$148,715	\$179,050	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 47 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2008 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 FY07 the Finance Committee made transfers summarized in the following table:

<u>Town Account</u>	<u>Amount</u>	<u>Purpose</u>
Police/Fire	\$4,500	Energy costs
Legal Services	5,000	
Town Meeting & Reports	1,450	Special Town Meeting
Library	10,000	Energy costs
Total	\$20,950	

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$200,000	\$200,000	\$225,000	\$225,000	\$225,000
Total Transferred	(51,285)	(20,950)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$148,715	\$179,050	N/A	N/A	N/A

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$225,000	100.0%	\$225,000	100.0%	0.0%
Totals	\$225,000	100.0%	\$225,000	100.0%	0.0%

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

Mission Statement:

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's 28 separate and sub-accounts that include salary funds.

FY09 Budget Highlights:

- A new Classification and Compensation Plan is being completed – the first comprehensive update of job classifications and pay scales in seven years. It will be presented to the Town Meeting for adoption under Article 5.
- 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
Original Appropriation	\$400,000	\$550,000	\$550,000	\$600,000
Less Transfers & Encumbrances	(\$310,670)	(\$428,662)	(\$360,678)	N/A
Balance Unexpended	\$89,330	\$121,338	\$189,322*	N/A

\*as of 01/31/08

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

The FY09 recommendation is projected to be sufficient for a 3.0% adjustment to pay scales which will be incorporated into the *Classification and Compensation Plans* to be voted upon by the Town Meeting for Administrative-Clerical-Library (ACL), and Laborers (LA). Additionally, the recommendation provides for funding a 2.75% "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 FY09 step increase and merit pay plan prior to July 1, 2008.

A comprehensive Classification and Compensation Study is being completed, covering all pay scales. The Salary Reserve account provides funds in anticipation of pay scale adjustments to be implemented for the FY09 budget year.

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 FY09 are proposed for funding from this account.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$400,000	\$550,000	\$550,000	\$600,000	\$600,000
Less Transfers	(\$310,670)	(\$428,662)	(\$360,678)	N/A	N/A
Balance Unexpended (Return to Revenue)	\$89,330	\$121,338	\$189,322*	N/A	N/A

\*as of 01/31/08

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$550,000	100.0%	\$600,000	100.0%	9.1%
Totals	\$550,000	100.0%	\$600,000	100.0%	9.1%

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
	None						

Personnel Services Summary					
Code	Position Title	FY08 Budgeted		FY09 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
	None				

Mission Statement:

This account exists to acquire land for Town use.

FY09 Budget Highlights:

- The balance of the fund is available for the costs related to appraisals, surveys, and deposits in connection with land acquisition.
- While no appropriation is recommended, this fund can accept gifts from private sources.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
Beginning Balance	\$35,508	\$19,691	\$20,739	\$17,959
Changes	(\$12,817)	(\$1,048)	(\$2,780)	(\$600)
Ending Balance	\$19,691	\$20,739	\$17,959	\$18,559

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, 2007 was \$20,739.

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Transfer from Land Fund	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
Land Fund	\$0	N/A	\$0	N/A	N/A
<b>Totals</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>	<b>N/A</b>	<b>N/A</b>

Land Fund History							
	FY03	FY04	FY05	FY06	FY07	FY08 (projected)	FY09 (projected)
<u>Fund Sources</u>							
Beginning Balance	\$299,012	\$304,594	\$29,862	\$32,508	\$19,691	\$20,739	\$17,959
Sale of Land	0	0	708,925 (c)	0	0	0	0
Tax Levy	0	0	0	0	0	0	0
Gifts	0	0	0	0	0	0	0
Interest Earned	5,582	2,693	14,780	928	1,048	800	600
<b>Total Available</b>	<b>\$304,594</b>	<b>\$307,287</b>	<b>\$753,567</b>	<b>\$33,436</b>	<b>\$20,739</b>	<b>\$21,539</b>	<b>\$18,559</b>
<u>Fund Uses</u>							
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Purchase	0	263,000 (a)	710,000 (d)	0	0	0	0
Options	0	0	0	0	0	0	0
Appraisal, Legal, Surveying, etc.	0	14,425 (b)	11,059 (e)	\$13,745	0	3,580(f)	0
<b>Total Used</b>	<b>\$0</b>	<b>\$277,425</b>	<b>\$721,059</b>	<b>\$13,745</b>	<b>\$0</b>	<b>\$3,580</b>	<b>\$0</b>
<b>Ending Balance</b>	<b>\$304,594</b>	<b>\$277,425</b>	<b>\$32,508</b>	<b>\$19,691</b>	<b>\$20,739</b>	<b>\$17,959</b>	<b>\$18,559</b>

Notes:

(a) Includes \$13,000 appropriation for the use of Concord Housing Authority for purchase of land or options, for purpose of construction of family/elderly housing (Art. 40, 2003); \$50,000 appropriated to acquire or develop affordable housing at 14A Baker Ave. (Art. 41, 2003); \$200,000 appropriated to acquire Ammendolia land (Art. 2, STM of March 22, 2004).

(b) Includes \$6,900 for Wagner land appraisal; \$7,525 for various other appraisals.

(c) Sale of 63B Cambridge Turnpike pursuant to Article 5, Special Town Meeting, March 22, 2004.

(d) The 2005 Town Meeting appropriated proceeds from the 63B Cambridge Turnpike sale to partially redeem the \$900,000 note issued for the Ammendolia purchase.

(e) Strawberry Hill land appraisal; Burke land site assessment.

(f) Costs related to acquisition of Emerson Annex Unit 4.

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.

FY09 Budget Highlights:

- Total funding from all sources for the Roads Program is \$1,311,362, assuming state aid remains at the same level authorized for FY08.
- Annual General Fund appropriation for the Roads Program increased from \$80,000 to \$85,000.
- Total funding is somewhat less than, but consistent with FY06 and FY07. FY08 borrowing for road improvements was substantially reduced from previous levels to accommodate other funding needs.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$80,000	\$80,000	\$80,000	\$85,000
Other Funds	\$1,320,700	\$1,314,200	\$826,362	\$1,226,362
Total Expenditures	\$1,400,700	\$1,394,200	\$906,362	\$1,311,362

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. 25% of the Town's roads are evaluated each year, and their condition is updated in the Roads Program database. CPW's analysis shows that an 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").

**PUBLIC WORKS: Road Improvements**

**Item 42**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$1,400,700	\$1,394,200	\$906,362	\$1,311,362	\$1,311,362
Total Expenditure	<u>\$1,400,700</u>	<u>\$1,394,200</u>	<u>\$906,362</u>	<u>\$1,311,362</u>	<u>\$1,311,362</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$80,000	8.8%	\$85,000	6.5%	6.3%
State Aid – Chapter 90	526,362	58.1%	526,362	40.1	0.0
Borrowing	300,000	33.1%	700,000	53.4	133.3
Totals	<u>\$906,362</u>	<u>100.0%</u>	<u>\$1,311,362</u>	<u>100.0%</u>	<u>44.7%</u>

Capital Outlay Plan							
Ref. #	Description	FY08 Budgeted	FY09 Proposed	FY10 Proposed	FY11 Proposed	FY12 Proposed	FY13 Proposed
J-1	Road Imprvmnts	\$906,362	\$1,311,362	\$1,311,400	\$1,316,400	\$1,316,400	\$1,316,400

Program Implementation	
<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 20). Given the improved condition of Concord's roads, the need for crack sealing continues to be reduced each year.</li> <li>• The 2007 Roads Program improved approximately 5.3 miles of roads: Martha's Point, Kenney Lane, Philip Farm Road and The Valley Road were reclaimed; Harrington Avenue and portions of Virginia Road, Lowell Road and Laws Brook Road were overlaid; and Thoreau Street (from Main Street to 200 feet past Sudbury Road) was cold-planed and overlaid.</li> <li>• The 2008 Roads Program will be based on the results of the pavement management program analysis, CPW "Roads Team" review, final approved funding levels, and the spring 2008 Roads Program public hearing.</li> </ul>	

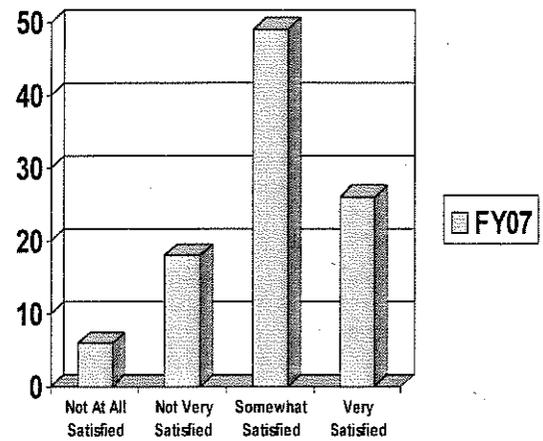
**PUBLIC WORKS: Road Improvements** **Item 42**

**Public Work Programs**

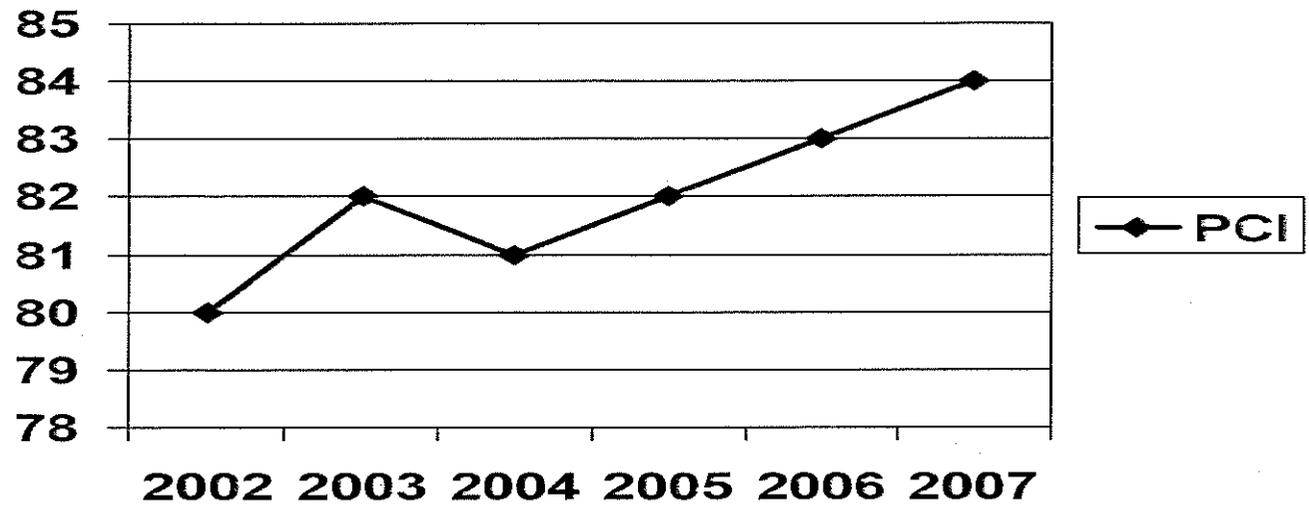
Road Improvement Program:

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

How satisfied are you with the Town's Roads?	FY06	FY07	FY08	FY09
Very Satisfied	N/A	26%	N/A	N/A
Somewhat Satisfied	N/A	49%	N/A	N/A
Not Very Satisfied	N/A	18%	N/A	N/A
Not at All Satisfied	N/A	6%	N/A	N/A



**Performance Measure 1: Pavement Condition Index**



**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 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 at this recommended level.

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
<u>PCI Network Average</u>	80	80	82	81	82	83	84
<u>Recommended Repair(s)</u>							
Rehabilitation	16%	16%	11%	9%	8%	13%	14%
Overlay-Chipseal-Crackseal	47%	47%	48%	47%	38%	32%	30%
Routine Maintenance	10%	7%	10%	15%	18%	14%	12%
No Maintenance Required	27%	30%	31%	29%	36%	41%	44%

- The recommended funding level for FY2009 provides total Roads Program funding of approximately \$1,311,400, consisting of \$85,000 from the General Fund for related engineering design and inspection services, \$700,000 from Local Borrowing Authorization, and an estimated \$526,400 in Chapter 90 aid.

**Road Program Funding History & CIP Plan (as of 2007)**

FY	General Fund	Local 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	526,400	ESTIMATED	1,311,400
2010	85,000	700,000			
2011	Plan 90,000	700,000			
2012	Plan 90,000	700,000			
2013	Plan 90,000	700,000			

Mission Statement:

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

FY09 Budget Highlights:

- This budget represents a 11.8% increase in operating costs (which excludes capital expenditures) over that of the FY08 budget..
- By June 30, 2008, the Town will be completing an actuarial study of its future post-employment group health cost, as required by GASB 45.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$2,820,000	\$3,195,000	\$3,600,000	\$3,960,000
Other Funds	\$255,578	\$316,768	\$312,000	\$412,000
Total Expenditures	\$3,075,578	\$3,511,768	\$3,912,000	\$4,372,000

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, 2008, the MNHG Group covered 4,159 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.

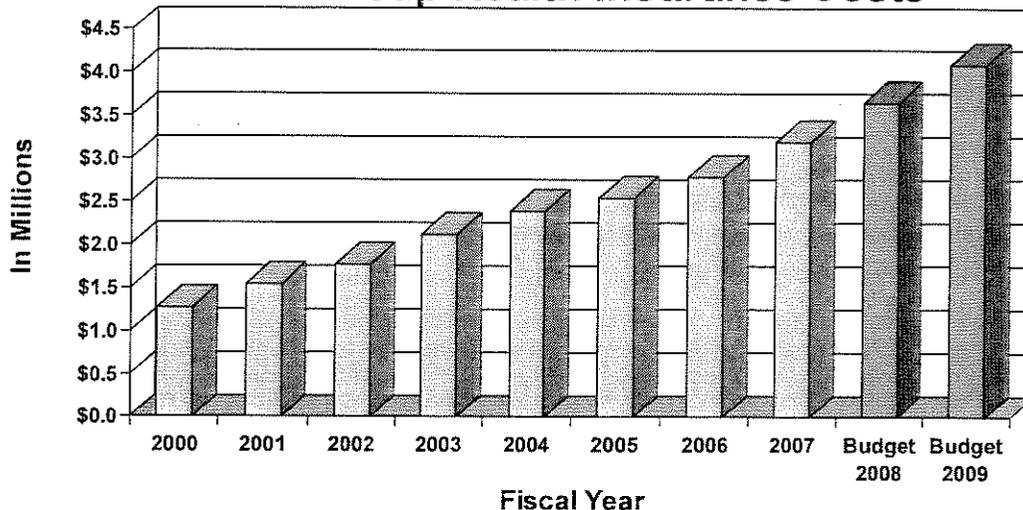
**JOINT (TOWN-CPS): Group Insurance**

**Item 43A**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Health Insurance	\$2,787,144	\$3,205,103	\$3,652,000	\$4,103,000	\$4,103,000
Life Insurance	16,524	16,445	20,000	20,000	20,000
Dental Insurance	219,169	219,109	238,000	247,000	247,000
Other Prof. Services	1,200	1,200	2,000	2,000	2,000
Transfer to Ins. Res. Fund	51,541	69,912	0	0	0
<b>Total Expenditure</b>	<b>\$2,075,578</b>	<b>\$3,511,768</b>	<b>\$3,912,000</b>	<b>\$4,372,000</b>	<b>\$4,372,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$3,600,000	92.0%	\$3,960,000	90.6%	10.0%
Light Fund	160,000	4.1	186,000	4.3	16.3
Water Fund	70,000	1.8	72,000	1.6	2.9
Sewer Fund	20,000	0.5	21,000	0.5	5.0
Recreation Fund	50,000	1.3	53,000	1.2	6.0
Swim & Fitness Center Fund	12,000	0.3	75,000	1.7	525.0
Retirement	0	0.0	5,000	0.1	n/a
<b>Totals</b>	<b>\$3,912,000</b>	<b>100.0%</b>	<b>\$4,372,000</b>	<b>100.0%</b>	<b>11.8%</b>

**Group Health Insurance Costs**



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.

FY09 Budget Highlights:

- Premium budget allows for overall 5.5% increase (net of FY08 premium credits received from MIIA).
- Premium budget of \$390,000 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

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$225,000	\$225,000	\$225,000	\$225,000
Other Funds	\$137,269	\$184,582	\$150,000	\$185,000
<b>Total Expenditures</b>	<b>\$362,269</b>	<b>\$409,582</b>	<b>\$375,000</b>	<b>\$410,000</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 43B**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$285,940	\$318,884	\$345,000	\$380,000	\$380,000
Damages to Pers. & Prop.	0	0	5,000	5,000	5,000
Insurance Advisor	16,179	2,888	25,000	25,000	25,000
Transfer to Ins. Res. Fund	60,151	87,810	0	0	0
<b>Total Expenditure</b>	<b>\$362,269</b>	<b>\$409,582</b>	<b>\$375,000</b>	<b>\$410,000</b>	<b>\$410,000</b>

Insurance Premium Detail (line 1 only)					
	FY06 Gross Actual	FY07 Gross Actual	FY08 Gross Budget	FY09 Gross Budget	FY09 General Fund Only
Automobile	\$68,691	\$75,937	\$80,000	\$80,000	\$40,000
General Liability, Umbrella, Pub. Officer, School Board	101,062	100,984	110,000	120,000	60,000
Property Insurance	108,739	113,151	140,000	150,000	65,000
Police and Fire Medical	5,115	0	10,000	25,000	25,000
All Other	2,333	1,813	5,000	5,000	5,000
<b>Totals</b>	<b>\$285,940</b>	<b>\$291,884</b>	<b>\$345,000</b>	<b>\$380,000</b>	<b>\$195,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$225,000	60.0%	\$225,000	54.9%	0.0%
Other Sources: •Schools (CPS, CCRHS); •Enterprise (Light, Water, Sewer, Swim & Fitness Ctr.); •Lessees (FOPAC and Emerson Umbrellas).	150,000	40.0	185,000	45.1	23.3
<b>Totals</b>	<b>\$375,000</b>	<b>100.0%</b>	<b>\$410,000</b>	<b>100.0%</b>	<b>9.3%</b>

**JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 44**

**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.

**FY09 Budget Highlights:**

**Unemployment Compensation**

- The present maximum benefit is \$575 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.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$167,081	\$129,973	\$200,000	\$200,000
Other Funds	\$0	\$0	\$0	\$0
Total Expenditures	\$167,081	\$129,973	\$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 FY09 in relation to total projected payroll of about \$40 million is a about ¼ of 1%. This is a small fraction of the minimum payroll tax percentage.

The budget recommendation allows for a slight increase in 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, 2007 to June 30, 2008) at a premium of \$30,107, of which the General Fund's share was \$24,567.

**JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 44**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$88,839	\$78,810	\$100,000	\$100,000	\$100,000
<u>Workers Comp.</u>					
Admin. Services	\$14,900	\$16,887	\$20,000	\$20,000	\$20,000
Re-insurance/Stop-loss	24,213	22,243	25,000	30,000	30,000
Medical Expenses	37,604	8,932	55,000	50,000	50,000
Other	1,525	3,101	0	0	0
Total Expenditure	<u>\$167,081</u>	<u>\$129,973</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$200,000	100.0%	\$200,000	100.0%	0.0%
Totals	<u>\$200,000</u>	<u>100.0%</u>	<u>\$200,000</u>	<u>100.0%</u>	<u>0.0%</u>

Unemployment Compensation Highlights		
	Number of Town Beneficiaries	Number of School (CPS) Beneficiaries
FY99	2	3
FY00	5	5
FY01	1	3
FY02	1	3
FY03	5	4
FY04	6	8
FY05	5	12
FY06	4	13
FY07	12	8
FY08 (1 <sup>st</sup> half)	5	10

Note: Does not include Enterprise Departments (Water, Sewer, Light, and Beede Swim and Fitness).

**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.

**FY09 Budget Highlights:**

- At the most recent biennial actuarial valuation date of January 1<sup>st</sup>, 2006, the Revised Funding Schedule projects full funding status as of FY13.
- The Funding Schedule anticipates about a 3% annual increase in the General Fund appropriation through FY12.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$2,240,595	\$2,310,000	\$2,380,000	\$2,450,000
Other Funds	\$331,644	\$338,224	\$309,391	\$315,428
Total Expenditures	\$2,572,239	\$2,648,224	\$2,689,391	\$2,765,428

**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, 2006 reported pension benefit obligations as follows:**

	At 1/1/04	At 1/1/06	% Change (2 years)
Obligations (AAL)	\$76,563,521	\$83,989,223	9.7%
Assets (AVA)	\$63,067,203	\$75,974,208	20.5%
Unfunded Obligation	\$13,496,318	\$8,015,015	-40.6%
Funded Ratio	82.4%	90.5%	n/a

\*Results of the January 1<sup>st</sup>, 2008 biennial actuarial valuation will be available in the spring of 2008.

AAL = Actuarial Accrued Liability

AVA = Actuarial Value of Assets

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

**Item 45**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Contributory Retirement	\$2,500,242	\$2,547,462	\$2,467,270	\$2,531,596	\$2,531,596
Non-Contributory Ret.	595	0	0	0	0
Transfer to Pension Res.	71,402	100,762	222,121	233,832	233,832
<b>Total Expenditure</b>	<b>\$2,572,239</b>	<b>\$2,648,224</b>	<b>\$2,689,391</b>	<b>\$2,765,428</b>	<b>\$2,765,428</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$2,380,000	88.5%	\$2,450,000	88.6%	2.9%
Light Fund	268,940	10.0	274,947	9.9	2.2
Water Fund	31,513	1.2	31,538	1.1	0.1
Sewer Fund	8,938	0.3	8,943	0.3	0.1
<b>Totals</b>	<b>\$2,689,391</b>	<b>100.0%</b>	<b>\$2,765,428</b>	<b>100.0%</b>	<b>2.8%</b>

Performance Highlights (amounts in thousands of dollars)						
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 (4)÷(5)
January 1, 1994	\$27,603	\$38,207	72.2%	\$10,604	\$11,011	96%
January 1, 1996	33,678	42,701	78.9	9,023	11,655	77
January 1, 1998	43,221	51,392	84.1	8,171	13,676	60
January 1, 2000	56,251	59,720	94.2	3,469	14,807	23
January 1, 2002	56,748	67,763	83.7	11,014	16,776	66
January 1, 2004	63,067	76,564	82.4	13,496	17,996	75
January 1, 2006	75,974	83,989	90.5	8,015	18,925	42

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

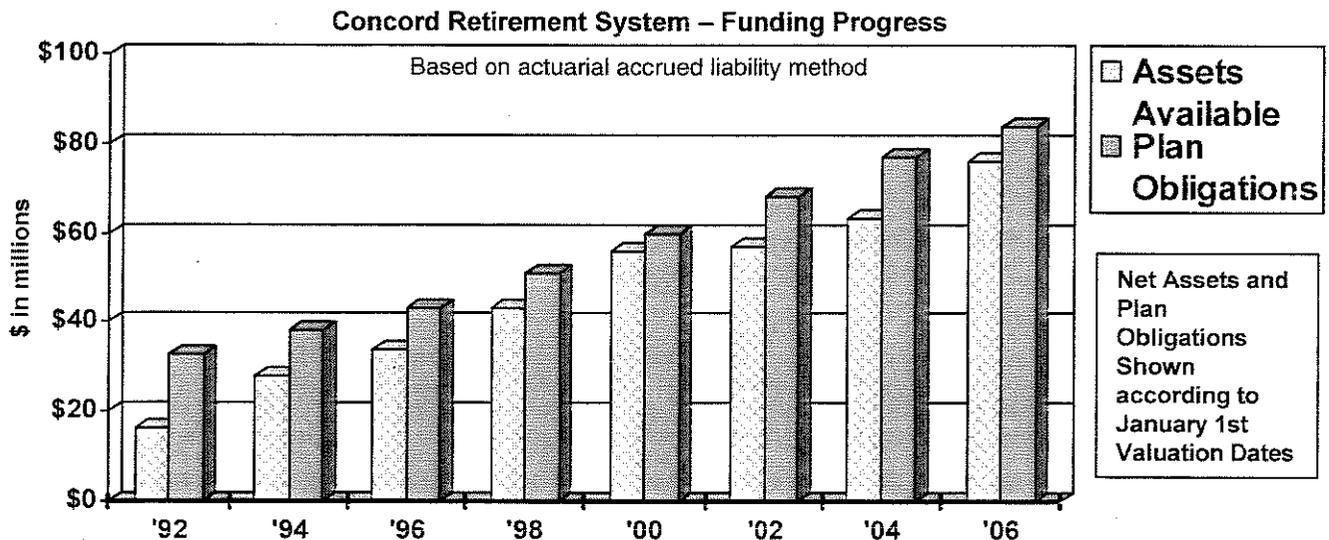
**Program Implementation**

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>, 2006, the Retirement System was 90.5% funded.

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 \$4,796,997 on December 31, 2007 (an increase of \$312,000 for the calendar year). As of that date, the market value of the system's assets was estimated at \$92,945,770 (an increase of \$7,249,002 for the calendar year).

The Pension Fund contribution required from the employers for FY09, as set forth by the revised 5-year Funding Schedule of the Jan. 1, 2006 Actuarial Valuation, is \$2,952,658. The Cost of Benefits required to be funded in FY09 is estimated at \$3,726,459. This difference of \$773,801 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). FY06-08 costs and projected FY09 costs are:

	FY06	FY07	FY08	FY09
Pension Fund	\$3,181,943	\$3,501,375	\$3,427,090	\$3,726,459
Less cost payable only by CHA	11,336	11,336	11,336	11,336
Less PRF transfer	247,714	509,156	530,733	773,801
Net Funding (all employers)	<u>\$2,922,893</u>	<u>\$2,980,883</u>	<u>\$2,885,021</u>	<u>\$2,941,322</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 FY09 will be:

	FY07		FY08		FY09 Shares	
Town (including CPS)	\$2,547,463	85.46%	\$2,467,270	85.52%	\$2,531,596	86.07%
CCRS D	\$407,785	13.68%	\$401,883	13.93%	\$388,549	13.21%
Housing Authority (CHA)	\$25,934	0.87%	\$15,868	0.55%	\$21,178	0.72%

This budget aims to meet the Town share of \$2,531,596 by allocating \$2,450,000 from the General Fund (up 2.9%) and \$81,596 from charges to be made to the Town's enterprise funds. The balance of pension charges made to the Enterprise Funds, estimated at \$233,832, 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, 2006, system receipts of \$15.5 million were derived as follows:

Employee Contributions	\$1,975,103
Employer Contributions	\$2,992,219
Commonwealth (COLA)	\$132,142
Investment Earnings, Gains, etc.	\$10,393,428

For the five-year period 2002-2006, the Concord Retirement System's investment performance showed an annualized return of 8.59% compared to a composite rate of return of 10.79% for all 106 retirement boards in the MGL Chapter 32 pension system. The S&P 500 annualized index return for the same period was 6.19%. A balanced portfolio indexed 60% to the S&P 500 and 40% to intermediate US treasuries had an annualized return of 5.14% for this same five-year period.

Concord's funded ratio of 90.5% at January 1, 2006 ranked 8th out of 106 retirement boards as reported on PERAC's website as of January 1, 2008.

**Mission Statement:**

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

**FY09 Budget Highlights:**

- This budget represents a 2.3% reduction in the General Fund appropriation from that of FY08, as the growth of covered payroll subject to the Medicare tax has been slower than earlier projections.

**Expenditures Summary**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
General Fund	\$448,391	\$449,435	\$522,000	\$510,000
Other Funds	\$98,975	\$143,513	\$136,500	\$171,000
<b>Total Expenditures</b>	<b>\$547,366</b>	<b>\$592,948</b>	<b>\$658,500</b>	<b>\$681,000</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 84% in FY09 (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**

% of Payroll Covered	FY03	FY04	FY05	FY06	FY07	Est. FY08	Est. FY09
Town	70%	71%	73%	75%	76%	78%	80%
CPS	68%	70%	74%	80%	81%	86%	88%

**Social Security Tax**

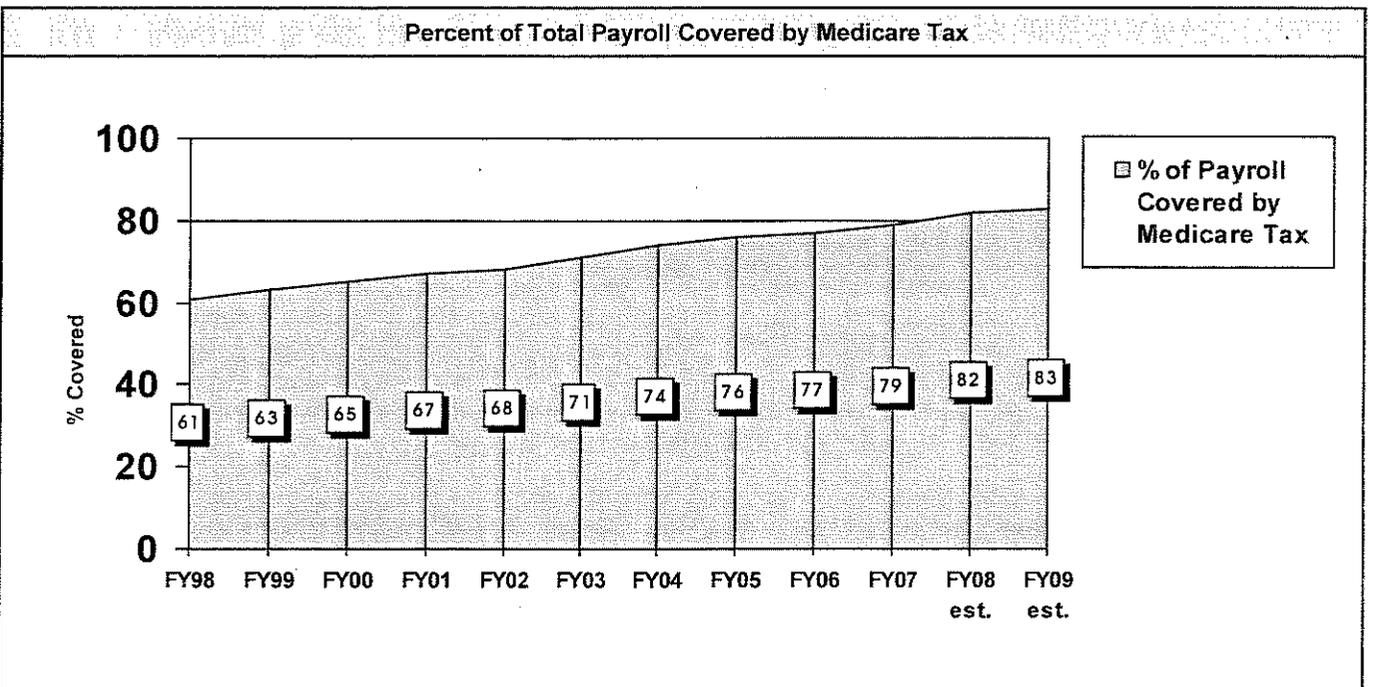
% of Expense	FY06 Actual	FY07 Actual
Town – General Fund	27%	21%
Recreation	29%	23%
Swim & Fitness	6%	24%
CPS	36%	30%
Other	2%	2%

**JOINT (TOWN-CPS): Social Security/Medicare**

**Item 46**

Expenditure Detail					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$399,973	\$420,831	\$471,500	\$481,000	\$481,000
Social Security Tax	147,393	172,117	187,000	200,000	200,000
<b>Total Expenditure</b>	<b>\$547,366</b>	<b>\$592,948</b>	<b>\$658,500</b>	<b>\$681,000</b>	<b>\$681,000</b>

Funding Plan					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund	\$522,000	79.3%	\$510,000	74.9%	-2.3%
Light Fund	22,000	3.3	26,000	3.8	18.2
Water Fund	10,000	1.5	11,000	1.6	10.0
Sewer Fund	2,500	0.4	2,800	0.4	12.0
Recreation Fund	52,000	7.9	64,000	9.4	23.1
Swim and Fitness Center	47,000	7.1	65,000	9.5	38.3
Solid Waste Disposal Fund	1,000	0.2	1,000	0.1	0.0
Parking Meter Fund	800	0.1	800	0.1	0.0
Gift Fund	1,200	0.2	400	0.1	-66.7
<b>Totals</b>	<b>\$658,500</b>	<b>100.0%</b>	<b>\$681,000</b>	<b>100.0%</b>	<b>3.4%</b>



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.

FY09 Budget Highlights:

- In September of 2007, in connection with the sale of a \$6.8 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.

**Expenditure Summary – General Fund Only**

	FY06 Actual	FY07 Actual	FY08 Budgeted	FY09 Proposed
Within the Levy Limit	\$2,570,738	\$2,646,101	\$2,909,750	\$3,100,000
Excluded Debt	\$2,094,127	\$2,248,476	\$2,550,432	\$3,247,193
Total	\$4,664,865	\$4,894,577	\$5,460,182	\$6,347,193

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-142/143 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.

<b>Expenditure Detail – General Fund Only</b>					
	Previous Fiscal Years			FY09	
	FY06 Actual	FY07 Actual	FY08 Budgeted	Department Request	Town Manager's Proposed
<b>I. Long-Term Debt</b>					
Town - principal	\$1,530,000	\$1,545,000	\$1,560,000	\$1,705,000	\$1,705,000
- interest	235,998	243,442	256,152	348,378	348,378
Subtotal	<u>\$1,765,998</u>	<u>\$1,788,442</u>	<u>\$1,816,152</u>	<u>\$2,053,378</u>	<u>\$2,053,378</u>
School - principal	680,000	690,000	740,000	695,000	695,000
- interest	89,768	94,473	90,271	120,146	120,146
Premium Offset - Excluded Debt	1,593	0	0	0	0
Subtotal	<u>\$771,361</u>	<u>\$784,473</u>	<u>\$830,271</u>	<u>\$815,146</u>	<u>\$815,146</u>
<b>A. Within the Levy Limit Total</b>	<b>\$2,537,359</b>	<b>\$2,572,915</b>	<b>\$2,646,423</b>	<b>\$2,868,524</b>	<b>\$2,868,524</b>
Debt Exclusion - Town - principal	225,000	285,810	293,934	270,326	270,326
- interest	39,959	94,360	69,688	60,753	60,753
Subtotal	<u>\$264,959</u>	<u>\$380,170</u>	<u>\$363,622</u>	<u>\$331,079</u>	<u>\$331,079</u>
Debt Exclusion - School - principal	1,260,000	385,000	1,070,000	1,450,000	1,450,000
- interest	259,800	418,920	847,256	936,138	936,138
Subtotal	<u>\$1,519,800</u>	<u>\$803,920</u>	<u>\$1,917,256</u>	<u>\$2,386,138</u>	<u>\$2,386,138</u>
<b>B. Excluded Debt Total</b>	<b>\$1,784,759</b>	<b>\$1,184,090</b>	<b>\$2,280,878</b>	<b>\$2,717,217</b>	<b>\$2,717,217</b>
<b>Long-Term Debt Total (A+B)</b>	<b><u>\$4,322,118</u></b>	<b><u>\$3,757,005</u></b>	<b><u>\$4,927,301</u></b>	<b><u>\$5,585,741</u></b>	<b><u>\$5,585,741</u></b>
<b>II. Short-Term Debt</b>					
BAN Interest - within levy limit	\$16,888	\$59,081	\$228,327	\$196,476	\$196,476
BAN Interest - debt exclusion	309,368	801,475	271,846	532,800	532,800
Principle Paydown - debt exclusion	0	259,003	0	0	0
Subtotal	<u>\$326,256</u>	<u>\$1,119,559</u>	<u>\$500,173</u>	<u>\$729,276</u>	<u>\$729,276</u>
<b>III. Issuance Costs</b>					
Issuance Costs within levy limit	16,491	14,105	35,000	35,000	35,000
<b>Grand Total</b>	<b><u>\$4,664,865</u></b>	<b><u>\$4,890,669</u></b>	<b><u>\$5,462,474</u></b>	<b><u>\$6,350,017</u></b>	<b><u>\$6,350,017</u></b>

<b>Funding Plan</b>					
	FY08 Budgeted	% of Budget	FY09 Proposed	% of Budget	% Change in Dollars
General Fund – within levy limit	\$2,909,750	53.3%	\$3,100,000	48.8%	6.5%
Debt Exclusion	2,550,432	46.7	3,247,193	51.1	27.3
Charged to Premium Reserve	2,292	0.0	2,824	0.0	23.2
Totals	<u>\$5,462,474</u>	<u>100.0%</u>	<u>\$6,350,017</u>	<u>100.0%</u>	<u>16.2%</u>

## Debt Service Schedule for debt issued through December 31, 2007

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
2008	5,585,980	1,994,748	56,305,176	1,560,000	256,152	293,934	69,688	740,000	90,271	1,070,000	847,257
2009	5,232,442	1,899,576	51,072,734	1,255,000	199,203	270,326	60,753	525,000	63,446	1,450,000	936,138
2010	4,830,403	1,714,118	46,242,331	1,080,000	156,085	171,747	52,675	415,000	46,036	1,445,000	879,182
2011	4,483,390	1,544,176	41,758,941	870,000	117,617	173,196	48,717	285,000	31,693	1,445,000	824,844
2012	4,217,094	1,383,376	37,541,847	795,000	83,341	174,675	44,253	145,000	21,841	1,445,000	771,456
2013	3,735,858	1,238,313	33,805,989	510,000	58,566	176,184	39,631	145,000	16,604	1,440,000	718,163
2014	3,699,899	1,107,911	30,106,090	460,000	40,716	177,723	34,726	145,000	11,491	1,440,000	664,194
2015	3,334,223	982,833	26,771,867	405,000	23,951	179,293	29,539	120,000	6,206	1,440,000	607,944
2016	3,013,837	864,329	23,758,030	200,000	8,625	180,895	24,067	45,000	1,813	1,440,000	549,063
2017	2,408,746	750,414	21,349,284	0	0	82,529	18,560	0	0	1,440,000	489,363
2018	2,393,956	671,867	18,955,328	0	0	84,196	16,767	0	0	1,440,000	435,369
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
<b>total</b>	<b>61,891,157</b>	<b>16,640,221</b>		<b>7,135,000</b>	<b>944,256</b>	<b>2,702,479</b>	<b>504,489</b>	<b>2,565,000</b>	<b>289,401</b>	<b>25,450,000</b>	<b>9,180,412</b>

Interest expense as % of total debt service, FY08: 26.0%

Interest expense as % of total debt service to final maturity: 21.2%

*Projected as of June 30, 2008:*

	<u>5 yrs</u>	<u>10 yrs</u>
Debt Retirement - all	45.4%	69.4%
Debt Retirement - tax supported only	47.2%	71.8%

Revenue Supported Annual Debt Service								subtotals		
Water		Sewer		Betterment (WPAT loans)		Light		Tax-supported		Revenue-supported
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	within Limit	Excluded	
630,000	226,033	533,827	285,256	118,219	51,671	640,000	168,420	2,646,423	2,280,879	2,653,426
510,000	198,331	561,727	252,934	120,389	49,339	540,000	139,432	2,042,649	2,717,217	2,372,152
485,000	177,940	571,055	239,157	122,601	46,961	540,000	116,082	1,697,121	2,548,604	2,298,796
475,000	159,075	580,572	225,177	124,622	44,534	530,000	92,519	1,304,310	2,491,757	2,231,499
475,000	140,525	590,280	210,990	127,139	42,058	465,000	68,912	1,045,182	2,435,384	2,119,904
275,000	121,775	600,185	196,593	129,489	39,532	460,000	47,449	730,170	2,373,978	1,870,023
275,000	111,275	610,290	182,230	131,886	36,955	460,000	26,324	657,207	2,316,643	1,833,960
275,000	100,675	620,598	167,548	134,332	34,326	160,000	12,644	555,157	2,256,776	1,505,123
275,000	90,050	631,116	152,617	136,826	31,644	105,000	6,450	255,438	2,194,025	1,428,703
175,000	76,300	541,845	136,083	139,372	28,908	30,000	1,200	0	2,030,452	1,128,708
175,000	69,300	552,791	124,315	141,969	26,116	0	0	0	1,976,332	1,089,491
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
5,600,000	1,787,417	11,900,000	2,721,354	2,608,678	533,460	3,930,000	679,432	10,933,657	37,837,380	29,760,341

### Annual Debt Service for long-term debt issued through December 31, 2007

