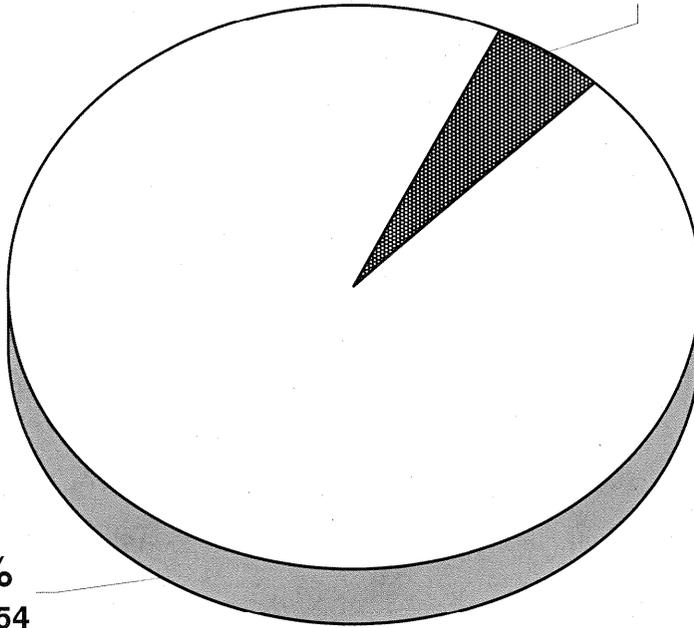


FY2008 Finance & Administration  
Accounts as a Percent of Town & Joint  
Appropriations (\$28,785,156)

**Finance &  
Admin.**  
**5.64%**  
**\$1,622,202**

**94.36%**  
**\$27,162,954**



**Proposed Change in Finance & Administration Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
7 Finance Committee	0.0%
8 Personnel Administration	-2.4%
9A Finance Administration	15.7%
9B Treasurer-Collector	0.7%
9C Town Accountant	0.7%
9D Assessors	1.2%
9E Town Clerk	0.7%
10 Information Systems	6.7%
11 Town House	0.0%

Town of Concord, Massachusetts

<b>SUMMARY: Finance &amp; Administration</b>	<b>ITEMS 7 - 11</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
7 Finance Committee	1,275	1,275	1,275	1,275
8 Personnel Administration	188,567	193,281	138,843	135,501
9A Finance Administration	289,609	335,088	179,558	207,755
9B Treasurer-Collector	354,118	371,501	210,451	212,003
9C Town Accountant	297,367	300,558	115,621	116,481
9D Assessors	342,900	347,092	342,900	347,092
9E Town Clerk	176,702	177,849	176,702	177,849
10 Information Systems	308,001	328,570	308,001	328,570
11 Town House	110,784	110,794	95,667	95,676
<b>TOTAL</b>	<b>2,069,323</b>	<b>2,166,008</b>	<b>1,569,018</b>	<b>1,622,202</b>

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	1,569,018	1,622,202	3.4%
Light Fund	146,482	152,897	4.4%
Water Fund	149,822	157,800	5.3%
Sewer Fund	43,425	45,658	5.1%
Solid Waste Disposal Fund	34,461	34,753	0.8%
Parking Meter Fund	34,578	35,664	3.1%
Retirement System	75,553	77,453	2.5%
Recreation Fund	6,433	7,595	18.1%
School Department	1,485	1,485	0.0%
Town Trust Funds	8,066	8,994	11.5%
Swim & Fitness Center	0	21,507	--
<b>TOTAL</b>	<b>2,069,323</b>	<b>2,166,008</b>	<b>4.7%</b>

### Program Description

The Town Moderator appoints the 15-member Finance Committee. Five members are appointed to terms of three years at each Annual Town Meeting. Finance Committee members are not permitted 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 meeting.

A 1976 Town Meeting vote requires the Finance Committee to annually establish a budget guideline for the Board of Selectman, the 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 the school committees.

The Town Finance Department carries out the Finance Committee's administrative tasks. The committee has no separate staff or secretarial support.

The committee also manages the Reserve Fund Account (Account # 39) 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.

### Program Implementation

This FY2008 budget provides for the operational costs of the committee (postage, etc.). The cost of printing and distributing the report is budgeted in the Town Meeting and Reports Account (Account # 4).

### Performance Information

The overall objective of the Finance Committee is to provide the budget guideline for the Town budget, and to submit a comprehensive, clearly written Finance Committee Report to the 2007 Town Meeting. The Finance Committee Report is sent to Town residents in April, in advance of the Annual Town Meeting. It is the principal means of informing those who will attend the Annual Town Meeting, and it serves as an informational resource 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 2006, the Finance Committee met 25 times:

- 16 regular meetings;
- 3 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 six meetings leading up to the adoption and issuance on November 16, 2006 of budget guidelines for the FY2008 budget year commencing July 1, 2007.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Finance Committee</b>	<b>ITEM 7</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	0	0	0	0	0
Purchased Services	558	560	610	560	560
Supplies	347	255	200	250	250
Other Charges	320	410	465	465	465
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	1,225	1,225	1,275	1,275	1,275

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	1,275	100.0%	1,275	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program Description

The Personnel Department provides services to approximately 600 regular, limited, and temporary employees and over 325 retirees on issues relating to the following: administering the personnel bylaws, 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 advises the Personnel Board and Town Manager on related issues, advises department managers, supervisors and employees on personnel matters, and assists in labor negotiations and contract administration. The Assistant Town Manager serves as department head, and the Human Resources Administrator consults regularly with the Assistant Town Manager and Town Manager regarding the relationship between the provision of Town services and employee relations.

### Program Implementation

The Department is staffed with a four-days-per-week Human Resources Administrator and two full-time Senior Administrative Assistants, with funding included in the recommended budget (\$2,186) for support staff overtime. At current staffing levels, the 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. Accordingly, a \$50,000 request was contemplated for a new full-time benefits administrator position to assist with the heavy workload. Funds for this position have not been provided at this time due to limited resources, but funds has been allocated for a new Finance Department position, which will be assigned a portion of the benefits administration currently handled by Personnel staff.

The budget includes an amount of \$10,000 for consulting services to assist with specialized projects needed to ensure that policies and programs are kept up-to-date. An amount of \$5,000 is allocated to Town-wide staff training for continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies. Also included is the money to cover the cost of mandated drug and alcohol testing for employees with a commercial driver's license (\$3,400). A modest allotment (about \$19 per regular-status employee) is allocated for the employee recognition program (\$5,100).

### Performance Information

The overall objective of the Personnel Department is to assist Town employees and officials in fairly, consistently, and lawfully creating and administering policies and practices that sustain a work environment with positive morale so that employees can provide service to the community effectively.

The Personnel Department supports the Town Manager and all Town departments in all personnel-related activities for the approximately 260 regular-status employees and 340 temporary and limited-status employees. A substantial commitment of staff time and effort is spent on recruitment and hiring of employees. In the past year, the Department managed nearly 40 recruitments and new appointments (including a comprehensive process to secure a new Public Works Director). Administration of insurance benefits requires increased attention due to growing complexity. For example, recent changes in Medicare supplement insurance plans required communicating with all retirees and processing new enrollments for approximately 60 individuals.

Also in 2006, the Department reviewed the classifications and job descriptions of three restructured positions, obtained information from 15 area municipalities to evaluate salary increase trends and insurance contributions, arranged an appreciation picnic attended by 175 employees, implemented comprehensive background investigations for potential employees in sensitive positions, managed several complex work-related injury cases, arranged harassment prevention training for new employees, set up new on-site DOT drug and alcohol testing services, and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Personnel Administration</b>	<b>ITEM 8</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	129,930	140,266	158,239	162,986	162,986
Purchased Services	28,620	38,696	22,258	21,905	21,905
Supplies	1,789	1,340	1,675	1,695	1,695
Other Charges	3,144	5,571	6,395	6,695	6,695
<b>TOTAL</b>	<b>163,483</b>	<b>185,874</b>	<b>188,567</b>	<b>193,281</b>	<b>193,281</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	138,843	73.6%	135,501	70.1%	-2.4%
Light Fund	27,757	14.7%	27,165	14.1%	-2.1%
Water Fund	9,810	5.2%	9,670	5.0%	-1.4%
Sewer Fund - General	2,238	1.2%	2,162	1.1%	-3.4%
Sewer Fund - WWTP	572	0.3%	589	0.3%	3.0%
Solid Waste Disp. Fund	715	0.4%	760	0.4%	6.3%
Retirement System	715	0.4%	760	0.4%	6.3%
School Department	1,485	0.8%	1,485	0.8%	0.0%
Recreation Fund	6,433	3.4%	7,595	3.9%	18.1%
Swim & Fitness Center	0	0.0%	7,595	3.9%	100.0%
<b>TOTAL</b>	<b>188,567</b>	<b>100.0%</b>	<b>193,281</b>	<b>100.0%</b>	<b>2.5%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Sr. Admin. Assistant	ACL-7	2	90,880	2	91,576
5112	Human Res. Admin.	MP-10	0.8	64,824	0.8	64,824
	SUB-TOTAL		2.8	155,704	2.8	156,400
5130	Overtime		75 hrs	2,535	75 hrs	2,186
5191	Tuition Reimbursement			0		4,400
	TOTAL			158,239		162,986

### Program Description

The Finance Administration Division supports the departmental functions of fiscal planning, debt administration, operating and capital budget development and management, payroll administration (including federal and state tax reporting for Town and CPS payrolls), fiscal administration of employee group insurance programs, and purchasing administration.

The Director is appointed by the Town Manager and serves as Treasurer-Collector. In this capacity, the Director is custodian of the Concord Contributory Retirement Fund for the Retirement Board (assets of \$85.7 million on December 31, 2006) and serves as Treasurer of the Trustees of Town Donations, administering its portfolio valued at \$5.4 million on December 31, 2006. The Director also serves as Treasurer of the Minuteman-Nashoba Health Group, a consortium of twelve area towns and four regional school districts that procures and manages group health insurance programs for its employees. In addition, the Director provides planning and supervisory guidance to the other Finance divisions: Assessing, Accounting, Treasury, and Town Clerk.

### Program Implementation

The proposed FY2008 Finance Administration Division budget provides funding for the four existing full-time staff: the Finance Director, Budget & Purchasing Administrator, Budget Analyst, and Senior Administrative Assistant. Additionally, \$43,895 in funds for a new Management Assistant position to assist with Treasurer-Collector functions, employee benefits, and payroll processing is recommended. Also, the FY08 budget includes level funding for a summer intern (\$6,331). Although \$12,000 was requested for a second annual survey about citizen attitudes toward Town government and services, it was decided that the survey would be conducted every other year, so this request is not funded.

### Performance Information

The overall objective of the Division is to provide accurate, timely support to Town departments and Concord citizens in fiscal and administrative matters, including managing finances, preparing budgets, paying employees, purchasing goods and services, and complying with laws and regulations. The following summary of activities in FY06 (or CY06 where noted) provides some data about the Division's workload.

- Issued 10,798 payroll checks and 647 W-2 forms for calendar year 2006 to Town employees, and managed federal and state wage and withholding tax payment and reporting for 1,267 Town and CPS employees with a total calendar year 2006 payroll of \$36.3 million;
- Managed calendar year 2006 federal and state wage and tax reporting for 261 retirees;
- Managed \$32.4 million in total revenue for the Minuteman-Nashoba Health Group;
- Assisted in the preparation and issuance of 16 Request For Proposals and 24 Bid Invitations;
- Managed the billing and payroll deduction process for health benefits plans (740 members), the dental plan (432 members), and life insurance plan (569 members); and,
- Issued five principal documents within the annual budget cycle: the Town Manager's Proposed Budget for FY2007, the Enterprise Funds Proposed Budgets for FY2007, the Town Manager's Capital Improvement Program FY2007-2011, the Finance Committee Report (April 2006), and the Official Financial Statement for the Bond offering of September 2005 and February 2006.

The Division began several new initiatives during FY07. In the fall of 2006, it conducted a Town-wide survey of citizen attitudes toward the Town government and services, followed up by two focus groups. The report summarizing this research will be made public in February 2007. Additionally, the Division began the design and implementation of a performance measures initiative, tentatively titled Performance-Related Indicators, Statistics, and Measures (PRISM). The goal is to develop new ways of collecting data on how Town departments perform their functions and of presenting that data to the public. The Division decided to begin this initiative by implementing its own performance measures. In September 2006 it began tracking the time it took to process a Purchase Order. The system is still a work in progress, but processing times have fallen since the initiation of the tracking.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Finance Administration</b>	<b>ITEM 9A</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	241,952	248,707	279,479	324,958	324,958
Purchased Services	9,891	17,664	3,600	15,800	3,800
Supplies	1,206	888	1,950	1,750	1,750
Other Charges	5,591	3,608	4,580	4,580	4,580
Capital Outlay	78	0	0	0	0
<b>TOTAL</b>	258,718	270,867	289,609	347,088	335,088

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	179,558	62.0%	207,755	62.0%	15.7%
Light Fund	28,961	10.0%	33,509	10.0%	15.7%
Water Fund	46,337	16.0%	53,614	16.0%	15.7%
Sewer Fund	11,584	4.0%	13,403	4.0%	15.7%
Solid Waste Disp. Fund	5,792	2.0%	6,702	2.0%	15.7%
Parking Meter Fund	11,584	4.0%	13,403	4.0%	15.7%
Town Trust Funds	5,792	2.0%	6,702	2.0%	15.7%
<b>TOTAL</b>	289,609	100.0%	335,088	100.0%	15.7%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Finance Director	MP-14	1	110,478	1	110,477
	Budget & Pur. Admin.	MP-6	1	60,115	1	60,564
	Budget Analyst	MP-2	1	44,955	1	46,090
	Management Assistant	MP-2	0	0	1	43,895
	Sr. Admin. Assistant	ACL-7	1	53,701	1	53,701
	SUB-TOTAL		4	269,248	5	314,727
5120	Summer Intern			6,331		6,331
5157	Car Allowance			3,900		3,900
	<b>TOTAL</b>			279,479		324,958

**Program Description**

The Treasurer-Collector Division of the Finance Department is under the direction of the Assistant Treasurer-Collector and is responsible for the receipt, short term investment, bank account management, and disbursement of all Town funds. The division also manages the collection of all taxes and utilities, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees, including ambulance charges, parking fines, parking permits, police false alarm bills, and curbside tags and barrel stickers. The division received, recorded, and managed more than \$149 million through the Town Treasury in FY2006, and issued and collected over 200,000 bills.

**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, \$61,425, 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 \$48,123, covers mailing costs for most general fund mailings.

On-line payment capabilities have been introduced for payment of property tax, motor vehicle excise, curbside collection subscription renewal, and electric billing. This payment option will expand to water/sewer billing and other municipal fees in the future.

**Performance Information**

The overall objective of the Treasury Division is to maximize collection of all Town receivables, and to oversee the cash management all Town funds.

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

Collecting

- 12,000 parking violations
- 32,380 water bills
- 48,950 electric bills

Collecting and Billing

- 6,000 subscriptions for curbside refuse and recycling
- 18,500 motor vehicle excise bills
- 27,500 property tax bills

In the important areas of cash management and tax collections the division has established the following record (FY2003-FY2006):

	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>
• <b>Treasurer (cash management)</b>				
General Fund Earnings (000's omitted)	\$332	\$264	\$566	\$1,016
Annual Yield	1.89%	1.29%	2.38%	4.48%
• <b>Tax Collector</b>				
% of Current Year Property Tax Levy				
Remaining Unpaid at the First June 30	0.85%	0.77%	0.71%	0.69%

These uncollected percentages of less than 1% place Concord among the highest performers in the state. *This is the eleventh consecutive year that the uncollected percentage has remained under 1%.*

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Treasurer-Collector</b>	<b>ITEM 9B</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	209,238	219,990	227,498	229,208	229,208
Purchased Services	103,221	119,978	119,375	136,198	136,198
Supplies	2,702	2,803	4,300	3,700	3,700
Other Charges	1,846	2,070	2,945	2,395	2,395
Capital Outlay	25,000	800	0	0	0
<b>TOTAL</b>	342,007	345,641	354,118	371,501	371,501

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	210,451	59.4%	212,003	57.1%	0.7%
Light Fund	40,142	11.3%	42,601	11.5%	6.1%
Water Fund	40,570	11.5%	41,270	11.1%	1.7%
Sewer Fund	10,143	2.9%	10,317	2.8%	1.7%
Solid Waste Disposal Fund	22,994	6.5%	22,261	6.0%	-3.2%
Parking Meter Fund	22,994	6.5%	22,261	6.0%	-3.2%
Retirement System	4,550	1.3%	4,584	1.2%	0.7%
Town Trust Funds	2,274	0.6%	2,292	0.6%	0.8%
Swim and Fitness Center	0	0.0%	13,912	3.7%	100.0%
<b>TOTAL</b>	354,118	100.0%	371,501	100.0%	4.9%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Assistant Treas./Coll.	MP-8	1	71,309	1	71,309
	Collections Assistant	ACL-4	1	41,605	1	41,737
	Treasury Assistant	ACL-4	1	44,352	1	44,352
	Account Clerk	ACL-3	<u>2</u>	<u>70,231</u>	<u>2</u>	<u>71,810</u>
	<b>TOTAL</b>		<b>5</b>	<b>227,498</b>	<b>5</b>	<b>229,208</b>

**Program Description**

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

- maintaining the accounting records of the Town;
- preparing periodic and annual financial statements;
- reviewing and processing all payment requests approved by the Board of Selectmen;
- maintaining budgetary records for the appropriation accounts, enterprise funds, and special revenue funds;
- managing the Town's annual audit;
- monitoring and maintaining records of all contracts and grants;
- maintaining the accounts and records of the retirement system; and,
- providing billing operations relating to water, sewer and electrical services.

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

**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 Assistant Town Accountant position, which had been vacant for several years, is in the process of being filled. This position will provide necessary support and backup to the Town Accountant.

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%; and General, 64%. This 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.

**Performance Information**

The overall objective of the Town Accountant Division is to manage the Town's accounting records to ensure conformity with generally accepted accounting principles, to issue reports that comply with State laws and regulations, to provide timely utility billing and employee retirement services, and to provide accurate and timely accounts payable and reporting services to the other Town departments.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Town Accountant</b>	<b>ITEM 9C</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	210,211	168,873	241,232	241,423	241,423
Purchased Services	4,165	6,454	4,750	4,750	4,750
Supplies	1,534	889	2,285	2,285	2,285
Other Charges	629	533	2,100	2,100	2,100
Capital Outlay	15,000	40,000	0	0	0
Audit	43,000	45,000	47,000	50,000	50,000
<b>TOTAL</b>	<u>274,539</u>	<u>261,749</u>	<u>297,367</u>	<u>300,558</u>	<u>300,558</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	115,621	38.9%	116,481	38.8%	0.7%
Light Fund	44,583	15.0%	44,583	14.8%	0.0%
Water Fund	47,058	15.8%	47,199	15.7%	0.3%
Sewer Fund	15,865	5.3%	16,164	5.4%	1.9%
Solid Waste Disp. Fund	3,952	1.3%	4,022	1.3%	1.8%
Retirement System	70,288	23.6%	72,109	24.0%	2.6%
<b>TOTAL</b>	<u>297,367</u>	<u>100.0%</u>	<u>300,558</u>	<u>100.0%</u>	<u>1.1%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Accountant	MP-10	1	65,729	1	67,200
	Asst. Town Accountant	MP-4	1	50,001	1	52,501
	Retirement Assistant	ACL-5	1	42,467	1	42,858
	Senior Account Clerk	ACL-4	1	41,605	1	41,748
	Utility Account Clerk	ACL-3	1	36,431	1	37,116
	SUB-TOTAL		5	<u>236,232</u>	5	<u>241,423</u>
5120	Intern			5,000		0
	<b>TOTAL</b>			<u>241,232</u>		<u>241,423</u>

**Program Description**

The Assessors Division is responsible for listing and valuing all the Town's real estate and personal property in the community for ad valorem taxation. This involves maintaining the assessing databases that contain physical and legal property information. In addition, all current real estate sale transactions are reviewed. By analyzing these transactions, the Assessors Division is able to track market trends and estimate property values. All properties are valued at their "full and fair cash value" in accordance with state law, using one of the three approaches: Cost Approach, Income Approach, or Sales Comparison Approach. Every three years the state Department of Revenue certifies that the Town's values meet these standards.

The state requires cities and towns to conduct Interim Year Adjustments in the two years in between the triennial revaluations, with the goal of maintaining property assessments at full and fair cash value. FY2007 is an interim year based on a January 1, 2006, assessment date. Calendar year 2005 sales were analyzed, and several adjustments were made to the tables that are used to derive property values. These values were certified by the DOR on December 12, 2006.

The five-member Board of Assessors, appointed by the Town Manager, is responsible for insuring the accurate maintenance of the assessing databases and for acting upon abatement applications regarding possible property overvaluation, as well as exemption applications for the elderly, low income, disabled veterans, the blind, and Community Preservation Fund. Taxpayers may appeal local board decisions on abatements to the State Appellate Tax Board. The Division records all changes in property ownership, land subdivisions and changes in use code classifications of property, processes abatement and exemption applications, defends decisions of the board at the Appellate Tax Board when necessary, assists realtors and appraisers, and provides certified abutters lists.

In addition, the Division is responsible for the issuance and adjustment of motor vehicle excise tax bills (about 17,000 bills annually), based on data received from the Massachusetts Registry of Motor Vehicles.

**Program Implementation**

The Assessors Division is staffed by a Town Appraiser, a Field Lister (a new position in FY2006 replacing a part-time consultant), an Administrative Assistant, and a Department Clerk.

Correct property values are dependent on accurate data for the property. In order to improve the integrity of the data, the Board plans to continue the full measure and list over the next few years. This involves visiting every property Town-wide. A full measure and list of all condominiums was completed in the first half of FY2007. Activities for the next state mandated triennial revaluation (FY2008) begin in the second half of FY2007. This involves many extra procedures under the guidance of the DOR.

For FY2008 under Purchased Services, the department requested \$125,000 to prepare for the FY2008 reval, as well as for the next phase of the Town-wide full measure and list. The recommended budget provides \$100,000. This reduction will require spreading the full measure and list over a longer time period. Other costs include additional field inspection services (\$25,000), computer maintenance (\$5,500), telephone (\$1,400), postage (\$4,000), printing (\$2,800), and advertising (\$1,000). The increase under Other Charges is for training and education to meet the increasing technical requirements of the assessing function.

**Performance Information**

The overall objective of the Assessors Division is to value all the Town's real and personal property in a fair, efficient, and cost-effective manner.

<b>REAL AND PERSONAL PROPERTY</b>									
Fiscal Year	# 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	1	16,386,122	172,529	
FY05*	6,502	426	6.5%	214	33	1	33,604,494	329,324	
FY06	6,480	127	2.0%	70	22	13	8,464,443	86,591	

\*Revaluation state certification year

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Assessors</b>	<b>ITEM 9D</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	101,086	181,987	191,950	194,852	194,852
Purchased Services	235,251	38,644	140,200	165,000	140,000
Supplies	2,522	3,049	2,900	2,900	2,900
Other Charges	2,807	8,509	7,850	9,340	9,340
<b>TOTAL</b>	341,666	232,189	342,900	372,092	347,092

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	342,900	100.0%	347,092	100.0%	1.2%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Appraiser	MP-10	1	71,079	1	71,079
	Field Lister	ACL-5	1	41,222	1	43,037
	Administrative Assistant	ACL-5	1	44,111	1	44,223
	Department Clerk	ACL-3	1	33,739	1	34,413
	SUB-TOTAL		4	190,150	4	192,752
5157	Car Allowance			1,800		2,100
	<b>TOTAL</b>			191,950		194,852

**Program Description**

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

The functions funded in the Town Clerk budget include:

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

**Program Implementation**

The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions and one part-time Senior Department Clerk (10 hours/week). The Department operated with one full-time position vacant for six months of 2006 (31% reduction in staff for ½ the year).

**Performance Information**

The overall objective of the Town Clerk’s Office is to accurately record, maintain, and issue certified copies of all vital records; efficiently issue licenses and permits; and judiciously administer election laws. Due to the presence of Emerson Hospital in the community, the activity level in the Clerk’s office is very high compared to other Clerk’s offices in the area.

<b>Activity</b>	<b>CY2006</b>	<b>CY2005</b>	<b>CY2004</b>
Births Registered (Concord Residents)	1,244 (121)	1,216 (111)	1393 (149)
Deaths Registered (Concord Residents)	423 (161)	432 (170)	399 (129)
Marriage Licenses Registered (Concord Residents)	74 (24)	75 (30)	93 (43)
Marriage Intentions Filed (Concord Residents)	80	76	95
Certified Copies of Vital Records Issued	7,156	6,948	6,699
Fishing & Hunting Licenses & Stamps Issued	458	537	522
Dog Licenses Issued	1,783	1,835	1,839
Burial Permits Issued	406	421	386
Business Certificates Recorded	118	164	125
Cemetery Deeds Prepared and Recorded	52	119	133
Public Meetings Posted	963	994	886
Raffle Permits Issued	15	16	15
Passport Applications Processed	345	369	583
Affidavits & Corrections Processed	22	23	51
Net Receipts to General Fund	\$124,351	\$102,706	\$104,445

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Town Clerk</b>	<b>ITEM 9E</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	155,548	163,767	170,170	171,292	171,292
Purchased Services	2,898	881	1,350	1,395	1,395
Supplies	2,265	1,834	3,080	2,850	2,850
Other Charges	1,611	1,297	2,102	2,312	2,312
Capital Outlay	759	0	0	0	0
<b>TOTAL</b>	163,081	167,779	176,702	177,849	177,849

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	176,702	100.0%	177,849	100.0%	0.6%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Clerk	MP-9	1	76,813	1	76,813
	Assistant Town Clerk	ACL-6	1	42,453	1	44,512
	Senior Department Clerk	ACL-4	1	39,690	1	38,915
	SUB-TOTAL		3	158,956	3	160,240
5115	Office Assistant	Misc.	522 hrs	7,564	522 hrs	7,569
5130	Overtime		100 hrs	3,050	120 hrs	3,483
	Special Election			600		0
	<b>TOTAL</b>			170,170		171,292

**Program Description**

This account covers expenses related to in-house and service bureau (contracted) data processing applications of the Finance Department, and the management of the Town's information systems under the overall coordination of the Information Systems Administrator. This account also covers the operating and lease costs of the Town House copiers used by numerous departments and committees.

**Program Implementation**

The account is divided into three activities:

- **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 \$110,000 is recommended for the Technology Fund (a 5% 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.

**Performance Information**

The overall objective of the Information Systems program is to operate, maintain, and upgrade the Town's information systems so that they continue to meet current needs and the latest technology standards.

Major expense items budgeted for FY2008 are:

<b>Financial Systems Operations</b> \$87,500	Payroll system (ADP), including e-time - \$40,000 Software maintenance fees - \$25,000 for the various financial systems
<b>Information Systems Operations</b> \$230,570	Staffing - \$89,320 (two positions, 1.50 FTE General Fund share) Internet access, consulting, and training - \$20,000 Hardware/software upgrades and replacements
<b>Technology Fund</b> \$110,000	

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Information Systems</b>	<b>ITEM 10</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
<b>OPERATIONS:</b>					
Purchased Services	43,548	66,040	70,000	85,000	85,000
Supplies	1,463	1,729	2,500	2,500	2,500
<b>PHOTOCOPIERS:</b>					
Purchased Services	4,301	1,432	5,000	5,000	5,000
Supplies	6,434	5,372	5,000	5,500	5,500
Capital Outlay	0	1,923	0	0	0
<b>TECHNOLOGY FUND:</b>					
Personal Services	79,316	84,786	89,251	89,320	89,320
Purchased Services	21,218	5,008	27,500	27,500	27,500
Supplies	5,066	1,295	2,750	2,750	2,750
Other Charges	0	523	1,000	1,000	1,000
Capital Outlay	101,661	127,706	105,000	120,000	110,000
<b>TOTAL</b>	263,006	295,814	308,001	338,570	328,570

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	308,001	100.0%	328,570	100.0%	6.7%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Technology Admin.	MP-8	0.75	53,436	0.75	53,505
	Information Syst. Asst.	MP-2	0.75	35,815	0.75	35,815
	<b>TOTAL</b>		1.50	89,251	1.50	89,320

### Program Description

This budget covers operating expenses of the Town House, located at 22 Monument Square. Expenses include custodial services as well as ongoing maintenance, repairs, building improvements, and utility costs for both the Town House and the Gun House located on Lexington Road. The Town House provides office space for the Town Manager's Office, Personnel Office, and Finance Department. The basement and attic of the building are used for records and equipment storage for the aforementioned offices. These areas also house important components of the building's utility equipment, information and communications technology, as well as some of the Town's public ceremonies supplies. Town House meeting rooms are used by Town boards and committees throughout the day and evening. The building is open for business from 8:30 a.m. to 4:30 p.m., Monday through Friday, with the Town Clerk's office maintaining evening hours until 6:00 p.m. on Thursdays, September - June. The Town House was constructed in 1851, and, now in its 156<sup>th</sup> year, requires significant ongoing interior and exterior maintenance and repairs.

### Program Implementation

The Town House provides office space for the general government activities of the Town Manager, Personnel, and Finance Departments. In addition, the building is utilized to its fullest capacity throughout the day and evening for staff and citizen committee meetings. To provide for day-to-day cleaning and maintenance, custodial services are provided by a full-time Town employee.

Utility costs remain a significant portion of this account. Electricity costs are projected at \$18,067 (\$206 - Gun House); natural gas at \$13,679, reflecting the cost of supplying the building's gas boiler system; telephone at \$500; and water and sewer at \$2,261 (\$150 - Gun House).

Other operating budget items include \$3,000 for building maintenance and HVAC maintenance, \$3,380 for elevator maintenance, and \$3,200 for custodial and building maintenance supplies. An amount of \$4,500 is included to continue to maintain the building's library of legal publications.

Capital outlay of \$10,000 is recommended for building improvements to be used to fund various projects.

### Performance Information

The overall objective of the Town House program is to operate, maintain, and renovate the Town House so that it continues to meet current codes, standards, and needs.

The Town House building systems remain in good repair. Normal care and maintenance, as well as a focus on feasible energy conservation measures, remain important components of the building program. The building continues to run efficiently, given the volatile nature of energy costs, while maximizing the useful life of the building's systems. The oldest mechanical system in the building is the elevator, which is over 25 years old. With regular professional maintenance and inspection, that system also remains in good shape. Various building improvements continue at an incremental pace. Replacement of floor finishes in several areas was completed in FY2007. Interior and exterior painting is an ongoing project, as is the repair and improvement of the building's windows. Finally, capital project funding along with Community Preservation Act funding approved by 2006 Annual Town Meeting made possible the new fire sprinkler and fire alarm system installation which was undertaken in FY07.

Town of Concord, Massachusetts

<b>FINANCE &amp; ADMINISTRATION: Town House</b>	<b>ITEM 11</b>
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**EXPENDITURE DETAIL**

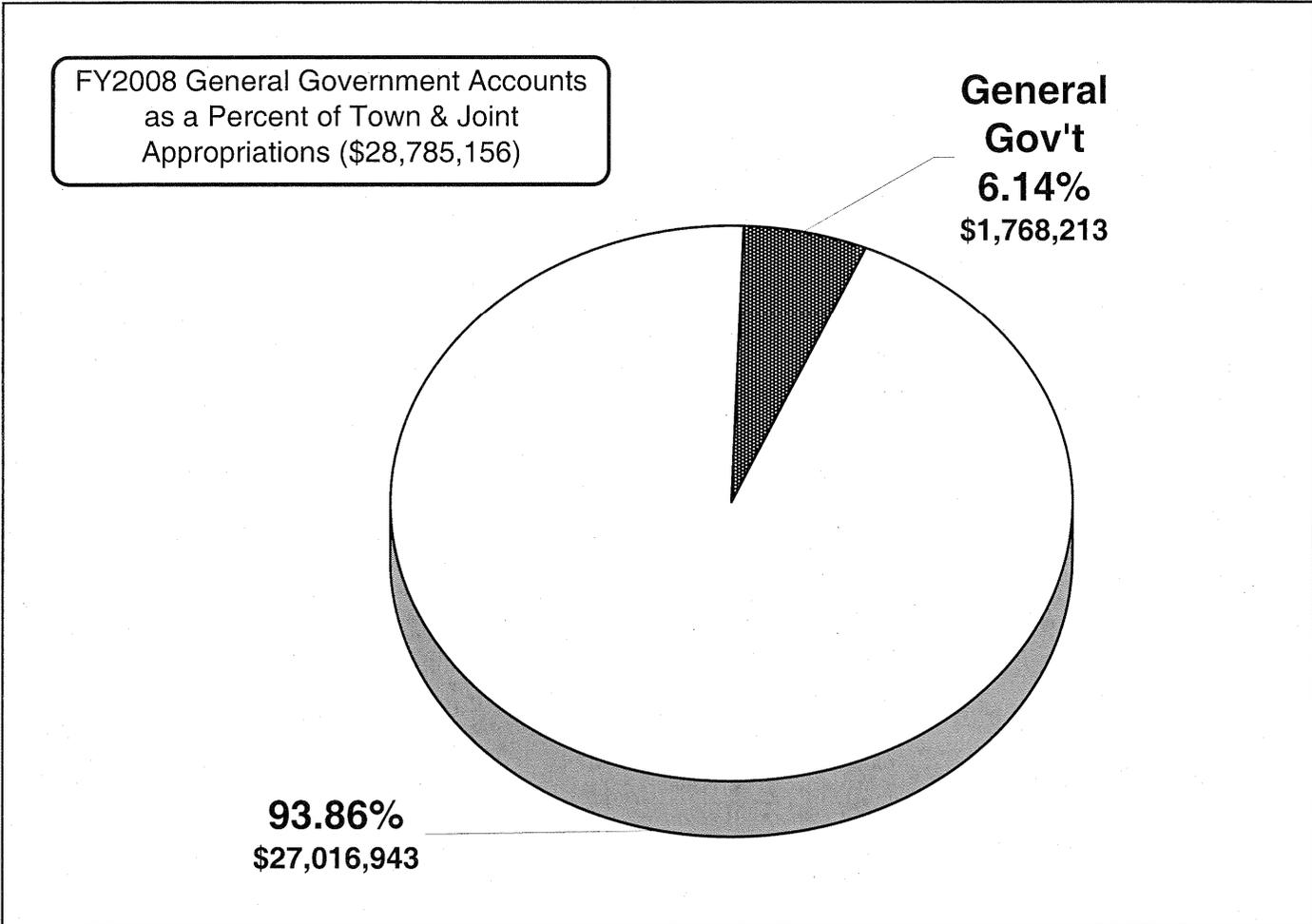
	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	42,155	42,651	47,770	47,770	47,770
Purchased Services	37,862	39,722	46,214	44,174	44,174
Supplies	6,669	8,068	6,800	8,850	8,850
Capital Outlay	14,470	16,147	10,000	10,000	10,000
<b>TOTAL</b>	<b>101,156</b>	<b>106,588</b>	<b>110,784</b>	<b>110,794</b>	<b>110,794</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	95,667	86.4%	95,676	86.4%	0.0%
Light Fund	5,039	4.5%	5,040	4.5%	0.0%
Water Fund	6,047	5.5%	6,047	5.5%	0.0%
Sewer Fund	3,023	2.7%	3,023	2.7%	0.0%
Solid Waste Disp. Fund	1,008	0.9%	1,008	0.9%	0.0%
<b>TOTAL</b>	<b>110,784</b>	<b>100.0%</b>	<b>110,794</b>	<b>100.0%</b>	<b>0.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Cust.	LA-2	1	42,845	1	42,845
5130	Overtime		160 hrs	4,925	160 hrs	4,925
	<b>TOTAL</b>			<b>47,770</b>		<b>47,770</b>



**Proposed Change in General Government Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
1A Town Manager	0.9%
1B Town Wide Building Maintenance	9.1%
2 Legal Services	0.0%
3A Elections	-10.0%
3B Registrars	1.6%
4 Town Meeting & Reports	28.0%
5A Planning	-0.3%
5B Board of Appeals	-10.0%
5C Natural Resources	3.2%
5D Inspections	12.5%
5E Health	2.5%
6 141 Keyes Road	-0.9%

Town of Concord, Massachusetts

<b>SUMMARY: General Government</b>	<b>ITEMS 1 - 6</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
1A Town Manager	409,641	413,296	260,606	262,835
1B Town Wide Building Maintenance	110,000	120,000	110,000	120,000
2 Legal Services	250,000	250,000	250,000	250,000
3A Elections	41,673	36,205	38,458	34,597
3B Registrars	11,884	12,053	9,450	9,602
4 Town Meetings & Reports	62,390	79,850	62,390	79,850
5A Planning	273,241	273,298	215,760	215,125
5B Board of Appeals	45,259	40,750	45,259	40,750
5C Natural Resources	203,238	208,547	164,791	170,037
5D Inspections	279,578	314,592	279,578	314,592
5E Health	265,504	271,574	203,661	208,662
6 141 Keyes Road	62,748	62,163	62,748	62,163
<b>TOTAL</b>	2,015,156	2,082,328	1,702,701	1,768,213

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	1,702,701	1,768,213	3.8%
Light Fund	99,332	100,063	0.7%
Water Fund	114,855	115,320	0.4%
Sewer Fund	55,092	56,288	2.2%
Solid Waste Disposal Fund	3,821	3,858	1.0%
School Department	2,434	2,451	0.7%
Other Towns	19,700	19,700	0.0%
Community Preservation Fund	14,006	14,827	5.9%
State Reimbursements	3,215	1,608	-50.0%
<b>TOTAL</b>	2,015,156	2,082,328	3.3%

### Program Description

The Town Manager is appointed by the Board of Selectmen and serves as the Town's Chief Executive Officer in accordance with the Town Charter. The office staff includes the Assistant Town Manager, Executive Assistant to the Town Manager, and Administrative Assistant to the Selectmen.

The Board of Selectmen is comprised of five members elected to serve three-year terms, as defined by the Town Charter and the Term of Office Bylaw. The Town Charter, Town Bylaws, and General Laws grant the Selectmen broad powers to govern the Town. The Selectmen act as the primary policy-making body for a wide variety of issues that affect the Town's development and its delivery of services. They recommend the budget to the Annual Town Meeting, approve the reorganization of Town departments, provide oversight for matters in litigation, and act as the licensing authority for a wide variety of licenses and permits. The Selectmen also enact rules and regulations for such matters as traffic control, underground wiring, street lighting, common carrier, etc.

### Program Implementation

The FY2008 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 partner with a community-based initiative to create a Youth Coordinator position overseen by the Town. In addition, \$10,000 is recommended to maintain the Senior Work program which remains fully subscribed in placing seniors in temporary yet helpful positions within various Town departments. Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$1,200); printing, postage and advertising (\$1,900); and office supplies and stationery (\$2,550). 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). Other expenses include: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,625); professional staff membership dues for similar organizations (\$2,315); professional conference registration fees (\$2,100); and out-of-state travel expenses to attend the annual International City Managers' 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.

### Performance Information

The overall objective of the Town Manager's Office is to support the Town Manager and the Board of Selectmen in the performance of their administrative and managerial duties as established by the laws of Massachusetts and the Concord Town Charter. The Town Manager is responsible for managing all Town departments, administering and overseeing all Town funds (general fund and enterprise funds), providing support for the volunteer committee system (including appointment of 13 committees), working with other levels of government, and managing special projects on behalf of the Selectmen. Several functional areas operate as divisions of the Town Manager's Office: Recreation, Council on Aging, Personnel, Veterans' Services, Information Services, and Community Services. The Community Services outreach function was implemented during FY05 funded via gift from Concord-Carlisle Community Chest, and it is anticipated to continue into FY2008 under the same funding mechanism.

Staff activities in support of the functions of the Selectmen and Town Manager include processing a variety of license applications. In calendar year 2006, the following licenses were issued: 38 One Day Special Licenses, 2 Class I Licenses, 8 Class II Licenses, 6 Weekday Entertainment Licenses, 1 Automatic Amusement License, 1 Common Carrier License, 37 Common Victualler Licenses, 25 Liquor Licenses, 4 Taxi/Livery Licenses, 4 Innholder/Lodging Licenses, and 132 Tour Guide Licenses. Staff will undertake or continue numerous other initiatives in FY08, including coordination of various uses of public property, coordinating risk management, Town-wide building maintenance and ADA-related matters, assistance in preparation for Town Meeting, and production of a variety of documents, such as the Town Meeting Warrant and Annual Town Report.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Town Manager</b>	<b>ITEM 1A</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	337,350	354,433	367,794	381,255	371,255
Purchased Services	14,449	20,501	17,001	16,601	16,601
Supplies	2,699	4,950	4,550	4,800	4,800
Other Charges	11,531	15,184	15,296	15,640	15,640
Capital Outlay	11,170	5,000	5,000	10,000	5,000
<b>TOTAL</b>	377,199	400,068	409,641	428,296	413,296

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	260,606	63.6%	262,835	63.6%	0.9%
Light Fund	76,428	18.7%	77,159	18.7%	1.0%
Water Fund	45,857	11.2%	46,296	11.2%	1.0%
Sewer Fund	22,928	5.6%	23,148	5.6%	1.0%
Solid Waste Disp. Fund	3,821	0.9%	3,858	0.9%	1.0%
<b>TOTAL</b>	409,641	100.0%	413,296	100.0%	0.9%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Manager	N/A	1	140,340	1	140,412
	Asst. Town Manager	MP-13	1	105,236	1	105,236
	Exec. Asst. to T. M.	ACL-8	1	56,078	1	56,078
	Administrative Asst.	ACL-5	1	41,510	1	42,115
	SUB-TOTAL		4	343,164	4	343,841
5115	Office Project Assistant		0.125	7,191	250 hrs	5,000
5115	Youth Program Coordinator		0	0	250 hrs	5,000
5120	Sr. Citizen Tax Credit		1176 hrs	10,000	1176 hrs	10,000
5130	Overtime	ACL	50 hrs	2,039	50 hrs	2,014
5157	Car Allowance			5,400		5,400
	<b>TOTAL</b>			367,794		371,255

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

**ITEM 1B**

**Program 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 FY2008-2012 proposed CIP that this fund will be augmented annually.

**Program Implementation**

For FY2008, the recommended amount to be funded for the Townwide Building Maintenance Account is \$120,000. An additional \$45,000 from the General Fund is recommended in the various separate building accounts. This is still a small portion of the funding target recommended by the Facilities Planning Committee, 2.75% of replacement value. However, over the past fifteen years, all of the buildings under the supervision of the Town Manager have received major renovations (with the exception of the West Concord Fire Station). These buildings are in serviceable to good condition, and continuing major renovation work is scheduled routinely in the five-year plan.

In the table below, the target level of 2.75% is shown except for the "brand new" facilities (Harvey Wheeler Community Center, Visitor Center) where a 2% goal is shown.

**Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund**

<u>Year Built</u>	<u>Major Ren.</u>	<u>BUILDING</u>	<u>Replacement Value</u>	<u>Budget Goal</u>	<u>Other Funds</u>
1851	2002	Town House	\$ 2,225,700	\$ 61,000	
2002		Visitors Center	400,000	8,000	
1903	2003	Harvey Wheeler Comm. Cen.	3,600,000	72,000	
1960		Gun House	89,640	2,500	
1935	1987	Hunt Recreation Center	2,248,560	62,000	Recreation Fund
1996		Field House (Lawsbrook)	61,800	1,700	
1992		133 Keyes Road (CPW)	1,826,800	50,000	Enterprise Funds
1904	1994	141 Keyes Road	1,180,920	32,500	
1959	1996	Police/Fire Station (Walden)	3,246,975	90,000	
1932		West Concord Fire Station	1,170,900	<u>32,300</u>	
				\$ 412,000	

**Performance Information**

The overall objective of the Townwide Building Maintenance account is to provide funding for the maintenance of Town buildings in order to keep them in good repair. In FY2007, the Account was utilized to support the implementation of general plumbing and electrical trade contracts while funding priority repair and renovation projects at the Town House, recreation facilities, and both fire stations. The Account continues to be a useful tool in completing a variety of mid-sized building projects that could be planned and carried out on an as-needed basis throughout the year.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Town-wide Building Maintenance</b>	<b>ITEM 1B</b>
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**EXPENDITURE DETAIL**

	<u>FY05 Expend.</u>	<u>FY06 Expend.</u>	<u>FY07 Budget</u>	<u>FY08</u>	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	6,510	0	0	0	0
Purchased Services	0	0	0	0	0
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	33,490	90,000	110,000	160,000	120,000
<b>TOTAL</b>	<u>40,000</u>	<u>90,000</u>	<u>110,000</u>	<u>160,000</u>	<u>120,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	110,000	100.0%	120,000	100.0%	9.1%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**GENERAL GOVERNMENT: Legal Services**

**ITEM 2**

**Program Description**

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

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

It has been the Town's 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.

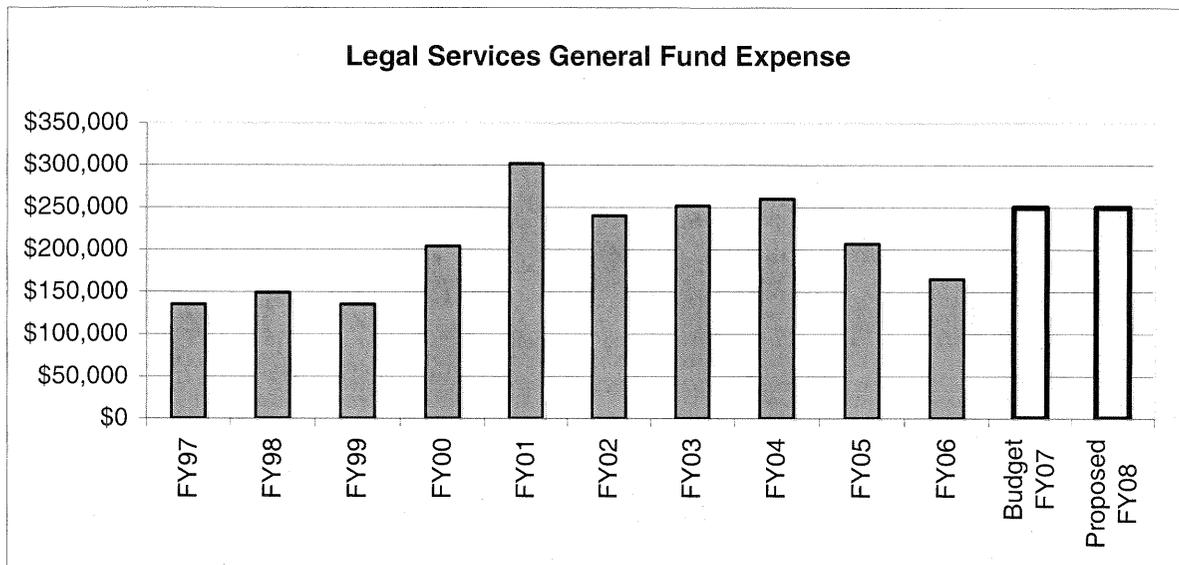
**Program Implementation**

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

**Performance Information**

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

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. The current budget level of \$250,000 is, however, maintained as the recommended FY08 budget.



Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Legal Services</b>	<b>ITEM 2</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	0	0	0	0	0
Purchased Services	206,700	165,323	250,000	250,000	250,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>206,700</u>	<u>165,323</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	250,000	100.0%	250,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Program 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 FY2008, we are budgeting for a Town Caucus, a Presidential Primary, an Annual Town Election (concurrent with the Presidential Primary), and two Special Town Elections (one in the Fall of 2007, and one following the Annual Town Meeting).

**Program Implementation**

There are 55 election officers (5-8 per shift in each precinct, plus substitutes) recruited and trained by the Town Clerk's Office. In addition, state law requires a police detail at each polling site during polling hours. Concord has five precincts (at four polling places). The Town uses technicians (two retired Town employees) to deliver, set up, and take down the voting equipment and signs on Election Day.

For state elections, the State reimburses the cost of having the polls open from 7:00 a.m. to 10:00 a.m., as a result of a 1983 state law. Reimbursement of \$1,608 in FY2008 is anticipated, and is reflected in the Funding Plan on the adjacent page. The cost of a special mailing done prior to an election (only done for selected special elections) is about \$1,000.

**Performance Information**

The overall objective is to conduct all elections fairly and efficiently while attaining maximum voter turnout and to judiciously administer the campaign finance laws.

<b>Elections:</b>	<i>Actual</i>					<i>Budgeted</i>	
	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
State/National	0	2	1	2	0	2	1
Town	3	2	3	3	2	2	3
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>4</b>

**COST OF ELECTIONS:** For local elections, the Town incurs all of the costs, which are budgeted at approximately \$10,800 each. For state elections, the State pays for printing the ballots and for three hours of keeping the polling places open, which is why the cost is slightly lower (budgeted at \$10,100 per election). Staff time for Town Clerk Office staff to prepare for and conduct an election, including processing the absentee ballots, is not factored into the costs below. For a state election, this amounts to 150-200 hours of staff time, depending on the absentee ballot activity. These costs are budgeted in the Town Clerk's budget. When two elections are held concurrently (as is scheduled for March 2008), there is a cost savings of about \$7,200.

<b>Event</b>	<b>March 2006 Town Election</b>	<b>June 2006 Special Town Election</b>	<b>Sept 2006 State Primary</b>	<b>Nov 2006 State Election</b>
<b>Cost</b>	\$9,466	\$9,452	\$8,762	\$9,242

**VOTER TURNOUT:** Voter turnout for some recent elections is as follows:

<b>Event</b>	<b>Nov 2004 Presidential Election</b>	<b>June 2005 Special Town Election</b>	<b>March 06 Town Election</b>	<b>Sept 2006 State Primary</b>
<b>% Turnout – All Voters</b>	86%	29%	34%	35%

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Elections</b>	<b>ITEM 3A</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	27,267	13,033	28,873	23,380	23,380
Purchased Services	6,832	4,663	10,000	10,475	10,475
Supplies	3,111	1,375	2,800	2,350	2,350
Capital Outlay	0	60	0	0	0
<b>TOTAL</b>	<b>37,210</b>	<b>19,131</b>	<b>41,673</b>	<b>36,205</b>	<b>36,205</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	38,458	92.3%	34,597	95.6%	-10.0%
State Reimbursement	3,215	7.7%	1,608	4.4%	--
<b>TOTAL</b>	<b>41,673</b>	<b>100.0%</b>	<b>36,205</b>	<b>100.0%</b>	<b>-13.1%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5120	Election Officers	Misc.	1,660 hrs	13,990	1010 hrs	12,122
5120	Technicians	Misc.	256 hrs	4,471	132 hrs	3,449
5131	Police Overtime	Union	224 hrs	10,412	112 hrs	7,809
	<b>TOTAL</b>		<b>2,140 hrs</b>	<b>28,873</b>	<b>1,254 hrs</b>	<b>23,380</b>

**Program Description**

The Board of Registrars is a four-member board that is equally represented by the two major political parties. Three members are appointed by the Board of Selectmen, while the fourth member is the Town Clerk. The Town Clerk's Office provides staff assistance to the Board. The Registrars' charge is (1) to conduct the annual Town Census and publish the annual Street List, (2) to register voters and print voting lists, and (3) to certify signatures of Concord residents on initiative petitions and nomination papers for federal, state, and local offices.

**Program Implementation**

In 1996, in-house data systems were replaced with a new computer system, the Voter Registration Information System, provided by the Secretary of State's Office. The benefit of this system is that it connects the Town with the State and with town clerk offices across the state, and thus allows for the sharing of data to prevent duplication of registration information. This system complies with the intent of the federal Motor Voter Act passed by Congress in 1993.

Beginning with the 2000 Town Census, the Town Clerk's Office has printed its own census forms and enclosures in-house. This change has eliminated the need for using an outside computer and printing service, and has saved the Town approximately \$1,800 per year.

An amount of \$2,200 is included in this budget for the printing of 300 copies of the Street List. With more people requesting electronic versions of the Street List, the demand for hardcopies has declined. Town staff, boards, and committees use about 100 copies, and the remaining copies are sold to the public. During 2006, \$2,095 was received from the sale of hardcopies of Street Lists. In addition, 41 disk copies of the Street List (and other lists created from the database) were sold, resulting in an additional \$465 in revenue. This revenue is credited to the General Fund and offsets the printing costs.

Costs attributable solely to the annual census are projected to be \$9,803 in FY2008. The School Department supports 25% of this cost as compensation for the preparation of school census information compiled by the Town Clerk. This 25% allocation is shown on the adjacent page in the Funding Plan section.

**Performance Information**

The overall objective of this program is to produce the annual Town census and publish the annual Street List in a timely and efficient manner; and to register voters and print voting lists fairly and efficiently. Since 1998, the Town Clerk's Office has worked hard to improve and maintain the overall voter registration rate in Concord, particularly targeting younger voters. The results of these efforts are displayed in the charts below.

AGE	VOTER REGISTRATION RATE		VOTER TURNOUT	
	7/1/1998	12/31/2006	November 2002 State Election	November 2006 State Election
<b>18</b>	14%	65%	39%	39%
<b>19-21</b>	55%	72%	27%	27%
<b>22-29</b>	76%	86%	46%	41%
<b>30-39</b>	88%	90%	77%	72%
<b>40-49</b>	92%	96%	83%	81%
<b>50-59</b>	94%	97%	86%	85%
<b>60-69</b>	96%	96%	91%	89%
<b>70+</b>	81%	90%	82%	83%
<b>TOTAL</b>	<b>86%</b>	<b>92%</b>	<b>79%</b>	<b>77%</b>

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Registrars</b>	<b>ITEM 3B</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	2,901	3,296	4,934	5,003	5,003
Purchased Services	7,029	5,618	6,100	6,300	6,300
Supplies	455	336	850	750	750
TOTAL	<u>10,385</u>	<u>9,251</u>	<u>11,884</u>	<u>12,053</u>	<u>12,053</u>

**FUNDING PLAN**

	FY07 <u>Budget \$</u>	% of <u>Budget</u>	FY08 <u>Recomm. \$</u>	% of <u>Budget</u>	% Change <u>in Dollars</u>
General Fund	9,450	79.5%	9,602	79.7%	1.6%
School Dept. Transfer	2,434	20.5%	2,451	20.3%	0.7%
TOTAL	<u>11,884</u>	<u>100.0%</u>	<u>12,053</u>	<u>100.0%</u>	<u>1.4%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	Office Assistant	Misc.	100 hrs	1,449	100 hrs	1,450
5120	Office Assistant	Misc.	200 hrs	2,615	200 hrs	2,646
5130	Overtime	ACL	30 hrs	870	30 hrs	907
	TOTAL		<u>330 hrs</u>	<u>4,934</u>	<u>330 hrs</u>	<u>5,003</u>

**GENERAL GOVERNMENT: Town Meeting & Reports**

**ITEM 4**

**Program 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 2007, and a one-day Special Town Meeting is planned for fall 2007.

**Program Implementation**

This budget provides \$68,950 to cover the cost of holding the 2007 Annual Town Meeting (\$55,090) and a fall 2007 Special Town Meeting (\$13,860). 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 \$5,000. The Town reports are budgeted to cost \$10,900. All together, the budget for this account is \$79,850.

Town Counsel costs associated with Town Meeting preparation are included in the Legal Services Account (Item 2).

**Annual Town Meeting Cost (FY2008 Proposed)**

Sound System Rental (4 Nights)	\$29,000
Tellers (60 Hrs/Night)	2,040
Police & DPW Overtime	4,300
Postage (Warrant/Fin Com Report)	3,250
Warrant Printing	4,345
Finance Com Report Printing	5,915
Other Printing	3,740
Miscellaneous Expenses	<u>2,500</u>
	\$55,090

**Town Reports Cost (FY2008 Proposed)**

Printing: Annual Town Report	\$ 4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	5,000
Miscellaneous Expenses	<u>900</u>
	\$10,900

**Performance Information**

The overall objective of this budget is to provide funds so that all Town Meetings are conducted fairly and efficiently, and all associated reports and warrants are produced as cost-effectively as possible.

**Unit Printing Costs of Principal Reports:**

		<b>Town Report</b>	<b>Warrant</b>	<b>Finance Committee Report</b>
Number of Copies		1,500	6,800	7,000
<b>Fiscal Year</b>				
<b>Actual</b>	2001	\$2.87	83¢	97¢
<b>Actual</b>	2002	\$2.83	67¢	88¢
<b>Actual</b>	2003	\$3.90	50¢	77¢
<b>Actual</b>	2004	\$2.40	54¢	84¢
<b>Actual</b>	2005	\$2.57	54¢	84¢
<b>Actual</b>	2006	\$2.61	64¢	85¢
<b>Budget</b>	2007	\$2.61	64¢	85¢
<b>Estimate</b>	2008	\$3.33	64¢	93¢

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

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Town Meeting &amp; Reports</b>	<b>ITEM 4</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	5,104	13,594	6,340	7,950	7,950
Purchased Services	40,467	50,530	55,850	70,700	70,700
Supplies	58	8	200	1,200	1,200
TOTAL	45,629	64,131	62,390	79,850	79,850

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	62,390	100.0%	79,850	100.0%	28.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5120	Tellers	Misc.	240 hrs	2,040	300 hrs	2,550
5130	DPW Overtime	LA	40 hrs	1,500	50 hrs	1,885
5131	Police Overtime	Union	65 hrs	2,800	82 hrs	3,515
	TOTAL			6,340		7,950

### Program Description

The Concord 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), land management, affordable housing production, and land use control. The DPLM is comprised of the Planning Division, the Board of Appeals, the Natural Resources Division, the Building Inspection Division, and the Board of Health. These Divisions provide staff support to various boards and committees.

As a division within the DPLM, the Planning Division is responsible for coordinating the review of all development proposals that are submitted for regulatory approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Planning Division also works with the Community Preservation Committee, the Concord Housing Development Corporation (formerly the Affordable Housing Committee), and the Historical Commission. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, and development regulation creation.

### Program Implementation

Approximately 70% of the Planning Division's staff time is dedicated to providing technical and administrative support to the three regulatory boards and the other committees. In 2006, the Division worked with the Community Preservation Committee in bringing forward its first Town Meeting recommendations, working closely with applicants to understand the program requirements and project follow-through. The Division served as staff liaison with the Bruce Freeman Rail Trail Advisory Committee, assisting the committee in preparation of a Request for Proposals for the 25% Design.

The full-time staff includes the Director of Planning and Land Management, two Staff Planners and an Administrative Assistant. One of the Staff Planners is funded in part by the Community Preservation Fund, as permitted by statute.

### Performance Information

The overall objective of DPLM 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.

In 2006, the Planning Division coordinated the review of 26 site development/improvement projects, including significant projects for Emerson Hospital, Fenn School, Middlesex School and Kerem Shalom synagogue. The Division also reviewed and prepared reports to support the Planning Board's recommendation to the Board of Appeals for two small comprehensive permit plans. Planning Division staff supported the efforts of the Planning Board as it initiated a Village Overlay/Smart Growth zoning and planning study to create overlay zoning districts for the three commercial centers including Concord Center, Thoreau Street and West Concord. A grant application in support of this Village Overlay effort was submitted in July to the State's Smart Growth Technical Assistance program and approved in November. The two year effort is intended to bring proposed zoning overlay districts to the 2008 Town Meeting.

The Historic Districts Commission (HDC) conducted 21 regular public hearings on 62 applications for "Certificates of Appropriateness" or demolition permits. Most notable were construction of a handicapped access ramp at the front of TD Banknorth and two tear-downs with proposed new construction at 13 Estabrook Road and 388 Lowell Road. Planning Division staff continues to provide administrative and technical support to the HDC through the sharing of the Senior Department Clerk position with the Board of Appeals and the part-time Staff Planner with the CPC.

The Historical Commission, responsible for guiding the Town in its historic preservation efforts, maintains an inventory documenting the significant historic resources of the Town. In 2006, the Commission continued its work to improve the Demolition Delay bylaw and provided review and supporting recommendations to the CPC with regard to funding applications for historic preservation projects. The Historical Commission and the Planning Board continued their efforts to coordinate public discussions regarding the use of Neighborhood Conservation Districts as a tool to preserve neighborhoods.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Planning</b>	<b>ITEM 5A</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	195,366	223,999	252,641	253,268	253,268
Purchased Services	25,809	13,567	9,600	9,100	9,100
Supplies	3,829	4,079	4,500	4,000	4,000
Other Charges	2,639	3,528	3,000	3,430	3,430
Capital Outlay	8,257	2,100	0	0	0
Historic Districts	70	1,044	1,200	1,200	1,200
Historical Commission	3,322	1,156	2,300	2,300	2,300
<b>TOTAL</b>	239,292	249,472	273,241	273,298	273,298

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	215,760	79.0%	215,125	78.7%	-0.3%
Light Fund	7,672	2.8%	7,649	2.8%	-0.3%
Water Fund	30,688	11.2%	30,597	11.2%	-0.3%
Sewer Fund	5,115	1.9%	5,100	1.9%	-0.3%
Community Preservation Fund	14,006	5.1%	14,827	5.4%	--
<b>TOTAL</b>	273,241	100.0%	273,298	100.0%	0.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Dir., Plng. & Ld. Mgmt.	MP-12	1	96,641	1	96,734
	Staff Planner	MP-4	1	52,751	1	50,000
	Staff Planner	MP-4	1	56,024	1	59,309
	Administrative Assistant	ACL-5	1	47,225	1	47,225
	<b>TOTAL</b>		4	252,641	4	253,268

**Program 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.

**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.

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.

**Performance Information**

The overall objective of this program is to process all applications (special permits, zoning and sign variances, appeals of Building Commissioner decisions, and comprehensive permits) effectively and expeditiously in compliance with state regulations.

In 2006, the Board of Appeals conducted 12 public hearings and meetings to review 63 applications. A number of applications were "withdrawn without prejudice" and two decisions were appealed to the Courts. One hundred five special permits were granted in 2006, and there were no denials. Six site plans were approved in conjunction with special permits granted. Special permits for six home businesses were renewed.

**Activity Comparison:**

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Public Hearings	12	11	12	11	11	12	12
Applications Reviewed	69	84	56	57	67	69	63
Special Permits Granted	59	79	51	66*	80*	59	105*
Special Permits Denied	3	3	2	0	1	2	0
Zoning Variances Given	0	1	2	0	0	1	1
Appeals of the Building Inspector	-	1	1	2	0	1	0
Sign Variances Granted	3	0	0	3	0	3	1
Comprehensive Permits Granted	-	-	2	1	0	0	2

\*Some applications contained more than one special permit category; therefore the number of special permits granted exceeds the number of applications reviewed.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Board of Appeals</b>	<b>ITEM 5B</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	41,592	24,053	43,059	38,550	38,550
Purchased Services	341	7,696	1,150	1,000	1,000
Supplies	230	2,354	850	1,000	1,000
Other Charges	33	93	200	200	200
Capital Outlay	1,500	10,459	0	0	0
<b>TOTAL</b>	<b>43,696</b>	<b>44,655</b>	<b>45,259</b>	<b>40,750</b>	<b>40,750</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	45,259	100.0%	40,750	100.0%	-10.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Senior Department Clerk	ACL-4	1	43,059	1	38,550

**GENERAL GOVERNMENT: Natural Resources**

**ITEM 5C**

**Program Description**

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

**Program Implementation**

The FY2008 budget includes three full-time staff positions (Natural Resources Administrator, Assistant to the Natural Resources Administrator, and Administrative Assistant), and four seasonal positions (seasonal Conservation Crew and Rangers). An amount of \$95,000 was requested as Capital Outlay for additional pond management projects (\$10,000), replacement of the 2000 Chevy Blazer (\$25,000) with a hybrid or other fuel-efficient vehicle, and a dam study for Punkatasset (\$60,000). This request was funded in the amount of \$7,500 for pond management projects.

**Performance Information**

Two Rangers were hired to patrol Town lands, educate the public about the Town Rules and Regulations, enforce compliance as necessary, and generally provide a "presence" on Town lands. The Rangers estimated that they were successful in reducing illegal swimming by fifty percent at White Pond. They also made great strides in reducing littering at White Pond, the Old Calf pasture, Town Forest, and other Town lands. Efforts were also focused on ensuring compliance with land use rules at Punkatasset and eliminating vandalism at Gaining Ground. Two Associate Crew positions were created in 2006, thanks to a generous citizen donation. The Associate Crew assisted the Conservation Crew in land management activities, including invasive species management, creating a trail in the Town Forest, and maintaining existing trails and conservation land. (The Associate Crew positions are not being continued in FY08.)

DNR staff completed Phase 1 of the Thoreau Amble, the new 1-mile loop trail in the Town Forest. This project included construction of a bridge and "catwalks," removal of invasive species, and planting native plants. Other initiatives included certification of five vernal pools, improving the parking area at Mattison Field and the Lowell Road boat launch, as well as stormwater basin improvements at Fairyland Pond. Many of these initiatives were cooperatively designed and completed with Concord Public Works. A major erosion control project on the slopes adjacent to White Pond was implemented including installing fencing, biologs, and plantings. One major invasive plant control project was the removal of Asiatic Bittersweet from Punkatasset. Water chestnut harvesting continued on Fairhaven Bay in cooperation with the Town of Lincoln and the Concord Land Conservation Trust, and through the generous loan of the aquatic weed harvester from the U.S. Fish & Wildlife. Crews also assisted in hand-pulling water chestnut from Warner's and Macone Pond.

<b>Regulatory and Administrative Summary</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Notices of Intent and Abbreviated Notice of Resource Area Delineation (ANRAD)</b>	48	42	44	43	40
<b>Request for Determination of Applicability</b>	26	21	13	33	24
<b>No Filing Required Determinations</b>	10	15	23	17	15
<b>Amended Orders</b>	6	3	3	6	4
<b>Requests for Extensions</b>	2	7	10	12	4
<b>Certificates of Compliance</b>	34	26	36	35	28
<b>Regulatory Appeals</b>	4	3	2	2	5
<b>Wetland Enforcement Actions/Violations</b>	4	4	3	2	10
<b>Emergency Certificates</b>	3	3	7	2	2

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Natural Resources</b>	<b>ITEM 5C</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	138,848	134,595	179,428	189,737	184,737
Purchased Services	22,245	29,146	11,000	11,000	11,000
Supplies	13,003	18,537	3,600	3,775	3,775
Other Charges	1,302	1,395	1,710	1,535	1,535
Capital Outlay	2,260	4,930	7,500	95,000	7,500
Petty Cash	0	50	0	0	0
<b>TOTAL</b>	<u>177,658</u>	<u>188,653</u>	<u>203,238</u>	<u>301,047</u>	<u>208,547</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	164,791	81.1%	170,037	81.5%	3.2%
Light Fund	15,230	7.5%	15,255	7.3%	0.2%
Water Fund	18,574	9.1%	18,605	8.9%	0.2%
Sewer Fund	4,643	2.3%	4,650	2.2%	0.1%
<b>TOTAL</b>	<u>203,238</u>	<u>100.0%</u>	<u>208,547</u>	<u>100.0%</u>	<u>2.6%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Nat. Resources Admin.	MP-8	1	67,565	1	68,250
	Asst. to N. R. Admin.	MP-3	1	49,905	1	50,024
	Administrative Assistant	ACL-5	<u>1</u>	<u>39,958</u>	<u>1</u>	<u>39,463</u>
	SUB-TOTAL		3	157,428	3	157,737
5120	Ranger (Seasonal)	Misc.	556 hrs	10,000	938 hrs	15,000
5120	Conservation Crew (Seas.)	Misc.	1,000 hrs	12,000	1,000 hrs	12,000
	<b>TOTAL</b>			<u>179,428</u>		<u>184,737</u>

**GENERAL GOVERNMENT: Inspections**

**ITEM 5D**

**Program Description**

The Building Inspection/Zoning Enforcement 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.

**Program Implementation**

The major expenditure in the FY2008 budget is for staffing. Due to the high level of construction activity occurring in the Town, the Building Division is proposing to make the part time Assistant Local Inspector's position into a full time position and increase the hours of both the Plumbing/Gas and Electrical Inspectors' positions. The new staffing would be four full-time 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).

**Performance Information**

The overall objective of the Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code. During 2006, the Building Inspection Division issued 799 building permits, an increase of 7% from the previous year. This is the greatest yearly number of building permits ever issued in Concord's history. The overall value of 2006 construction was \$94,762,778. Of this total, \$48.6 million (51%) was residential construction, with \$46.1 million in commercial work accounting for the remaining 49%. The value of residential construction this past year was the greatest amount in Concord's history as well and was up 27% over last year. This residential construction value represents 35 new dwelling units in 2006. Of these, 26 were new single family residential dwellings and nine were triplex dwelling units. Of the new detached residential dwellings, seventeen (17) were the result of "tear downs" (the demolition of an existing house to allow the construction of a new larger home). Last year, 16 homes were torn down to build new homes. "Tear downs" consistently make up more than two-thirds of the new single family dwelling lots built on in Concord. During each of the past two years, over \$19 million was spent building additions and alterations to existing single family residential homes. There were a record number of Plumbing and Electrical permits issued and inspected this past year as well.

The Building Department collected \$1,056,554 in permit fees in 2006 (based upon a fee schedule adopted in July 2004). This is an increase of \$462,719 over last year, up by 78%, due to the increase in permits issued and the value of that construction. This is the largest permit fee amount collected in Concord Building Division history.

<b>No. of Permits Issued</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
New Single-family	24	20	26	22	26
Multi-family attached units	0	42	87	58	9
Additions/Alterations	586	599	635	622	674
Commercial	80	49	98	100	96
<b>Total Building Permits:</b>	<b>690</b>	<b>674</b>	<b>766</b>	<b>745</b>	<b>799</b>
Electrical	731	663	712	738	790
Plumbing	455	392	536	515	524
Gas	348	305	366	318	358
Signs	54	46	52	68	45
<b>Total All Permits:</b>	<b>2278</b>	<b>2080</b>	<b>2432</b>	<b>2384</b>	<b>2516</b>
<b>Permit Fee Revenue:</b>	<b>\$ 376,470</b>	<b>\$ 304,954</b>	<b>\$ 530,186</b>	<b>\$ 593,835</b>	<b>\$ 1,056,554</b>

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Inspections</b>	<b>ITEM 5D</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	241,109	246,913	269,063	304,857	304,857
Purchased Services	4,902	26,041	2,960	1,515	1,515
Supplies	4,054	3,510	2,700	3,360	3,360
Other Charges	3,771	4,877	4,855	4,860	4,860
Capital Outlay	14,956	13,204	0	0	0
<b>TOTAL</b>	<b>268,792</b>	<b>294,545</b>	<b>279,578</b>	<b>314,592</b>	<b>314,592</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	279,578	100.0%	314,592	100.0%	12.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Commissioner	MP-10	1	81,230	1	81,230
	Local Inspector	MP-6	1	67,371	1	67,440
	Asst. Local Inspector	MP-1	0	0	1	40,778
	Administrative Assistant	ACL-5	<u>1</u>	<u>47,025</u>	<u>1</u>	<u>47,025</u>
	SUB-TOTAL		3	195,626	4	236,473
5112	Asst. Local Inspector	Misc.	1,044 hrs	20,389	0	0
	Plumbing & Gas Insp.	Misc.	1,044 hrs	24,263	1,305 hrs	30,328
	Electrical Inspector	Misc.	1,044 hrs	26,685	1,305 hrs	35,356
5157	Car Allowance			<u>2,100</u>		<u>2,700</u>
	TOTAL			269,063		304,857

**Program 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 Health Division enforce state statutes and regulations affecting public health by reviewing site plans and issuing sanitation approvals/permits, particularly as they relate to potable water sources, septage, and effluent treatment and disposal. The Health Division also performs other significant duties relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. A part-time Sealer of Weights and Measures tests gas meters and scales used for buying and selling.

**Program Implementation**

The FY08 budget recommendation allows the Health Division to provide public and environmental health services at its 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.

There is a \$20,000 request for mosquito control services included in the FY08 budget, which is \$5,000 more than the amount requested in FY07. These funds will allow the Town to continue its agreement with the East Middlesex Mosquito Control Project (EMMCP) to provide public education, survey adult mosquitos, treat catchbasins with larvacide, and apply larvacide by hand to selective mosquito habitats at the request of individual property owners. A survey conducted by EMMCP in 2006 found that up to 357 acres of wetlands in Concord are possible habitats for the species of mosquitoes that carry Eastern Equine Encephalitis (EEE). If the Board of Health and EMMCP observe an increase in mosquito activity that might expose residents to EEE, the additional funds in this request will allow the Town to work with EMMCP in identifying additional measures to control the mosquito population.

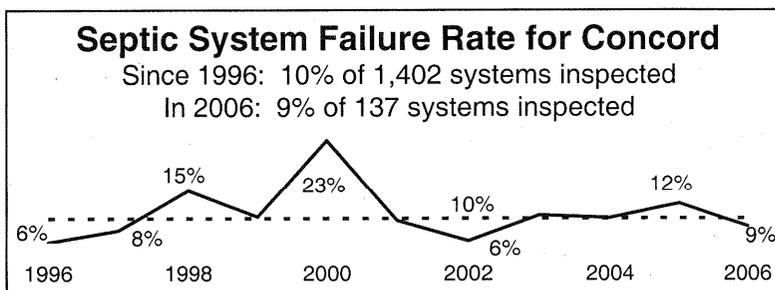
**Performance Information**

The overall objective of the Health Division is to ensure the highest quality public and environmental health through the effective and expeditious enforcement of all public and environmental health laws and regulations. The Division inspects and licenses 123 food establishments, 20 tobacco vendors, 43 animal pens, 20 pools and beaches, 43 hazmat storage sites, 22 massage and tanning facilities, and 10 sites that sponsor 26 summer camp programs. The 177 temporary food licenses issued in 2006 included the West Concord Family Festival, the Nashawtuc Golf Classic, and celebrations on Patriots Day, Memorial Day, and the Fourth of July.

This year was the tenth anniversary of the regional public health inspection program that operates out of the Health Division. Since 1996, Concord has received \$227,000 for providing staff support for the Boards of Health in Lincoln and Carlisle. Approximately 9% of Divisional staff hours per year (596 hours in FY06) was allocated to provide the regional services to these two communities.

Other services provided by the Health Division include: influenza clinics for seniors, childhood vaccines for 28 primary care physicians, communicable disease investigation, rabies control, and sanitary inspections of housing and public areas such as pools and beaches.

The Health Division issued 98 permits to construct septic systems in 2006, requiring an average of 10 review days per permit. Staff also reviewed the sewage flows for 219 structures requiring approval to obtain building permits for renovations, and 137 system inspection reports from residents who were either selling or renovating their homes.



Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: Health</b>	<b>ITEM 5E</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	207,415	203,051	234,728	236,584	236,584
Purchased Services	9,168	12,544	19,996	24,160	24,160
Supplies	2,502	3,933	4,200	3,850	3,850
Other Charges	2,506	3,866	2,780	3,180	3,180
Capital Outlay	7,589	1,025	0	0	0
Health Services	3,005	2,975	3,800	3,800	3,800
<b>TOTAL</b>	<u>232,185</u>	<u>227,393</u>	<u>265,504</u>	<u>271,574</u>	<u>271,574</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	203,661	76.7%	208,662	76.9%	2.5%
Water Fund	19,736	7.4%	19,822	7.3%	0.4%
Sewer Fund	22,406	8.4%	23,390	8.6%	4.4%
Other Towns	19,700	7.4%	19,700	7.3%	0.0%
<b>TOTAL</b>	<u>265,504</u>	<u>100.0%</u>	<u>271,574</u>	<u>100.0%</u>	<u>2.3%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Health Admin.	MP-9	1	76,822	1	76,823
	Environmental Health. Insp.	MP-4	1	59,434	1	59,434
	P.H. Inspector	MP-3	1	49,147	1	49,159
	Administrative Assistant	ACL-5	<u>1</u>	<u>47,025</u>	<u>1</u>	<u>47,168</u>
	SUB-TOTAL		4	<u>232,428</u>	4	<u>232,584</u>
5115	Sealer of Weights & Meas.	Misc.		<u>2,300</u>		<u>4,000</u>
	<b>TOTAL</b>			<u>234,728</u>		<u>236,584</u>

### Program 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 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.

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 the 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.

### Program Implementation

The FY2008 recommended budget continues to allocate funds for a maintenance custodian (\$19,382), a position that is shared with the Police Department.

The remaining budgeted costs are for utilities and routine building repairs/maintenance items. For electricity, the amount budgeted is \$15,995 in FY2008, as compared with \$13,120 in FY2007; for natural gas, the FY2008 request is the same as FY2007 at \$9,450. Other costs include \$710 for water and sewer, and \$775 for solid waste collection, recycling, and disposal.

The postage machine located at 141 Keyes Road serves all Town offices located within this building, as well as the Concord Public Works Department that shares the Keyes Road site with DPLM. A new postage machine was purchased in 2006, which reduced the meter rental and maintenance agreement to \$650, as compared to \$1,300 in FY2007.

The FY2008 budget recommendation includes funding for continuing regular maintenance inside and out for the building. Over the past year, carpets have been replaced in the public areas – the halls, stairwell, elevator and meeting rooms on both the first and second floor. Carpet replacement and new paint in all offices are anticipated in the spring and summer of 2007. Additional projects being planned for 2007-08 include new lighting in the stairwell, exterior repairs around the eaves and trim painting, and installation of a new bicycle rack.

### Performance Information

The overall objective of this program is to operate and maintain the building in an efficient and cost-effective manner for use as DPLM offices and Town conference/meeting space. The meeting rooms were used for 280 daytime meetings and 200 evening meetings, serving multiple Town Boards and Committees, as well as a wide variety of community and regional task forces. All groups that meet at 141 Keyes Road must have a Town Department as a sponsor or participant of their activity.

Town of Concord, Massachusetts

<b>GENERAL GOVERNMENT: 141 Keyes Road</b>	<b>ITEM 6</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	17,530	20,795	19,118	19,382	19,382
Purchased Services	34,051	29,542	35,140	33,851	33,851
Supplies	4,560	6,316	3,490	3,930	3,930
Other Charges	0	0	0	0	0
Equipment Expense	0	0	0	0	0
Capital Outlay	1,037	1,762	5,000	5,000	5,000
<b>TOTAL</b>	<u>57,178</u>	<u>58,416</u>	<u>62,748</u>	<u>62,163</u>	<u>62,163</u>

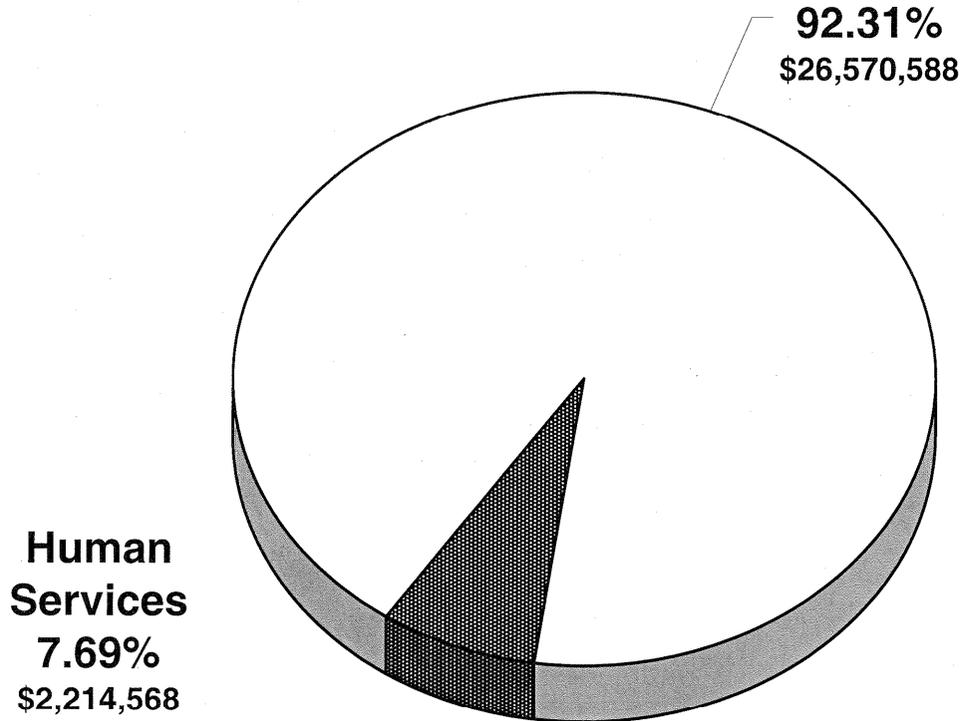
**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	62,748	100.0%	62,163	100.0%	-0.9%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Building Maint. Custodian	LA-2	0.5	19,118	0.5	19,382

FY2008 Human Services Accounts as a  
Percent of Town & Joint Appropriations  
(\$28,785,156)



**Proposed Change in Human Services Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
29 Library	3.8%
30 Recreation Administration	0.0%
31 Hunt Recreation Center	24.1%
32 Swim & Health Center	--
33 Harvey Wheeler Community Center	-0.6%
34 Council on Aging	3.1%
35 Veterans Services & Benefits	-24.5%
36 Ceremonies & Celebrations	5.3%
37 Visitors Center Restroom	-5.6%

Town of Concord, Massachusetts

<b>SUMMARY: Human Services</b>	<b>ITEMS 29 - 37</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
29    Library	1,580,995	1,635,324	1,561,795	1,621,324
30    Recreation Administration	512,730	466,876	82,308	82,308
31    Hunt Recreation Center	127,952	138,182	84,009	104,241
32    Swim & Health Center	0	0	0	0
33    Harvey Wheeler Com. Center	119,899	119,212	119,899	119,212
34    Council on Aging	232,659	238,805	199,989	206,119
35    Veterans Services & Benefits	38,989	29,440	38,989	29,440
36    Ceremonies & Celebrations	22,650	23,850	22,650	23,850
37    Visitors Center Restroom	29,752	28,074	29,752	28,074
<b>TOTAL</b>	2,665,626	2,679,763	2,139,391	2,214,568

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	2,139,391	2,214,568	3.5%
Light Fund			--
Water Fund			--
Sewer Fund			--
Solid Waste Disposal Fund			--
Recreation Fund	363,391	345,122	-5.0%
Swim & Fitness Center	110,974	73,387	-33.9%
State Grants & Aid	36,686	36,686	0.0%
Special Revenue	15,184	10,000	-34.1%
<b>TOTAL</b>	2,665,626	2,679,763	0.5%

**Program Description**

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

In the spring of 2005, a major renovation of the Main Library was completed that resulted in the refurbishment of every part of the building, bringing all systems and all building access up-to-code, and more than doubling the size of Special Collections. The renovation created a designated young adult area and supplementary display areas. Funding for the project has been raised primarily from private contributions. In addition to the \$400,000 voted at the 2003 Annual Town Meeting from the Town's capital budget, the project was funded by over \$7,500,000 raised privately by the townspeople of Concord.

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

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

The 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.

**Program Implementation**

An amount of \$58,000 is budgeted under Purchased Services for the cost of the Minuteman Library Network, a \$3,000 increase. The Purchased Services budget also includes \$4,000 for computer equipment maintenance, and \$5,000 for the Oral History Program.

The FY2008 proposed budget provides \$140,000 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 \$228,500.

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 (\$73,276), natural gas (\$32,101), telephone (\$16,000), and office supplies (\$16,000) comprise the bulk of these costs, which in total are projected at \$144,198, a \$22,000 increase over FY2007. 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. Total FY2008 resources from the Town budget and the Library Corporation together are estimated to be about \$1.7 million.

**Town of Concord, Massachusetts**

<b>HUMAN SERVICES: Library</b>	<b>ITEM 29</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	1,085,072	1,172,146	1,244,467	1,268,926	1,268,926
Purchased Services	67,476	93,134	63,500	67,000	67,000
Supplies	161	485	200	500	500
Books & Materials	130,024	120,913	136,800	150,000	140,000
Other Charges	4,532	2,986	3,650	4,700	4,700
Capital Outlay	25,337	7,664	10,000	10,000	10,000
Assumption of Corp. Costs	100,595	122,395	122,378	144,198	144,198
<b>TOTAL</b>	<u>1,413,198</u>	<u>1,519,722</u>	<u>1,580,995</u>	<u>1,645,324</u>	<u>1,635,324</u>

**FUNDING PLAN**

	FY07 <u>Budget \$</u>	% of <u>Budget</u>	FY08 <u>Recomm. \$</u>	% of <u>Budget</u>	% Change <u>in Dollars</u>
General Fund	1,561,795	98.8%	1,621,324	99.1%	3.8%
State Aid	14,000	0.9%	14,000	0.9%	0.0%
Non-Resident Circulation	5,200	0.3%	0	0.0%	-100.0%
<b>TOTAL</b>	<u>1,580,995</u>	<u>100.0%</u>	<u>1,635,324</u>	<u>100.0%</u>	<u>3.4%</u>

**AUTHORIZED POSITIONS**

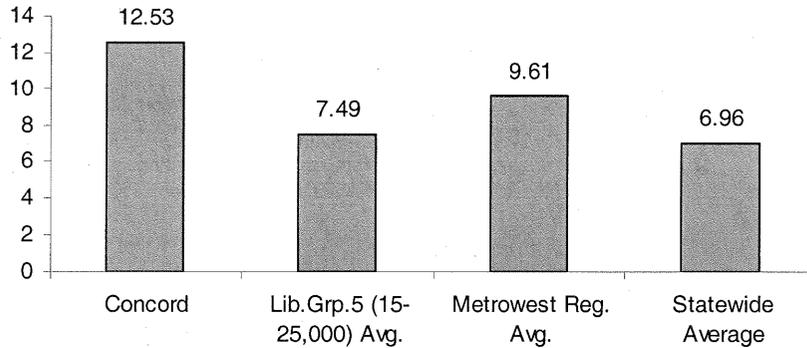
<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
<b>SEE PAGE IV-91 FOR PERSONNEL DETAIL</b>						

**Performance Information**

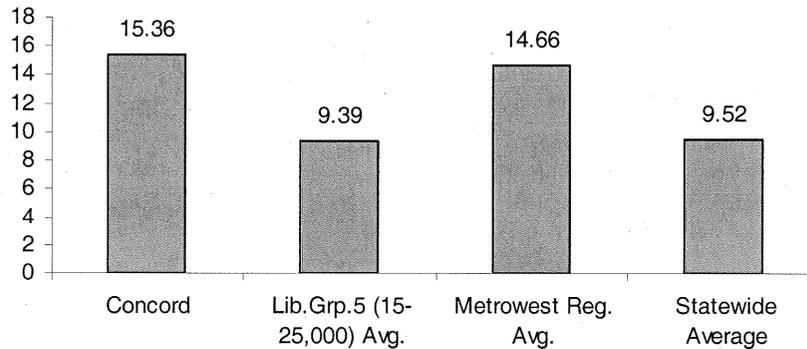
The overall objective of the library is to serve every member of the Concord community by being an access point for a broad spectrum of information, ideas, and recreational materials.

The following information is from FY2005.

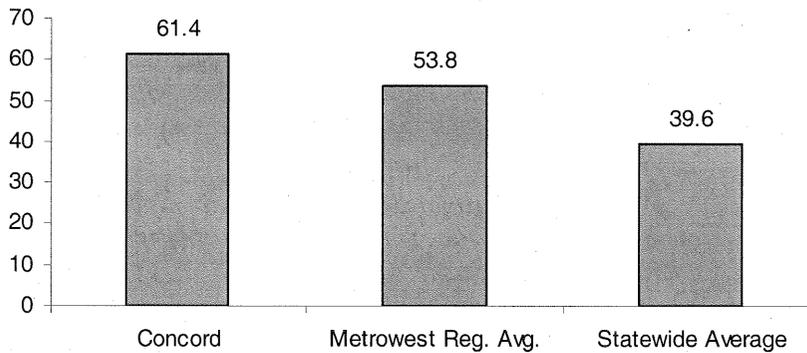
**FY2005 Annual Attendance Per Capita**



**FY2005 Direct Circulation Per Capita**



**FY2005 Hours Open per Week**



During FY05, 85% of concord citizens had a library card.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Library</b>	<b>ITEM 29</b>
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**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Library Director	MP-12	1	96,303	1	96,303
	Public Services Coord.	MP-7	1	70,990	1	71,025
	Technical Services Coord.	MP-7	1	65,839	1	65,839
	Curator	MP-6	1	67,497	1	67,638
	Supv. of Children's Svcs.	MP-5	1	67,130	1	67,130
	Staff Librarian	MP-3	3	157,351	3	160,155
	Circulation Supervisor	MP-3	1	56,499	1	56,499
	Admin./Sr. Circ. Assistant	ACL-6	1	46,335	1	46,573
	Tech. Services Assistants	ACL-6	2	85,953	2	87,512
	Circulation Assistant	ACL-3	1	38,276	1	39,306
	Bldg. Maintenance Cust.	LA-2	<u>2</u>	<u>74,180</u>	<u>2</u>	<u>76,205</u>
	<b>SUB-TOTAL</b>		<b>15</b>	<b>826,353</b>	<b>15</b>	<b>834,185</b>
5112	Branch Librarian	MP-5	1.20	80,433	1.20	80,526
	Staff Librarian	MP-3	0.63	35,185	0.75	42,172
	Spec. Collections Asst.	MP-1	0.50	21,862	0.50	21,862
	Branch Library Assistant	ACL-5	0.70	28,911	0.70	29,703
	Senior Library Assistant	ACL-4	1.18	52,220	1.18	52,953
	Library Assistant	ACL-2	<u>1.51</u>	<u>57,204</u>	<u>1.51</u>	<u>58,466</u>
	<b>SUB-TOTAL</b>		<b>5.72</b>	<b>275,815</b>	<b>5.84</b>	<b>285,682</b>
5115	Authorities Cataloger	MP-3	783 hrs	15,943	783 hrs	15,943
	Circulation Assistant	ACL-3	1096 hrs	17,640	1096 hrs	17,640
	Library Assistant	ACL-2	1305 hrs	20,387	1305 hrs	24,260
	Librarian	Misc.	1642 hrs	34,817	1642 hrs	34,817
	Maintenance Custodian	Misc.	522 hrs	8,540	522 hrs	8,775
	Bookbinder	Misc.	626 hrs	12,538	626 hrs	12,538
	End Processor	Misc.	940 hrs	11,489	940 hrs	11,489
	Library Page	Misc.	<u>2305 hrs</u>	<u>18,440</u>	<u>2305 hrs</u>	<u>19,593</u>
	<b>SUB-TOTAL</b>		<b>9,219 hrs</b>	<b>139,794</b>	<b>9,219 hrs</b>	<b>145,054</b>
5130	Custodial Overtime	LA-1	94 hrs	2,505	94 hrs	2,505
5191	Tuition Reimbursement		--	<u>0</u>	--	<u>1,500</u>
	<b>TOTAL</b>			<b>1,244,467</b>		<b>1,268,926</b>

**HUMAN SERVICES: Recreation Administration****ITEM 30****Program 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 employees work in the summer. Approximately 80 employees work at the Beede Swim & Fitness Center. The Department operates programs seven days a week throughout the year.

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

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

The Department organizes and supports several community events, including the July 4<sup>th</sup> Picnic in the Park, the West Concord Family Festival Parade (September), and the Concord Carlisle Community Chest Triathlon (June). All direct program costs are supported by user fees. As a result, the marketplace guides the Department's offerings.

**Program Implementation**

In calendar year 2006, 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 Center located at 498 Walden Street. Under the FY2008 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 summer scholarship program, which averages \$100,000 in support of Concord families which otherwise would not be able to participate.

**Performance Information**

The overall objective of the Recreation Department 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.

Major objectives accomplished during the past year include:

- Opened the Beede Swim & Fitness Center and conducted a successful charter membership enrollment campaign;
- Made sure that the Beede Swim & Fitness Center achieved a position of being self-supporting without tax funding;
- Hosted the Concord Open Golf Tournament, which raised over \$35,000 after expenses for the scholarship fund;
- Worked with the Playing Fields Committee to plan for the installation of new playing fields to be located at the CCHS site.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Recreation Administration</b>	<b>ITEM 30</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	62,133	81,296	468,882	423,028	423,028
Purchased Services	49,733	30,335	38,248	38,248	38,248
Supplies	4,915	6,455	5,600	5,600	5,600
Other Charges	0	0	0	0	0
Equipment Expense	0	0	0	0	0
Capital Outlay	0	219	0	0	0
<b>TOTAL</b>	<b>116,781</b>	<b>118,305</b>	<b>512,730</b>	<b>466,876</b>	<b>466,876</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	82,308	16.1%	82,308	17.6%	0.0%
Recreation Fund	319,448	62.3%	311,181	66.7%	-2.6%
Swim & Fitness Center	110,974	21.6%	73,387	15.7%	-33.9%
<b>TOTAL</b>	<b>512,730</b>	<b>78.4%</b>	<b>466,876</b>	<b>84.3%</b>	<b>-8.9%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Recreation Administrator	MP-9	1	81,108	1	81,108
	Asst. Recreation Admin.	MP-7	1	70,990	1	70,990
	Asst. Recreation Admin.	MP-7	1	62,045	1	66,379
	Recreation Supervisor	MP-1	4	163,626	3	121,847
	Sr. Admin. Assistant	ACL-7	<u>1</u>	<u>50,825</u>	<u>1</u>	<u>50,864</u>
	SUB-TOTAL		8	428,594	7	391,188
5112	Registrars	Misc.	0.95	38,088	1	29,640
5157	Car Allowance			<u>2,200</u>		<u>2,200</u>
	<b>TOTAL</b>			<b>468,882</b>		<b>423,028</b>

**HUMAN SERVICES: Hunt Recreation Center****ITEM 31****Program Description**

The Hunt Recreation Center houses the Recreation Department and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a number of 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, 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: creative dance, toddler gym classes, girls' basketball, men's and women's basketball, co-ed volleyball, aerobics, fitness activity 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 is available to organizations and residents for private function rental. Town boards and committees, as well as Concord youth sports organizations, regularly use the building for meetings. The Center is also used as a polling site for Precinct 5.

**Program Implementation**

The Recreation Fund, which is funded through program fees, supports those facility costs that are directly related to program activities, such as painting and carpet cleaning. In addition, the Recreation Fund covers the cost of purchasing custodial supplies and other selected expenses, including water used by the pool, annual maintenance costs, and other building repairs. These costs total \$33,941. Within this account, all other costs are paid by the General Fund. The most significant costs of maintaining the Hunt Recreation Center are for utilities: electricity (\$15,396), natural gas (\$15,000), and water and sewer (\$4,602).

The Hunt Recreation Center serves approximately 300 customers per day during the busy summer season and 200 per day from September through June. Due to this intense use, significant annual maintenance work, such as applying fresh polyurethane to the gymnasium floor, painting various rooms, cleaning the carpets, and closing/opening the pool, must be performed. A capital expenditure line item of \$5,000—to be charged to the Recreation Fund—is recommended to address building improvement needs. In addition, the toilet facilities at the Hunt Recreation Center serve the citizens who use Emerson Playground during the fall, spring, and summer sports season. An additional capital expenditure of \$25,000 has been budgeted in FY08 for the replastering of the pool.

A change in custodial staffing and a decrease in the amount of overtime needed led to a decrease of \$16,997 in the FY08 Personal Services budget and an increase of \$875 for custodial services in the Purchased Services budget.

A level-funded amount of \$8,832 is included in this account to cover utility costs at the nearby 105 Everett Street property, which is under the management of the Recreation Department but is utilized by other departments—namely, the Veteran's Services and Community Social Worker. Open Table, a non-profit food pantry, occupies the basement. The Recreation Department renovated the first floor in summer 2005 and now utilizes the space for its adult fitness programs.

**Performance Information**

The overall objectives are to operate and maintain the building 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.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Hunt Recreation Center</b>	<b>ITEM 31</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	36,310	36,668	52,774	35,777	35,777
Purchased Services	44,686	41,688	46,346	48,573	48,573
Supplies	13,691	10,272	15,000	15,000	15,000
Capital Outlay	1,057	8,000	5,000	30,000	30,000
105 Everett Street	6,600	6,670	8,832	8,832	8,832
TOTAL	102,344	103,298	127,952	138,182	138,182

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	84,009	65.7%	104,241	75.4%	24.1%
Recreation Fund	43,943	34.3%	33,941	24.6%	-22.8%
TOTAL	127,952	100.0%	138,182	100.0%	8.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Custodian	LA-2	1	41,266	1	34,536
5130	Overtime		387 hrs.	11,508		1,241
	TOTAL			52,774		35,777

**Program 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, couples, 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.

**Program Implementation**

The Beede Swim & Fitness Center was constructed by the not-for-profit organization, C.C. Pools, Inc. The cost of construction was approximately \$11 million. C.C. Pools intends to make a gift of the building to the Town in 2007.

The 2005 Annual Town Meeting approved the creation of an Enterprise Fund for the Swim and Fitness Center. It will be run as an enterprise and managed by the Recreation Department. Like the Concord Municipal Light Plant and the Water & Sewer Divisions, the Center is self-supporting.

For additional information on the Beede Center budget, please refer to the Town Manager's Proposed Enterprise Budgets FY2008.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Swim &amp; Health Center</b>	<b>ITEM 32</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Start-up Costs	0	100,000	0	0	0
TOTAL	0	100,000	0	0	0

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	0	100.0%	0	100.0%	--

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program Description**

The newly-renovated 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.

**Program Implementation**

The most significant budget expenses for the HWCC in FY08 will be energy and utilities. The FY08 budget estimates the following costs: electricity (\$18,228); natural gas for heat and hot water (\$23,493); water and sewer service (\$1,476); and solid waste collection, recycling, and disposal (\$1,578). A capital outlay of \$5,000 is recommended to cover building improvements, maintenance and repairs that will keep the facility in good condition. Personnel Services for this account reflects the salary for a full-time building custodian (\$42,995) and a part-time custodian (\$12,285).

**Performance Information**

The overall objective of this program is to operate and maintain the building in an efficient and cost-effective manner, and to provide office and program space to the Council on Aging and Recreation Department, as well as meeting space to other Town departments and community groups.

As mentioned above, the HWCC is heavily used on a regular basis. During FY07, over 140 different groups or individuals used meeting rooms in the building over 250 times during evenings and weekends. This resulted in approximately \$14,000 in rental fees and voluntary donations from various organizations using space. We anticipate that the revenue from the HWCC for FY08 will be about the same.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Harvey Wheeler Community Center</b>	<b>ITEM 33</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	41,011	49,242	57,335	56,480	56,480
Purchased Services	47,357	50,571	55,154	54,555	54,555
Supplies	2,667	2,899	2,410	3,117	3,117
Other Charges	149	58	0	60	60
Capital Outlay	0	0	5,000	5,000	5,000
<b>TOTAL</b>	<u>91,184</u>	<u>102,771</u>	<u>119,899</u>	<u>119,212</u>	<u>119,212</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	119,899	100.0%	119,212	100.0%	-0.6%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Bldg. Maint. Custodian	LA-2	1	42,995	1	42,995
5115	Part-time Custodian	LA-1	783 hrs.	12,285	783 hrs.	12,285
5130	Overtime		66 hrs.	2,055	80 hrs.	1,200
	<b>TOTAL</b>			<u>57,335</u>		<u>56,480</u>

**HUMAN SERVICES: Council on Aging****ITEM 34****Program Description**

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

**Program Implementation**

Personnel Services is the largest portion of the COA budget. Town appropriations cover salaries for the full time positions of the Administrator and COA Program Supervisor. Also Town-funded are the two Administrative Assistant positions, a job-shared forty-hour position, a ten hour-a-week office assistant, and a small portion of the COA Outreach Worker's hours. In addition, appropriations pay for ten COA Van Drivers. The drivers cover 40 hours of van service per week, plus special trips. On average, each driver works about two to three days a month. Both the COA Van Drivers and the Office Assistant are limited status employees.

The Formula Grant, received from the Office of Elder Affairs (OEA), is expected to be \$22,686 in FY08. This amount will continue to fund the part-time Coordinator positions. The Wellness Coordinator works 11 hours per week. The grant funds 11 hours per week of the Outreach Coordinator's position (the Town funds an additional 4 hours). The Activities Coordinator works 8 hours per week. A small portion of this grant (\$2,778) is also used for volunteer training and recognition. The COA also received a gift (\$10,000) from the Concord-Carlisle Community Chest in FY07 to fund the position of Volunteer Coordinator for 16 hours per week. A new application for this gift was submitted in January 2007 for FY08.

The COA Van continues to be a busy and popular service (with over 8,000 trips provided last year), nominally supported by a voluntary two dollar donation per round trip. According to COA statistics over eight thousand trips were provided in the last year. Funding for the van in FY08 includes \$18,880 for van drivers' wages, \$4,100 for gas, \$255 for tires and \$4,500 for vehicle maintenance.

**Performance Information**

**Volunteers:** It would be difficult for COA to deliver all of its services without the help of its 279 volunteers. These volunteers are essential to the COA's ability to provide a growing number of services and programs. Volunteers provided 9,169 hours of service during FY2007 which, using the Points of Light Foundation's standards, is valued at \$165,000.

**Wellness and Fitness:** The State Formula Grant-funded Wellness Program brings numerous health clinics and educational programs to seniors. In FY07, the COA, in cooperation with the Health Department, made sure that over 250 seniors received shots. The Wellness Coordinator and nurse volunteers provided over 2,000 health screenings and 15 health education classes, as well as podiatry clinics and a diabetes support group. Tai Chi, Senior Aerobics, and Strength and Flexibility classes continue to be very popular.

**Support Information & Education Services:** In the last year, about 900 seniors and/or their families received referral services, group support, housing assistance, fuel assistance, and health benefits counseling through the COA. The COA also received 41 referrals for seniors at risk, and the Outreach Coordinator has provided ongoing help to 12 clients who are ineligible for other elder services and do not have local family support.

**Food, Fun & Trips:** Every Wednesday, lunch is prepared and served to seniors by a local organization, Town department, or school. Fees (\$2 per person, voluntary donation) and the efforts of volunteer cooks support the luncheon. Special trips and activities are fee-supported and include the Boston Symphony Series, Museum trips, plays, lunches, and cruises. The Program Coordinator, who works 8 hours per week and is paid through the State Formula Grant, plans trips and special events. The COA also continues to work with Community Education and the Public Library to bring college quality learning experiences to mature residents, at a modest cost, through the Village University program.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Council on Aging</b>	<b>ITEM 34</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	120,255	154,638	207,927	214,920	214,920
Purchased Services	12,058	17,971	17,162	15,635	15,635
Supplies	7,439	6,289	6,030	6,000	6,000
Other Charges	1,127	2,071	1,540	2,250	2,250
Capital Outlay	7,000	0	0	0	0
<b>TOTAL</b>	<b>147,879</b>	<b>180,969</b>	<b>232,659</b>	<b>238,805</b>	<b>238,805</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	199,989	86.0%	206,119	86.3%	3.1%
EOEA Formula Grant	22,686	9.8%	22,686	9.5%	0.0%
Fee Supported	0	0.0%	0	0.0%	0.0%
Community Chest Gift	9,984	4.3%	10,000	4.2%	0.2%
<b>TOTAL</b>	<b>232,659</b>	<b>100.0%</b>	<b>238,805</b>	<b>100.0%</b>	<b>2.6%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	COA Administrator	MP-8	1	59,688	1	59,688
	COA Supervisor	MP-1	1	44,712	1	47,171
5112	Administrative Assistant	ACL-5	<u>1</u>	<u>43,651</u>	<u>1</u>	<u>44,514</u>
	SUB-TOTAL		3	148,051	3	151,373
5115	Van Drivers	Misc.	2,230 hrs.	17,840	2,221 hrs.	18,880
	Office Assistant	Misc.	726 hrs.	7,260	726 hrs.	7,623
	<u>Coordinators:</u>					
	Wellness Clinic Coord.	Misc.	528 hrs.	8,976	528 hrs.	8,844
	Program Coordinator	Misc.	384 hrs.	4,200	480 hrs.	4,200
	Outreach Coordinator	Misc.	768 hrs.	9,600	960 hrs.	12,000
	Volunteer Coordinator	Misc.	627 hrs.	10,000	432 hrs.	10,000
5130	Overtime	ACL	0 hrs.	<u>2,000</u>	100 hrs.	<u>2,000</u>
	TOTAL			207,927		214,920

**Program 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. However, 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.

**Program Implementation**

The Personal Services portion of this account for FY2008 reflects the wages (\$17,670) of a limited status employee who is available during normal business hours to provide information, assistance, and advice to resident veterans and their dependents. The Purchased Services and Supplies portion of the account (\$1,250) is for costs such as office supplies and vehicle-related expenses. A modest sum (\$520) is included for state membership dues, conference registration, and meals/lodging.

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

In FY2007, the number of individuals receiving financial assistance for qualifying expenses decreased from two to one. The number of qualifying individuals continues to fluctuate from year to year based upon circumstances, such as whether an individual has relocated or has experienced changes in personal financial or work status. Financial assistance is provided in accordance with State regulations to qualified veterans and their dependents for the following types of expenditures: food, clothing, shelter, heating fuel, telephone service, other utilities, transportation, medical costs, and nursing and hospital care. The benefits portion of this budget recommendation reflects current needs based upon currently qualifying individuals. For FY2008, the amount for veteran's benefits is funded at \$10,000.

**Performance Information**

The overall objective of this program is to provide information, advice, and assistance to veterans in need of services, including assistance regarding benefits to veterans and their dependents. The past year has seen continuing assistance and support offered to families who have a member facing deployment to Iraq and Afghanistan.

State reimbursements relate to expenses occurring approximately one year prior.

	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>
Benefit Costs Submitted by Town	\$8,394	\$7,601	\$6,497	\$17,200	\$20,024	---
State Reimbursements Received	\$2,380	\$4,480	\$4,509	\$5,614	\$10,914	---

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Veterans Services &amp; Benefits</b>	<b>ITEM 35</b>
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**EXPENDITURE DETAIL**

	<u>FY05 Expend.</u>	<u>FY06 Expend.</u>	<u>FY07 Budget</u>	<u>FY08</u>	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
<b><u>VETERANS SERVICES:</u></b>					
Personal Services	16,558	16,495	17,226	17,670	17,670
Purchased Services	1,222	204	660	650	650
Supplies	220	280	600	600	600
Other Charges	465	441	479	520	520
Capital Outlay	0	100	0	0	0
SUB-TOTAL	18,464	17,520	18,965	19,440	19,440
<b><u>VETERANS BENEFITS:</u></b>					
Other Charges	6,497	17,490	20,024	10,000	10,000
TOTAL	24,961	35,010	38,989	29,440	29,440

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	38,989	100.0%	29,440	100.0%	-24.5%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	Veterans Agent	Misc.	783 hrs.	17,226	783 hrs.	17,670

### Program 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.

### Program Implementation

**Public Ceremonies Committee:** Committee members are appointed by the Board of Selectmen for a term of five years. The Committee organizes various annual events, including the Honored Citizen Reception, Patriot's Day Parade, Meriam's Corner Exercises, Dawn Salute, and Memorial and Veteran's Day activities. Police overtime remains the largest single expense item within this account and is needed to ensure public safety at the various events. This expense exhibits some fluctuation from year to year based upon police staffing assignments at the various events. For FY08, \$8,750 is recommended in this line item. Funding also covers expenses associated with professional services, such as participant fees and honoraria, as well as the purchase of supplies, such as food, flowers, and other event items. For FY08, \$11,600 is recommended to cover the cost of such expenses. The Committee remains focused on the challenge each passing year of successfully carrying out an ambitious slate of events on a limited budget; particular concern remains with the challenge of gathering adequate parade participants (especially bands) with the limited funding available.

**Flags:** This cost area is level-funded, as it has been for many years. Some annual variation in expenditures for Memorial Day flags and street flags is attributed to the yearly effort to replace those flags and flag poles that are in poor condition. For the Memorial Day Flags item, level-funding of \$1,500 is recommended to cover expenses for all Memorial Day flags (ceremonial), and flags for the veterans' graves that are placed in memoriam each year. For the Street Flags item, level-funding of \$2,000 is also requested to continue an effective maintenance and replacement program for street flags that are placed along various streets on holidays and other special occasions, as determined by the Town Manager and Selectmen. A replacement program remains an annual necessity in order to uphold the honor, dignity, and respect associated with each flag. The Veterans Services Officer/Veterans Agent and Public Works staff supply the labor associated with posting and removing street flags.

**Special Events:** In past years, this cost center was available for the purchase of supplies related to various special events that may be hosted by the Board of Selectmen. It was also available to cover the costs associated with unexpected events such as the arrival of visiting dignitaries from other countries. This line item was not expended in recent years, and funding is not recommended in FY2008 within this account for this purpose.

### Performance Information

The overall objective of this program is to provide the community and visitors with efficient and cost-effective services in planning for, and carrying out, Concord's public ceremonies and celebrations. Scheduled events coordinated by the Public Ceremonies Committee throughout the year include: the Veterans' Day Flag Retirement Ceremony; the Honored Citizen Reception; the Meriam's Corner Exercise; the Patriots' Day Parade; the Dawn Salute; and the Memorial Day Exercises.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Ceremonies &amp; Celebrations</b>	<b>ITEM 36</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Public Ceremonies Committee	16,469	19,472	18,900	20,350	20,350
Memorial Day Flags	1,500	374	1,500	1,500	1,500
Street Flags	2,409	2,800	2,000	2,000	2,000
Special Events	0	0	250	0	0
<b>TOTAL</b>	<b>20,378</b>	<b>22,646</b>	<b>22,650</b>	<b>23,850</b>	<b>23,850</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	22,650	100.0%	23,850	100.0%	5.3%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**HUMAN SERVICES: Visitors Center Restroom**

**ITEM 37**

**Program 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.

**Program Implementation**

The Information Center hours of operation are established by the Chamber of Commerce. The restroom facility hours of operation are set by the Town Manager's Office. They are currently 7:00 a.m. to 8:00 p.m. and may be adjusted based upon demand. An amount of \$7,308 is recommended under Personal Services to address the cost of weekday cleaning based upon the cost of part-time, limited status custodial staffing. For FY08, Purchased Services include \$7,440 for weekend restroom cleaning on a contract basis, and \$5,476 is budgeted for electricity, natural gas, water and sewer usage, and HVAC and other equipment maintenance. A total of \$5,350 is recommended for restroom cleaning supplies and stock. A capital outlay of \$5,000 was requested to address building improvement needs. However, \$2,500 is recommended for building improvements, and this amount could be augmented with funding from the centralized building maintenance fund as the need arises.

**Performance Information**

The overall objective of this program is to operate and maintain the building in an efficient and cost-effective manner; to provide public restroom services in the same manner, and to provide space for an information services program offering assistance and information to visitors of Concord. The facility continued to experience heavy daily use in calendar year 2006. Exterior repainting was undertaken in the fall of 2006 to address normal weather-related issues. Interior painting and other minor repair needs continue to arise and are addressed in as timely a manner as possible.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Visitors Center Restroom</b>	<b>ITEM 37</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	10,745	7,213	12,137	7,308	7,308
Purchased Services	10,248	13,617	11,915	12,916	12,916
Supplies	2,828	4,269	3,200	5,350	5,350
Other Charges	0	0	0	0	0
Capital Outlay	4,000	3,000	2,500	5,000	2,500
<b>TOTAL</b>	<u>27,821</u>	<u>28,100</u>	<u>29,752</u>	<u>30,574</u>	<u>28,074</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	29,752	100.0%	28,074	100.0%	-5.6%

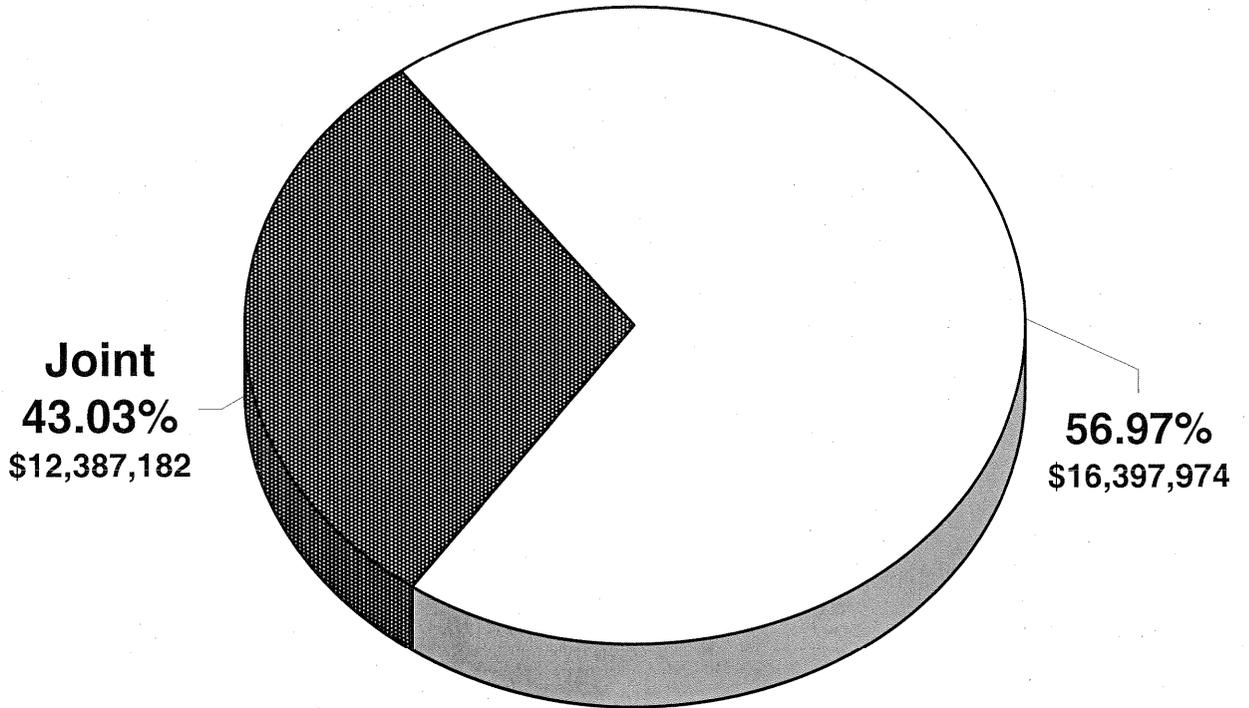
**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	Custodian	Misc.	783 hrs	12,137	0	0
5130	Overtime	Misc.	0	0	261 hrs	7,308

**SUMMARY: Joint (Town & CPS)**

**ITEMS 43 - 47**

FY2008 Joint (Town & CPS) Accounts  
as a Percent of Town & Joint  
Appropriations (\$28,785,156)



**Proposed Change in Joint (Town-CPS) Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
43A Group Insurance	12.7%
43B Property & Liability Insurance	0.0%
44 Unemployment & Workers Compensation	0.0%
45 Retirement	3.0%
46 Social Security/Medicare	2.8%
47 Debt Service - within Levy Limit	4.6%
Debt Exclusion	16.5%

Town of Concord, Massachusetts

<b>SUMMARY: Joint (Town-CPS)</b>	<b>ITEMS 43 - 47</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	BUDGET		APPROPRIATION	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
43A Group Insurance	3,482,000	3,912,000	3,195,000	3,600,000
43B Property & Liability Insurance	375,000	375,000	225,000	225,000
44 Unemployment & Workers Comp.	200,000	200,000	200,000	200,000
45 Retirement	2,648,100	2,689,391	2,310,000	2,380,000
46 Social Security/Medicare	612,000	658,500	508,000	522,000
47 Debt Service	4,984,673	5,461,528	4,969,677	5,460,182
TOTAL	<u>12,301,773</u>	<u>13,296,419</u>	<u>11,407,677</u>	<u>12,387,182</u>

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	11,407,677	12,387,182	8.6%
Light Fund	459,300	450,940	-1.8%
Water Fund	127,200	111,513	-12.3%
Sewer Fund	28,700	31,438	9.5%
Solid Waste Disposal Fund	900	1,000	11.1%
Parking Meter Fund	800	800	0.0%
Recreation Fund	101,500	102,000	0.5%
Pool Fund	10,700	59,000	451.4%
Gift Fund	0	1,200	--
Premium Reserve Fund	14,996	1,346	-91.0%
Various Sources	150,000	150,000	0.0%
TOTAL	<u>12,301,773</u>	<u>13,296,419</u>	8.1%

### Program Description

This budget provides for the Town's share of the cost of employee group insurance programs. It covers both Town government *and* Concord Public School employees. The Town offers health, dental and basic life insurance programs on a contributory basis. State law requires that the Town's contribution rate can be **no less than 50%**. This is the rate the Town contributes for retirees, but the contribution rate for active employees is slightly higher depending on the plan option. Overall, the Town contributes 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, 2007, the MNHG Group covered 4,043 employees and retirees.

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

### Program Implementation

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

With the exception of the Medicare-supplement senior plans, the MNHG program is self-funded and protected by reinsurance. The Concord Treasurer's Office serves as treasurer for the group, which had revenues of \$31.7 million in its fiscal year ended May 31, 2006. The MNHG ended that fiscal year with an audited net asset position of \$130,131, compared to \$2,235,972 a year earlier. In response to this sharp reduction and to continued medical cost inflation, rates were increased an average of 14.5% for the plan year beginning June 1, 2006. Through the first half of the current plan year, unaudited net assets have recovered to approximately \$2 million, or about 5% of total plan annual revenues.

As the chart on the facing page illustrates, group health insurance cost has increased sharply in recent years. The chart shows the Town share, but employees have experienced a corresponding rise in their out-of-pocket cost. This has been a nation-wide phenomenon. The recommended budget for FY08 is 71% higher than actual expenditures of FY03 (just a 5-year interval). Despite this sharp increase, the MNHG rates remain lower than for many other area public jurisdictions.

Of Concord's total FY06 Group Health Insurance expense of \$2.8 million, \$756,061 (or 27%) was for retiree coverage. This component has increased by 33% over the past five years. The Town will be undertaking an actuarial valuation study of post-retirement health insurance costs. A home-rule petition to allow the creation of a post-retirement group health insurance trust fund was approved by the 2004 Town Meeting and is pending at the state legislature. A new regulation issued by the Governmental Accounting Standards Board (GASB #45) will require that the Town record the annual accrued current liability for post-retirement employee benefits effective with our financial statements of the year ending June 30, 2008.

Town of Concord, Massachusetts

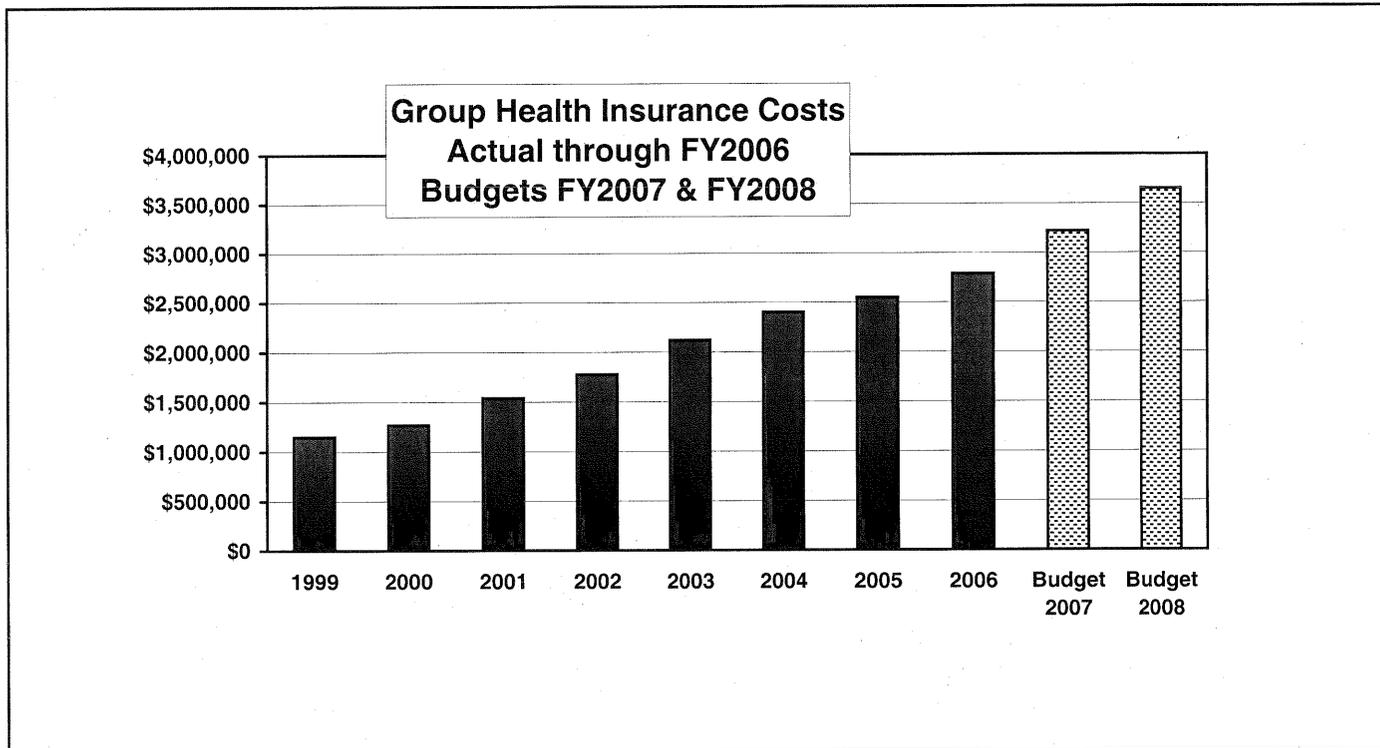
<b>JOINT (TOWN-CPS): Group Insurance</b>	<b>ITEM 43A</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Health Insurance	2,547,468	2,787,144	3,220,000	3,652,000	3,652,000
Life Insurance	18,723	16,524	20,000	20,000	20,000
Dental Insurance	211,391	219,169	240,000	238,000	238,000
Other Prof. Svcs.	1,200	1,200	2,000	2,000	2,000
Tfr. to Insur. Reserve Fund	92,578	51,541	0	0	0
<b>TOTAL</b>	2,871,360	3,075,578	3,482,000	3,912,000	3,912,000

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change
General Fund	3,195,000	91.9%	3,600,000	92.1%	12.7%
Light Fund	148,000	4.3%	160,000	4.1%	8.1%
Water Fund	70,000	2.0%	70,000	1.8%	0.0%
Sewer Fund	19,500	0.6%	20,000	0.5%	2.6%
Recreation Fund	49,500	1.4%	50,000	1.3%	1.0%
Pool Fund	0	0.0%	12,000	0.3%	--
<b>TOTAL</b>	3,482,000	100.0%	3,912,000	100.0%	12.3%



**Program Description**

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

**Program Implementation**

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$189.7 million) and approximately 250 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 FY06 budget had allowed for a further 11.5% overall premium increase at August 1, 2005. However, the switch of coverage to MIIA produced significant premium reductions for equivalent vehicle, property and general liability coverage. It is expected that the FY07 budget will be slightly under-expended. The budget estimate for FY08 (the rate adjustment of August 1, 2007) still anticipates further premium increases and allows also for the effect of coverage value increases for the Thoreau School and Police/Fire Station, as well as increased coverage for technology equipment at all Town and school facilities. School-related charges are distributed to the CPS and CCRSD budgets respectively. The four Town enterprises (Water, Sewer, Light, Swim & Fitness Center) also are allocated their related costs.

The FY08 premium budget is projected to be distributed based upon building and vehicle ownership, as follows:

General Fund	\$ 195,000	56.5%
Concord Public Schools	50,000	14.5%
Concord-Carlisle High School	30,000	8.7%
<u>Enterprises:</u>		
Water	25,000	7.3%
Sewer	3,000	0.9%
Light	35,000	10.1%
Swim & Fitness Center	5,000	1.5%
<u>all other:</u>		
Fopac, Umbrella	2,000	0.6%
	<u>\$ 345,000</u>	

Town of Concord, Massachusetts

<b>JOINT (TOWN-CPS): Property &amp; Liability Insurance</b>	<b>ITEM 43B</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
1. Insurance Premiums	353,824	285,940	345,000	345,000	345,000
2. Damages to Person & Prop.	110	0	5,000	5,000	5,000
3. Insurance Advisor	32,901	16,179	25,000	25,000	25,000
4. Tfr. to Insur. Reserve Fund	0	60,151	0	0	0
<b>TOTAL</b>	<u>386,835</u>	<u>362,269</u>	<u>375,000</u>	<u>375,000</u>	<u>375,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change</u>
<b>General Fund</b>	225,000	60.0%	225,000	60.0%	0.0%
<b>Other Sources -</b>	150,000	40.0%	150,000	40.0%	0.0%
Schools (CPS,CCRHS)					
Enterprises (Light,Water,Sewer)					
Lessees (FOPAC and Emerson Umbrella)					
<b>TOTAL</b>	<u>375,000</u>	<u>100.0%</u>	<u>375,000</u>	<u>100.0%</u>	<u>0.0%</u>

**Insurance Premium Detail (Line 1 only)**

<u>Type of Coverage</u>	<u>FY05 Gross Actual</u>	<u>FY06 Gross Actual</u>	<u>FY07 Gross Budget</u>	FY08	
				<u>Gross Budget</u>	<u>General Fund</u>
Automobile	106,439	68,691	100,000	80,000	45,000
General Liability, Umbrella, Public Officers, School Board	117,850	101,062	110,000	110,000	70,000
Property Insurance	120,795	108,739	120,000	140,000	65,000
Police and Fire Medical	5,115	5,115	10,000	10,000	10,000
All Other	3,625	2,333	5,000	5,000	5,000
<b>TOTAL</b>	<u>353,824</u>	<u>285,940</u>	<u>345,000</u>	<u>345,000</u>	<u>195,000</u>

### Program Description

#### ***Unemployment Compensation:***

This account covers the cost of claims for both Town and School (K-8) personnel involving layoff from service, layoff from subsequent employment, resignation due to relocation of a spouse's job, and underemployment (being available for full-time work, even if the position is part-time). Public and private 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 FY08 in relation to total projected payroll of about \$40 million is about one-quarter of one percent. This is a small fraction of the minimum payroll tax percentage.

The budget recommendation allows for a slight increase in claims experience over the level of recent years. While neither the Town nor the schools are 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.

The weekly benefit rate is the average weekly wage for the two highest quarters in the claimant's past year ("base period") of employment, subject to a maximum of \$551 (with \$25 per dependent added). The claimant is then eligible for a total benefit which is the **lesser** of:

- (a) 30 times the weekly benefit
- or
- (b) 36% of the base period wages.

#### ***Workers' Compensation:***

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

"Stop Loss" coverage with an insured ceiling of \$2 million per year, a specific retention level of \$350,000 per accident and an aggregate retained loss of \$540,183 per year has been acquired for the current year (August 1, 2006 to July 31, 2007) at a premium of \$28,529, of which the General Fund's share was \$22,243.

### Program Implementation

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

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

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

Town of Concord, Massachusetts

<b>JOINT (TOWN-CPS): Unemployment &amp; Workers' Compensation</b>	<b>ITEM 44</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Unemployment Comp.	83,348	88,839	100,000	100,000	100,000
Workers' Compensation:					
• Admin. Services	14,900	14,900	20,000	20,000	20,000
• Re-insurance/Stop-loss	21,984	24,213	25,000	25,000	25,000
• Medical Expenses	12,210	37,604	55,000	55,000	55,000
• Other	5,031	1,525	0	0	0
SUB-TOTAL	<u>54,125</u>	<u>78,242</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
TOTAL	137,473	167,081	200,000	200,000	200,000

**FUNDING PLAN**

	FY07 <u>Budget \$</u>	% of <u>Budget</u>	FY08 <u>Recomm. \$</u>	% of <u>Budget</u>	<u>% Change</u>
General Fund	\$200,000	100.0%	\$200,000	100.0%	0.0%

**Performance Highlights**

<u>Unemployment Compensation</u>		
<u>Beneficiaries</u>	<u>Town *</u>	<u>School (CPS)</u>
FY1998	3	1
FY1999	2	3
FY2000	5	5
FY2001	1	3
FY2002	1	3
FY2003	5	4
FY2004	6	8
FY2005	5	12
FY2006	4	13
FY2007	5	5

\* Not including enterprise funds (Water, Sewer, Light)

**Program Description**

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

**Program Implementation**

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

The System is "unfunded" in that, since its inception in 1937 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 accumulating future benefits payable to current employees upon their retirement, but also, to the extent a pension system is not "fully funded," for benefits to persons already retired. A pension system can be fully funded at one point in time and then be underfunded later even while making required funding plan payments, if the investment yield falls below the actuarial projection. Concord's assumed annual investment yield for the purpose of calculating its future obligations is 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 this special "Pension Reserve" fund to the Retirement System in connection with the formal adoption of a twenty-year funding plan to amortize the remaining unfunded liability.

The actuarial valuation of January 1, 2006 reported pension benefit obligations as follows:

	at 1/1/04	at 1/1/06	% change (2 yrs)
<b>Obligations (AAL)</b>	\$76,563,521	\$83,989,223	+ 9.7%
<b>Assets (AVA)</b>	\$63,067,203	\$75,974,208	+20.5%
<b>Unfunded Obligation</b>	\$13,496,318	\$ 8,015,015	
<b>Funded Ratio</b>	82.4%	90.5%	

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

**Town of Concord, Massachusetts**

<b>JOINT (TOWN-CPS): Retirement</b>	<b>ITEM 45</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Contributory Retirement	2,390,032	2,500,242	2,547,462	2,467,270	2,467,270
Non-Contrib. Retirement	2,217	2,250	2,250	0	0
Military Service Credit	0	0	0	0	0
To: Pension Reserve	90,388	71,402	98,388	222,121	222,121
<b>TOTAL</b>	<b>2,482,637</b>	<b>2,573,894</b>	<b>2,648,100</b>	<b>2,689,391</b>	<b>2,689,391</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change
General Fund	2,310,000	87.2%	2,380,000	88.6%	3.0%
Light Fund	290,000	11.0%	268,940	10.0%	-7.3%
Water Fund	42,000	1.6%	31,513	1.2%	-25.0%
Sewer Fund	6,100	0.2%	8,938	0.3%	46.5%
<b>TOTAL</b>	<b>2,648,100</b>	<b>100.0%</b>	<b>2,689,391</b>	<b>100.0%</b>	<b>1.6%</b>

**Performance Highlights**

*Actuarial Accrued Liability Method: (amounts in thousands)*

Date of Actuarial Valuation and Data Provided	(1) Net Assets Available for Plan Benefits	(2) Actuarial Accrued Liability	(3) Percentage Funded (1)÷(2)	(4) Unfunded Actuarial 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.

1/19/07

In addition to the system's assets shown on the previous page, the Town continues to maintain a Pension Reserve Fund that had a market value of \$4,485,375 on December 31, 2006 (an increase of \$808,000 for the calendar year). As of that date, the market value of the system's assets was estimated at \$85,696,768 (an increase of \$9,723,000 for the calendar year).

The Pension Fund contribution required from the employers for FY08, as set forth by the revised 5-year Funding Schedule of the Jan. 1, 2006 Actuarial Valuation, is \$2,896,357. The **Cost of Benefits** required to be funded in FY08 is estimated at \$3,611,297. This difference of \$714,940 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). FY05-07 costs and projected FY08 costs are:

	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
<b>Pension Fund</b>	\$3,245,839	\$3,181,943	\$3,501,375	\$3,611,297
<b>less PRF transfer</b>	<u>438,990</u>	<u>247,714</u>	<u>509,156</u>	<u>714,940</u>
<b>Net funding, all employers:</b>	\$2,806,849	\$2,934,229	\$2,992,219	\$2,896,357

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 FY08 will be:

	<b>FY07</b>	<b>FY08 shares</b>
Town (including CPS)	85.546%	85.52%
CCRSD	13.67%	13.94%
Housing Authority	0.87%	0.54%

This budget proposes to meet the Town share of \$2,476,965 by allocating \$2,380,000 from the General Fund (up 3.0%) and \$87,270 from charges made to the Town's enterprise funds. The balance of pension charges made to the Enterprise Funds, \$222,121, will be added to the Town's Pension Reserve Fund.

**Performance Information**

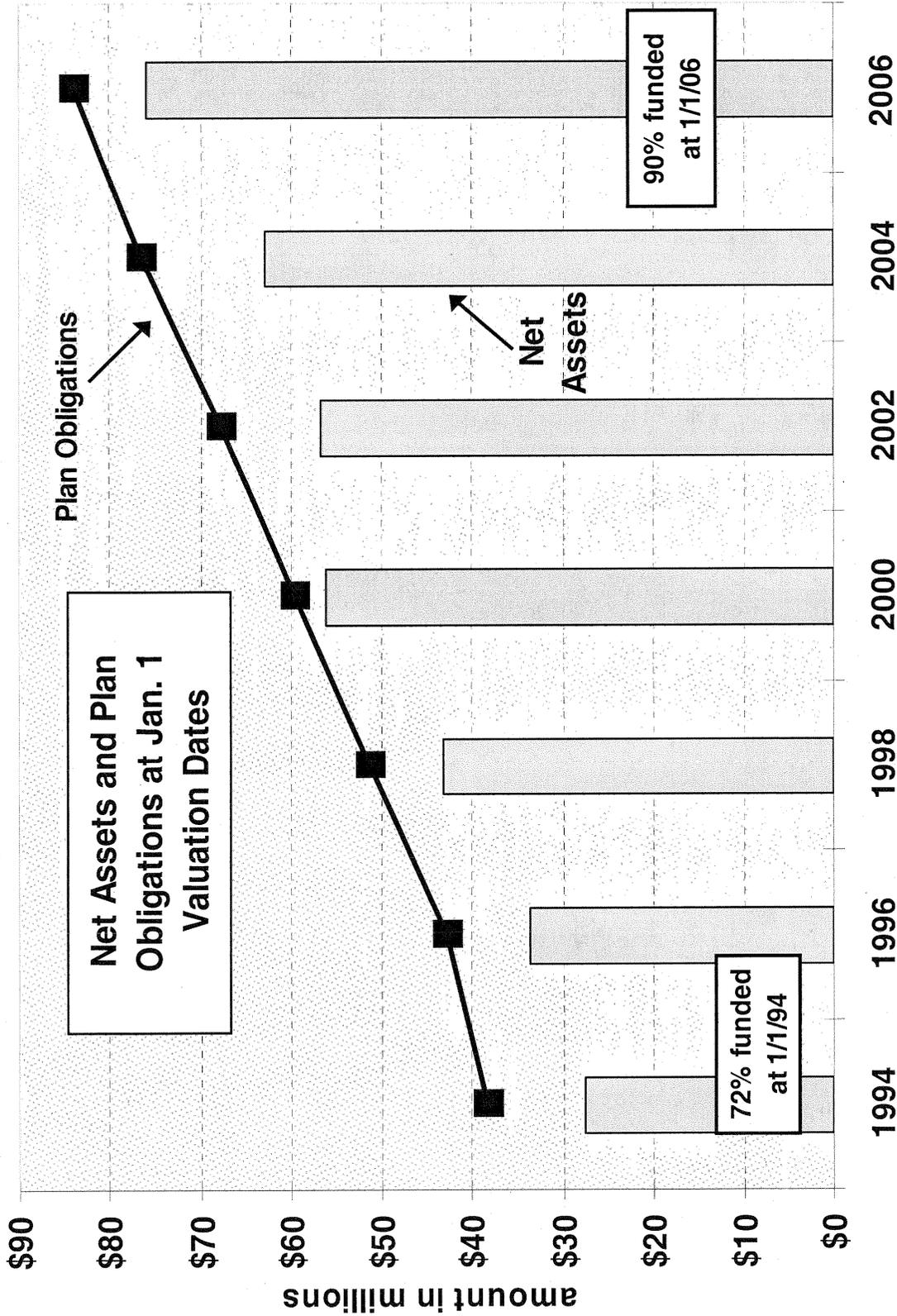
The Retirement System operates on a calendar year fiscal period. For the year ended December 31, 2005, system receipts of \$11.1 million were derived as follows:

employee contributions	\$2,075,227
employer contributions	\$2,934,229
Commonwealth (COLA)	\$ 222,243
investment earnings & gains; all other	\$5,893,234

For the five-year period 2001-2005, the Concord Retirement System's investment performance showed an annualized return of 5.75% compared to a composite rate of return of 6.46% for all 106 retirement boards in the MGL Chapter 32 pension system. The S&P 500 annualized index return for the same period was 0.55%. A balanced portfolio indexed 60% to the S&P 500 and 40% to intermediate US treasuries had an annualized return of 3.78% for this same five-year period.

Concord's funded ratio of 90.5% at January 1, 2006 ranked 8<sup>th</sup> out of 106 retirement boards as reported on PERAC's website as of January 23, 2007.

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



**Program Description**

**Medicare Tax:**

Federal legislation enacted in 1986 extended mandatory Medicare coverage to employees of state and local governments who were hired on or after April 1, 1986. Covered employees are required to pay withholding tax of 1.45% on regular earnings, matched by an equal 1.45% from the employer. This budget covers the employer share for both the Town and CPS employees. The escalating cost is related directly to the rate of employee turnover. Since inception of this tax, the covered percentage of the gross payroll has risen to 77% in FY06 and is projected to be 83% in FY08 (see chart, following page).

**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.

**Performance Information**

<i>Medicare Tax</i>							<b>est.</b>	<b>est.</b>
		<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>
% of payroll covered:								
	Town	68%	70%	71%	73%	75%	79%	81%
	CPS	66%	68%	70%	74%	80%	83%	85%
% of expense:								
	Town	47%	47%	47%	46%	45%	47%	47%
	CPS	53%	53%	53%	54%	55%	53%	53%

*Social Security Tax*

Allocation, Percent of Expense

	<b>FY05 actual</b>	<b>FY06 actual</b>
Town - General Fund	22%	27%
Recreation	23%	29%
Swim & Fitness Center	N/A	6%
Concord Public Schools	50%	36%
Other	5%	2%

<b>JOINT (TOWN-CPS): Social Security/Medicare</b>	<b>ITEM 46</b>
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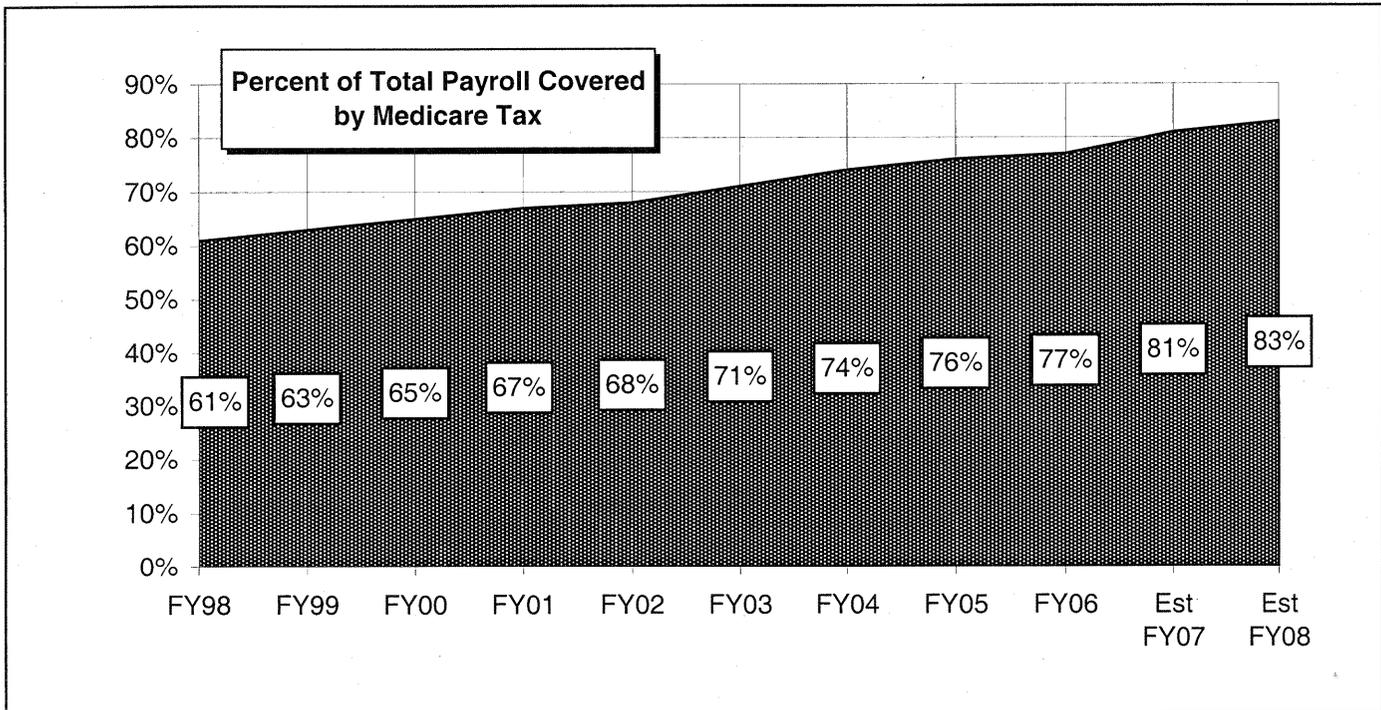
**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Medicare Tax	379,796	399,973	452,000	471,500	471,500
Social Security Tax	153,920	147,393	160,000	187,000	187,000
<b>TOTAL</b>	<b>533,716</b>	<b>547,366</b>	<b>612,000</b>	<b>658,500</b>	<b>658,500</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change
General Fund	508,000	83.0%	522,000	79.3%	2.8%
Light Fund	21,300	3.5%	22,000	3.3%	3.3%
Water fund	15,200	2.5%	10,000	1.5%	-34.2%
Sewer Fund	3,100	0.5%	2,500	0.4%	-19.4%
Recreation Fund	52,000	8.5%	52,000	7.9%	0.0%
Swim and Fitness Center	10,700	1.7%	47,000	7.1%	339.3%
Solid Waste Disposal Fund	900	0.1%	1,000	0.2%	11.1%
Parking Meter Fund	800	0.1%	800	0.1%	0.0%
Gift Fund	0	0.0%	1,200	0.2%	N/A
<b>TOTAL</b>	<b>612,000</b>	<b>100.0%</b>	<b>658,500</b>	<b>99.9%</b>	<b>7.6%</b>

**Performance Information**



**Program 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, etc.) 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-140/141 shows all debt service for bonds issued through December 31, 2006, including debt service supported from the enterprise funds and 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.

**Program Implementation**

The FY08 recommended General Fund budget is based upon: 1) outstanding tax-supported debt scheduled for repayment between July 1, 2007 and June 30, 2008 (\$3,893,809 principal and interest); 2) an additional amount incorporated for the first-year debt service on a new tax-supported issuance of \$4,200,000 scheduled for sale during February 2007 (including \$2.35 million for the Alcott School "Phase 2" financing); and 3) allowance for further bond issuance in the fall of 2007 related to the Thoreau School project for which \$6.8 million of short-term notes remain outstanding presently.

**Performance Information**

In September 2006, in connection with the sale of a \$10,000,000 General Obligation Bond, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category. Concord is one of thirteen Massachusetts municipalities to hold this rating, which it has maintained since November 1987.

***Projected Debt Outstanding at June 30, 2007:***

	<b>Amount</b>	<b>Per Capita</b>	<b>% of Assessed Value</b>
Tax supported, municipal – within limit	\$ 7,135,000	\$ 420	0.13%
Tax supported, School – within limit	2,565,000	151	0.05%
Tax supported – debt exclusion	21,352,480	1,257	0.40%
Electric	3,930,000	231	0.07%
Water	5,600,000	330	0.11%
Sewer	11,900,000	700	0.22%
Betterments	<u>2,608,676</u>	<u>154</u>	<u>0.05%</u>
<b>Total long-term debt</b>	<b>\$ 55,091,156</b>	<b>\$ 3,242</b>	<b>1.03%</b>

Town of Concord, Massachusetts

<b>JOINT (TOWN-CPS): Debt Service</b>	<b>ITEM 47</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
<b>I. LONG-TERM DEBT</b>					
Town - Principal	1,300,000	1,530,000	1,545,000	1,570,000	1,570,000
- Interest	195,615	235,998	243,442	255,440	255,440
<b>SUB-TOTAL</b>	<b>1,495,615</b>	<b>1,765,998</b>	<b>1,788,442</b>	<b>1,825,440</b>	<b>1,825,440</b>
School - Principal	790,000	680,000	690,000	740,000	740,000
- Interest	99,359	89,768	94,473	89,096	89,096
Premium Offset-Excluded Debt	0	1,593	0	0	0
<b>SUB-TOTAL</b>	<b>889,359</b>	<b>771,361</b>	<b>784,473</b>	<b>829,096</b>	<b>829,096</b>
<b>A. WITHIN LEVY LIMIT TOTAL</b>	<b>2,384,974</b>	<b>2,537,359</b>	<b>2,572,915</b>	<b>2,654,536</b>	<b>2,654,536</b>
Debt Exclusion - Town - Principal	225,000	225,000	285,810	293,934	293,934
- Interest	58,352	50,191	94,777	69,688	69,688
<b>SUB-TOTAL</b>	<b>283,352</b>	<b>275,191</b>	<b>380,587</b>	<b>363,622</b>	<b>363,622</b>
Debt Exclusion - School - Principal	920,000	1,260,000	385,000	1,070,000	1,070,000
- Interest	147,602	259,800	433,963	866,650	866,650
<b>SUB-TOTAL</b>	<b>1,067,602</b>	<b>1,519,800</b>	<b>818,963</b>	<b>1,936,650</b>	<b>1,936,650</b>
<b>B. EXCLUDED DEBT TOTAL</b>	<b>1,350,954</b>	<b>1,794,991</b>	<b>1,199,550</b>	<b>2,300,272</b>	<b>2,300,272</b>
<b>LONG-TERM DEBT TOTAL (A+B)</b>	<b>3,735,928</b>	<b>4,332,350</b>	<b>3,772,465</b>	<b>4,954,808</b>	<b>4,954,808</b>
<b>II. SHORT-TERM DEBT</b>					
BAN Interest-within Levy Limit	50,675	62,641	142,085	185,464	185,464
BAN Interest-Debt Exclusion	113,876	313,383	800,123	286,256	286,256
Principal Paydown - Debt Exclusion	0	0	235,000	0	0
<b>III. ISSUANCE COSTS</b>					
Issuance Costs/Admin. within Levy Limit	41,748	50,000	35,000	35,000	35,000
<b>GRAND TOTAL</b>	<b>3,942,227</b>	<b>4,758,374</b>	<b>4,984,673</b>	<b>5,461,528</b>	<b>5,461,528</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change
General Fund-within Levy Limit	2,750,000	55.2%	2,875,000	52.6%	4.6%
Debt Exclusion	2,219,677	44.5%	2,585,182	47.3%	16.5%
Charged to Premium Reserve	14,996	0.3%	1,346	0.0%	-91.0%
	<b>4,984,673</b>	<b>100.0%</b>	<b>5,461,528</b>	<b>99.9%</b>	<b>9.6%</b>

JOINT (TOWN-CPS): Debt Service

ITEM 47

## Debt Service Schedule for debt issued through December 31, 2006

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service									
				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		
2006			29,542,533										
2007	4,151,377	1,237,601	46,391,156	1,545,000	243,442	285,810	94,777	690,000	94,473	385,000	433,963		
2008	4,585,980	1,507,592	41,805,176	1,205,000	193,815	293,934	69,688	540,000	72,096	910,000	609,276		
2009	4,022,442	1,333,639	37,782,734	940,000	154,616	270,326	60,753	455,000	55,271	910,000	574,451		
2010	3,700,403	1,203,953	34,082,331	805,000	124,885	171,747	52,675	385,000	40,836	905,000	541,870		
2011	3,358,390	1,083,065	30,723,941	595,000	97,417	173,196	48,717	260,000	27,693	905,000	510,081		
2012	3,167,094	970,630	27,556,847	595,000	74,141	174,675	44,253	120,000	18,841	905,000	478,769		
2013	2,880,858	869,962	24,675,989	495,000	57,366	176,184	39,631	120,000	14,604	905,000	446,600		
2014	2,844,899	775,415	21,831,090	445,000	40,116	177,723	34,726	120,000	10,491	905,000	413,082		
2015	2,519,223	687,222	19,311,867	405,000	23,951	179,293	29,539	120,000	6,206	905,000	378,232		
2016	2,198,837	606,385	17,113,030	200,000	8,625	180,895	24,067	45,000	1,813	905,000	343,126		
2017	1,668,746	500,417	15,444,284	0	0	82,529	18,560	0	0	905,000	307,801		
2018	1,683,956	450,024	13,760,328	0	0	84,196	16,767	0	0	905,000	274,731		
2019	1,699,474	394,846	12,060,854	0	0	85,897	14,939	0	0	905,000	237,225		
2020	1,715,305	340,615	10,345,550	0	0	87,632	13,073	0	0	905,000	201,025		
2021	1,731,677	286,022	8,613,873	0	0	89,403	11,170	0	0	905,000	164,825		
2022	1,737,104	231,057	6,876,769	0	0	91,209	9,229	0	0	905,000	128,625		
2023	1,753,915	175,538	5,122,854	0	0	93,052	7,248	0	0	905,000	92,250		
2024	1,771,065	119,281	3,351,789	0	0	94,932	5,227	0	0	905,000	55,525		
2025	1,788,562	62,368	1,563,227	0	0	96,850	3,165	0	0	905,000	18,538		
2026	901,411	23,502	661,816	0	0	98,806	1,062	0	0	0	0		
2027													
<b>total</b>	<b>49,880,718</b>	<b>12,859,134</b>		<b>7,230,000</b>	<b>1,018,374</b>	<b>2,988,289</b>	<b>599,266</b>	<b>2,855,000</b>	<b>342,324</b>	<b>16,685,000</b>	<b>6,209,995</b>		

Interest expense as % of total debt service, FY07: 23.0%

Interest expense as % of total debt service to final maturity: 20.5%

*Projected as of June 30, 2007:*

Debt Retirement - all 5 yrs: 40.6%    10 yrs: 66.7%

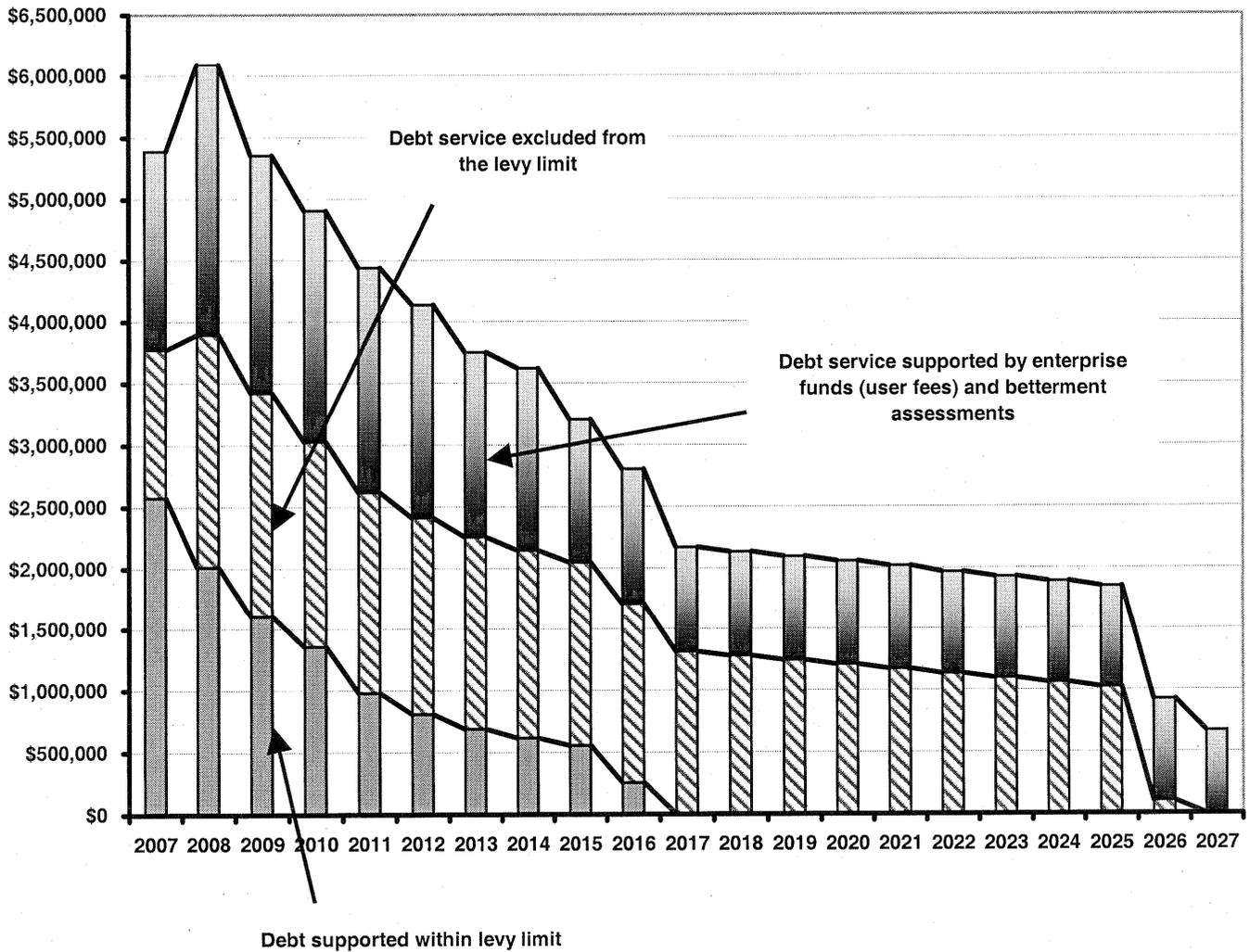
Debt Retirement - tax supported only 42.9%    70.0%

Town of Concord, Massachusetts

**JOINT (TOWN-CPS): Debt Service** **ITEM 47**

Revenue Supported Annual Debt Service								<i>subtotals</i>		
<i>Water</i>		<i>Sewer</i>		<i>Betterment (WPAT loans)</i>		<i>Light</i>		<b>Tax-supported</b>		<b>Revenue- supported</b>
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	<i>within Limit</i>	<i>Excluded</i>	
505,000	103,623	100,000	38,100	105,567	80,041	535,000	149,182	2,572,915	1,199,550	1,616,513
455,000	82,795	533,827	302,256	118,219	51,671	530,000	125,995	2,010,911	1,882,898	2,199,763
335,000	63,843	561,727	272,859	120,389	49,339	430,000	102,507	1,604,887	1,815,530	1,935,664
310,000	50,890	571,055	262,004	122,601	46,961	430,000	83,832	1,355,721	1,671,292	1,877,343
300,000	39,025	580,572	250,929	124,622	44,534	420,000	64,669	980,110	1,636,994	1,824,351
300,000	27,475	590,280	239,631	127,139	42,058	355,000	45,462	807,982	1,602,697	1,727,045
100,000	15,725	600,185	228,105	129,489	39,532	355,000	28,399	686,970	1,567,415	1,496,435
100,000	12,225	610,290	216,346	131,886	36,955	355,000	11,474	615,607	1,530,531	1,474,176
100,000	8,625	620,598	204,349	134,332	34,326	55,000	1,994	555,157	1,492,064	1,159,224
100,000	5,000	631,116	192,110	136,826	31,644	0	0	255,438	1,453,088	1,096,696
0	0	541,845	145,148	139,372	28,908	0	0	0	1,313,890	855,273
0	0	552,791	132,410	141,969	26,116	0	0	0	1,280,694	853,286
0	0	563,959	119,414	144,618	23,268	0	0	0	1,243,061	851,259
0	0	575,352	106,155	147,321	20,362	0	0	0	1,206,730	849,190
0	0	586,975	92,629	150,299	17,398	0	0	0	1,170,398	847,301
0	0	598,833	78,829	142,062	14,374	0	0	0	1,134,063	834,098
0	0	610,931	64,751	144,932	11,289	0	0	0	1,097,550	831,903
0	0	623,273	50,388	147,860	8,141	0	0	0	1,060,684	829,662
0	0	635,865	35,735	150,847	4,930	0	0	0	1,023,553	827,377
0	0	648,710	20,786	153,895	1,654	0	0	0	99,868	825,045
		661,816	6,618					0	0	668,434
<b>2,605,000</b>	<b>409,226</b>	<b>12,000,000</b>	<b>3,059,552</b>	<b>2,714,245</b>	<b>613,501</b>	<b>3,465,000</b>	<b>613,514</b>	<b>11,445,698</b>	<b>26,482,550</b>	<b>25,480,038</b>

Annual Debt Service for long-term debt issued through December 31, 2006



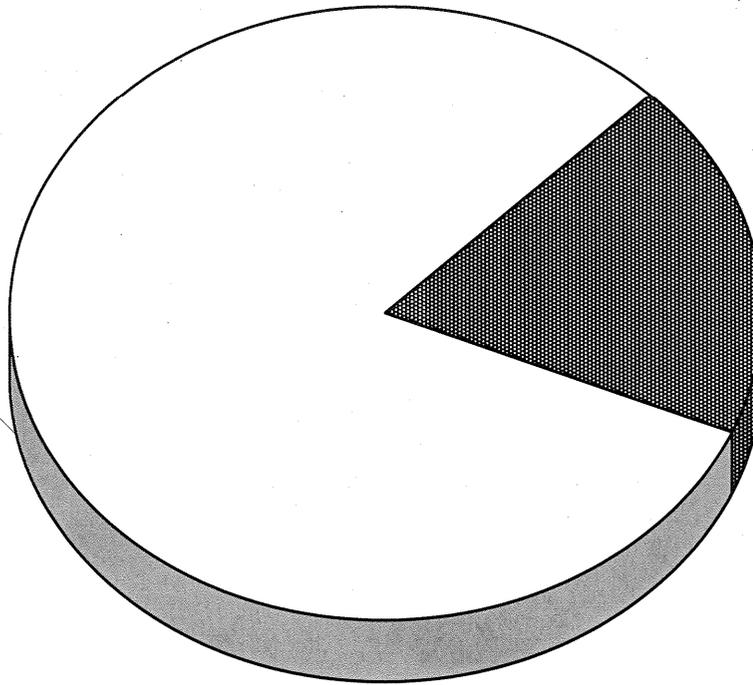
**SUMMARY: Public Safety**

**ITEMS 12 - 17**

FY2008 Public Safety Accounts as a  
Percent of Town & Joint Appropriations  
(\$28,785,156)

**Public  
Safety  
23.22%  
\$6,683,427**

**76.78%  
\$22,101,729**



**Proposed Change in Public Safety Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
12 Police Department	0.0%
13 Fire Department	0.1%
14 West Concord Fire Station	-24.3%
15 Police/Fire Station	36.9%
16 Emergency Management	344.5%
17 Animal Control	3.0%

Town of Concord, Massachusetts

<b>SUMMARY: Public Safety</b>	<b>ITEMS 12 - 17</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
12 Police Department	3,362,957	3,364,035	3,296,699	3,296,412
13 Fire Department	3,037,477	3,189,835	3,033,477	3,036,967
14 West Concord Fire Station	60,043	45,433	60,043	45,433
15 Police/Fire Station	182,454	249,829	182,454	249,829
16 Emergency Management	8,360	37,160	8,360	37,160
17 Animal Control	17,116	17,626	17,116	17,626
<b>TOTAL</b>	6,668,407	6,903,918	6,598,149	6,683,427

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	6,598,149	6,683,427	1.3%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Parking Meter Fund	66,258	67,623	2.1%
Government Grants & Aid	0	0	--
State Reimbursement	4,000	4,000	0.0%
Federal Grants	0	148,868	--
<b>TOTAL</b>	6,668,407	6,903,918	3.5%

**Program Description**

The Concord Police Department, with an authorized sworn staff of 35, 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, animal control, preventive patrol, school crossing safety, community problem solving, and emergency response. In addition, the Department provides crime prevention programs, youth services, and Drug Abuse Resistance Education (DARE) instruction. It processes a variety of permits, licenses, and applications. The Department continues its collaboration with the Domestic Violence Victim Assistance Program, and with the Concord Restorative Circle (CRC). The CRC is a community-based alternative to the traditional judicial process involving crime victims, offenders, and members of the Concord Community. The Department also supervises a contracted Dog Officer and performs the prosecution function for the majority of the Department's District Court criminal and motor vehicle cases. The Department continues to be proactive with the North Eastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium of 46 police agencies, the mission of which is to strengthen the individual communities through resource sharing. The Department also staffs and supervises the operation of the Public Safety Communications Center.

**Program Implementation**

The proposed FY2008 budget continues the current sworn staffing level of 35. The Parking Meter Fund (PMF) will continue to support one full-time police officer, as well as administrative support for parking activities.

The proposed budget allocates 482 hours for Traffic, Alcohol, and Tobacco compliance. The Capital Improvement Program allocates \$101,000 for the Police Department. This amount includes \$81,000 for the replacement of three vehicles, \$13,000 for public safety equipment replacement and \$7,000 for software upgrades of all mobile radios.

**Performance Information**

The overall objective of the Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety service to all members of the community. The Community Oriented Policing philosophy continues to be the cornerstone of the Department's daily operations, as well as the many programs in place. With the continued cooperation of the School Department, the DARE program is again being provided to all of Concord's fifth grade students.

The Department continues its collaboration with the Domestic Violence Victim Assistance Program. Following a 25-hour training program, volunteer advocates are available 24 hours a day to support and empower victims of domestic violence. The program continues to operate out of the Concord Police Department and is funded by a grant from the Department of Justice and the Massachusetts Executive Office of Public Safety.

The Concord Restorative Circle (CRC) continues to work with the Police Department in using restorative practices as an alternative to the traditional criminal justice system. The restorative program continues to expand and recently worked to establish a non-profit organization, Communities for Restorative Justice (C4RJ), which will assist other communities that would like to utilize restorative justice practices.

The Police Department in 2006 issued 3,389 traffic citations, keeping pace with an aggressive traffic safety program aimed at continuing the reduction of accidents on our streets. A partial breakdown of the citation total is as follows: 1,094 were issued for speeding; 67 were issued for operating under the influence of alcohol; and 291 criminal motor vehicle applications were sought.

The year 2006 showed a continued slight increase in most of our reported crime categories. Overall, the Police Department made 221 arrests in 2006. The Communications Center logged 20,342 items.

Town of Concord, Massachusetts

<b>PUBLIC SAFETY: Police Department</b>	<b>ITEM 12</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	2,799,713	2,932,251	3,109,360	3,126,936	3,126,936
Purchased Services	41,752	55,628	38,013	38,008	38,008
Supplies	68,197	80,524	87,647	87,864	87,864
Other Charges	8,935	10,998	9,937	10,227	10,227
Equipment Expense	1,803	0	0	0	0
Capital Outlay	126,365	116,236	118,000	101,000	101,000
<b>TOTAL</b>	<b>3,046,765</b>	<b>3,195,637</b>	<b>3,362,957</b>	<b>3,364,035</b>	<b>3,364,035</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	3,296,699	98.0%	3,296,412	98.0%	0.0%
Parking Meter Fund	66,258	2.0%	67,623	2.0%	2.1%
<b>TOTAL</b>	<b>3,362,957</b>	<b>100.0%</b>	<b>3,364,035</b>	<b>100.0%</b>	<b>0.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Police Chief	MP-13	1	126,852	1	126,852
	Lieutenant	MP-9	2	189,750	2	189,750
	Sergeant	Union	6	465,501	6	467,501
	Inspector/Detective	Union	7	483,143	7	485,143
	Patrol Officer	Union	19	1,069,272	19	1,071,272
	<b>UNIFORMED SUB-TOTAL</b>		<b>35</b>	<b>2,334,519</b>	<b>35</b>	<b>2,340,518</b>
	Sr. Admin. Assistant	ACL-7	1	52,269	1	52,452
	Lead Dispatcher	Union	1	51,647	1	51,647
	P. S. Dispatcher	Union	6	268,414	6	268,414
	<b>UNIF. REGULAR COMP. SUB-TOTAL</b>		<b>43</b>	<b>2,706,850</b>	<b>43</b>	<b>2,713,031</b>
5114	Crossing Guards	Misc.	6	52,200	6	51,640
5130	Overtime - Uniformed		4,588 hrs	207,375	4,808 hrs	218,479
	Overtime - Dispatchers		1,000 hrs	32,847	1,000 hrs	32,820
	Traffic/Alcohol/Tobacco Compliance		482 hrs	21,786	482 hrs	21,902
	<b>OVERTIME SUB-TOTAL</b>		<b>6070 hrs</b>	<b>262,009</b>	<b>6290 hrs</b>	<b>273,201</b>
5143	Holiday Pay - Uniformed			23,194		23,263
	Holiday Pay - Dispatchers			7,358		7,351
5194	Uniform Allowance			24,500		24,500
5197	Cleaning Allowance			33,250		33,950
	<b>GROSS SALARY BUDGET TOTAL</b>			<b>3,109,360</b>		<b>3,126,936</b>

### Program 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.

The Department consists of a chief, a deputy chief, a chaplain, a senior administrative assistant, eight officers (four captains and four lieutenants), and 24 firefighters. The Town was notified in December of 2006 it had been approved to receive a Staffing for Adequate Fire and Emergency Response Firefighters (SAFER) Grant from the federal government, which will provide partial funding of four new firefighter positions, with 60% funded in year 1, 40% in year 2, and 20% in year 3. In the fourth year, the Town will be responsible for 100% of the salaries. With the SAFER grant, one additional firefighter will be assigned to each shift. The Town's share will be funded in years 1 and 2 by money budgeted for replacement overtime as the new positions will cover the first vacancy on the shift, as opposed to hiring an off duty firefighter. The officers and firefighters are organized into four groups that are scheduled to provide round-the-clock coverage. All line personnel are certified as Emergency Medical Technicians. Teams of five members (one officer and four firefighters, which will increase to five firefighters through the SAFER grant) are assigned to the Headquarters Station on Walden Street, and teams of three members (one officer and two firefighters) are assigned to Station 2 on Main Street, West Concord.

### Program Implementation

In the proposed FY2008 budget, 90% is for salary and related personnel expenses. The remaining 10% of the budget funds purchased services (9% increase over FY07) and supplies (19% increase over FY07). These increases will provide uniforms, protective clothing and other hiring expenses for the new firefighters and will fund retaining a physician to serve as Medical Director for the Department's emergency medical services operation.

The FY2008 Capital Improvement Plan funds \$15,000 for fire equipment replacement, \$26,500 to replace an administrative vehicle, \$35,000 to complete the three-year program to upgrade the fire alarm receiving equipment, \$13,000 for hydraulic rescue tool accessories, \$10,000 to upgrade water rescue equipment, and \$7,700 for laptop computers for fire apparatus. The FY2008 debt authorization request for \$195,000 will replace Ambulance 1, a 1998 ambulance, which will allow Ambulance 2, a 2003 vehicle, to be placed in reserve.

### Performance Information

The overall objective of the Fire Department is to provide rapid and effective fire, rescue, and medical emergency services to Concord residents and visitors. Toward these objectives, the Department responded to 3,034 emergency calls (1490 were medical related), 22 structure fires, 8 vehicle fires, and 37 outside fires. The Department completed 432 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 thirteen years.

The Department has adopted a fire emergency response time standard that 90% of the time the first arriving company (crew of four firefighters) arrive on scene with less than four minutes of travel time and, if warranted, the remaining 12 firefighters (recall of all off duty personnel and mutual aid from neighboring communities) needed to fill the Box Alarm Assignment arrive on scene with less than eight minutes of travel time. For emergency medical calls, the departmental standard is to have the first Emergency Medical Technician-Basic trained crew arrive with less than four minutes travel time 90% of the time and the first emergency Medical Technician-Paramedic crew arrive on scene with less than eight minutes of travel time 90% of the time.

Town of Concord, Massachusetts

**PUBLIC SAFETY: Fire Department**

**ITEM 13**

**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	2,471,629	2,597,655	2,741,767	2,895,140	2,895,140
Purchased Services	70,954	89,838	77,110	84,460	84,460
Supplies	69,020	78,283	75,420	89,975	89,975
Other Charges	7,145	6,873	9,180	13,010	13,010
Capital Outlay	124,790	62,606	134,000	151,200	107,200
Fed/State Reimb./Petty Cash	0	0	0	50	50
<b>TOTAL</b>	<b>2,743,539</b>	<b>2,835,256</b>	<b>3,037,477</b>	<b>3,233,835</b>	<b>3,189,835</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	3,033,477	99.9%	3,036,967	95.2%	0.1%
State Reimbursement	4,000	0.1%	4,000	0.1%	0.0%
Federal SAFER Grant	0	0.0%	148,868	4.7%	N/A
<b>TOTAL</b>	<b>3,037,477</b>	<b>100.0%</b>	<b>3,189,835</b>	<b>95.3%</b>	<b>5.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Fire Chief	MP-13	1	101,739	1	101,739
	Deputy Chief	MP-10	1	76,472	1	76,472
	Captain	Union	4	282,611	4	282,611
	Lieutenant	Union	4	250,702	4	250,702
	Firefighter	Union	<u>24</u>	<u>1,275,619</u>	<u>28</u>	<u>1,463,475</u>
	<b>UNIFORMED SUB-TOTAL</b>		<b>34</b>	<b>1,987,143</b>	<b>38</b>	<b>2,174,999</b>
	Department Clerk	Misc.	0	0	0.5	10,440
	Sr. Admin. Assistant	ACL-7	1	51,155	1	51,155
5120	Call Firefighters	Misc.		7,700		1,030
5143	Holiday Pay			106,500		111,866
	<b>SUB-TOTAL</b>			<b>165,355</b>		<b>174,491</b>
5130	Replacement Overtime		12,616 hrs	495,231	11,430 hrs	446,239
	Overtime - Box Alarms		736 hrs	26,014	736 hrs	28,395
	Callbacks & Additional O/T		1,574 hrs	59,128	1794 hrs	61,027
	Overtime for Fire Inspection		153 hrs	7,425	220 hrs	8,488
	<b>UNIFORMED OVERTIME TOTAL</b>		<b>15,709 hrs</b>	<b>587,799</b>	<b>14,180 hrs</b>	<b>544,149</b>
5130	Non-Union Overtime		40 hrs	1,470		1,500
	<b>GROSS SALARY BUDGET TOTAL</b>			<b>2,741,767</b>		<b>2,895,140</b>

**Program 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 Prison 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.

**Program Implementation**

In terms of the operating budget, Purchased Services and Supplies reflect a 1.4% decrease over FY2007, due to the stabilization of energy costs. The FY2008 funding plan includes the following: electricity (\$6,817), natural gas (\$12,879), water and sewer (\$1,800), and solid waste collection and disposal (\$137). Building maintenance (\$7,500) and custodial supplies (\$3,000) are funded at FY2007 levels. An additional \$500 is included in the budget for office equipment maintenance.

The Recommended FY2008 Capital Outlay Budget totals \$12,800 for building improvements. This amount is recommended to continue the gradual upgrade of the building by funding replacement of the overhead doors for the apparatus bays. The new doors will have improved insulation and will reflect the classic design elements of the Fire Station.

Although Station 2 was built in 1932, it continues to provide an excellent base of operations. The crew of Engine 4 responded to nearly 1,000 emergency calls in FY2007 and has maintained the building in good condition. As part of the contract funded at the 2007 Annual Town Meeting, the MaGuire Group of Foxborough, MA. will evaluate the program and space needs of the Fire Department, including the West Concord Station. The Study Report will identify the role the current building can play in the Department's future and strategies to meet the Department's needs. During the time while a long range plan for replacement or major renovation of Station 2 is being contemplated, annual capital expenditures will continue to be made to maintain the building in safe order.

**Performance Information**

The overall objective of this account is to provide funding to operate, maintain, and renovate Station 2 so that it meets current standards and needs, ensuring the facility provides a safe working environment and a proper presence on Main Street.

Town of Concord, Massachusetts

**PUBLIC SAFETY: West Concord Fire Station**

**ITEM 14**

**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	0	0	0	0	0
Purchased Services	20,324	27,230	30,043	29,633	29,633
Supplies	7,482	2,373	3,000	3,000	3,000
Other Charges	0	0	0	0	0
Capital Outlay	53,991	7,265	27,000	12,800	12,800
<b>TOTAL</b>	<b>81,797</b>	<b>36,868</b>	<b>60,043</b>	<b>45,433</b>	<b>45,433</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	60,043	100.0%	45,433	100.0%	-24.3%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program Description**

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

The partial building renovation project started in the summer of 2004 was finished in the fall of 2005. This renovation involved the installation of an elevator that allows handicapped access to all floors of the public safety center. In addition, the renovation transformed the unfinished third floor of the building into a fully functional community meeting/training room, complete with kitchen facilities and handicapped accessible bathroom facilities. Moving the smaller training room to the third floor allowed for the expansion of the locker room and the addition of office space on the second floor. New HVAC systems are also in place for the areas affected by the project. It was anticipated that there would be increased utility costs from the renovation/expansion project, and the Police Department has now completed a full year of occupation in the new spaces.

**Program Implementation**

The FY2008 budget recommendation includes continuing custodial staffing (\$19,382) of four hours per day. The most significant portion of the budget is associated with utility costs: electricity (\$40,430, an increase of \$4,850 from FY2007), natural gas (\$29,936, an increase of \$3,000 from FY2007), water and sewer (\$5,555, an increase of \$1,025 from FY2007), and solid waste collection, recycling, and disposal (\$3,261). An amount of \$9,600 has been provided for building and maintenance supplies, and \$40,000 is recommended for telephone services, a crucial part of the Police and Fire Departments' operations.

This budget also includes costs related to the dispatch center, as well as the police/fire record management system. A total of \$24,250 is recommended for computer equipment, telephone, and communications equipment maintenance. This covers the maintenance contracts on our Police/Fire records management system, GIS software, Geo-coding, Dialogic, and our mandatory contract with the state Criminal Justice Information System. These maintenance agreements provide for 24-hour support.

The Capital Outlay recommendation in the FY2008-2012 Capital Improvement Program provides \$10,000 for building improvements in FY08: \$5,000 to each of the Police and Fire Departments to accomplish various interior renovations and repairs.

The FY2008 budget recommendation also includes \$40,500 for completely re-shingling the roof at the public safety building. The current roof was installed in 1985 and the existing 20-year shingles are past their life expectancy. The roof was not re-shingled during the 1994-95 building improvements due to the site and operational disruptions that would have occurred. The budget also includes \$15,000 to upgrade the emergency telephone call/radio transmission logger in the dispatch center. The present logger-replay system is insufficient, and one of the main components is 25 years old. Instant replay capability of all telephone calls and radio transmissions is critical to the operation of the dispatch center.

**Performance Information**

The overall objective of this program is to operate, maintain, and renovate the station so that it meets current standards, as well as the present and future needs of the Police and Fire Departments. The Police and Fire Departments have been working this year with CMLP and Energy New England to perform a comprehensive, whole building, energy audit. This audit is nearly complete, and the goal is to analyze energy practices and make cost effective improvements when possible.

Town of Concord, Massachusetts

<b>PUBLIC SAFETY: Police/Fire Station</b>	<b>ITEM 15</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	17,181	18,095	19,118	19,382	19,382
Purchased Services	102,085	129,475	145,736	155,347	155,347
Supplies	11,519	9,008	7,600	9,600	9,600
Other Charges	75	623	0	0	0
Equipment Expense	100	705	0	0	0
Capital Outlay	1,828	35,674	10,000	95,000	65,500
<b>TOTAL</b>	<b>132,788</b>	<b>193,580</b>	<b>182,454</b>	<b>279,329</b>	<b>249,829</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	182,454	100.0%	249,829	100.0%	36.9%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Maint. Cust.	LA-2	0.5	19,118	0.5	19,382

### Program 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.

### Program Implementation

The recommended FY08 budget totals \$37,160, representing the first major funding upgrade in decades and an increase of \$28,800 over the \$8,360 funded in FY07. Three items account for this increase. Purchased Services includes \$10,000 to fund a Preparedness Planner. This temporary position will assist in updating the Town's Comprehensive Emergency Management Plan, integrating the All Hazards strategies. The Planner will serve as liaison to the Board of Health, ensuring there is coordination with the many emergency preparedness initiatives required of the Board of Health.

In FY08, \$1,500 is recommended to purchase medical supplies and \$1,500 to purchase food for the community shelter program. Concord is fortunate to have nearly 50 trained volunteers to staff the community shelter, but the Town lacks the supplies to provide minimal support to residents in the shelter. The Mother's Day Floods of 2006 that occurred in the Merrimack Valley and the chemical plant explosion in Danvers the day before Thanksgiving last year were grim reminders of how important community shelters are.

A request for \$20,000 to improve CEMA's ability to provide emergency power at the Town's community shelter or any Town-owned building is part of the FY08 Budget. Five thousand dollars is provided under Purchased Services to fund a study of all Town-owned buildings to identify their emergency power needs, prioritize them, and develop a plan to address these needs in future fiscal years. To provide immediate emergency generation resources, \$15,000 is included in the FY08 budget to acquire a used emergency generator and convert it from a stationary to a mobile application. To accomplish this, a large generator would be mounted on a skid that could be transported by the Public Works Department and placed into operation.

The remainder of the CEMA budget will fund the ongoing training of the Citizens Emergency Response Team (CERT) and the Community Shelter Management Team.

### Performance Information

The overall objective of CEMA 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 Community Shelter Management Team. To work toward this objective, one CEMA goal is to develop the capacity to shelter 100 residents for 72 hours with no outside assistance.

During 2006, the Director and Deputy Director were on notice for several winter storms, and the Deputy Director responded to all multiple alarm fires, assisted in relocation of displaced persons, and provided support to impacted businesses. CEMA participated in a multi-agency, tabletop exercise conducted by Hanscom Air Field. On November 18, 2006, the Community Shelter Management Team and Town Emergency Operating Center participated in Operation Big Chill, an exercise testing the Town's ability to respond to a serious Northeaster, open a shelter, and maintain essential town services. Staff also met with state, regional, and local agencies to review, coordinate, and update disaster plans and mutual aid agreements.

Town of Concord, Massachusetts

<b>PUBLIC SAFETY: Emergency Management</b>	<b>ITEM 16</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	0	0	0	0	0
Purchased Services	5,141	2,907	7,860	18,360	18,360
Supplies	900	2,530	200	3,500	3,500
Other Charges	456	304	300	300	300
Capital Outlay	1,000	1,500	0	15,000	15,000
<b>TOTAL</b>	<b>7,497</b>	<b>7,240</b>	<b>8,360</b>	<b>37,160</b>	<b>37,160</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	8,360	100.0%	37,160	100.0%	344.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program Description**

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

**Program Implementation**

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

**Performance Information**

The overall objective of this program is to provide dog control services in an efficient and effective manner. Calls/complaints received and dogs picked up in 2006 increased from 2005 and are at a much higher level than 2003. Part of the increase is due to a small number of locations that generated multiple responses before the problem was brought to a close.

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Calls Received	304	336	328	401
Dogs Picked Up	19	33	29	25
Dog Bites Reported	6	11	14	11

Town of Concord, Massachusetts

<b>PUBLIC SAFETY: Animal Control</b>	<b>ITEM 17</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	0	0	0	0	0
Purchased Services	15,970	16,292	17,116	17,626	17,626
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>15,970</u>	<u>16,292</u>	<u>17,116</u>	<u>17,626</u>	<u>17,626</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	17,116	100.0%	17,626	100.0%	3.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

Town of Concord, Massachusetts

<b>SUMMARY: All Accounts</b>	<b>ITEMS 1 - 47</b>
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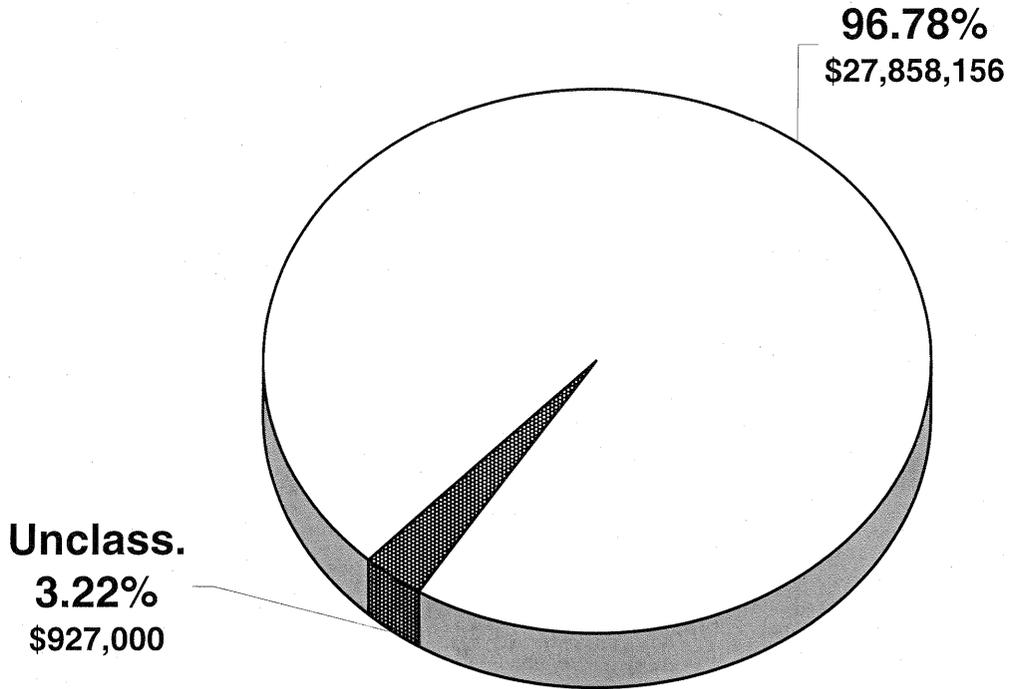
**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY07	FY08	FY07	FY08
1-6 General Government (GG)	2,015,156	2,082,328	1,702,701	1,768,213
7-11 Finance & Administration (F&A)	2,069,323	2,166,008	1,569,018	1,622,202
12-17 Public Safety (PS)	6,668,407	6,903,918	6,598,149	6,683,427
18-28 Public Works (PW)	3,791,376	3,846,465	3,116,204	3,182,564
29-37 Human Services (HS)	2,665,626	2,679,763	2,139,391	2,214,568
38-42 Unclassified	1,643,634	1,647,700	522,951	927,000
TOWN GOV'T OPER. EXP. SUB-TOTAL	18,853,522	19,326,182	15,648,414	16,397,974
43-47 Joint (Town & CPS)	12,301,773	13,296,419	11,407,677	12,387,182
TOWN BUDGET TOTAL	31,155,295	32,622,601	27,056,091	28,785,156

**FUNDING PLAN**

	FY07	FY08	% Change
General Fund	27,056,091	28,785,156	6.4%
Light Fund	710,962	709,751	-0.2%
Water Fund	576,060	578,305	0.4%
Sewer Fund	182,717	191,349	4.7%
Solid Waste Disposal Fund	82,325	83,551	1.5%
Parking Meter Fund	101,636	104,087	2.4%
Retirement System	75,553	77,453	2.5%
Recreation Fund	486,324	469,717	-3.4%
Cemetery Fund	197,598	167,113	-15.4%
Land Fund	--	--	--
Capital Projects	133,000	138,000	3.8%
School Department	18,919	18,936	0.1%
Town Trust Funds	8,166	9,354	14.5%
Other Towns (Carlisle & Lincoln)	19,700	19,700	0.0%
Community Preservation Fund	14,006	14,827	5.9%
State Reimbursements	7,215	5,608	-22.3%
Government Grants & Aid	39,086	188,554	382.4%
State Aid - Chapter 90	420,683	420,700	0.0%
Road Repairs Funds	23,400	24,000	2.6%
Borrowing	700,000	300,000	-57.1%
Special Revenue	15,184	10,000	-34.1%
Swim & Fitness Center	121,674	153,894	26.5%
Gift Fund	0	1,200	--
Premium Reserve Fund	14,996	1,346	-91.0%
Various Sources	150,000	150,000	0.0%
<b>TOTAL</b>	31,155,295	32,622,601	4.7%

FY2008 Unclassified Accounts as a  
Percent of Town Appropriation  
(\$28,785,156)



**Proposed Change in Unclassified Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
38 Town Employee Benefits	16.1%
39 Reserve Fund	12.5%
40 Salary Reserve	0.0%
41 Land Fund	--
42 Road Improvements	0.0%

Town of Concord, Massachusetts

<b>SUMMARY: Unclassified</b>	<b>ITEMS 38 - 42</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY07</u>	<u>FY08</u>	<u>FY07</u>	<u>FY08</u>
38 Town Employee Benefits	62,000	72,000	62,000	72,000
39 Reserve Fund	200,000	225,000	200,000	225,000
40 Salary Reserve	180,951 *	550,000	180,951 *	550,000
41 Land Fund	0	0	0	0
42 Road Improvements	1,200,683	800,700	80,000	80,000
<b>TOTAL</b>	<b>1,643,634</b>	<b>1,647,700</b>	<b>522,951</b>	<b>927,000</b>

\* Original appropriation \$550,000; balance of \$369,049 transferred to other accounts as of 12/31/06.

**FUNDING PLAN**

	<u>FY07</u>	<u>FY08</u>	<u>% Change</u>
General Fund	522,951	927,000	77.3%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Parking Meter Fund	0	0	--
Land Fund	0	0	--
State Aid - Chapter 90	420,683	420,700	0.0%
Borrowing	700,000	300,000	-57.1%
<b>TOTAL</b>	<b>1,643,634</b>	<b>1,647,700</b>	<b>0.2%</b>

### Program Description

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

The specific components of this budget are as follows:

#### Unused Sick Leave

This benefit is received upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, section 11.3. Action at the 1992 Annual Town Meeting restricted this payment 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, collective bargaining agreements with Police and Fire Unions do not restrict the eligibility for the sick leave buyback payment. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay (50% of a maximum 124 accumulated unused sick days). In the Fire Union contract, the maximum payoff is established as 65 days.

While the year to year 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 the probable eligible retirements in the ensuing year. As of June 30, 2006, the General Fund accrued liability was estimated at \$1,029,000 for 105 eligible active employees. This represents the total payout if all eligible employees were to retire immediately. Fifty-seven percent of this accrued liability is on account of 64 uniformed police and fire employees. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account will need to be raised within the next few budget years to about \$100,000.

In FY06 there were three retirements (Planning, Public Works, and Library) with a total buyback payout of \$17,610.

#### 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 past practice suggests that the Town makes every practical effort to cover eligible expenses.

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

**UNCLASSIFIED: Town Employee Benefits**

**ITEM 38**

**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Unused Sick Leave	19,873	17,610	50,000	60,000	60,000
Public Safety Medical	2,385	3,170	4,000	4,000	4,000
Employee Assist. Prog.	6,960	7,500	8,000	8,000	8,000
<b>TOTAL</b>	<b>29,218</b>	<b>28,280</b>	<b>62,000</b>	<b>72,000</b>	<b>72,000</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm.\$	% of Budget	% Change
General Fund	62,000	100.0%	72,000	100.0%	16.1%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY07 Budget		FY08 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Program Description**

The Reserve Fund is an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to petition of the Town 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 2007 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.

**Program Implementation**

For a number of years prior to FY98, the Reserve Fund account total had been based upon the objective of maintaining a level equal to 1% of the **Town Government** budget article (recommended in this document at \$28,785,156). Full restoration of this budgetary policy would require allocation of an additional \$87,000 to the Reserve Fund appropriation, compared to the FY07 budget level. Within the constraint of the Finance Committee Guideline, however, and based upon the requirements experienced in recent years, funding of this account at \$225,000 is recommended.

A 1% budget margin for contingency remains a prudent objective. State law permits a Reserve Fund appropriation up to 5% of the prior year tax levy, a calculation which would allow a Reserve Fund of \$2.8 million!

**Performance Information**

During the fiscal year ended June 30, 2006, the Finance Committee received requests involving six Town budget accounts and made transfers of \$51,285, summarized as follows:

	<u>Town Account</u>	<u>Amount</u>	<u>Purpose</u>
#12	Police/Fire Station	\$ 9,000	energy costs
#14	West Concord Fire Station	785	energy costs
#28	133/135 Keyes Road Building	8,800	energy costs
#29	Library	15,500	energy costs
#33	Harvey Wheeler Community Center	10,000	energy costs
#35	Veteran's Services	7,200	monthly benefit payments

Town of Concord, Massachusetts

<b>UNCLASSIFIED: Reserve Fund</b>	<b>ITEM 39</b>
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**EXPENDITURE DETAIL**

	<u>FY05 Expend.</u>	<u>FY06 Expend.</u>	<u>FY07 Budget</u>	<u>FY08</u>	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
Original Appropriation	200,000	200,000	200,000	225,000	225,000
Supplemental Appropriation	0	0			
Less Transfers	<u>(72,618)</u>	<u>(51,285)</u>			
BALANCE UNEXPENDED (Return to Revenue)	127,382	148,715			

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change</u>
General Fund	200,000	100.0%	225,000	100.0%	12.5%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program Description

Funding for salary adjustments is appropriated to a single reserve account and then, pursuant to the authorization of Town Meeting, is transferred (after the July 1 start of the fiscal year) to the various operating accounts based upon actual requirements. In accordance with the Town Meeting vote, the Town Manager reports all transfers to both the Board of Selectmen and the Finance Committee. This procedure avoids the need to estimate salary adjustment amounts in each of the 28 separate accounts and sub-accounts that include salary funds.

The FY08 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 2.5% performance 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 FY08 step increase prior to July 1, 2007. A little more than half of the ACL and LA staff would be eligible to receive a step increase during FY08, in accordance with the present pay scales. The remaining ACL and LA employees are at the top of their scales and would receive only the pay scale adjustment increment.

A comprehensive Classification and Compensation Study has been initiated, covering all pay scales. It is anticipated that this study will be concluded during the summer and the results may be brought to a Special Town meeting for action during FY07. The Salary Reserve account provides funds in anticipation of pay scale adjustments to be implemented during the FY08 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 FY08 are proposed for funding from this account.

Town of Concord, Massachusetts

**UNCLASSIFIED: Salary Reserve**

**ITEM 40**

**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Original Appropriation	285,000	400,000	550,000	550,000	550,000
Less Transfers & Encumb.	<u>285,000</u>	<u>310,670</u>	<u>369,049</u> *		
BALANCE UNEXPENDED (FY06, Return to Revenue)	0	89,330	180,951		

\*Transfers as of 12/31/06

**FUNDING PLAN**

	FY07 Original Budget \$	% of Budget	FY08 Recomm.\$	% of Budget	% Change
General Fund	550,000	100.0%	550,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program Description**

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

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

This budget account shows the appropriations voted by the Town, supported either by the property tax levy or by transfer from the available fund balance. No appropriation is proposed for FY08. The balance of the fund as of June 30, 2006 was \$19,691.

**Program Implementation**

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

Besides the Heywood Meadow lot acquisitions, the Land Fund has expended more than \$1.5 million since its creation for the following acquisitions totaling 57 acres: Marshall land (3.69 acres off of Harrington Avenue -FY1987); EDCO land (4.22 acres on Barrett's Mill Road -FY1989); Sawmill Brook land (8 acres on Monument Street -FY1990); Unisys land (40 acres on White Pond to the Sudbury border -FY1992).

**Expenditure Detail:**

This account shows any appropriations made from the General Fund (tax-supported) to the Land Fund. There have been no transfers in the FY05-07 period, and none is proposed for FY08.

**Performance Information**

In addition to the Land Fund resources, the Town has allocated other tax and enterprise funds to land acquisition in recent years, amounting to approximately \$10 million and 240 acres since 1987. The total FY08 debt service for land acquisition purposes from all funds is projected at \$510,769 (\$134,838 excluded from the Levy Limit). Included in this total is interest on the second year of a \$2.5 million short-term note issued to finance the 14.4-acre Burke Land purchase. This acquisition is expected to be financed by the proceeds of the sale of other Town-owned land on Strawberry Hill Road.

The 2006 Annual Town Meeting authorized the sale of the Strawberry Hill Road 19-acre parcel, stipulating the development of no more than 20 units of affordable housing on the site and specifying that the sale price would be applied first to the retirement of the \$2.5 million Burke land acquisition Note, next to any and all short-term borrowing costs for said note (which will total \$163,785 for the two-year period through July 26, 2007), and any residual amount to a Concord Public Schools (K-8) Capital Needs Stabilization Fund. Responses to RFP #171 for the sale of the Strawberry Hill parcel were received on August 15, 2006. It is expected that a \$3.2 million sale will be completed on or about October 1, 2007, which will require a further extension of the Burke Land Note past its maturity date of July 26, 2007 (with about \$25,000 in additional short-term interest cost).

**Debt Service Related to Land Acquisition:**

	<u>Original Issue</u>	<u>Issue Date</u>	<u>Final Maturity</u>	<u>General Fund</u>	<u>Enterprises</u>
<b>BONDS</b>					
Forest Ridge Rd substation site	\$ 500,000	4/15/92	4/15/08		\$ 31,590
Mattison Field (ORNAC)	1,410,000	5/15/98	5/15/09	\$134,838	
Benson Land well site (Ball's Hill)	2,000,000	3/01/02	3/1/12		238,200
Ammendolia Land (Bedford St.)	40,000	3/1/06	3/1/10	11,488	
<b>NOTES</b>					
Burke land (Old Bedford Road)	2,500,000	7/27/06	7/26/07	94,653	
		<b>TOTAL</b>		<b>\$240,979</b>	<b>\$ 269,790</b>

**Town of Concord, Massachusetts**

<b>UNCLASSIFIED: Land Fund</b>	<b>ITEM 41</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Town Mgr. Recomm.
Transfer from Land Fund	0	0	0	0	0

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm.\$	% of Budget	% Change
Land Fund	0	--	0	--	--

**LAND FUND HISTORY**

	ACTUAL					PROJECTED	
	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
<b>SOURCES:</b>							
Beginning Balance	\$ 333,804	299,012	304,594	29,862	32,508	19,691	20,641
Sale of Land	0	0	0	708,925 (d)	0	0	0
Tax Levy	0	0	0	0	0	0	0
Gifts	0	0	0	0	0	0	0
Interest earned	10,208	5,582	2,693	14,780	928	950	925
<b>Total Available</b>	<b>\$ 344,012</b>	<b>304,594</b>	<b>307,287</b>	<b>753,567</b>	<b>33,436</b>	<b>20,641</b>	<b>21,566</b>
<b>USES:</b>							
Debt service	\$ 0	0	0	0	0	0	0
Land purchase	0	0	263,000 (b)	710,000 (e)	0	0	0
Options	0	0	0	0	0	0	0
Appraisal, legal, surveying, etc.	45,000 (a)	0	14,425 (c)	11,059 (f)	13,745	0	0
	\$ 45,000	0	277,425	721,059	13,745	0	0
<b>Ending Balance</b>	<b>\$ 299,012</b>	<b>304,594</b>	<b>29,862</b>	<b>32,508</b>	<b>19,691</b>	<b>20,641</b>	<b>21,566</b>
<p>Notes:</p> <p>(a) Includes \$25,000 appropriated for use of Concord Housing Authority for land acquisition (Art. 47, 2001 Town Meeting); \$20,000 appropriated for purpose of evaluating several parcels of town-owned land with respect to potential for development of affordable housing (Art. 49, 2001 Town Meeting).</p> <p>(b) Includes \$13,000 appropriated 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).</p> <p>(c) Includes \$6,900 for Wagner land appraisal; \$7,525 for various other appraisals.</p> <p>(d) Sale of 63B Cambridge Turnpike pursuant to Article 5, Special Town Meeting, March 22, 2004.</p> <p>(e) The 2005 Town Meeting appropriated proceeds from the 63B Cambridge Turnpike sale to partially redeem the \$900,000 note issued for the Ammendolia purchase.</p> <p>(f) Strawberry Hill land appraisal; Burke land site assessment</p>							

### Program 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, and 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 its public roads consist of local streets.

In accordance with the Town's pavement management software and CPW's own analysis, an investment of approximately \$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 1990s utilizing both Town and state highway aid. Prior to FY2000, annual state aid comprised approximately half the necessary funding. Then, in FY2000, Concord's state aid (Chapter 90 aid) was cut (see table on the next page), and Town funds were increased to make up the shortfall. In FY2007, Chapter 90 aid was increased through a supplemental allocation of \$192,000. However, it is unknown at what level Chapter 90 aid will continue to be funded in the future.

### Program Implementation

The Town's 20-Year Roads Plan is based on state-of-the-art pavement management software combined with CPW Engineering/Operations knowledge and is coordinated closely with Town utility planning. Twenty-five percent (25%) of the Town's roads are evaluated each year and their condition updated in the Roads Program database. The Public Works Commission holds a public hearing on the plan each spring after the conclusion of Town Meeting. The program is administered through the CPW Engineering Division.

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 current good condition of most of Concord's roads, expenditures for crack sealing have been falling in comparison with prior years.

The 2006 Roads Program improved approximately 6.8 miles of roads: the East Concord Phase I Sewer neighborhood including Ash Street, Bedford Street\*, Birch Drive, Dalton Road, Meriam Road, Monsen Road\*, Old Bedford Road\*, Ridgeway Road, and Virginia Road\*; the Conantum neighborhood including East Circle, Heath's Bridge Road, Holden Lane, Holdenwood Road, and West Circle; also Commerford Road; Cottage Lane; Hillside Avenue\*; Keyes Road\*; Laws Brook Road\*; Martin Road\*; Westford Road\*; and Wright Road. As part of the 2006 Roads Program, traffic-calming improvements were constructed at the intersections of Old Bedford Road and Bedford Street, Old Bedford Road and Virginia Road, and Thoreau Street at Walden Street. In addition, the abandoned railroad tracks that crossed Commonwealth Avenue near Warner's Pond were removed.

The 2007 Roads Program Plan will be based on the results of the pavement management program analysis, the CPW "Roads Team" review, final approved funding levels, and the spring Roads public hearing.

\*Portions of the road improved, not the entire length.

### Performance Information

The overall objective of the Roads Program is to keep Concord's public roads in good condition and to protect the road infrastructure in a cost-effective manner. At the requested level of funding (\$805,700), the pavement management software predicts that the current network pavement condition index (PCI) target of 80-85 can be sustained. A prolonged reduction in funding will result in a deterioration of road conditions over the long run, resulting in higher future costs.

Town of Concord, Massachusetts

<b>UNCLASSIFIED: Road Improvements</b>	<b>ITEM 42</b>
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**EXPENDITURE DETAIL**

	<u>FY05 Expend.</u>	<u>FY06 Expend.</u>	<u>FY07 Budget</u>	<u>FY08</u>	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
Road Improvements	1,150,872	1,400,683	1,200,683	805,700	800,700

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change</u>
General Fund	80,000	6.7%	80,000	10.0%	0.0%
State Aid - Chapter 90	420,683	35.0%	420,700	52.5%	0.0%
Borrowing	700,000	58.3%	300,000	37.4%	-57.1%
<b>TOTAL</b>	<u>1,200,683</u>	<u>100.0%</u>	<u>800,700</u>	<u>100.0%</u>	<u>-33.3%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**UNCLASSIFIED: Road Improvements**

**ITEM 42**

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 requested funding amounts, the PCI network average is expected to remain at the recommended level of 80-85.

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

Due to anticipated budget constraints, the recommended Roads Program funding for FY2008 stands at approximately \$800,700, consisting of \$80,000 from the General Fund for related engineering design and inspection services, \$300,000 from Local Borrowing Authorization, and an estimated \$420,700 in Chapter 90 aid. While substantially less than requested, this one-time reduction is not expected to materially reduce the overall PCI provided that funding is restored to the previously established level in subsequent years.

**Road Program Funding History & CIP Plan (as of 2006)**

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	614,200	44466, 48240	1,394,200
2008	<i>Revised</i>	<i>80,000</i>	<i>300,000</i>	<i>420,700</i>	<i>&lt;&lt;Estimate</i>	<i>800,700</i>
2009	Plan	85,000	700,000	↓		
2010	Plan	85,000	700,000			
2011	Plan	85,000	700,000			
2012	Plan	85,000	700,000			

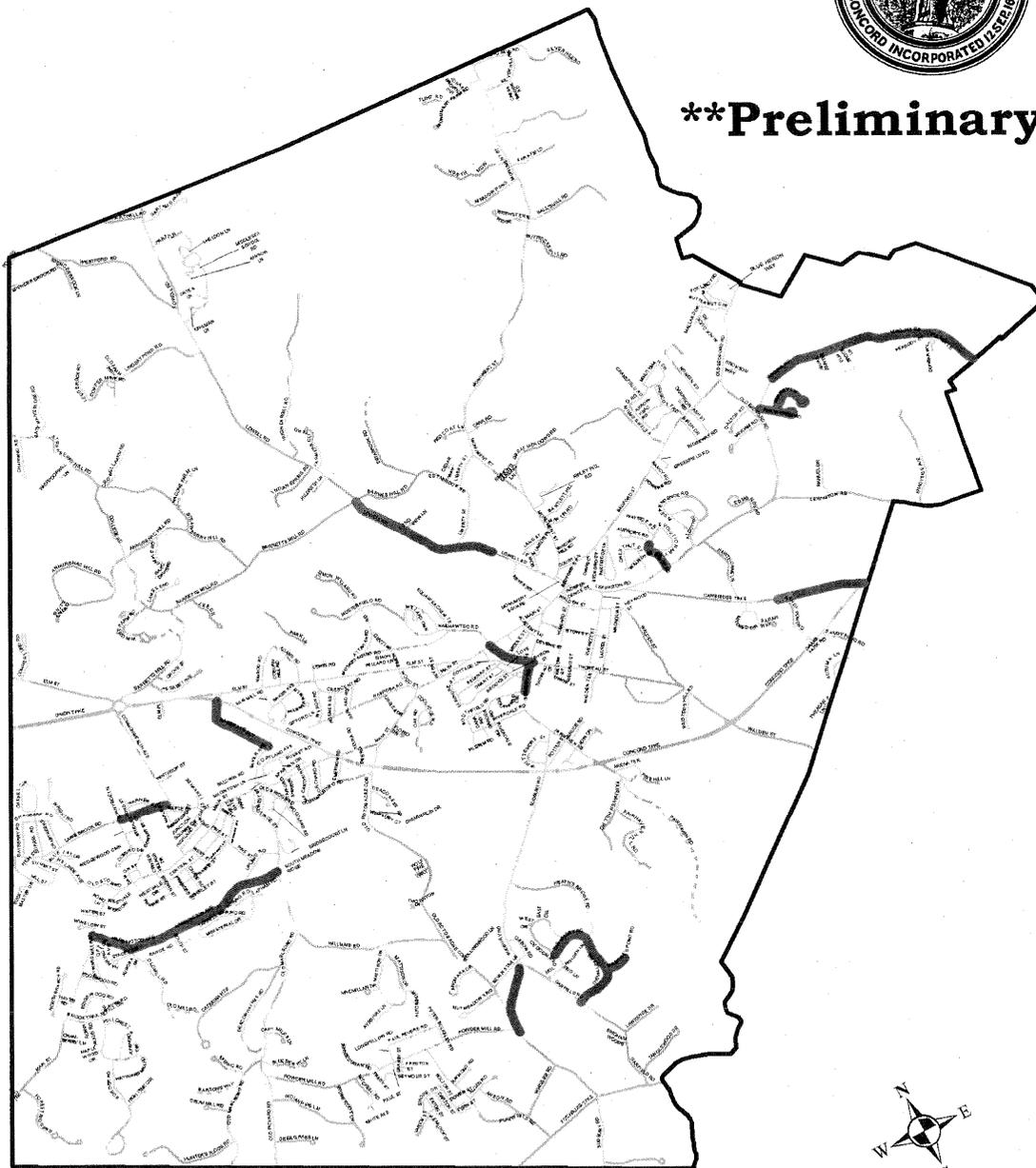
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# Town of Concord

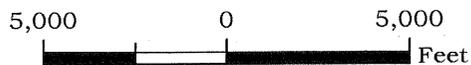
## 2007 Roads Plan



**\*\*Preliminary\*\***



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The information is provided as a  
reasonably accurate point of  
reference, but is not intended to  
represent authoritative location,  
and is not to be used for conveyances.  
The Town of Concord shall not be  
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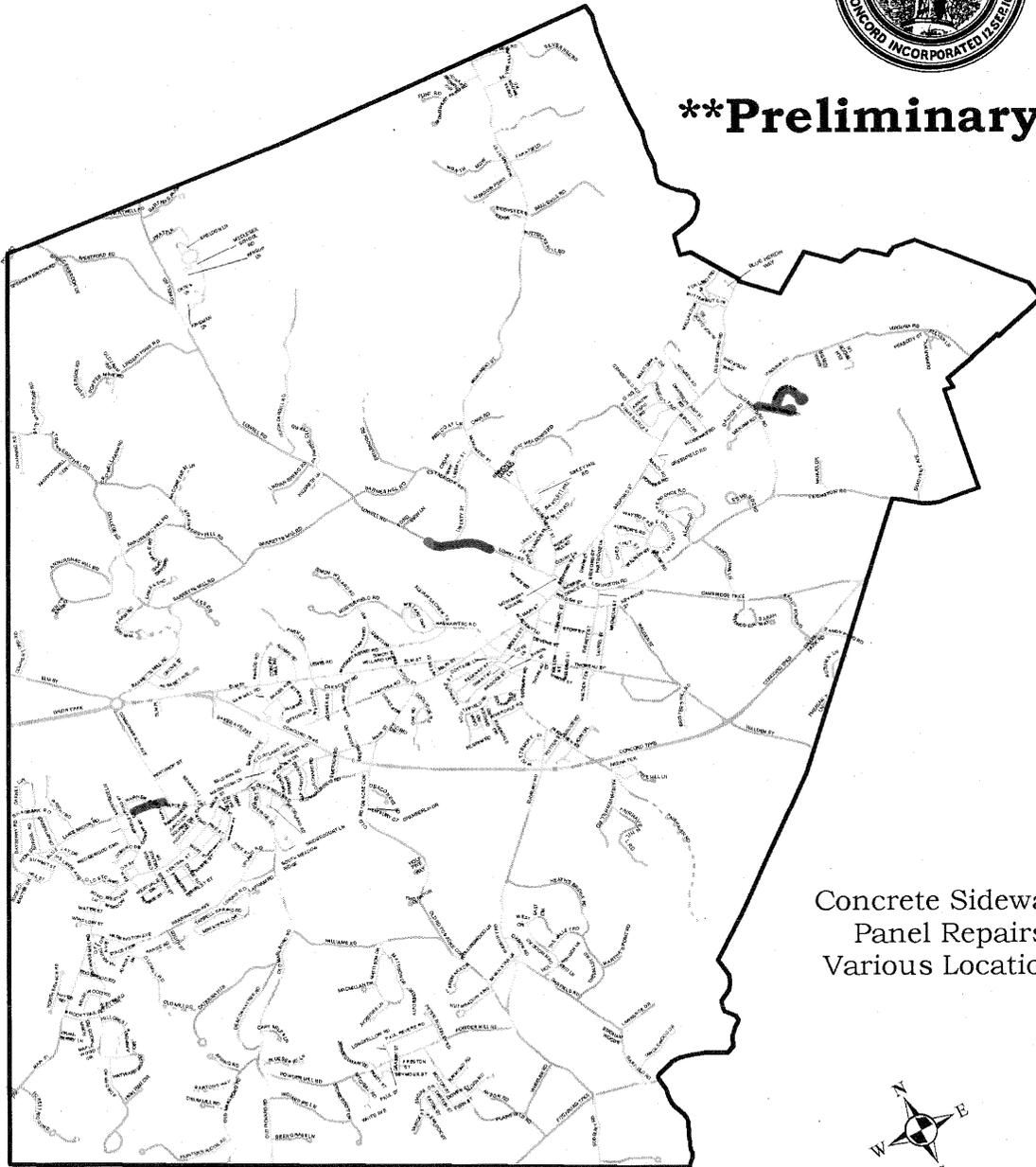


# Town of Concord

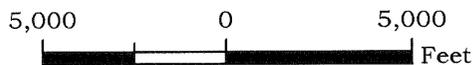
## 2007 Sidewalks Plan



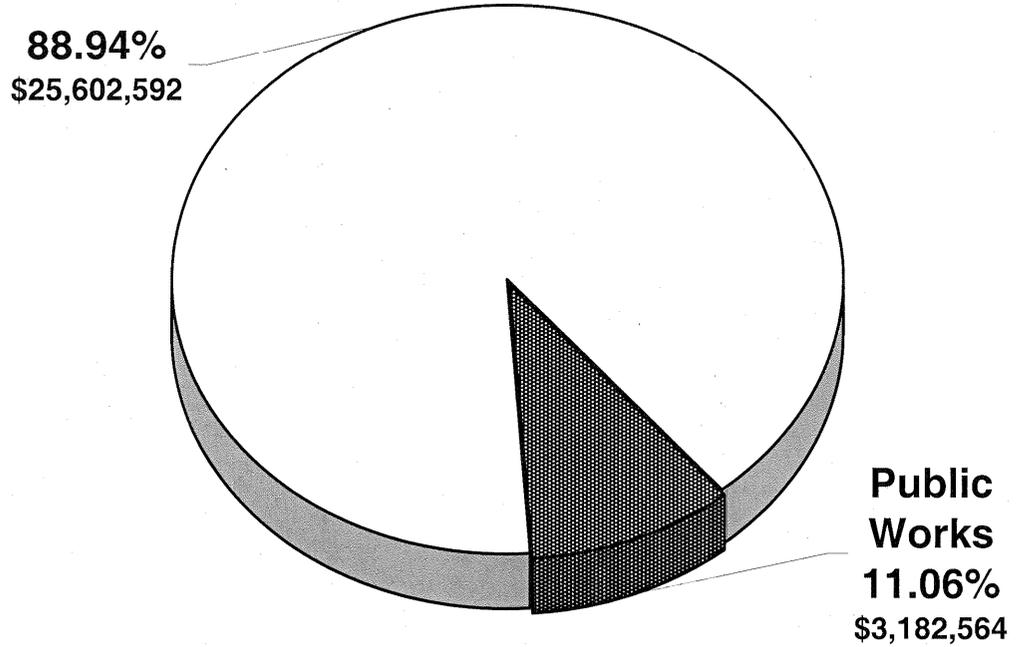
**\*\*Preliminary\*\***



This map was created by Concord Public Works. The information is provided as a reasonably accurate point of reference, but is not intended to represent authoritative location, and is not to be used for conveyances. The Town of Concord shall not be held responsible for the accuracy or misuse of these data.



FY2008 Public Works Accounts as a  
Percent of Town & Joint  
Appropriations (\$28,785,156)



**Proposed Change in Public Works Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
18 Administration	0.9%
19 Engineering	7.2%
20 Highway Maintenance	0.3%
21 Snow Removal	3.4%
22 Parks & Trees	7.0%
23 Cemetery	-0.5%
24 Street Lighting	4.4%
25 Equipment	2.7%
26 Drainage	3.2%
27 Sidewalk Management	0.0%
28 133/135 Keyes Road	-19.4%

Town of Concord, Massachusetts

<b>SUMMARY: Public Works</b>	<b>ITEMS 18 - 28</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>		BUDGET		APPROPRIATION	
		FY07	FY08	FY07	FY08
18	Administration	261,115	263,642	137,154	138,412
19	Engineering	543,981	574,029	306,958	328,949
20	Highway Maintenance	1,029,423	1,034,665	1,013,027	1,016,005
21	Snow & Ice Removal	430,000	444,750	430,000	444,750
22	Parks & Trees	515,602	549,402	482,602	516,402
23	Cemetery	255,536	224,789	57,938	57,676
24	Street Lighting	66,800	70,000	66,700	69,640
25	DPW Equipment	258,000	265,000	258,000	265,000
26	Drainage Program	155,000	160,000	155,000	160,000
27	Sidewalk Management	90,000	90,000	90,000	90,000
28	133/135 Keyes Road	185,919	170,188	118,825	95,730
<b>TOTAL</b>		3,791,376	3,846,465	3,116,204	3,182,564

**FUNDING PLAN**

	FY07	FY08	% Change
General Fund	3,116,204	3,182,564	2.1%
Light Fund	5,848	5,851	0.1%
Water Fund	184,183	193,672	5.2%
Sewer Fund	55,500	57,965	4.4%
Solid Waste Disposal Fund	43,143	43,940	1.8%
Recreation Fund	15,000	15,000	0.0%
Cemetery Fund	197,598	167,113	-15.4%
Capital Projects - Non-Enterprise	133,000	138,000	3.8%
Town Trust Funds	100	360	260.0%
School Department	15,000	15,000	0.0%
Government Grants & Aid	2,400	3,000	25.0%
Road Repairs Funds	23,400	24,000	2.6%
<b>TOTAL</b>	3,791,376	3,846,465	1.5%

**Program Description**

The activities of this program include those of the Director and his immediate staff in support of Concord Public Works (CPW) tax-impacting programs—Administration, Engineering, Highway, Winter Maintenance, Parks and Trees, Cemetery, and CPW Keyes Road facility, and associated equipment and capital infrastructure. Administrative support for the Water, Sewer, and Recycling and Solid Waste Disposal Programs is included in a separate Town Manager Enterprise Budget Report. 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 and to cost-effectively protect and maintain the public infrastructure. The CPW Administration offices are located on the first floor of the Concord Public Works building at 133 Keyes Road.

**Program Implementation**

The Personal Services 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. Of the total Administration budget, 52.5 percent is funded by the Town’s General Fund with the balance from the Water, Sewer, and Solid Waste Disposal funds. The Administration budget is approximately one percent more than last year’s. The Administration program for FY2008 is under the leadership of a new Director who took office in November of 2006.

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 52 full-time employees. Services provided by these people and programs 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. The overall functions have a direct impact on the character of Concord, its property values, and the quality of life therein.

**Performance Information**

The overall objective of the Administration Division is to lead and support CPW programs and divisions to fulfill the CPW mission—“to enhance Concord’s quality of life, and through sound management, innovation, teamwork and vision, provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable costs to Concord’s citizens, businesses, institutions and visitors.”

To fulfill this objective, the Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining central files.

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Administration</b>	<b>ITEM 18</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	216,061	200,197	228,675	230,902	230,902
Purchased Services	15,840	29,181	23,990	22,590	22,590
Supplies	3,146	3,149	3,900	4,200	4,200
Other Charges	0	0	1,500	1,500	1,500
Equipment Expense	2,681	2,321	3,050	4,450	4,450
Capital Outlay	14,827	30,020	0	0	0
<b>TOTAL</b>	<u>252,555</u>	<u>264,868</u>	<u>261,115</u>	<u>263,642</u>	<u>263,642</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	137,154	52.5%	138,412	52.5%	0.9%
Water Fund	65,243	25.0%	65,911	25.0%	1.0%
Sewer Fund	26,097	10.0%	26,364	10.0%	1.0%
Solid Waste Disp. Fund	32,621	12.5%	32,955	12.5%	1.0%
<b>TOTAL</b>	<u>261,115</u>	<u>100.0%</u>	<u>263,642</u>	<u>100.0%</u>	<u>1.0%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	P.W. Director	MP-13	1	97,933	1	93,690
	Management Analyst	MP-5	1	66,655	1	66,655
	Administrative Assistant	ACL-5	<u>0.75</u>	<u>31,104</u>	<u>0.88</u>	<u>36,777</u>
	<b>SUB-TOTAL</b>		<b>2.75</b>	<b>195,692</b>	<b>2.88</b>	<b>197,122</b>
5112	Administrative Aide	ACL-5	<u>0.75</u>	<u>28,971</u>	<u>0.75</u>	<u>29,768</u>
	<b>SUB-TOTAL</b>		<b>3.50</b>	<b>224,663</b>	<b>3.63</b>	<b>226,890</b>
5130	Overtime			<u>4,012</u>	200 hrs	<u>4,012</u>
	<b>TOTAL</b>			<b>228,675</b>		<b>230,902</b>

### Program Description

The Engineering Division of Concord Public Works is responsible for planning, engineering, and construction administration of much of the Town's infrastructure, including its roads, utilities, sidewalks, and drainage systems. The Town's Geographic Information System (GIS) is based in the Engineering Division.

### Program Implementation

The Engineering Division consists of the Town Engineer, three (3) staff Engineers, an Engineering Aide, an Administrative Assistant, and the Town's GIS Program Coordinator. Sixty-seven percent (67%) of the Division's operating budget is funded by the General Fund and the remainder by capital projects, enterprise and other funds.

### Performance Information

The overall objective of the Engineering Program is to provide comprehensive engineering and technical support and services to Town programs and the general public. These services include assisting in developing plans, designing projects, procuring construction projects, administering contracts, and inspecting and reviewing the results.

Major tasks accomplished in FY07 include:

- Implementation of the 2006 Roads and Sidewalk Program.
- Implementation of the Stormwater & Drainage Management Plan – various drainage improvements throughout the town as part of the 2006 Roads Program.
- Completion and submission to MassHighway of 25% design plans for the "Footprints" Main Street (Route 62) project.
- Completion of design/engineering of the Warner's Pond Dam rehabilitation project. Received competitive bids, re-engineered the project and re-advertised for new bids due to high initial bids.
- Completion of the GIS Phase 2 needs assessment and application development.
- Substantial completion of design/engineering for the Mill Dam Culvert rehabilitation project.
- Continued engineering support for Phase I of Comprehensive Wastewater Management Plan.
- Commencement of construction for the Heath's Bridge (Sudbury Road) project.
- Continued coordination and advocacy with MassHighway regarding bridge improvements for Flint's Bridge (Monument Street) and Pine Street Bridge.
- Continuation of landfill gas monitoring and quarterly reporting to DEP.
- Completion of all at-grade railroad crossing requirements to comply with the Federal Rail Administration Final Horn Rule and to maintain train horn silencing.

Major projects anticipated for FY08 include:

- Implementation of the 2007 Roads and Sidewalk Program.
- Implementation of the Stormwater & Drainage Management Plan – Cambridge Turnpike culvert and other drainage improvements throughout 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.
- Completion of design plans for the "Footprints" Main Street (Route 62) project.
- Coordination and management of the Mill Dam Culvert Dam and Warner's Pond Dam rehabilitations.
- Continued project coordination with CPW's Phase I Wastewater Master Plan Project.
- Implementation of GIS Program Phase 3 Upgrades including an aerial flyover.
- Continuing project coordination and engineering support for the reconstruction of Heath's Bridge and 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.

**Town of Concord, Massachusetts**

<b>PUBLIC WORKS: Engineering</b>	<b>ITEM 19</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	372,890	311,543	430,391	430,779	430,779
Purchased Services	29,320	14,495	12,180	18,210	18,210
Purchased Services (GIS)	20,968	16,630	24,000	24,000	24,000
Supplies	9,287	11,893	11,470	12,600	12,600
Other Charges	3,113	2,996	4,940	4,940	4,940
Equipment Expense	459	226	1,000	1,000	1,000
Capital Outlay	795	75,195	60,000	107,500	82,500
<b>TOTAL</b>	<b>436,832</b>	<b>432,978</b>	<b>543,981</b>	<b>599,029</b>	<b>574,029</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	306,958	56.4%	328,949	57.3%	7.2%
Light Fund	2,846	0.5%	2,851	0.5%	0.2%
Water Fund	57,501	10.6%	58,983	10.3%	2.6%
Sewer Fund	14,375	2.6%	14,746	2.6%	2.6%
Solid Waste Disp. Fund	3,500	0.6%	3,500	0.6%	0.0%
Capital Projects	133,000	24.4%	138,000	24.0%	3.8%
Grant Funds	2,400	0.4%	3,000	0.5%	25.0%
Road Repairs Funds	23,400	4.3%	24,000	4.2%	2.6%
<b>TOTAL</b>	<b>543,981</b>	<b>100.0%</b>	<b>574,029</b>	<b>100.0%</b>	<b>5.5%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Engineer	MP-11	1	85,159	1	85,159
	P.W. Engineer	MP-8	2	132,196	2	132,300
	Asst. P.W. Engineer	MP-5	1	60,766	1	60,778
	GIS Program Coord.	MP-5	1	56,921	1	57,026
	Engineering Aide	MP-1	1	51,004	1	51,004
	Administrative Asst.	ACL-5	<u>1</u>	<u>39,545</u>	<u>1</u>	<u>39,712</u>
	SUB-TOTAL		7	425,591	7	425,979
5120	GIS Intern		480 hrs	4,800	480 hrs	4,800
	<b>TOTAL</b>			<b>430,391</b>		<b>430,779</b>

**Program 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. Street and sidewalk sweeping, roadside mowing, storm drain and line cleaning, brush clearance, and litter control are funded by this Program along with related support activities, including Town celebrations, road races, parades, and elections. The Program funds the material and equipment repair costs associated with these functions.

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 over 2,500 catch basins, 124 culverts, 183 outfalls, 751 drainage manholes, and over 50 miles of drain lines.

The Town's winter maintenance activities are budgeted separately in Account # 21 – Snow and Ice Removal. Capital improvements to the Town's public way infrastructure are primarily funded in separate budget accounts, including Account # 26 – Drainage Improvements, Account #27 – Sidewalk Management, and Account #43 – Road Improvements.

**Program Implementation**

The Highway Maintenance Program budget funds various preventive and corrective maintenance activities for the Town's roadway infrastructure. Crack sealing continues to be a key element for controlling the deterioration of street surfaces. For FY08, an amount of \$49,800 has been requested to crack seal 20 miles of roadway, approximately one-fifth of the Town's inventory. Because of the improved condition of Town roads, the budgets for crack sealing and infrared patching have been reduced from the levels of prior years. Due to the energy situation, costs for fuel have escalated to over \$31,000. The continued volatility of this market is being monitored regularly.

This Program budget includes funding to maintain 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 \$18,200 is included for contracted cleaning of catch basins and disposal of collected material. Highway crews will continue to clean basins that require more frequent cleaning.

The budget includes \$59,720 for equipment maintenance and vehicular supplies, \$26,200 for bituminous concrete material for road and sidewalk repairs, \$19,050 for drainage repair materials, \$13,000 for repair and replacement of street and traffic signs, and \$14,700 for food and supplies for the Massachusetts Correctional Institute (Concord) crew who perform important roadside, equipment, and site maintenance duties.

FY08 Capital Outlay requests include \$20,000 for guardrail replacements and \$7,500 for small equipment replacement. Budget constraints have reduced these to \$12,000 and \$5,000, respectively.

**Performance Information**

The overall goal of the Highway Maintenance Program is to maintain and improve the Town's public ways and the storm water drainage system in order to protect the Town's public way infrastructure and abutting environmental resources in an efficient, effective and responsive manner. For specific goals, refer to Drainage Program (Account #26), Sidewalk Management (Account #27), and the Road Improvements Program (Account #43).

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Highway Maintenance</b>	<b>ITEM 20</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	620,041	650,143	710,078	712,390	712,390
Purchased Services	131,523	107,862	115,155	118,210	118,210
Supplies	193,443	155,879	178,740	179,765	179,765
Other Charges	0	0	0	0	0
Equipment Expense	4,133	4,284	4,450	7,300	7,300
Capital Outlay	16,407	75,771	21,000	27,500	17,000
<b>TOTAL</b>	<b>965,548</b>	<b>993,939</b>	<b>1,029,423</b>	<b>1,045,165</b>	<b>1,034,665</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	1,013,027	98.4%	1,016,005	98.2%	0.3%
Water Fund	12,316	1.2%	14,128	1.4%	14.7%
Sewer Fund	3,079	0.3%	3,532	0.3%	14.7%
Solid Waste Disposal Fund	1,000	0.1%	1,000	0.1%	0.0%
<b>TOTAL</b>	<b>1,029,423</b>	<b>100.0%</b>	<b>1,034,665</b>	<b>100.0%</b>	<b>0.5%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Hwy. & Grnds. Super.	MP-9	1	72,004	1	72,004
	Administrative Assistant	ACL-5	1	44,425	1	44,813
	Fleet Supervisor	LA-7	1	53,750	1	64,209
	P. W. Supervisor	LA-8	1	63,131	1	55,228
	Crew Leader	LA-5	2	104,323	2	104,439
	Mechanic	LA-4	1	47,422	1	47,580
	Equipment Operator	LA-3	6	251,297	6	254,668
	Laborer/Truck Driver	LA-1	<u>1</u>	<u>34,138</u>	<u>1</u>	<u>34,970</u>
	<b>SUB-TOTAL</b>		<b>14</b>	<b>670,490</b>	<b>14</b>	<b>677,911</b>
Less:	Charges to Snow Removal		2,300 hrs	-48,917	2,300 hrs	-55,984
	<b>SUB-TOTAL</b>			<b>621,573</b>		<b>621,927</b>
5120	Temporary/Seasonal	Misc.	960 hrs	9,600	960 hrs	9,600
5130	Overtime - Highway Staff		1,800 hrs	59,705	1800 hrs	60,463
5131	Overtime - Police Detail		600 hrs	19,200	600 hrs	20,400
	<b>TOTAL</b>			<b>710,078</b>		<b>712,390</b>

**Program 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.

**Program Implementation**

The FY2008 Program funding is based on the 10-year average of actual winter maintenance expenditures. 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.

- **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 5 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 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 the salt works more efficiently and fewer applications are needed; and e) using pavement temperature monitoring equipment and real time weather information to optimize treatments. The 2006-2007 winter season will see the first use of a state-of-the-art liquid salt brine solution, manufactured by Town staff, on targeted main streets and sidewalks in Town centers.

There are ten sander routes—eight manned by Town employees and two by private contractors. In addition, two sidewalk vehicles are equipped for the sanding of sidewalks, one of which is also equipped for brine. The requested budget includes 3,000 tons of salt; 2,500 tons of sand, and 3,700 gallons of calcium chloride.

- **Snow Removal:** Snow is removed from Concord's three business areas and hauled to the Town's Composting Site and to an area next to the West Concord MCI facility at a cost of about \$12,000-\$15,000 per occurrence. 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 pm and 7:00 am; during these times traffic detours are in place for motorist safety.

Contracted snow support services are budgeted at \$109,600. Also budgeted are specialized equipment and materials such as plow frames, plow blades, and tire chains. The requested budget was developed using the most recent multiple yearly budget data available. On this basis, an appropriation level of \$549,158 is requested for FY2008. However, due to budget constraints, a total budget of \$444,750 is recommended. (For additional information, see Account #103, Snow and Ice Deficit.)

A comparison of winter maintenance activity hours is shown below:

<u>Activity</u>	<u>Actual</u> <u>2002-03</u>	<u>Actual</u> <u>2003-04</u>	<u>Actual</u> <u>2004-05</u>	<u>Actual</u> <u>2005-06</u>	<u>Budget</u> <u>2006-07</u>	<u>Projected</u> <u>2007-08</u>
Regular & OT Hours	10,532 hrs	6,534 hrs	13,996 hrs	6,900 hrs	6,950 hrs	7,550 hrs

**Performance Information**

The overall goal of the Snow and Ice Removal Program is to maintain Concord's streets, sidewalks, and parking areas during winter storm periods in a condition which allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services.

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Snow &amp; Ice Removal</b>	<b>ITEM 21</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	334,121	181,598	175,440	213,983	213,983
Purchased Services	260,468	94,116	106,975	122,110	80,860
Supplies	227,532	241,306	147,585	212,865	149,707
Other Charges	0	0	0	200	200
Capital Outlay	611	0	0	0	0
Federal/State Reimbursements	-78,795	0	0	0	0
<b>TOTAL</b>	<b>743,937</b>	<b>517,021</b>	<b>430,000</b>	<b>549,158</b>	<b>444,750</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	430,000	100.0%	444,750	100.0%	3.4%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Highway Staff	MP/LA	2,300 hrs	48,916	2,500 hrs	55,984
	Park & Tree Staff	LA	850 hrs	18,776	700 hrs	15,988
	Cemetery Staff	LA	450 hrs	9,021	400 hrs	8,052
	Water/Sewer	LA	850 hrs	17,570	200 hrs	4,300
	<b>SUB-TOTAL</b>		<b>4,450 hrs</b>	<b>94,283</b>	<b>3800 hrs</b>	<b>84,324</b>
5130	Highway	LA	1,300 hrs	41,473	2,400 hrs	80,604
	Park & Tree	LA	500 hrs	16,567	600 hrs	20,556
	Cemetery	LA	200 hrs	6,014	250 hrs	7,549
	Water/Sewer	LA	500 hrs	15,503	600 hrs	19,350
	<b>SUB-TOTAL</b>		<b>2,500 hrs</b>	<b>79,557</b>	<b>3,850 hrs</b>	<b>128,059</b>
5131	Overtime - Police	Union	40 hrs	1,600	40 hrs	1,600
	<b>TOTAL</b>			<b>175,440</b>		<b>213,983</b>

### Program Description

The Parks and Trees Program provides for the preservation and maintenance of over 39 acres of active recreation areas, including two playgrounds (Emerson and Rideout), four school fields (Alcott and Sanborn upper and lower fields, Willard and Thoreau), four other playing fields (Ripley School, South Meadow, Cousins, and Cushing soccer field), as well as ten tennis courts, four basketball courts, and three play equipment locations throughout Concord. Other functions include maintaining passive recreation areas (Chamberlin Park, Heywood Meadow, Junction Park) and five traffic islands (16 islands are maintained by community volunteers); landscaping municipal buildings (Town House, 141, 133, and 135 Keyes Road); and caring for Concord's public shade and park trees.

### Program Implementation

- **Parks:** Recreation area management includes: mowing, aerating, over-seeding, fertilizing, irrigating, maintaining irrigation systems, controlling weeds and insects (non-chemical) 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. Funds for the purchase of public shade trees and park trees are included in the program's capital outlay funding.

The salary of a Grounds Specialist is funded by \$30,000 in equal allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY08 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.

The FY08 Parks and Trees capital outlay plan includes \$22,500 for the replacement of public shade trees, \$30,000 for turf improvement of playing fields, and \$7,500 for small equipment. The revised capital outlay plan reduces public shade trees to \$20,000 and small equipment to \$5,000.

### Performance Information

The overall goal of the Parks and Tree Program 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 traffic islands and public shade trees.

Specific major objectives accomplished for 2006 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.
- Initial installation of irrigation system at Sanborn field by Park and Tree staff
- Continued maintenance and operation of five irrigation systems
- Inspection and maintenance of playground equipment, 10 tennis courts, and four basketball courts
- Planting 81 public shade trees and park trees and an additional 26 trees in Town cemeteries
- Removing more than 90 public shade trees/park trees and pruning more than 10 public shade trees/park trees

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Parks &amp; Trees</b>	<b>ITEM 22</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	372,963	379,655	388,982	394,512	394,512
Purchased Services	13,791	12,610	21,610	24,430	24,430
Supplies	62,090	80,015	80,110	72,430	72,430
Other Charges	2,126	3,075	1,900	3,030	3,030
Capital Outlay	24,010	27,174	23,000	60,000	55,000
<b>TOTAL</b>	474,980	502,529	515,602	554,402	549,402

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	482,602	93.6%	516,402	94.0%	7.0%
Light Fund	3,000	0.6%	3,000	0.5%	0.0%
Recreation Fund	15,000	2.9%	15,000	2.7%	0.0%
School Department	15,000	2.9%	15,000	2.7%	0.0%
<b>TOTAL</b>	515,602	100.0%	549,402	99.9%	6.6%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Works Superv.	LA-8	1	65,454	1	65,474
	Sr. Grounds Spec.	LA-4	1	47,580	1	47,580
	Park & Tree Specialists	LA-3	5	219,771	5	220,831
	<b>SUB-TOTAL</b>		<b>7</b>	<b>332,805</b>	<b>7</b>	<b>333,885</b>
Less:	Charges to Snow Removal		850 hrs	-18,776	850 hrs	-15,988
	<b>SUB-TOTAL</b>			<b>314,029</b>		<b>317,897</b>
5120	Summer Crew	Misc.	1,440 hrs	14,400	1,440 hrs	15,840
	Seasonal Help -		2,500 hrs	37,500	2,500 hrs	37,500
5130	Overtime		600 hrs	20,493	600 hrs	20,556
5131	Overtime - Police		80 hrs	2,560	80 hrs	2,720
	<b>TOTAL</b>			<b>388,982</b>		<b>394,512</b>

**Program 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; groundskeeping 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.

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.

**Program Implementation**

Funding is provided by the Cemetery Fund (65% of operating cost and 100% of capital outlay) and the Town's General Fund (35% of operating cost). 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 FY08 budget plan includes the cost of maintaining cemetery grounds, gravemarker preservation, and providing services during interments.

Approximately 83% of the FY08 operating budget is for personnel. The FY08 Capital Outlay budget funded from Cemetery Fund revenues includes (1) \$10,000 for continuation of the Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY08 will be the second year at the Old Hill Burying Ground), (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, and (3) \$20,000 for an architectural analysis of the Cemetery building. The cost of preserving and protecting the Melvin Memorial is paid from dedicated gift monies.

Lot sale revenues will continue to be dedicated to capital improvements of cemetery infrastructure and for debt principal payments. The completion of a major reorganization of space at Sleepy Hollow in 2005 created many new gravesites and a significant one-time increase in lot sale revenue, as shown in the following table:

	<u>Actual FY05</u>	<u>Actual FY06</u>	<u>Plan FY07</u>	<u>Projected FY08</u>
Cemetery Fund Revenues:				
Interment Fees	\$47,439	\$63,371	\$55,320	\$58,621
Interest on Perpetual Care	36,600	44,307	42,864	44,364
Lot Sales	188,899	55,890	43,090	43,090
Capital Gains Distribution	-	10,000	8,000	6,000
<b>TOTALS</b>	<b>\$272,938</b>	<b>\$173,568</b>	<b>\$149,274</b>	<b>\$152,075</b>
Cemetery Fund Balance as of June 30:	\$299,628	\$331,979	\$283,656	\$268,618

**Performance Information**

The overall goal of the Cemetery Program is to operate, maintain, and preserve Concord's four cemeteries and the Melvin Memorial.

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Cemetery</b>	<b>ITEM 23</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	122,597	137,633	136,306	136,144	136,144
Purchased Services	9,119	8,069	11,200	11,240	11,240
Supplies	9,676	11,074	12,680	12,550	12,550
Other Charges	570	708	5,350	4,855	4,855
Capital Outlay	23,888	36,061	90,000	60,000	60,000
<b>TOTAL</b>	165,850	193,545	255,536	224,789	224,789

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	57,938	22.7%	57,676	25.7%	-0.5%
Cemetery Fund	197,598	77.3%	167,113	74.3%	-15.4%
<b>TOTAL</b>	255,536	100.0%	224,789	100.0%	-12.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Cemetery Supervisor	LA-6	1	56,337	1	56,499
	Cemetery Specialist	LA-3	1	38,066	1	36,306
	Laborer/Truck Driver	LA-1	1	32,667	1	33,275
	<b>SUB-TOTAL</b>		<b>3</b>	<b>127,070</b>	<b>3</b>	<b>126,080</b>
Less:	Charges to Snow Removal		450 hrs	-9,021	400 hrs	-8,052
	<b>SUB-TOTAL</b>			<b>118,049</b>		<b>118,029</b>
5120	Summer Crew	Misc.	0	0	0	0
5130	Overtime		600 hrs	18,257	600 hrs	18,115
	<b>TOTAL</b>			<b>136,306</b>		<b>136,144</b>

**PUBLIC WORKS: Street Lighting**

**ITEM 24**

**Program Description**

The proposed program provides for the operation and maintenance of approximately 1,400 streetlights in service utilizing approximately 720,000 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.

**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. The budget assumes that 25 fixtures will be removed in FY2008.

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 will be 9.17 cents per kWh for the period July-December and 9.86 cents per kWh for the period January-June. With an additional 2% surcharge for undergrounding, the street light rate will be 9.35 cents per kWh for the period July-December and 10.05 cents per kWh for the period January-June. These rates assume a 10% increase in the cost of purchased power under a new supply contract. Streetlight charges for FY2008 are estimated as follows:

July-December 2007	338,400 kWh	(47%)	@ \$0.0935*	=	\$31,655
January-June 2008	<u>381,600 kWh</u>	(53%)	@ \$0.1005*	=	<u>\$38,363</u>
<b>Total</b>	<b>720,000 kWh</b>				<b>\$70,018</b>
					\$70,000 Rounded

\*Includes undergrounding surcharge.

**Performance Information**

The overall objective of the Street Lighting Program is to illuminate the public streets for safe travel by vehicular traffic, illuminate potentially hazardous spot locations along public roadways, and to illuminate commercial area sidewalks within the public way. (Street lighting policy adopted in May 1995 and revised in December 2001 by the Board of Selectmen.)

History of Energy Usage	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	Budgeted <u>FY2007</u>	Projected <u>FY2008</u>
KWh (000)	909	903	793	771	730	753	720
Cents/kWh	9.7	9.6	8.8	8.6	8.7	9.1	9.7

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Street Lighting</b>	<b>ITEM 24</b>
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**EXPENDITURE DETAIL**

	<u>FY05 Expend.</u>	<u>FY06 Expend.</u>	<u>FY07 Budget</u>	<u>FY08</u>	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	0	0	0	0	0
Purchased Services	66,367	63,796	66,800	70,000	70,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>66,367</u>	<u>63,796</u>	<u>66,800</u>	<u>70,000</u>	<u>70,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	66,700	99.9%	69,640	99.5%	4.4%
Town Trust Fund	100	0.1%	360	0.5%	260.0%
<b>TOTAL</b>	<u>66,800</u>	<u>100.0%</u>	<u>70,000</u>	<u>100.0%</u>	<u>4.8%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program 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.)

### Program Implementation

In accordance with the FY2008-FY2012 Capital Improvement Program, the FY2008 budget request for equipment acquisition is \$265,000. This amount is consistent with the recommended annual reinvestment calculated on the value and expected life of the current vehicle inventory. The Town's policy is to finance equipment acquisition as a current expense. Equipment with an acquisition cost in excess of \$100,000 and with a useful life of at least five years is considered for debt financing.

This equipment replacement plan (excluding Water/Sewer equipment) supports a CPW inventory of 68 vehicles/heavy equipment including the following: four sedans, one light van, 24 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. Two of the trucks have been upgraded with hook systems to permit multiple uses.

The FY2008 Equipment Replacement Plan includes the following:

- 10-ton Dump with Belly Plow and Hook System (\$123,629): This vehicle will replace a 1997 truck plow that has reached the end of its useful life. This equipment advances the division's goal of flexibility by purchasing equipment with a hook system allowing multiple use and year-round application. The truck will be equipped with a belly plow, which has become invaluable in Concord for plowing at very close tolerances in conjunction with the application of salt and sand.
- Three-Quarter Ton (¾) Utility Truck (\$26,310): This vehicle is a replacement for the road service truck which the fleet maintenance staff uses to pick up and deliver parts and to inspect and respond to breakdowns in the field—a daily occurrence. While its replacement has been delayed in previous budgets in order to fund higher priority items, the present vehicle has reached the end of its useful life both mechanically and in general appearance.
- 10-Ton Multi-Use Hook Truck (\$115,061): This truck is a mainstay of the Parks and Trees Division and is used to carry a multitude of items. With the hook system, the vehicle will have multiple capabilities, including a chip box, a flat bed, and a dump body. The replacement vehicle will be upgraded to 10-ton capacity since the present 5-ton vehicle is grossly overloaded on a regular basis in the course of its daily work.

The swap/rack hook system vehicle purchases and modifications should ultimately reduce the number of CPW vehicles in service, resulting in fewer purchases, less storage space required, and fewer trucks sitting idle all summer waiting for winter work. Vehicles run better and last longer when used regularly.

### Performance Information

The overall objective of Equipment Program is to provide appropriately sized and equipped vehicles and equipment for the maintenance and protection of the Town's infrastructure and for the efficient and effective delivery of public works services.

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Equipment</b>	<b>ITEM 25</b>
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**EXPENDITURE DETAIL**

		FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
					<u>Dept. Request</u>	<u>Manager Recomm.</u>
H11	1996 Road Service Truck				26,310	26,310
H32	1997 10 ton/plow/belly/swap				123,629	123,629
G55	1994 5 ton to 10 ton/swap skid/chip box/skid rack				115,061	115,061
H21	1993 5-ton Dump	65,594				
H31	1991 10-ton Dump w/Multi-bed System	113,011				
H13	1997 1-ton Dump	33,158				
--	Cold Planer Attachment for H74 Tract.	18,237				
H10	1997 1/2-ton Pick-up		32,881			
H45	1996 Elgin Sweeper		106,657			
H35	1993 10-ton Dump		93,953			
--	Sander		3750			
--	Encumbered		11759			
G51	1998 1-ton/2-ton Dump			40,000		
G66	1981 Bombardier			94,000		
H26						
H26A	1986 Jetter, 1987 VacAll			109,000		
H70	Leaf Vacuum			15,000		
	<b>TOTAL</b>	<u>230,000</u>	<u>249,000</u>	<u>258,000</u>	<u>265,000</u>	<u>265,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	258,000	100.0%	265,000	100.0%	2.7%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program 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, 2,522 drainage catch basins, and over 50 miles of drain lines. The Town is also responsible for six (6) dams.

### 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.

An amount of \$155,000 was appropriated in FY2007 to continue with the multi-year effort to improve the condition of the Town's stormwater system. 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. Drainage improvements completed in FY2007 included catch basin replacements, drain manhole replacements, and drainage extensions.

Planned FY2008 drainage improvements include the upgrade of the culvert system on Cambridge Turnpike near Crosby's Pond. The Town's culverts in this area are undersized and functioning at about 25% of capacity. As a result, Cambridge Turnpike floods during heavy rainfalls. The replacement culverts will be sized to pass flow from heavy rain events to help alleviate flooding in the roadway.

Drainage improvements planned in conjunction with the 2007 Roads Program include catch basin replacement, drain manhole replacements, minor culvert replacement, and drainage extensions. Of the \$200,000 requested for funding for FY2008 to continue to maintain and improve Concord's smaller stormwater culverts, outfalls, catch basins, manholes and drain lines, \$160,000 is recommended in the final budget.

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 Concord Public Works (CPW) immediately around culverts and outfalls via a general maintenance permit issued by the Natural Resources Commission.

### Performance Information

The overall objective of the Drainage Program is to improve, protect, and maintain the Town's stormwater/drainage infrastructure consistent with sound engineering and best management practices. Keeping the Town's stormwater infrastructure in good condition is essential to protect the environment and both public and private property. The CPW Stormwater Team continues to inventory and assess the locations and condition of Concord's Stormwater/Drainage infrastructure.

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Drainage Program</b>	<b>ITEM 26</b>
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**EXPENDITURE DETAIL**

	FY05 <u>Expend.</u>	FY06 <u>Expend.</u>	FY07 <u>Budget</u>	FY08	
				<u>Dept. Request</u>	<u>Manager Recomm.</u>
Personal Services	0	0	0	0	0
Purchased Services	0	0	0	0	0
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	80,000	140,000	155,000	200,000	160,000
<b>TOTAL</b>	<u>80,000</u>	<u>140,000</u>	<u>155,000</u>	<u>200,000</u>	<u>160,000</u>

**FUNDING PLAN**

	<u>FY07 Budget \$</u>	<u>% of Budget</u>	<u>FY08 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	155,000	100.0%	160,000	100.0%	3.2%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY07 Budget</u>		<u>FY08 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**PUBLIC WORKS: Sidewalk Management**

**ITEM 27**

**Program Description**

The Town's sidewalk inventory consists of approximately 55 miles of sidewalks:

Bituminous Concrete	48.6 mi
Stone Dust	2.7
Portland Cement	2.7
Stone Treated	1.1
Brick	<u>0.2</u>
<b>Total Miles</b>	<b>55.3</b>

The Sidewalk Program funds the rehabilitation of existing sidewalks and handicap ramps and the construction of new sidewalks. Because of budget constraints, sidewalk additions and extensions have not been funded for the last several years.

**Program Implementation**

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 \$10-25 per linear foot, depending upon the extent of work necessary, sidewalk width, and type of surface material. The cost for new construction can exceed \$30 per linear foot. With an estimated 30-year life, the Town should be repairing/replacing approximately 1.8 miles of sidewalk per year on average. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet this target.

In 2006 approximately 2.9 miles of sidewalk were improved, including sidewalks along Bedford Street from Birch Drive to Old Bedford Road, Brown Street from Main to Prairie, Central Street from Chase Road to West Street, Dalton Road, Laws Brook Road from Wright Road to Conant Street, Main Street\* from Keyes Road to 150 feet west of Keyes Road, Meriam Road, Monsen Road from Bedford Street to 300 feet south of Bedford Street, Old Bedford Road from 1,200 feet south of Meriam Road to the Bedford town line, Pine Street\* from Central Street to Riverside Avenue (stone dust to hot-mix asphalt), and Virginia Road from Old Bedford Road to 1,250 feet east of Old Bedford Road. Sidewalk extensions were also constructed along the roadway in the Keyes Road Municipal Parking Lot. Small sidewalk extensions were installed on Old Bedford Road. New hot-mix asphalt sidewalk was installed from Bronson Way to the existing sidewalk near the Old Bedford Road-Bedford Street intersection (150 feet). Hot-mix asphalt sidewalk was also installed from Dalton Road to Virginia Road, on Old Bedford Road (200 feet).

\*Work performed by the CPW Highway Division

**Performance Information**

The overall objective of the Sidewalk Program is to provide safe and accessible pedestrian accommodations within the Town of Concord. It is the Town's goal to maintain an overall 80 - 85 Sidewalk Condition Index (SCI), approximately equal to the condition of the Town roads. The average condition of Concord's sidewalks has improved but is still at the low end of the targeted performance range.

Sidewalk Condition	SCI Range	Miles	Percent	SCI	
				Year	Network Average
Replace	0-50	2.4	4.4	1999	80
Localized Repair	50-70	7.8	14.0	2004	80
Shows Wear	70-90	34.8	63.0	2005	82
No Distresses	90-100	<u>10.3</u>	<u>18.6</u>	2006	82
Total Miles		55.3	100.0		

Town of Concord, Massachusetts

<b>PUBLIC WORKS: Sidewalk Management</b>	<b>ITEM 27</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	0	0	0	0	0
Purchased Services	0	0	0	0	0
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	80,000	80,000	90,000	160,000	90,000
<b>TOTAL</b>	<u>80,000</u>	<u>80,000</u>	<u>90,000</u>	<u>160,000</u>	<u>90,000</u>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	90,000	100.0%	90,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**Program 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.

**Program Implementation**

The proposed FY2008 budget includes estimated custodial, maintenance, and repair costs. Funding is shared between Public Works (General Fund) and the Water, Sewer, and Solid Waste Funds. Utility costs for 133 and 135 Keyes Road are the most significant portion of the operation and maintenance budget. These costs include \$44,440 for electricity, \$43,668 for natural gas, \$3,340 for water and sewer service, and \$6,996 for trash collection/disposal/recycling fees. Energy costs are expected to continue to escalate above the level of prior years due to increasing prices. The Personal Services budget includes one full-time custodian, who maintains both buildings.

**Performance Information**

The overall goal of the 133/135 Keyes Road account is to maintain, repair, and protect the CPW Keyes Road facility.

<b>ELECTRICITY &amp; NATURAL GAS ACCOUNTS</b>					
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>Budget</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budget</b>	<b>Proposed</b>	<b>Increase</b>
<b><u>133 Keyes Road</u></b>					
Electricity	\$19,112	\$18,821	\$20,440	\$23,923	\$ 3,483
Natural Gas	\$31,884	\$33,032	\$38,072	\$38,766	\$ 694
<b><u>135 Keyes Road</u></b>					
Electricity	\$15,709	\$16,676	\$17,273	\$20,517	\$ 3,244
Natural Gas	\$3,332	\$3,690	\$4,874	\$4,902	\$ 28
<b>TOTAL</b>	<b>\$70,037</b>	<b>\$72,219</b>	<b>\$80,659</b>	<b>\$88,108</b>	<b>\$ 7,449</b>

Town of Concord, Massachusetts

<b>PUBLIC WORKS: 133/135 Keyes Road</b>	<b>ITEM 28</b>
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**EXPENDITURE DETAIL**

	FY05 Expend.	FY06 Expend.	FY07 Budget	FY08	
				Dept. Request	Manager Recomm.
Personal Services	36,337	40,378	44,206	45,224	45,224
Purchased Services	88,163	92,983	100,713	111,064	111,064
Supplies	5,137	9,810	6,000	8,900	8,900
Other Charges	0	0	0	0	0
Equipment Expense	0	0	0	0	0
Capital Outlay	2,450	1,937	35,000	16,250	5,000
<b>TOTAL</b>	<b>132,087</b>	<b>145,108</b>	<b>185,919</b>	<b>181,438</b>	<b>170,188</b>

**FUNDING PLAN**

	FY07 Budget \$	% of Budget	FY08 Recomm. \$	% of Budget	% Change in Dollars
General Fund	118,825	63.9%	95,730	56.2%	-19.4%
Water Fund	49,123	26.4%	54,650	32.1%	11.3%
Sewer Fund	11,949	6.4%	13,323	7.8%	11.5%
Solid Waste Disposal Fund	6,022	3.2%	6,485	3.8%	7.7%
<b>TOTAL</b>	<b>185,919</b>	<b>100.0%</b>	<b>170,188</b>	<b>99.9%</b>	<b>-8.5%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY07 Budget		FY08 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Maint. Cust.	LA-2	1	42,674	1	43,656
5130	Overtime		50 hrs	1,532	50 hrs	1,568
	<b>TOTAL</b>			<b>44,206</b>		<b>45,224</b>