

## **Section IV**

### **Budget Detail Town Government Items 1 - 48**

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Town of Concord, Massachusetts

<b>SUMMARY: All Accounts</b>	<b>ITEMS 1 - 48</b>
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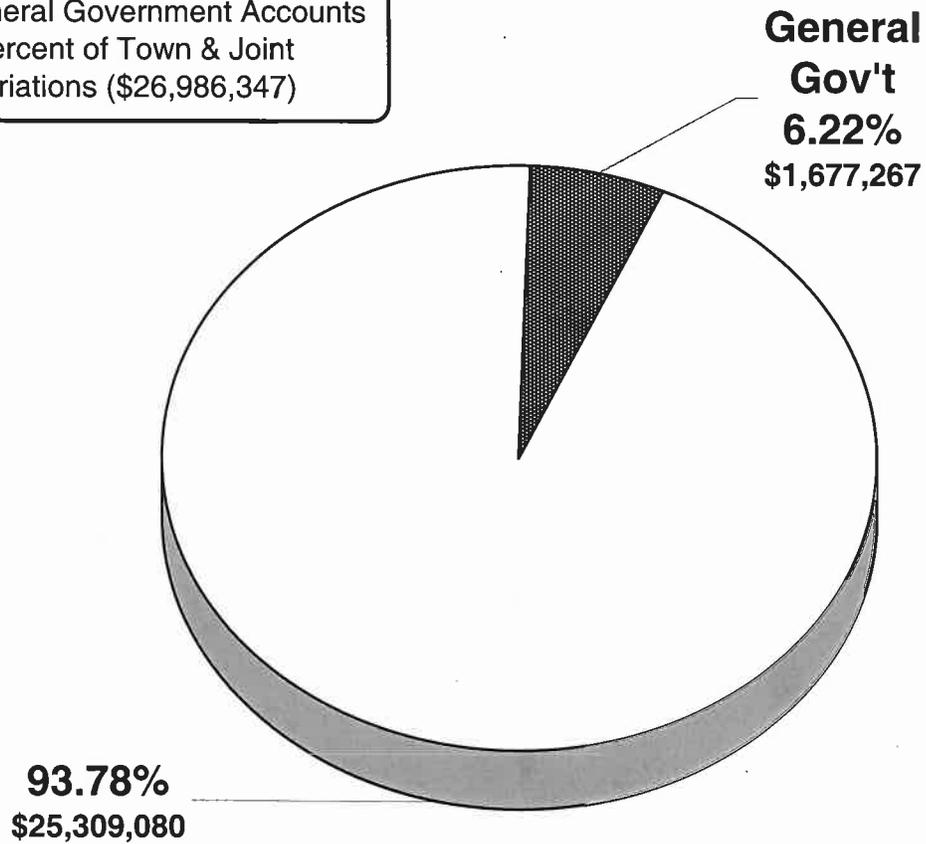
**ACCOUNT SUMMARY**

ACCOUNT ITEM NUMBER & NAME	BUDGET		APPROPRIATION	
	FY06	FY07	FY06	FY07
1-6 General Government (GG)	1,926,354	1,979,399	1,640,664	1,677,267
7-11 Finance & Administration (F&A)	1,913,850	2,023,335	1,425,690	1,534,539
12-17 Public Safety (PS)	6,332,080	6,469,427	6,261,822	6,399,169
18-29 Public Works (PW)	3,570,609	3,671,690	2,954,363	3,054,267
30-38 Human Services (HS)	2,641,233	2,634,140	2,108,268	2,091,172
39-43 Unclassified	1,760,876	2,012,683	440,193	892,000
TOWN GOV'T OPER. EXP. SUB-TOTAL	18,145,002	18,790,674	14,831,000	15,648,414
44-48 Joint (Town & CPS)	11,519,168	12,215,033	10,695,624	11,337,933
TOWN BUDGET TOTAL	29,664,170	31,005,707	25,526,624	26,986,347

**FUNDING PLAN**

	FY06	FY07	% Change
General Fund	25,526,624	26,986,347	5.7%
Light Fund	685,455	712,574	4.0%
Water Fund	549,873	563,521	2.5%
Sewer Fund	175,869	178,982	1.8%
Solid Waste Disposal Fund	78,629	80,350	2.2%
Parking Meter Fund	100,735	100,852	0.1%
Retirement System	71,711	74,004	3.2%
Recreation Fund	592,422	615,335	3.9%
Cemetery Fund	153,205	146,482	-4.4%
Land Fund	0	0	--
Capital Projects	133,000	133,000	0.0%
School Department	19,061	18,919	-0.7%
Town Trust Funds	10,755	7,989	-25.7%
Other Towns (Carlisle & Lincoln)	19,700	19,700	0.0%
Community Preservation Fund	0	13,632	--
State Reimbursements	4,000	7,215	80.4%
Government Grants & Aid	36,536	42,738	17.0%
State Aid - Chapter 90	420,683	420,683	0.0%
Road Repairs Funds	21,000	23,400	11.4%
Borrowing	900,000	700,000	-22.2%
Special Revenue	14,912	9,984	-33.0%
Various Sources	150,000	150,000	0.0%
TOTAL	29,664,170	31,005,707	4.5%

FY2007 General Government Accounts  
as a Percent of Town & Joint  
Appropriations (\$26,986,347)



**Proposed Change in General Government Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
1A Town Manager	-0.8%
1B Hazardous Waste	0.0%
1C Town Wide Building Maintenance	22.2%
2 Legal Services	0.0%
3A Elections	65.3%
3B Registrars	-0.8%
4 Town Meeting & Reports	-6.1%
5A Planning	0.5%
5B Board of Appeals	0.1%
5C Natural Resources	9.6%
5D Inspections	-7.1%
5E Health	5.4%
6 141 Keyes Road	5.1%

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>	BUDGET		APPROPRIATION	
	FY06	FY07	FY06	FY07
1A Town Manager	400,068	396,636	257,523	255,478
1B Hazardous Waste	--	--	--	--
1C Town Wide Building Maintenance	90,000	110,000	90,000	110,000
2 Legal Services	250,000	250,000	250,000	250,000
3A Elections	23,113	41,423	23,113	38,208
3B Registrars	11,690	11,884	9,530	9,450
4 Town Meetings & Reports	66,415	62,390	66,415	62,390
5A Planning	251,427	266,280	209,279	210,293
5B Board of Appeals	45,233	45,259	45,233	45,259
5C Natural Resources	188,361	203,237	150,405	164,790
5D Historic Districts	--	--	--	--
5E Inspections	295,200	274,369	295,200	274,369
5F Health	245,912	255,982	185,031	195,091
6 141 Keyes Road	58,935	61,939	58,935	61,939
<b>TOTAL</b>	1,926,354	1,979,399	1,640,664	1,677,267

**FUNDING PLAN**

	FY06	FY07	% Change
General Fund	1,640,664	1,677,267	2.2%
Light Fund	95,574	95,093	-0.5%
Water Fund	110,948	110,880	-0.1%
Sewer Fund	53,653	53,559	-0.2%
Solid Waste Disposal Fund	3,655	3,619	-1.0%
School Department	2,160	2,434	12.7%
Other Towns	19,700	19,700	0.0%
Community Preservation Fund	0	13,632	--
State Reimbursements	0	3,215	--
<b>TOTAL</b>	1,926,354	1,979,399	2.8%

### 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 FY2007 budget recommendation provides funding for the Town Manager and three other authorized positions supporting the Town Manager and Selectmen. In addition, funding is recommended for five hours per week of office project assistance (\$7,191). Although \$20,000 was requested to expand the Senior Work program, which has remained fully subscribed in placing seniors in temporary yet helpful positions within various Town departments, level funding (\$10,000) is recommended due to limited resources. Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$1,900); printing, postage and advertising (\$1,600); and office supplies and stationery (\$2,300). Purchased services also include management consulting services supporting the Town Manager's and Selectmen's Town-wide objectives (\$10,000), and professional services such as clerical support on HATS-related matters (\$2,500). Other expenses include the following: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,625); professional staff membership dues for similar organizations (\$1,971); 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, and it is anticipated to continue into FY2007 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 2005, the following licenses were issued: 44 One Day Special Licenses, 2 Class I Licenses, 8 Class II Licenses, 6 Weekday Entertainment Licenses, 1 Automatic Amusement License, 1 Common Carrier License, 38 Common Victualler Licenses, 24 Liquor Licenses, 4 Taxi/Livery Licenses, 4 Innholder/Lodging Licenses, and 117 Tour Guide Licenses. Staff will undertake or continue numerous other initiatives in FY07, 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**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recomm.
Personal Services	334,102	337,350	354,433	364,789	354,789
Purchased Services	15,806	14,449	20,501	17,001	17,001
Supplies	3,937	2,699	4,950	4,550	4,550
Other Charges	10,466	11,531	15,184	15,296	15,296
Capital Outlay	5,000	11,170	5,000	10,000	5,000
<b>TOTAL</b>	<u>369,311</u>	<u>377,199</u>	<u>400,068</u>	<u>411,636</u>	<u>396,636</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	257,523	64.4%	255,478	64.4%	-0.8%
Light Fund	73,100	18.3%	72,389	18.3%	-1.0%
Water Fund	43,860	11.0%	43,433	11.0%	-1.0%
Sewer Fund	21,930	5.5%	21,717	5.5%	-1.0%
Solid Waste Disp. Fund	3,655	0.9%	3,619	0.9%	-1.0%
<b>TOTAL</b>	<u>400,068</u>	<u>100.0%</u>	<u>396,636</u>	<u>100.2%</u>	<u>-0.9%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Manager	N/A	1	133,037	1	133,037
	Asst. Town Manager	MP-12	1	98,391	1	98,391
	Exec. Asst. to T. M.	ACL-8	1	54,595	1	54,596
	Administrative Asst.	ACL-5	<u>1</u>	<u>43,982</u>	<u>1</u>	<u>44,213</u>
	SUB-TOTAL		4	330,005	4	330,237
5115	Office Project Assistant		0.125	7,067	0.125	7,191
5120	Sr. Citizen Tax Credit		1250 hrs. @ \$8.00	10,000	1,176 hrs. @ \$8.50	10,000
5130	Overtime	ACL	50 hrs.	1,961	50 hrs.	1,961
5157	Car Allowance			<u>5,400</u>		<u>5,400</u>
	TOTAL			354,433		354,789

**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 FY2007-2011 proposed CIP that this fund will be augmented annually.

**Program Implementation**

For FY2007, the recommended amount to be funded for the Townwide Building Maintenance Account is \$110,000. An additional \$45,500 from the General Fund is recommended in the various separate building accounts. This is still a fraction of the funding target recommended by the Facilities Planning Committee, projected at about \$450,000 based upon 2.75% of replacement value as measured in the Committee's report. 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 FY2006, the Account was utilized to fund priority repair and renovation projects at the Town House, Hunt Gymnasium, Harvey Wheeler building, and both fire stations. The Account has proven 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.

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	6,510	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	0	33,490	90,000	130,000	110,000
TOTAL	0	40,000	90,000	130,000	110,000

**FUNDING PLAN**

	FY06 <u>Budget \$</u>	% of <u>Budget</u>	FY07 <u>Recomm. \$</u>	% of <u>Budget</u>	% Change <u>in Dollars</u>
General Fund	90,000	100.0%	110,000	100.0%	22.2%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**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 longstanding 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.

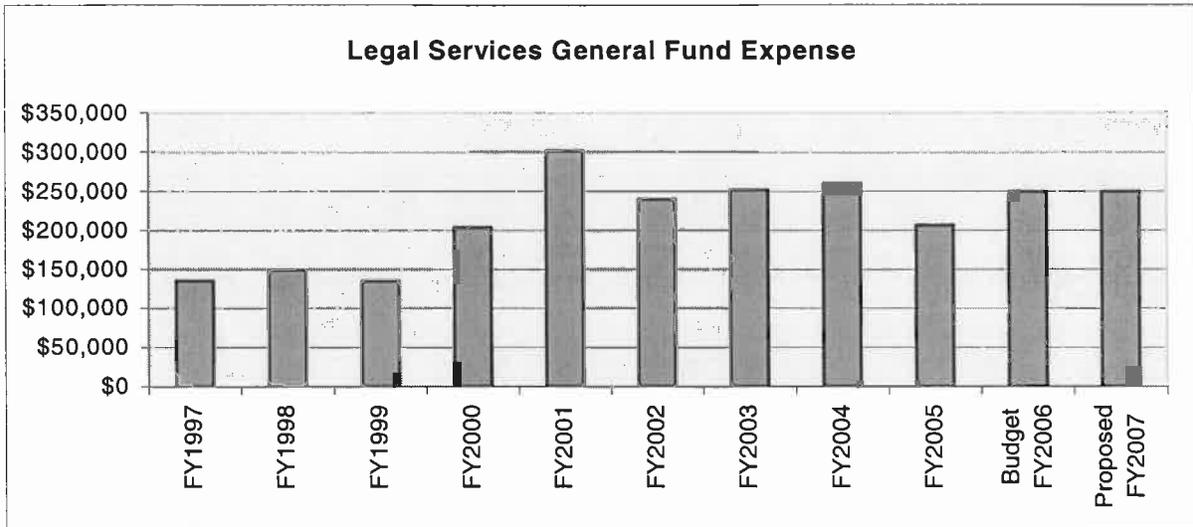
**Program Implementation**

Following a Request for Proposals prepared and issued by the Legal Services Advisory Committee, and selection interviews by the Town Manager, a senior partner of the law firm of Palmer and Dodge was initially appointed as Town Counsel on December 13, 1993. Mr. William Lahey of Palmer & Dodge 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 FY2003 to FY2005, the annual legal expenses averaged \$237,960. During years when legal expenses exceed appropriated amounts, Reserve Fund transfers are made to cover these additional expenses. In an effort to properly fund legal services, the FY2007 budget is set at \$250,000.



**GENERAL GOVERNMENT: Legal Services**

**ITEM 2**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	260,194	206,700	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>	<b>260,194</b>	<b>206,700</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	250,000	100.0%	250,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	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 FY2007, the budget provides funds for a State Primary, a State Final (Gubernatorial), a Town Caucus, a Town Election, and a Special Town Election following the Annual Town Meeting.

**Program Implementation**

There are 58 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. During the spring of 2006, electronic voting equipment will be introduced that will be accessible to visually, hearing and mobility impaired voters. Federal funding is being used to purchase the equipment and provide the necessary software for all state elections for four polling locations. Although the Town Clerk requested \$4,500 for the acquisition of one additional accessible machine for use at the Town House for absentee voting, this request is not recommended due to budgetary constraints. At this time, using this new equipment is not mandatory for Town Elections, but we have included \$2,000 in the FY2007 budget for programming one of these new machines for each of the Town Elections and will make it available at the Town House for absentee balloting prior to Election Day. The Town Clerk had requested an additional \$8,000 for programming costs for all polling places for Town Elections, but this request was also not recommended due to budget constraints.

For a State Election, 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 \$3,215 in FY2007 is anticipated, and is reflected in the Funding Plan on the adjacent page.

**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>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<i>Budgeted</i>	
						<b>FY2006</b>	<b>FY2007</b>
State/National	2	0	2	1	2	0	2
Town	2	3	2	3	3	2	2
<b>TOTAL</b>	4	3	4	4	5	2	4

<b>Election</b>	<b>Turnout</b>	<b>% of Registered Voters</b>
March 7, 2000—Presidential Primary	6,895	59%
November 7, 2000—General Election (Presidential)	9,742	83%
June 19, 2002—Special Town Election (Alcott School Debt Excl.)	3,699	32%
September 17, 2002—State Primary (Gubernatorial)	4,449	39%
November 5, 2002—State Election (Gubernatorial)	8,444	73%
May 13, 2003—Special Town Election (Town & School Overrides)	4,359	39%
March 2, 2004—Presidential Primary	5,123	45%
June 8, 2004—Special Town Election (Town & School Overrides & Thoreau School Debt Excl)	5,351	46%
November 2, 2004—General Election (Presidential)	10,205	86%
June 7, 2005—Special Town Election (Town & School Overrides & Willard School & CCHS Debt Exclusions)	3,359	29%

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	21,711	27,267	15,338	28,623	28,623
Purchased Services	8,819	6,832	6,025	18,000	10,000
Supplies	2,685	3,111	1,750	2,800	2,800
Capital Outlay	0	0	0	4,500	0
TOTAL	33,215	37,210	23,113	53,923	41,423

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	23,113	100.0%	38,208	92.2%	65.3%
State Reimbursement	0	0.0%	3,215	7.8%	--
TOTAL	23,113	100.0%	41,423	100.0%	79.2%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5120	Election Officers	Misc.	960 hrs.	7,938	1,660 hrs.	13,740
5120	Technicians	Misc.	112 hrs.	2,400	256 hrs.	4,471
5131	Police Overtime	Union	120 hrs.	5,000	224 hrs.	10,412
	TOTAL		1,192 hrs.	15,338	2,140 hrs.	28,623

**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 to (1) conduct the annual Town Census and publish the annual Street List, (2) register voters and print voting lists, and (3) 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 in-house its own census forms and enclosures. This change has eliminated the need for using an outside computer and printing service, and has saved the Town approximately \$1,600 per year.

An amount of \$2,000 is included in this budget for the printing of 300 copies of the Street List (a reduction by 100 copies in order to keep within the budget). Town staff, boards, and committees use approximately 100 copies, and the remaining copies are sold to the public. \$2,075 was received from the sale of the hardcopy of Street Lists during 2005. In addition, 41 disk copies of the Street List were sold, resulting in an additional \$410 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 \$9,734 in FY2007. 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.

<b>Town Census (January 1, 2005)</b>	
Total Population (Not Including Prison)	15,836
Adult Population (Age 17+)	12,195

<b>Registered Voters</b>	
@ Jan. 1, 2004 (91% of Eligible Residents)	11,290
@ Jan. 1, 2005 (91% of Eligible Residents)	11,570
@ Jan. 1, 2006 (89% of Eligible Residents)	11,118
# New Voters Registered During 2005	445
# Deletions from Voting List	527
# Voters Switching Parties during 2005	100

<b>Certifications during 2005:</b>	
Annual Town Meeting Petitions	79
State Initiative Petitions	1,750
<b>TOTAL Certifications</b>	<b>1,829</b>

**Town of Concord, Massachusetts**

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	1,023	2,901	4,765	4,934	4,934
Purchased Services	7,175	7,029	6,000	6,100	6,100
Supplies	591	455	925	850	850
<b>TOTAL</b>	<u>8,789</u>	<u>10,385</u>	<u>11,690</u>	<u>11,884</u>	<u>11,884</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	9,530	81.5%	9,450	79.5%	-0.8%
School Dept. Transfer	2,160	18.5%	2,434	20.5%	12.7%
<b>TOTAL</b>	<u>11,690</u>	<u>100.0%</u>	<u>11,884</u>	<u>100.0%</u>	<u>1.7%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5115	Office Assistant	Misc.	100 hrs.	1,375	100 hrs.	1,449
5120	Office Assistant	Misc.	200 hrs.	2,300	200 hrs.	2,615
5130	Overtime	ACL	40 hrs.	1,090	30 hrs.	870
	<b>TOTAL</b>		<u>340 hrs.</u>	<u>4,765</u>	<u>330 hrs</u>	<u>4,934</u>

**Program Description**

This budget provides for the cost of conducting the Annual Town Meeting, and the printing of various Town Reports, including the annual budget. A four-day Annual Town Meeting is anticipated in the funding plan for FY2007. No funding is provided for the cost of a Special Town Meeting.

**Program Implementation**

This budget provides \$50,790 to cover the cost of holding the Annual Town Meeting, including 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. A separately scheduled Special Town Meeting lasting one evening would cost an estimated \$9,000, plus the cost of printing and mailing of a warrant.

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

**Town Meeting Cost (FY2007 Proposed)**

Sound System Rental (4 Nights)	\$25,000
Tellers (60 Hrs/Night)	2,040
Police & DPW Overtime	4,300
Postage (Warrant/Fin Com Report)	3,250
Warrant Printing	4,500
Finance Com Report Printing	6,500
Other Printing	3,200
Miscellaneous Expenses	<u>2,200</u>
	\$50,790

**Town Reports Cost (FY2007 Proposed)**

Printing: Annual Town Report	\$ 5,000
Town Budget, Bylaws, Zoning Bylaws	1,500
Editing Town Report	5,000
Miscellaneous Expenses	<u>100</u>
	\$11,600

**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>Budget</b>	2006	\$3.33	66¢	93¢
<b>Estimate</b>	2007	\$3.33	66¢	93¢

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

**GENERAL GOVERNMENT: Town Meeting & Reports**

**ITEM 4**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	4,359	5,104	6,165	6,340	6,340
Purchased Services	59,791	40,467	60,050	55,850	55,850
Supplies	747	58	200	200	200
<b>TOTAL</b>	<b>64,897</b>	<b>45,629</b>	<b>66,415</b>	<b>62,390</b>	<b>62,390</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	66,415	100.0%	62,390	100.0%	-6.1%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5120	Tellers	Misc.	240 hrs.	2,040	240 hrs.	2,040
5130	DPW Overtime	LA	40 hrs.	1,200	50 hrs.	1,500
5131	Police Overtime	Union	65 hrs.	2,925	70 hrs.	2,800
	<b>TOTAL</b>			<b>6,165</b>		<b>6,340</b>

### 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 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 other committees. In 2005, the Division worked with the Comprehensive Long Range Planning Committee to complete the vision for 2020 report; with the Planning Board to create the first West Concord historic district, the Church Street Historic District; and with Board of Appeals to prepare a zoning bylaw amendment that would allow the church property to be eligible to seek a special permit. The Division also coordinated an engineering and environmental assessment for the proposed Bruce Freeman Rail Trail, a pathway connecting Sudbury to Lowell. The Division has taken on additional duties in providing staff support to the newly-formed Community Preservation Committee (CPC).

The full-time staff includes the Director of Planning and Land Management, Staff Planner, and Administrative Assistant. To manage the increased workload generated by the CPC, the Division is requesting that the hours for the current part-time Project Planner be increased from 30 to 40 hours with additional funding being proposed from 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 2005, the Planning Division coordinated the review of 17 site development/improvement projects, including significant projects at 95 Conant Street and at New England Deaconess Association's Newbury Commons. The Division also reviewed and prepared reports to the Planning Board on two subdivision plans. Planning Division staff updated Concord's portion of the State's annual housing certification inventory (4.8% of Concord's housing stock is listed as "affordable") and prepared an addenda to the Planned Production Plan (under Ch. 40B) – which was approved in August.

The Historic Districts Commission (HDC) conducted 22 regular public hearings on 89 applications for "Certificates of Appropriateness" or demolition permits, most notable were the conversion of one of the last remaining "English" barns into a single-family residence and demolition of a small house located next to the historic "muster field" on Liberty Street to construct a larger home in its place. The HDC also published an updated, full-color brochure about the (now) six historic districts, which is also available on the Town's website. Planning Division staff continues to provide administrative and technical support to the HDC.

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 2005, the Commission had undertaken the nomination of the Harrington House to the National Register (work is underway) and is continuing its work to improve the Demolition Delay bylaw. The Historical Commission and the Planning Board coordinated public discussions regarding the use of Neighborhood Conservation Districts as a tool to preserve neighborhoods.

**Town of Concord, Massachusetts**

**GENERAL GOVERNMENT: Planning**

**ITEM 5A**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	207,981	195,366	230,827	245,680	245,680
Purchased Services	9,710	25,809	9,600	9,600	9,600
Supplies	3,458	3,829	4,500	4,500	4,500
Other Charges	2,221	2,639	3,000	3,000	3,000
Capital Outlay	2,505	8,257	0	0	0
Historic Districts	364	70	1,200	1,200	1,200
Historical Commission	260	3,322	2,300	2,300	2,300
<b>TOTAL</b>	<b>226,499</b>	<b>239,292</b>	<b>251,427</b>	<b>266,280</b>	<b>266,280</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	209,279	83.2%	210,293	79.0%	0.5%
Light Fund	7,438	3.0%	7,474	2.8%	0.5%
Water Fund	29,751	11.8%	29,898	11.2%	0.5%
Sewer Fund	4,959	2.0%	4,983	1.9%	0.5%
Community Preservation Fund	0	0.0%	13,632	5.1%	--
<b>TOTAL</b>	<b>251,427</b>	<b>100.0%</b>	<b>266,280</b>	<b>100.0%</b>	<b>5.9%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Dir., Plng. & Ld. Mgmt.	MP-12	1	91,522	1	91,630
	Staff Planner	MP-4	1	52,456	1	53,550
	Project Planner	MP-3	0	0	1	54,528
	Administrative Assistant	ACL-5	1	45,972	1	45,972
	<b>SUB-TOTAL</b>		<b>3</b>	<b>189,950</b>	<b>4</b>	<b>245,680</b>
5112	Project Planner	MP-3	0.75	40,877		
	<b>TOTAL</b>		<b>3.75</b>	<b>230,827</b>		

**Program Description**

The Concord Board of Appeals is a quasi-judicial body authorized by Massachusetts General Laws, Ch. 40A (The Zoning Act). The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw 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; 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, prepares an evaluation 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 2005, the Board of Appeals conducted 12 public hearings and meetings to review 69 applications. A number of applications were "withdrawn without prejudice" and two decisions were appealed to the Courts. Fifty-nine special permits were granted in 2005, and there were two denials. Five site plans were approved in conjunction with special permits granted. Special permits for five home businesses were renewed.

**Activity Comparison:**

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Public Hearings	12	12	11	12	11	11	<b>12</b>
Applications Reviewed	66	69	84	56	57	67	<b>69</b>
Special Permits Granted	53	59	79	51	66*	80	<b>59*</b>
Special Permits Denied	7	3	3	2	0	1	<b>2</b>
Zoning Variances Given	0	0	1	2	0	0	<b>1</b>
Appeals of the Building Inspector	-	-	1	1	2	0	<b>1</b>
Sign Variances Granted	3	3	0	0	3	0	<b>3</b>
Comprehensive Permits Granted	-	-	-	2	1	0	<b>0</b>

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

**GENERAL GOVERNMENT: Board of Appeals**

**ITEM 5B**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	40,934	41,592	43,033	43,059	43,059
Purchased Services	412	341	1,500	1,150	1,150
Supplies	293	230	550	850	850
Other Charges	33	33	150	200	200
Capital Outlay	0	1,500	0	0	0
<b>TOTAL</b>	<b>41,672</b>	<b>43,696</b>	<b>45,233</b>	<b>45,259</b>	<b>45,259</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	45,233	100.0%	45,259	100.0%	0.1%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Senior Department Clerk	ACL-4	1	43,033	1	43,059

**GENERAL GOVERNMENT: Natural Resources****ITEM 5C****Program Description**

The Natural Resources Division assists the Natural Resource Commission (NRC) in the overall stewardship of the natural resources of the Town. This responsibility includes enforcing the state's Wetlands Protection Act and Rivers Protection Act, implementing the Open Space and Recreation Plan, monitoring agricultural preservation restrictions and conservation restrictions, coordinating land protection efforts with various groups, issuing enforcement actions, and responding to appeals of NRC decisions. In addition, Division staff is responsible for management of Town conservation land and for leases on Town-owned agricultural lands. The Division provides staff support for the following committees: the Heywood Meadow Stewardship Committee, the Mattison Field Stewardship Committee, the Warner's Pond Stewardship Committee, and the Mill Brook Task Force and the newly created Conservation Restriction Stewardship Committee.

**Program Implementation**

The FY2007 budget includes three full-time staff positions (Natural Resource Administer (NRA), Assistant to the NRA, and the Administrative Assistant), and a seasonal, summer conservation crew. The division's request for two part-time ranger positions at \$10,000 (with funding supplemented through a generous private donation of \$5,000) is proposed in FY07. Rangers are needed primarily to police the conservation lands ensuring that rules are being followed and to educate the public about these rules. In addition, an amount of \$7,500 is recommended as Capital Outlay for pond management projects.

**Performance Information**

The overall objective of the Natural Resources Division is to help conserve and protect the natural resources, open spaces and agricultural lands of the Town of Concord. In July 2005, the Open Space Task Force completed and published the 2004 Concord Open Space and Recreation Plan, which was approved by the state. The Conservation Restriction Stewardship Committee, appointed by the Selectmen in 2005, began review of all Town-held conservation restrictions (over 110). Division staff also coordinated efforts by the Friends of the Bruce Freeman Rail Trail to clear portions of the trail and assisted the consultant Fay, Spofford & Thorndike in preparation of an engineering and environmental assessment of the Concord portion of the Bruce Freeman Rail Trail.

Land management activities included stewardship of approximately 1,320 acres of Town conservation land, maintenance of 18 miles of trails, mowing of 84 acres to maintain open meadows, support of two community gardens and coordination of 12 agricultural leases. Three major erosion control projects consisted of installing fencing and jute netting along steep banks at the Old Calf Pasture, eroded trails at Hapgood Wright Town Forest and slopes adjacent to White Pond. Invasive plant control projects included removing Black Swallow-wort from Mill Brook Way, Japanese Knotweed from Heywood Meadow and Oriental 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. Crews also assisted in hand-pulling water chestnut from Warner's and Macone Pond.

<b>Regulatory and Administrative Summary</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Notices of Intent</b>	71	48	42	44	43
<b>Request for Determination of Applicability</b>	15	26	21	13	33
<b>No Filing Required Determinations</b>	7	10	15	23	17
<b>Amended Orders</b>	4	6	3	3	6
<b>Requests for Extensions</b>	1	2	7	10	12
<b>Certificates of Compliance</b>	26	34	26	36	35
<b>Regulatory Appeals</b>	3	4	3	2	2
<b>Wetland Enforcement Actions</b>	2	4	4	3	2
<b>Emergency Certificates</b>	4	3	3	7	2

**Town of Concord, Massachusetts**

**GENERAL GOVERNMENT: Natural Resources**

**ITEM 5C**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	155,209	138,848	167,051	179,427	179,427
Purchased Services	6,369	22,245	11,100	11,000	11,000
Supplies	5,621	13,003	3,600	3,600	3,600
Other Charges	1,536	1,302	1,610	1,710	1,710
Capital Outlay	0	2,260	5,000	7,500	7,500
<b>TOTAL</b>	<b>168,735</b>	<b>177,658</b>	<b>188,361</b>	<b>203,237</b>	<b>203,237</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	150,405	79.8%	164,790	81.1%	9.6%
Light Fund	15,036	8.0%	15,230	7.5%	1.3%
Water Fund	18,336	9.7%	18,574	9.1%	1.3%
Sewer Fund	4,584	2.4%	4,643	2.3%	1.3%
<b>TOTAL</b>	<b>188,361</b>	<b>100.0%</b>	<b>203,237</b>	<b>100.0%</b>	<b>7.9%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Nat. Resources Admin.	MP-8	1	62,807	1	64,016
	Asst. to N. R. Admin.	MP-3	1	47,298	1	47,305
	Administrative Assistant	ACL-5	1	44,946	1	46,106
	<b>SUB-TOTAL</b>		<b>3</b>	<b>155,051</b>	<b>3</b>	<b>157,427</b>
5120	Ranger (Seasonal)	Misc.	0	0	278 hrs. @ \$18/hr.	10,000
5120	Conservation Crew (Seasonal)	Misc.	1,000 hrs. @ \$12.00/hr.	12,000	1,200 hrs. @ \$10.00/hr.	12,000
	<b>TOTAL</b>			<b>167,051</b>		<b>179,427</b>

**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 FY2007 budget is for the staffing of three full-time positions (Building Commissioner, Local Inspector, and Administrative Assistant). The Division is also assisted by three part-time positions (Assistant Local Inspector, 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 as it relates to the Town. During the calendar year 2005 the Building Inspection Division issued 745 building permits, a decrease of 3% from the previous year. This decrease reflects a slight cooling of the real estate market from 2004, which had been the busiest construction year in Concord's history. The overall value of 2005 construction was \$46,604,635. Of this total, \$38.1 million (82%) was residential construction and \$8.5 million (12%) was commercial construction. Although the value of residential construction has decreased 12% from \$43.2 million in 2004 to \$38.1million in 2005, this is still a historically very high level. This 2005 residential construction value represents 80 new dwelling units, which includes 22 new single family residential dwellings and 58 attached dwelling units (the Warner Woods 40-B project). Of these 22 new single family residential dwellings, 16 new homes were the result of "tear downs" (the demolition of an existing house to allow the construction of a new larger home). Last year, there were 20 homes torn down to build new homes. Although this shows a decrease from last year, "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 \$22 million was spent in building additions and alterations to existing single family residential homes. The Building Division collected \$593,835 in permit fees in 2005, an increase of 12% over last year.

<b>No. of Permits Issued</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
New single family	30	24	20	26	22
Additions/alterations	552	586	599	635	622
Commercial	78	80	49	98	100
<b>Total Building Permits:</b>	<b>660</b>	<b>690</b>	<b>674</b>	<b>766</b>	<b>745</b>
Electrical	704	731	663	712	738
Plumbing	368	455	392	536	515
Gas	260	348	305	366	318
Signs	42	54	46	52	68
<b>Total All Permits:</b>	<b>2034</b>	<b>2278</b>	<b>2080</b>	<b>2432</b>	<b>2384</b>
<b>Permit Fee Revenue:</b>	<b>\$ 391,745</b>	<b>\$ 376,470</b>	<b>\$ 304,954</b>	<b>\$ 530,186</b>	<b>\$593,835</b>

Town of Concord, Massachusetts

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	241,758	241,109	263,810	264,454	263,854
Purchased Services	2,005	4,902	3,460	2,960	2,960
Supplies	1,695	4,054	2,725	2,700	2,700
Other Charges	3,954	3,771	5,205	4,855	4,855
Capital Outlay	11,000	14,956	20,000	0	0
<b>TOTAL</b>	260,412	268,792	295,200	274,969	274,369

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	295,200	100.0%	274,369	100.0%	-7.1%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Commissioner	MP-10	1	79,072	1	79,072
	Local Inspector	MP-6	1	65,572	1	65,572
	Administrative Assistant	ACL-5	1	45,729	1	45,772
	SUB-TOTAL		3	190,373	3	190,417
5112	Asst. Local Inspector	Misc.	1,044 hrs.	20,389	1,044 hrs.	20,389
	Plumbing & Gas Insp.	Misc.	1,044 hrs.	24,263	1,044 hrs.	24,263
	Electrical Inspector	Misc.	1,044 hrs.	26,685	1,044 hrs.	26,685
5157	Car Allowance			2,100		2,100
	<b>TOTAL</b>			263,810		263,854

**Program Description**

The Board of Health consists of five members who are 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.

The four 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. In addition, the Division staff act as the Health Agent for the Towns of Carlisle and Lincoln.

**Program Implementation**

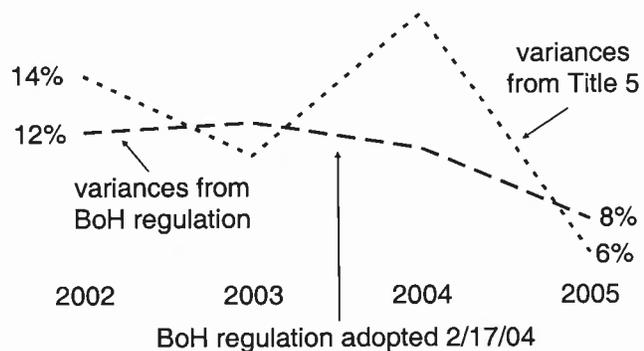
The FY2007 budget recommendation allows the Health Division to provide public and environmental health services at its current level. The recommendation includes \$3,800 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and flu clinics.

The FY2006 budget included \$5,000 to purchase mosquito control services from the East Middlesex Mosquito Control Project (EMMCP). When a horse from Concord tested positive for Eastern Equine Encephalitis (EEE) in September of 2005, the Board of Health decided to request an additional \$17,700 in mosquito control funds for FY2007. After that initial request was made, further discussions were held with EMMCP and the Board of Selectmen, and it was agreed that a total of \$15,000 would be sufficient to provide residents with a FY2007 mosquito control program that includes: surveillance of adult mosquitoes, treatment of catch basins with larvacide, treatment of mosquito habitats with larvacide, and monitoring of infected birds.

**Performance Information**

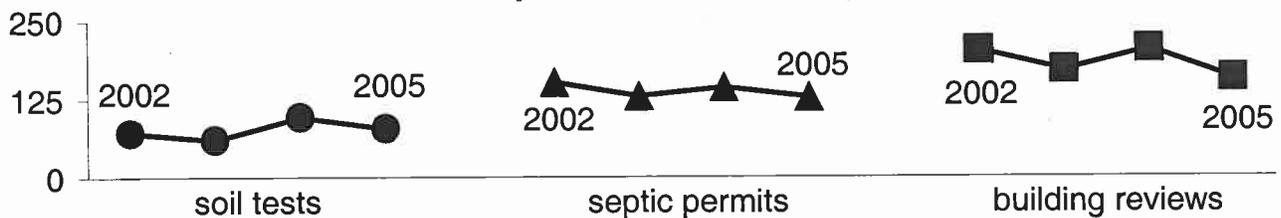
The overall objective of the Health Division is to ensure the highest quality public and environmental health through the effective and expeditious enforcement of all public and environmental health laws and regulations.

In 2004, the Board of Health adopted a new septic regulation which was stricter than both the state code (Title 5) and the Board's old regulation. The enforcement of this new regulation did not make it more difficult for property owners to replace their septic systems. As is shown on the chart to the right, requests for variances from the local regulation continued to decrease after the regulation was adopted, even though Title 5 variance requests increased in 2004.



Other septic-related activity from 2002 to 2005 is shown on the following chart.

**Septic-Related Activity**



**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	205,492	207,415	224,788	225,206	225,206
Purchased Services	8,897	9,168	11,194	27,696	19,996
Supplies	3,321	2,502	3,750	4,200	4,200
Other Charges	1,231	2,506	2,780	2,780	2,780
Capital Outlay	1,626	7,589	0	0	0
Health Services	5,183	3,005	3,400	3,800	3,800
<b>TOTAL</b>	<u>225,749</u>	<u>232,185</u>	<u>245,912</u>	<u>263,682</u>	<u>255,982</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	185,031	75.2%	195,091	76.3%	5.4%
Water Fund	19,001	7.7%	18,975	7.4%	-0.1%
Sewer Fund	22,180	9.0%	22,216	8.7%	0.2%
Other Towns	19,700	8.0%	19,700	7.7%	0.0%
<b>TOTAL</b>	<u>245,912</u>	<u>100.0%</u>	<u>255,982</u>	<u>100.0%</u>	<u>4.1%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Health Admin.	MP-9	1	72,688	1	72,691
	Environmental Health. Insp.	MP-4	1	57,850	1	57,850
	P.H. Inspector	MP-3	1	46,478	1	46,593
	Administrative Assistant	ACL-5	<u>1</u>	<u>45,772</u>	<u>1</u>	<u>45,772</u>
	<b>SUB-TOTAL</b>		4	<u>222,788</u>	4	<u>222,906</u>
5115	Sealer of Weights & Meas.	Misc.		<u>2,000</u>		<u>2,300</u>
	<b>TOTAL</b>			<u>224,788</u>		<u>225,206</u>

### Program Description

This budget provides for the cost of operating and maintaining the brick building at 141 Keyes Road. The building was originally constructed in 1898 as a combined electric generating plant and a sewage pumping station. It 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 and Town boards and committees for day, evening, and weekend sessions.

The building became home for the Department of Planning and Land Management in July 1994. The building continues to be 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 each year. Additionally, the public-accessible Geographic Information System (GIS) kiosk located on the first floor continues to receive daily visits by the public.

### Program Implementation

The FY2007 recommended budget continues to allocate funds for a maintenance custodian (\$18,309), a position that is shared with the Police Department.

The rest of the budgeted costs are for utilities and routine building repairs/maintenance items. The increase in the budget for Purchased Services is primarily the result of expected increases in energy costs. For electricity, the amount budgeted is \$13,120 in FY2007 as compared with \$11,600 in FY2006, and for natural gas, it is \$9,450 in FY2007 as compared with \$7,290 in FY2006. Other costs include \$695 for water and sewer, and \$750 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. The cost for meter rental, the maintenance agreement, and postal meter chip replacement is \$1,300 per year.

The FY2007 budget recommendation includes funding for interior and exterior trim paint maintenance, and for the replacement of some of the high traffic area carpeting. Over the past year, work on the interior stairwell has been substantially completed. This project has allowed the second floor file storage room to be expanded (providing increased storage space that should provide enough room for the next ten years), and has given us a new first floor postage/copying room that can be secured. The money for this project was made possible through the use of prior year funds that had been encumbered for this purpose.

### 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 279 daytime meetings and 195 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.

**Town of Concord, Massachusetts**

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	15,672	17,530	18,096	18,309	18,309
Purchased Services	23,318	34,051	32,049	35,140	35,140
Supplies	3,245	4,560	3,440	3,490	3,490
Other Charges	0	0	0	0	0
Equipment Expense	30	0	350	0	0
Capital Outlay	13,966	1,037	5,000	5,000	5,000
<b>TOTAL</b>	<u>56,231</u>	<u>57,178</u>	<u>58,935</u>	<u>61,939</u>	<u>61,939</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	58,935	100.0%	61,939	100.0%	5.1%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Building Maint. Custodian	LA-2	0.5	18,096	0.5	18,309

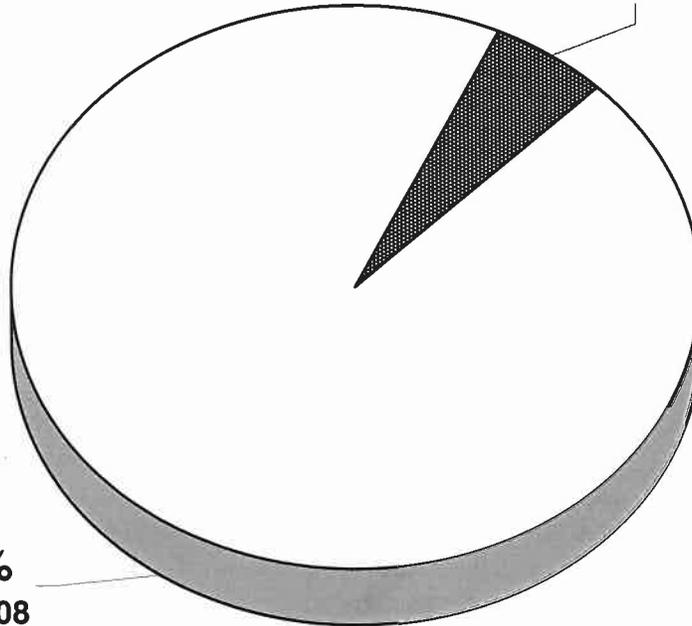
**SUMMARY: Finance & Administration**

**ITEMS 7 - 11**

FY2007 Finance & Administration  
Accounts as a Percent of Town & Joint  
Appropriations (\$26,986,347)

**Finance &  
Admin.  
5.69%  
\$1,534,539**

**94.31%  
\$25,451,808**



**Proposed Change in Finance & Administration Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
7 Finance Committee	4.1%
8 Personnel Administration	0.6%
9A Finance Administration	2.3%
9B Treasurer-Collector	-1.7%
9C Town Accountant	0.0%
9D Assessors	41.3%
9E Town Clerk	0.6%
10 Information Systems	2.5%
11 Town House	1.1%

**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>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
7 Finance Committee	1,225	1,275	1,225	1,275
8 Personnel Administration	177,024	180,282	131,647	132,461
9A Finance Administration	282,485	284,303	172,315	176,269
9B Treasurer-Collector	349,245	346,965	210,101	206,445
9C Town Accountant	293,117	291,902	113,873	113,885
9D Assessors	237,388	335,435	237,388	335,435
9E Town Clerk	172,673	173,788	172,673	173,788
10 Information Systems	295,853	303,353	295,853	303,353
11 Town House	104,840	106,032	90,615	91,628
<b>TOTAL</b>	<b>1,913,850</b>	<b>2,023,335</b>	<b>1,425,690</b>	<b>1,534,539</b>

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	1,425,690	1,534,539	7.6%
Light Fund	142,304	142,783	0.3%
Water Fund	147,566	146,411	-0.8%
Sewer Fund	42,581	42,535	-0.1%
Solid Waste Disposal Fund	31,555	33,706	6.8%
Parking Meter Fund	33,727	33,794	0.2%
Retirement System	71,711	74,004	3.2%
Recreation Fund	6,155	6,189	0.6%
School Department	1,901	1,485	-21.9%
Town Trust Funds	10,660	7,889	-26.0%
Special Revenue	0	0	--
<b>TOTAL</b>	<b>1,913,850</b>	<b>2,023,335</b>	<b>5.7%</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 # 40) 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 FY2007 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 Annual 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 Finance Committee.

In calendar year 2005, the Finance Committee met 22 times:

- 14 regular meetings;
- 3 public hearings;
- 2 joint meetings with the Board of Selectmen and the CPS and CCRSD School Committees; and
- 3 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held 6 meetings leading up to the adoption and issuance on November 17, 2005 of budget guidelines for the FY2007 budget year commencing July 1, 2006.

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

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	660	558	754	610	610
Supplies	255	347	216	200	200
Other Charges	310	320	255	465	465
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	1,225	1,225	1,225	1,275	1,275

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	1,225	100.0%	1,275	100.0%	4.1%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

### Program Description

The Personnel Department provides services to approximately 655 permanent and temporary employees and 325 retirees on issues relating to the following: administering the personnel bylaws, and personnel policies and procedures which implement the bylaws; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure compliance with policies and regulations; managing the recruitment and selection of new employees; coordinating orientation, training, and employee recognition activities; providing case management and administrative services for worker's compensation cases; and designing and administering employee benefit programs. The Personnel Department advises the Personnel Board and Town Manager on related issues, and advises department managers, supervisors, and employees on personnel matters. In addition, it assists in labor negotiations and contract administration.

### 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 (\$2,362) for support staff overtime. The Assistant Town Manager serves as department head. 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.

The budget also includes \$5,433 for Town-wide staff training for continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies.

An amount of \$10,000 is included in the budget for consulting services to assist with specialized projects needed to ensure that policies and programs are kept up-to-date. Also included is the money to cover the cost of mandated drug and alcohol testing for employees with a commercial driver's license (\$3,450). A modest allotment (about \$19 per regular-status employee) is allocated for the employee recognition program (\$4,800).

At current staffing levels, the growing complexity of various aspects of the human resource function make it increasingly challenging to provide services such as implementing training programs, updating office policies and procedures, creating new and improved informational materials for employees, and organizing new employee recognition efforts. Accordingly, an additional \$11,745 is requested for a new limited-status (15 hours per week) position to assist with the heavy workload. Due to limited resources, funds have not been provided at this time.

### Performance Information

The overall objective of the Personnel Department is to assist Town employees and officials to fairly, consistently, and lawfully create and administer 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 255 regular-status employees and 400 temporary and limited-status employees. In addition, the Department is involved in the recruitment of all Town employees, and this activity requires a substantial commitment of staff time and effort.

Town of Concord, Massachusetts

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	140,273	129,930	145,323	161,699	149,954
Purchased Services	18,513	28,620	23,946	22,258	22,258
Supplies	1,683	1,789	1,960	1,675	1,675
Other Charges	4,225	3,144	5,795	6,395	6,395
<b>TOTAL</b>	<u>164,694</u>	<u>163,483</u>	<u>177,024</u>	<u>192,027</u>	<u>180,282</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	131,647	74.4%	132,461	73.5%	0.6%
Light Fund	23,785	13.4%	26,591	14.7%	11.8%
Water Fund	9,460	5.3%	9,394	5.2%	-0.7%
Sewer Fund - General	2,183	1.2%	2,197	1.2%	0.6%
Sewer Fund - WWTP	524	0.3%	549	0.3%	4.8%
Solid Waste Disp. Fund	685	0.4%	708	0.4%	3.4%
Retirement System	684	0.4%	708	0.4%	3.5%
School Department	1,901	1.1%	1,485	0.8%	-21.9%
Recreation Fund	6,155	3.5%	6,189	3.4%	0.6%
<b>TOTAL</b>	<u>177,024</u>	<u>100.0%</u>	<u>180,282</u>	<u>100.0%</u>	<u>1.8%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Administrative Asst.	ACL-5	2	80,095	0	0
5111	Sr. Admin. Assistant	ACL-7	0	0	2	84,491
5112	Human Res. Admin.	MP-10	0.8	63,070	0.8	63,101
	SUB-TOTAL		<u>2.8</u>	<u>143,165</u>	<u>2.8</u>	<u>147,592</u>
5130	Overtime		75 hrs.	2,158	75 hrs.	2,362
	<b>TOTAL</b>			<u>145,323</u>		<u>149,954</u>

**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 \$74 million on November 30, 2005) and serves as Treasurer of the Trustees of Town Donations, administering its portfolio valued at \$5.1 million on December 31, 2005. 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 FY2007 Finance Administration Division budget is level funded other than for a small addition to intern funding. A 0.3 FTE Project Specialist position was requested to address current workload issues, but cannot be funded at the Guideline Budget level.

Major current projects include the following:

- continued implementation of GASB 34 financial reporting requirements and preparation for GASB 45 (accounting for retiree health insurance) implementation;
- financial management of the Alcott and Thoreau School building projects;
- financial management of the Wastewater Management Plan, Phase I, and management of the related betterment assessment process, in collaboration with the Public Works Department;
- development of the FY2007-2011 Capital Improvement Program;
- ongoing staff support for various Town boards and committees;
- implementation, with the Personnel Department, of the automated time and attendance system; and,
- implementation, with the Recreation Department, of the financial and business plan for the Community Swim and Fitness Center.

**Performance Information**

The overall objective of this division is to provide accurate, timely support to other Town departments and Concord citizenry in fiscal and administrative matters, including managing finances, preparing budgets, paying employees, purchasing goods and services, and complying with relevant laws and regulations.

The following summary of division activities in FY2005 (or calendar year 2005 where noted) indicates major elements of its performance:

- issued 9,916 payroll checks to Town employees;
- issued 553 W-2 forms for calendar year 2005 to Town employees, and managed federal and state wage and withholding tax payment and reporting for 1,200 Town and CPS employees with a total calendar year 2005 payroll of \$34.6 million;
- managed calendar year 2005 federal and state wage and tax reporting for 262 retirees;
- managed \$23.9 million in total revenue for the Minuteman-Nashoba Health Group;
- managed the billing and payroll deduction process for health benefits plans ( 741 members), the dental plan ( 442 members), and life insurance plan ( 580 members);
- assisted Town departments in the preparation and issuance of 14 Request For Proposals and 18 Bid Invitations; and,
- issued five principal documents within the annual budget cycle: the Town Manager's Proposed Budget for FY2006, the Enterprise Funds Proposed Budgets for FY2006, the Town Manager's Capital Improvement Program FY2006-2010, the Finance Committee Report (April 2005), and the Official Financial Statement for the Bond offering of February 23, 2005 (\$3,365,000).

Town of Concord, Massachusetts

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	255,515	241,952	273,155	293,423	274,173
Purchased Services	2,114	9,891	3,600	3,600	3,600
Supplies	636	1,206	1,950	1,950	1,950
Other Charges	2,165	5,591	3,780	4,580	4,580
Capital Outlay	0	78	0	0	0
<b>TOTAL</b>	<b>260,431</b>	<b>258,718</b>	<b>282,485</b>	<b>303,553</b>	<b>284,303</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	172,315	61.0%	176,269	62.0%	2.3%
Light Fund	28,249	10.0%	28,430	10.0%	0.6%
Water Fund	45,198	16.0%	45,488	16.0%	0.6%
Sewer Fund	11,299	4.0%	11,372	4.0%	0.6%
Solid Waste Disp. Fund	5,650	2.0%	5,686	2.0%	0.6%
Parking Meter Fund	11,299	4.0%	11,372	4.0%	0.6%
Town Trust Funds	8,475	3.0%	5,686	2.0%	-32.9%
<b>TOTAL</b>	<b>282,485</b>	<b>100.0%</b>	<b>284,303</b>	<b>100.0%</b>	<b>0.6%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Finance Director	MP-14	1	102,690	1	102,690
	Budget & Pur. Admin.	MP-5	1	62,886	1	62,000
	Budget Analyst	MP-2	1	47,908	1	47,968
	Sr. Admin. Assistant	ACL-7	<u>1</u>	<u>50,271</u>	<u>1</u>	<u>51,285</u>
	<b>SUB-TOTAL</b>		<b>4</b>	<b>263,755</b>	<b>4</b>	<b>263,943</b>
5120	Summer Intern			5,000		6,330
5130	Overtime			500		0
5157	Car Allowance			<u>3,900</u>		<u>3,900</u>
	<b>TOTAL</b>			<b>273,155</b>		<b>274,173</b>

**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 charges, 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 \$135 million through the Town Treasury in FY2005, 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 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, \$48,300, is for banking services and lockbox fees. Bank account access is crucial to 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 \$45,800, 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:

- 12,000 parking violations: collection;
- 6,000 subscriptions for curbside refuse and recycling: billing and collection;
- 18,500 motor vehicle excise bills: billing and collection;
- 26,800 property tax bills: billing and collection;
- 32,190 water bills: collection; and,
- 45,320 electric bills: collection.

In the important areas of cash management and tax collections the division has established the following record (FY2002-FY2005):

	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>
• <b>Treasurer (Cash Management)</b>				
General Fund Earnings (000's Omitted)	\$562	\$332	\$264	\$566
Annual Yield	3.17%	1.89%	1.29%	2.38%
• <b>Tax Collector</b>				
% of Current Year Property Tax Levy				
Remaining Unpaid at the First June 30	0.84%	0.85%	0.77%	0.71%

These uncollected percentages of less than 1% places Concord among the highest performers in the state. *This is the tenth 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**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	203,781	209,238	218,525	220,345	220,345
Purchased Services	112,460	103,221	123,325	119,375	119,375
Supplies	1,995	2,702	4,500	4,300	4,300
Other Charges	4,109	1,846	2,895	2,945	2,945
Capital Outlay	15,000	25,000	0	0	0
<b>TOTAL</b>	<u>337,345</u>	<u>342,007</u>	<u>349,245</u>	<u>346,965</u>	<u>346,965</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	210,101	60.2%	206,445	59.5%	-1.7%
Light Fund	39,735	11.4%	39,427	11.4%	-0.8%
Water Fund	39,881	11.4%	39,711	11.4%	-0.4%
Sewer Fund	9,971	2.9%	9,928	2.9%	-0.4%
Solid Waste Disposal Fund	20,573	5.9%	22,422	6.5%	9.0%
Parking Meter Fund	22,428	6.4%	22,422	6.5%	0.0%
Retirement System	4,371	1.3%	4,407	1.3%	0.8%
Town Trust Funds	2,185	0.6%	2,203	0.6%	0.8%
<b>TOTAL</b>	<u>349,245</u>	<u>100.0%</u>	<u>346,965</u>	<u>100.1%</u>	<u>-0.7%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Assistant Treas./Coll.	MP-8	1	68,640	1	68,738
	Collections Assistant	ACL-4	1	40,509	1	40,509
	Treasury Assistant	ACL-4	1	42,968	1	43,183
	Account Clerk	ACL-3	<u>2</u>	<u>66,408</u>	<u>2</u>	<u>67,915</u>
	<b>TOTAL</b>		<u>5</u>	<u>218,525</u>	<u>5</u>	<u>220,345</u>

### 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 requisitions for approval 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,
- billing operations relating to water, sewer and electrical services.

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

### Program Implementation

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 with a separate fee paid by the Retirement System.

The Town has successfully implemented GASB 34. This statement establishes new financial reporting requirements for state and local governments and requires the restructuring of information presented in the annual financial statements. This includes reporting of the Town's general fixed assets, the reporting of depreciation expense on these assets, and the identification and valuation of the Town's infrastructure.

On July 1, 2004 the Accounting Division implemented a new accounting software package from VADAR Systems, Inc. Individual divisions can process bills payable and create purchase orders. Moreover, department heads and division managers can run reports that show the current status of their appropriate accounts. Efforts continue to provide department heads and managers with the most reliable and accurate financial information available.

### Performance Information

The overall goal of the Town Accountant Division is to manage the Town's accounting records to conform to generally accepted accounting principles and to produce reports to comply with State laws and regulations.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	175,410	210,211	237,827	235,767	235,767
Purchased Services	17,102	4,165	6,250	4,750	4,750
Supplies	1,582	1,534	2,035	2,285	2,285
Other Charges	621	629	2,005	2,100	2,100
Capital Outlay	51,800	15,000	0	0	0
Audit	43,000	43,000	45,000	47,000	47,000
<b>TOTAL</b>	<b>289,515</b>	<b>274,539</b>	<b>293,117</b>	<b>291,902</b>	<b>291,902</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	113,873	38.8%	113,885	39.0%	0.0%
Light Fund	45,793	15.6%	43,533	14.9%	-4.9%
Water Fund	47,337	16.1%	46,056	15.8%	-2.7%
Sewer Fund	15,759	5.4%	15,609	5.3%	-1.0%
Solid Waste Disp. Fund	3,699	1.3%	3,930	1.3%	6.2%
Retirement System	66,656	22.7%	68,889	23.6%	3.4%
<b>TOTAL</b>	<b>293,117</b>	<b>100.0%</b>	<b>291,902</b>	<b>99.9%</b>	<b>-0.4%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Accountant	MP-10	1	63,419	1	63,479
	Asst. Town Accountant	MP-4	1	47,475	1	51,095
	Retirement Assistant	ACL-5	1	40,218	1	40,521
	Senior Account Clerk	ACL-4	1	40,509	1	40,509
	Utility Account Clerk	ACL-3	<u>1</u>	<u>34,461</u>	<u>1</u>	<u>35,163</u>
	<b>SUB-TOTAL</b>		<b>5</b>	<b>226,082</b>	<b>5</b>	<b>230,767</b>
5115	Clerk, Limited Status	Misc.	783 hrs.	11,745		0
5120	Intern			<u>0</u>		<u>5,000</u>
	<b>TOTAL</b>			<b>237,827</b>		<b>235,767</b>

**Program Description**

The Assessors Division is responsible for valuing all the Town's real and personal property. This responsibility 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 (DOR) certifies that the Town's values meet these standards.

The Triennial Revaluation was in FY2005. 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. FY2006 is an interim year based on a January 1, 2005, assessment date. The calendar year 2004 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 at the end of November 2005.

The five-member Board of Assessors, appointed by the Town Manager, is responsible for acting upon abatement applications for property overvaluation, as well as exemption applications for the elderly, low income, disabled veterans, the blind and Community Preservation Fund. Taxpayers may appeal the local board's decision regarding abatements to the State Appellate Tax Board.

For most of FY2004 and half of FY2005, the Town Appraiser position was vacant; the professional appraising duties were performed by 2 part-time consultants. In December 2004, a full-time Town Appraiser was hired. One of the consultants was retained on a limited basis to support the new Town Appraiser.

In addition, the Division is responsible for the issuance and adjustment of motor vehicle excise tax bills (approximately 16,500 excise tax bills are issued annually), based on data received via computer transfer from the state 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. For FY2007 under Purchased Services, \$100,000 is proposed for preparation for the next triennial revaluation (FY2008), as well as for the first phase of a town-wide full measure and list. Other costs include additional field inspection services (\$25,000), computer maintenance (\$5,500), telephone (\$1,900), postage (\$4,000), printing (\$2,800), and advertising (\$1,000). The increase under Other Charges is for training and education.

**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.

Fiscal Year	# Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted	# Filed	Pending		
FY1994	6,551	122	1.8%	83	6	0	6,530,434	104,069
FY1995	6,563	70	1.0%	32	4	0	1,341,340	29,514
FY1996*	6,634	167	3.0%	99	22	0	4,007,670	77,271
FY1997	6,620	74	1.0%	52	6	0	1,183,140	109,003
FY1998	6,602	53	0.8%	45	3	0	659,700	19,388
FY1999*	6,602	109	1.6%	76	11	0	9,005,714	110,996
FY2000	6,656	37	0.5%	15	4	0	1,019,311	12,333
FY2001	6,644	32	0.5%	17	3	0	2,604,496	32,660
FY2002*	6,520	528	8.1%	250	83	0	41,804,960	378,143
FY2003	6,511	329	5.0%	199	13	0	37,778,022	364,297
FY2004	6,508	106	1.6%	69	7	1	16,386,122	172,529
FY2005*	6,502	426	6.5%	214	33	11	34,312,002	336,258

\*Revaluation year

Note: Taxable parcels/accounts declined in FY2002 as a result of Town Meeting vote that eliminated taxation of any personal property account where the assessed valuation is less than or equal to \$10,000.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	69,898	101,086	186,288	184,487	184,485
Purchased Services	284,902	235,251	42,700	140,200	140,200
Supplies	1,003	2,522	2,600	2,900	2,900
Other Charges	1,830	2,807	5,800	7,850	7,850
<b>TOTAL</b>	<u>357,632</u>	<u>341,666</u>	<u>237,388</u>	<u>335,437</u>	<u>335,435</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	237,388	100.0%	335,435	100.0%	41.3%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Appraiser	MP-10	1	67,373	1	67,373
	Field Lister	ACL-5	1	41,222	1	38,805
	Administrative Assistant	ACL-5	1	42,537	1	42,936
	Department Clerk	ACL-3	<u>1</u>	<u>32,856</u>	<u>1</u>	<u>33,571</u>
	SUB-TOTAL		4	<u>183,988</u>	4	<u>182,685</u>
5130	Overtime			500		0
5157	Car Allowance			<u>1,800</u>		<u>1,800</u>
	TOTAL			<u>186,288</u>		<u>184,485</u>

### 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 (Accounts #3A and #3B).

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 Attorney General for approval; posting and tracking meeting notices; assisting Town departments and committees 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).

### 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.

Activity	CY 2005	CY 2004	CY 2003
Births Registered (Concord Residents)	1,216 (111)	1393 (149)	1,399 (126)
Deaths Registered (Concord Residents)	432 (170)	399 (129)	407 (135)
Marriage Licenses Registered (Concord Residents)	75 (30)	93 (43)	80 (37)
Marriage Intentions Filed (Concord Residents)	76 (30)	95 (44)	83 (37)
Certified Copies of Vital Records Issued	6,948	6,699	6,193
Fishing & Hunting Licenses & Stamps Issued	537	522	539
Dog Licenses Issued	1,835	1,839	1,890
Burial Permits Issued	421	386	389
Business Certificates Issued	164	125	162
Cemetery Deeds Prepared and Recorded	119	133	27
Public Meetings Posted	994	886	949
Raffle Permits Issued	16	15	16
Passport Applications Processed	369	583	595
Affidavits & Corrections Processed	23	51	38

The Town Clerk’s activities generated income of \$102,706 for the General Fund in 2005 (with gross receipts of \$110,729).

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	152,075	155,548	165,171	167,256	167,256
Purchased Services	1,265	2,898	2,450	1,350	1,350
Supplies	3,213	2,265	3,050	3,080	3,080
Other Charges	1,295	1,611	2,002	2,102	2,102
Capital Outlay	0	759	0	0	0
<b>TOTAL</b>	<u>157,848</u>	<u>163,081</u>	<u>172,673</u>	<u>173,788</u>	<u>173,788</u>

**FUNDING PLAN**

	FY05 Budget \$	% of Budget	FY06 Recomm. \$	% of Budget	% Change in Dollars
General Fund	172,673	100.0%	173,788	100.0%	0.6%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Clerk	MP-9	1	75,379	1	75,379
	Assistant Town Clerk	ACL-6	1	41,154	1	42,192
	Senior Department Clerk	ACL-4	<u>1</u>	<u>37,587</u>	<u>1</u>	<u>38,697</u>
	SUB-TOTAL		3	<u>154,120</u>	3	<u>156,268</u>
5115	Office Assistant	Misc.	522 hrs.	7,495	522 hrs.	7,488
5130	Overtime		100 hrs.	2,956	100 hrs.	2,900
	Special Election			<u>600</u>		<u>600</u>
	TOTAL			<u>165,171</u>		<u>167,256</u>

**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:

- **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.
- **Technology Fund:** 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 proposed FY2007 - 2011 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 budget allocation of \$105,000 is recommended for the Technology Fund (a 5% increase). As an example of the uses of this fund, during the current year \$40,000 is being expended to establish a disaster recovery system for the information network. Last year, an equivalent sum was expended to update, replace and upgrade the network switches - the fundamental backbone of the town-wide data transmission and communication system. 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 FY2007 are:

<p>Operations <b>\$72,500</b></p>	<p>Payroll system (ADP), including e-time - \$36,800 Software maintenance fees - \$24,700 for the various financial systems</p>
<p>Technology Fund <b>\$220,853</b></p>	<p>Staffing - \$84,603 (two positions, 1.50 FTE General Fund share) Internet access, consulting, and training - \$22,000 Hardware/software upgrades and replacements (Technology Fund) - \$105,000</p>

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
<b>OPERATIONS:</b>					
Purchased Services	46,595	43,548	64,200	70,000	70,000
Supplies	2,596	1,463	3,800	2,500	2,500
<b>PHOTOCOPIERS:</b>					
Purchased Services	5,752	4,301	10,000	5,000	5,000
Supplies	4,748	6,434	5,000	5,000	5,000
<b>TECHNOLOGY FUND:</b>					
Personal Services	66,775	79,316	84,603	84,603	84,603
Purchased Services	14,745	21,218	24,500	27,500	27,500
Supplies	118	5,066	2,750	2,750	2,750
Other Charges	0	0	1,000	1,000	1,000
Capital Outlay	94,933	101,661	100,000	105,000	105,000
<b>TOTAL</b>	<u>236,262</u>	<u>263,006</u>	<u>295,853</u>	<u>303,353</u>	<u>303,353</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	295,853	100.0%	303,353	100.0%	2.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Technology Admin.	MP-8	0.75	50,655	0.75	50,655
	Information Syst. Asst.	MP-2	<u>0.75</u>	<u>33,948</u>	<u>0.75</u>	<u>33,948</u>
	<b>TOTAL</b>		1.50	84,603	1.50	84,603

### 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 155<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 \$19,228 (\$143 - Gun House); natural gas at \$14,342, reflecting the cost of supplying the building's gas boiler system; telephone at \$500; and water and sewer at \$2,333 (\$150 - Gun House).

Other operating budget items include \$5,000 for building maintenance and HVAC maintenance, \$3,030 for elevator maintenance, and \$3,100 for custodial and building maintenance supplies. An amount of \$2,650 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 remain an important component of the building program so that the building can be 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 approximately 25 years old. With regular professional maintenance and inspection, that system also remains in good shape. Various building improvements are continuing at an incremental pace. Fire safety/emergency lighting upgrades were completed in FY2006, as was replastering and repainting of the Selectmen's Meeting Room. In addition, the rear roof was replaced and the rear dormer was resided. Interior and exterior painting is an ongoing project, as is the repair and improvement of the building's windows.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	51,426	42,155	46,384	43,018	43,018
Purchased Services	34,449	37,862	41,556	46,214	46,214
Supplies	6,140	6,669	6,900	6,800	6,800
Capital Outlay	13,001	14,470	10,000	10,000	10,000
<b>TOTAL</b>	<u>105,016</u>	<u>101,156</u>	<u>104,840</u>	<u>106,032</u>	<u>106,032</u>

**FUNDING PLAN**

	FY05 Recomm.\$	% of Budget	FY06 Recomm. \$	% of Budget	% Change in Dollars
General Fund	90,615	86.4%	91,628	86.4%	1.1%
Light Fund	4,742	4.5%	4,802	4.5%	1.3%
Water Fund	5,690	5.4%	5,762	5.4%	1.3%
Sewer Fund	2,845	2.7%	2,880	2.7%	1.2%
Solid Waste Disp. Fund	948	0.9%	960	0.9%	1.3%
<b>TOTAL</b>	<u>104,840</u>	<u>100.0%</u>	<u>106,032</u>	<u>99.9%</u>	<u>1.1%</u>

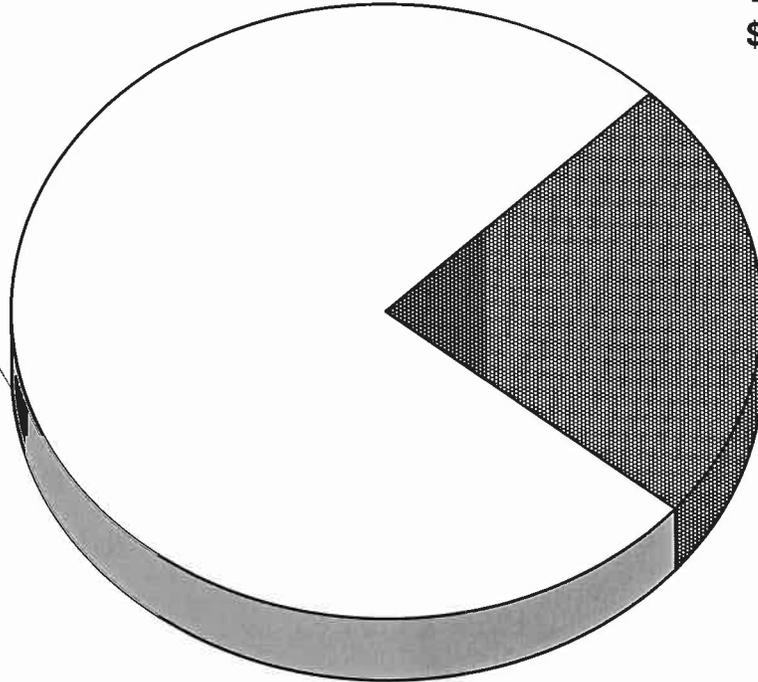
**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Cust.	LA-2	1	41,602	1	41,698
5130	Overtime		160 hrs.	4,782	44 hrs.	1,320
	<b>TOTAL</b>			<u>46,384</u>		<u>43,018</u>

FY2007 Public Safety Accounts as a Percent of Town & Joint Appropriations  
(26,986,347)

**Public Safety**  
**23.71%**  
**\$6,399,169**

**76.29%**  
**\$20,587,178**



**Proposed Change in Public Safety Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
12 Police Department	2.5%
13 Fire Department	0.7%
14 West Concord Fire Station	156.5%
15 Police/Fire Station	38.2%
16 Emergency Management	0.0%
17 Animal Control	2.0%

**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>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
12 Police Department	3,247,205	3,276,983	3,180,947	3,210,725
13 Fire Department	2,839,293	2,925,280	2,835,293	2,921,280
14 West Concord Fire Station	36,058	60,043	36,058	60,043
15 Police/Fire Station	184,858	181,645	184,858	181,645
16 Emergency Management	8,360	8,360	8,360	8,360
17 Animal Control	16,306	17,116	16,306	17,116
<b>TOTAL</b>	<b>6,332,080</b>	<b>6,469,427</b>	<b>6,261,822</b>	<b>6,399,169</b>

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	6,261,822	6,399,169	2.2%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Parking Meter Fund	66,258	66,258	0.0%
Government Grants & Aid	0	0	--
State Reimbursement	4,000	4,000	0.0%
Various Sources	0	0	--
<b>TOTAL</b>	<b>6,332,080</b>	<b>6,469,427</b>	<b>2.2%</b>

### 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 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 FY2007 proposed budget continues the current sworn staffing level of 35. The Parking Meter Fund will continue to support 1 full-time police officer, as well as administrative support for parking activities.

As compared to the FY2006 budget, the FY2007 recommended budget increases Purchase Services by \$6,957 and Supplies by \$23,969. For Purchase Services, the major items are vehicular maintenance (\$15,000, an increase of \$3,000) and staff training (\$12,000, and increase of \$2,000). The total for Supplies has risen primarily because of the expected cost of gasoline, which is budgeted for \$63,000 in FY2007 as opposed to \$45,000 in FY2006.

In addition, the Town's proposed FY2007 Capital Improvement Program allocates \$118,000 for the Police Department. This amount includes 108,000 for the replacement of four vehicles, and \$10,000 for public safety equipment replacement.

### 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 D.A.R.E. program is again being provided to all of Concord's fifth grade students. The Department also has collaborated with the Alliance for Teen Safety and worked with Concord Students to produce what we plan to be the first of many Cable TV productions.

Toward this objective, a Community Traffic Unit has been created to focus on specific traffic issues and problems. In keeping pace with an aggressive traffic safety program aimed to continue the reduction of accidents on our streets, the Police Department has issued 3,480 traffic citations on Concord roadways in 2005. A partial breakdown of the citation total is as follows: 1,298 for speeding; 62 for operating under the influence of alcohol; 355 for criminal motor vehicle summons. Overall the Police Department made 202 arrests in 2005. The Communications Center logged 19,713 incidents in 2005. We continued to notice a shift in the type of calls for service reflecting a decrease in crimes reported and an increase in calls requesting general services. However, it should be noted that during 2005 crimes reported and arrests made for criminal activity showed small increases in most areas; this is the first year in more than 5 years that we have shown overall increases and this increase reflects state and national trends.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	2,601,895	2,799,713	3,024,083	3,023,386	3,023,386
Purchased Services	49,583	41,752	31,056	38,013	38,013
Supplies	61,871	68,197	63,678	91,847	87,647
Other Charges	7,554	8,935	9,388	9,937	9,937
Equipment Expense	892	1,803	0	0	0
Capital Outlay	87,955	126,365	119,000	137,000	118,000
<b>TOTAL</b>	<b>2,809,751</b>	<b>3,046,765</b>	<b>3,247,205</b>	<b>3,300,183</b>	<b>3,276,983</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	3,180,947	98.0%	3,210,725	98.0%	0.9%
Parking Meter Fund	66,258	2.0%	66,258	2.0%	0.0%
<b>TOTAL</b>	<b>3,247,205</b>	<b>100.0%</b>	<b>3,276,983</b>	<b>100.0%</b>	<b>0.9%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Police Chief	MP-13	1	117,949	1	117,949
	Lieutenant	MP-9	2	188,221	2	188,221
	Sergeant	Union	6	451,145	6	451,145
	Inspector/Detective	Union	7	472,096	7	472,096
	Patrol Officer	Union	19	1,049,163	19	1,049,163
	<b>UNIFORMED SUB-TOTAL</b>		<b>35</b>	<b>2,278,574</b>	<b>35</b>	<b>2,278,574</b>
	Sr. Admin. Assistant	ACL-7	1	49,674	1	49,673
	Lead Dispatcher	Union	1	49,785	1	49,785
	P. S. Dispatcher	Union	6	263,127	6	263,127
	<b>UNIF. REGULAR COMP. SUB-TOTAL</b>		<b>43</b>	<b>2,641,160</b>	<b>43</b>	<b>2,641,159</b>
5114	Crossing Guards	Misc.	6	38,700	6	38,700
5130	Overtime - Uniformed		4,588 hrs.	203,154	4,578 hrs.	202,698
	Overtime - Dispatchers		1,000 hrs.	32,113	1,000 hrs.	32,000
	Traffic/Alcohol/Tobacco Compliance		482 hrs.	21,342	482 hrs.	21,295
	<b>OVERTIME SUB-TOTAL</b>		<b>6070 hrs.</b>	<b>256,609</b>	<b>6,070 hrs.</b>	<b>255,993</b>
5143	Holiday Pay - Uniformed			22,671		22,616
	Holiday Pay - Dispatchers			7,193		7,168
5194	Uniform Allowance			24,500		24,500
5197	Cleaning Allowance			33,250		33,250
	<b>GROSS SALARY BUDGET TOTAL</b>			<b>3,024,083</b>		<b>3,023,386</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 through the continuing education of Fire Department personnel;
- improving fire prevention by training personnel in how to conduct effective inspections and how to ensure compliance with all applicable laws, codes, and regulations;
- conducting public education programs on fire safety by giving presentations to schools and to local community groups and organizations;
- maintaining the apparatus and all department equipment in excellent operating condition; 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 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) 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.

The Department's operations include the following divisions: motor squad, training, public education, fire investigations, hazardous materials, communications, special operations, emergency medical services, fire prevention, and water rescue and recovery.

### Program Implementation

In the proposed FY2007 budget, 90% is for salary and related personnel expenses. In addition to salary expense, one of the larger line items is replacement overtime, which is needed to make sure the Fire Department is properly staffed at all times, and \$475,903 is requested for this item. An alternative to funding the replacement overtime would have been to fund four new firefighters to provide additional operational staffing, which would reduce overtime while increasing the hours our reserve ambulance could be staffed and respond to Concord emergencies. Funding for two additional firefighter positions was requested through a Federal Firefighter Safety Grant, and funding for the remaining two submitted in the FY2007 Budget Request. Neither request could be funded, leaving career staffing at static levels. The remaining 10% of the budget includes a reduction of 1% over FY2006 for purchased services, a 20% increase for supplies, reflecting the increased cost of gasoline and diesel fuel, and level funding for other charges.

In the FY2007-2011 Capital Improvement Program, the capital outlay for the Fire Department includes: \$15,000 for fire hose and fire suppression equipment replacement; \$50,000 for a mid cycle overhaul for Engine 5, a 1990 fire pumper; \$38,000 to purchase a four wheel drive vehicle for the Shift Commander; and \$31,000 for the second of a three-year program to upgrade the fire alarm receiving equipment. The FY2007 debt authorization request includes \$420,000 replacing Engine 8, a 1989 Fire Pumper, with a new rescue pumper. A request for \$200,000 for architectural design work on renovations to Fire Headquarters at 209 Walden Street was deferred to FY2008.

### Performance Information

The overall objectives of the Fire Department are to provide rapid and effective fire, rescue, and medical emergency services to Concord residents and visitors. Toward these objectives, the Department responded to 2,941 emergency calls (1,438 were medical related), 38 structure fires, 6 vehicle fires, and 27 outside fires. The Department conducted 546 inspections (which included state mandatory inspections), and conducted fire drills at schools, daycare facilities, and nursing homes. The Fire Department operates four pumpers (two are rescue pumpers), two brush pumpers, two ambulances, one ladder truck, and seven support vehicles. With the exception of one pumper and one ambulance, the average age of the equipment is twelve years.

**Town of Concord, Massachusetts**

<b>PUBLIC SAFETY: Fire Department</b>	<b>ITEM 13</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	2,339,634	2,471,629	2,624,348	2,721,954	2,629,570
Purchased Services	101,030	70,954	77,790	92,255	77,110
Supplies	71,188	69,020	62,975	81,835	75,420
Other Charges	6,440	7,145	9,180	10,270	9,180
Capital Outlay	119,416	124,790	65,000	210,500	134,000
<b>TOTAL</b>	<b>2,637,709</b>	<b>2,743,539</b>	<b>2,839,293</b>	<b>3,116,814</b>	<b>2,925,280</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	2,835,293	99.9%	2,921,280	99.9%	3.0%
State Reimbursement	4,000	0.1%	4,000	0.1%	0.0%
<b>TOTAL</b>	<b>2,839,293</b>	<b>100.0%</b>	<b>2,925,280</b>	<b>100.0%</b>	<b>3.0%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY05 Budget		FY06 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Fire Chief	MP-13	1	95,083	1	95,083
	Deputy Chief	MP-10	1	72,492	1	72,492
	Captain	Union	4	272,207	4	272,207
	Lieutenant	Union	4	242,648	4	242,648
	Firefighter	Union	<u>24</u>	<u>1,223,476</u>	<u>24</u>	<u>1,223,476</u>
	<b>UNIFORMED SUB-TOTAL</b>		<b>34</b>	<b>1,905,906</b>	<b>34</b>	<b>1,905,906</b>
	Sr. Admin. Assistant	ACL-7	1	49,798	1	49,798
5120	Call Firefighters	Misc.	8	7,700	8	7,700
5143	Holiday Pay			106,500		100,030
5191	Tuition Reimbursement			2,550		0
	<b>SUB-TOTAL</b>			<b>166,548</b>		<b>157,528</b>
5130	Replacement Overtime		12,351 hrs.	460,909	12,616 hrs.	475,903
	Overtime - Box Alarms		719 hrs.	25,782	736 hrs.	24,967
	Callbacks & Additional O/T		1,574 hrs.	56,759	1,574 hrs.	56,711
	Overtime for Fire Inspection		153 hrs.	7,013	153 hrs.	7,124
	<b>UNIFORMED OVERTIME TOTAL</b>		<b>14,797 hrs.</b>	<b>550,463</b>	<b>15,709 hrs.</b>	<b>564,705</b>
5130	Non-Union Overtime		40 hrs.	1,431	40 hrs.	1,431
	<b>GROSS SALARY BUDGET TOTAL</b>			<b>2,624,348</b>		<b>2,629,570</b>

**PUBLIC SAFETY: West Concord Fire Station****ITEM 14****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. The Building Committee consisted of Edward Sheehan, Edwin Brooks, and James Mara. William F. Kussin designed Station 2. Chief Richard S. Ryan oversaw the 1990-1991 renovation; the funding source was a Prison Grant. 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 19% increase over FY2006, and this increase is primarily a result of higher energy costs. The FY2007 funding plan includes the following: electricity (\$7,818), natural gas (\$12,978), water and sewer (\$1,715), and solid waste collection and disposal (\$131). Building maintenance (\$7,500) and custodial supplies (\$3,000) are funded at FY2006 levels.

The Recommended FY2007 Capital Outlay Budget totals \$27,000 for building improvements. An amount of \$8,000 is recommended to continue funding routine maintenance of the heating and air conditioning, interior painting, and provide as-needed repairs to mechanical and electrical systems. An additional \$10,000 is recommended to repair the cupola and dormer siding on the Station and \$4,000 is recommended to reclaim and repave the driveway and apparatus apron.

In addition to these building and land related items, the West Concord Fire Station has an emergency generator that relies upon an automatic transfer switch to sense when municipal power is interrupted. When power is interrupted, the switch is supposed to safely transfer the building electrical load to the emergency generator. This switch has failed numerous times, and as a result the electrical load has been transferred to the generator when the municipal power was available, creating power surges with the potential for damage to the Station's computers, radios, and fire alarm receiving equipment. It also poses a safety hazard, because firefighters have had to manually activate the transfer switch. An amount of \$5,000 is recommended in the Capital Outlay Budget to replace the switch.

On a more general level, Station 2 has served the residents of West Concord well for many years, but was designed to accommodate fire engines that were considerably smaller. Fire engines today are constructed to stringent safety standards and carry more water, hose, and equipment than in previous years. These new engines barely fit into Station 2. In addition, when the Station was built in 1932 and renovated in 1990, there were no provisions to accommodate computers, local networks, and integrated dispatch and radio systems – all of which are the result of fairly recent technological changes. Lastly, the mechanical and electrical systems of the station are showing their age. 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.

Town of Concord, Massachusetts

**PUBLIC SAFETY: West Concord Fire Station**

**ITEM 14**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	
Purchased Services	20,972	20,324	25,058	30,043	30,043
Supplies	2,539	7,482	3,000	3,000	3,000
Other Charges	0	0	0	0	0
Capital Outlay	8,367	53,991	8,000	27,000	27,000
<b>TOTAL</b>	<b>31,877</b>	<b>81,797</b>	<b>36,058</b>	<b>60,043</b>	<b>60,043</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	36,058	100.0%	60,043	100.0%	66.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	NONE					

**PUBLIC SAFETY: Police/Fire Station****ITEM 15****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.

A major building renovation project started in the summer of 2004 and was finished in the fall of 2005. This renovation involved the installation of an elevator that will allow 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. The anticipated increase in utility costs associated with the newly-renovated additional working space is reflected in the budget.

**Program Implementation**

The FY2007 budget recommendation includes continuing custodial staffing (\$18,309) of four hours per day. The most significant portion of the budget is associated with utility costs: electricity (\$35,580, an increase of \$10,816 from FY2006), natural gas (\$29,936, an increase of \$9,152 from FY2006), water and sewer (\$4,530, an increase of \$365 from FY2006), and solid waste collection, recycling, and disposal (\$3,140, a slight increase). An amount of \$7,600 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. A total of \$17,600 is recommended for hardware and software maintenance on the Public Safety computer system that was installed during the fall of 2004. The maintenance agreement provides for 24-hour support.

The Capital Outlay recommendation in the FY2007-2011 Capital Improvement Program provides \$10,000 for building improvements: \$5,000 to each of the Police and Fire Departments to accomplish various interior renovations and repairs.

**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.

**Town of Concord, Massachusetts**

**PUBLIC SAFETY: Police/Fire Station**

**ITEM 15**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	19,947	17,181	18,096	18,309	18,309
Purchased Services	95,838	102,085	117,862	145,736	145,736
Supplies	5,919	11,519	6,900	7,600	7,600
Other Charges	5,925	75	0	0	0
Equipment Expense	488	100	0	0	0
Capital Outlay	0	1,828	42,000	80,000	10,000
<b>TOTAL</b>	<b>128,117</b>	<b>132,788</b>	<b>184,858</b>	<b>251,645</b>	<b>181,645</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	184,858	100.0%	181,645	100.0%	-1.7%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Building Maint. Cust.	LA-2	0.5	18,096	0.5	18,309

**PUBLIC SAFETY: Emergency Management****ITEM 16****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 FY2007 budget totals \$8,360, and is funded at the same level as FY2006. Purchased Services are budgeted at \$7,860 in FY2007 and include \$6,000 for the communications equipment, including technical support for the Dialogic Telephone Notification System. The system allows public safety personnel to make emergency notification calls to Concord residents using either a pre-programmed phone lists or a list generated by a GIS-based mapping system that targets a specific area. An amount of \$200 is provided for supplies and \$300 for other charges and expenses.

Due to budget constraints, the requests for administrative support to the Director (\$2,520) and for shelter supplies (\$3,000) were not be funded in the FY2007 budget. Administrative support would assist the Director in making sure that the Towns Comprehensive Emergency Plan is accurate and up to date. This request would also have supported the Community Shelter Management Team by providing personnel to maintain the database and training records for the volunteers who staff the shelter.

In 2005, the Town received a grant from the Northeast Homeland Regional Security Council so that the Town could purchase 100 cots, 200 blankets, a mobile light tower, and a small portable generator. This grant provides the equipment to support the shelter, but not food and personal hygiene kits for the evacuees. The shelter supplies request of \$3,000 would have purchased meals ready-to-eat and the other basic supplies.

**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 utilizing MEMA regional headquarters training programs; and to continue developing the working relationship between CEMA and the Concord Neighborhood Network. 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 2005, 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. This exercise tested our ability to provide support to Hanscom personnel in suppressing an aircraft crash fire and providing medical treatment to injured persons. Staff also met with state, regional, and local agencies to review, coordinate, and update disaster plans and mutual aid agreements.

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

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	2,520	0
Purchased Services	8,734	5,141	7,860	9,510	7,860
Supplies	200	900	200	3,000	200
Other Charges	0	456	300	735	300
Capital Outlay	0	1,000	0	12,500	0
<b>TOTAL</b>	<u>8,934</u>	<u>7,497</u>	<u>8,360</u>	<u>28,265</u>	<u>8,360</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	8,360	100.0%	8,360	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	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 animal (primarily dog) control services in an efficient and effective manner. Calls/complaints received and dogs picked up in 2005 have decreased slightly from 2004, and are at a much lower level than 2002. This trend is a result of the diligence of the Dog Officer's staff in dealing with repeat offenders, and the continued campaign by the Town Clerk's office to reduce the number of unlicensed dogs in Concord.

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Calls Received	346	304	336	328
Dogs Picked Up	41	19	33	29
Dog Bites Reported	17	6	11	14

**Town of Concord, Massachusetts**

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0	0	0	0	0
Purchased Services	15,808	15,970	16,306	17,116	17,116
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<u>15,808</u>	<u>15,970</u>	<u>16,306</u>	<u>17,116</u>	<u>17,116</u>

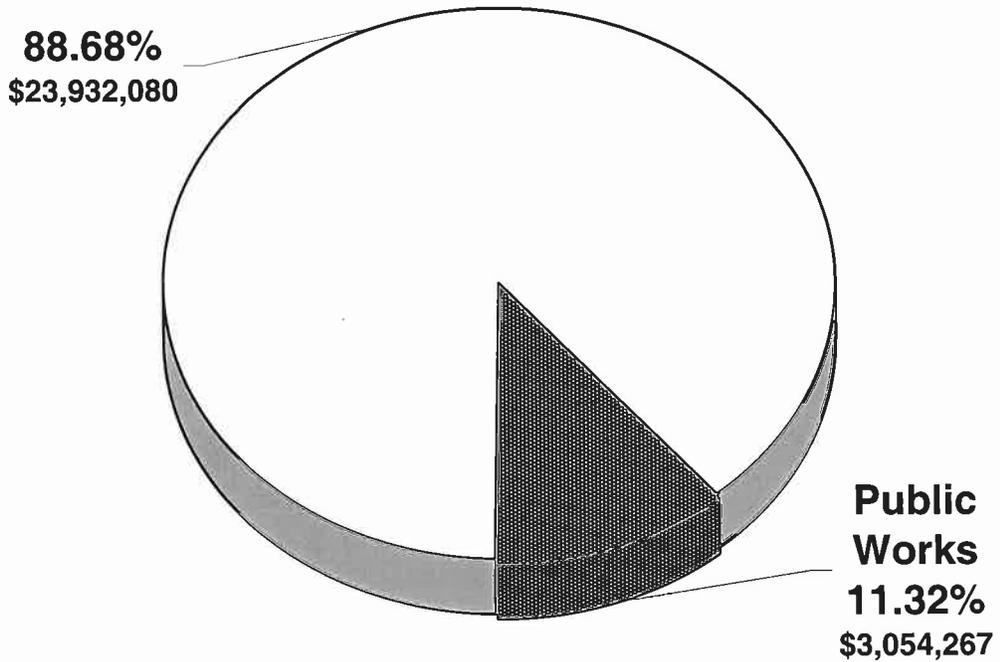
**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	16,306	100.0%	17,116	100.0%	5.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

FY2007 Public Works Accounts as a  
Percent of Town & Joint  
Appropriations (\$26,986,347)



**Proposed Change in Public Works Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
18 Administration	-1.5%
19 Engineering	53.9%
20 Highway Maintenance	2.5%
21 Snow Removal	0.0%
22 Parks & Trees	3.2%
23 Cemetery	2.0%
24 Street Lighting	-10.3%
25 Equipment	8.3%
26 Drainage	75.0%
27 Sidewalk Management	62.5%
28 133/135 Keyes Road	0.3%

**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>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
18 Administration	265,542	253,369	139,409	133,019
19 Engineering	530,526	524,856	301,625	290,850
20 Highway Maintenance	994,075	1,000,247	975,947	983,337
21 Snow & Ice Removal	405,000	430,000	405,000	430,000
22 Parks & Trees	503,125	505,049	470,125	472,049
23 Cemetery	209,075	203,818	55,870	57,336
24 Street Lighting	64,875	66,800	64,780	66,700
25 DPW Equipment	249,000	258,000	249,000	258,000
26 Drainage Program	140,000	155,000	140,000	155,000
27 Sidewalk Management	80,000	90,000	80,000	90,000
28 133/135 Keyes Road	129,391	184,551	72,607	117,976
<b>TOTAL</b>	3,570,609	3,671,690	2,954,363	3,054,267

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	2,954,363	3,054,267	3.4%
Light Fund	5,697	5,698	0.0%
Water Fund	176,828	180,030	1.8%
Sewer Fund	53,852	54,188	0.6%
Solid Waste Disposal Fund	42,569	42,125	-1.0%
Recreation Fund	15,000	15,000	0.0%
Cemetery Fund	153,205	146,482	-4.4%
Capital Projects - Non-Enterprise	133,000	133,000	0.0%
Town Trust Funds	95	100	5.3%
School Department	15,000	15,000	0.0%
Government Grants & Aid	0	2,400	--
Road Repairs Funds	21,000	23,400	11.4%
<b>TOTAL</b>	3,570,609	3,671,690	2.8%

**Program Description**

The activities of this program include those of the Director and his immediate staff in support of 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 are 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's Administration offices are located on the first floor of Concord Public Works, 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 program involves the management of approximately \$2.5 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.

The Administration budget is approximately 5% less than last year's budget reflecting a reorganization of administrative support staff and a reduction in the department's telephone expenses resulting from system revisions.

**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**

**PUBLIC WORKS: Administration**

**ITEM 18**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	219,200	216,061	228,932	220,929	220,929
Purchased Services	20,768	15,840	27,230	23,990	23,990
Supplies	3,484	3,146	5,200	3,900	3,900
Other Charges	1,911	0	1,500	1,500	1,500
Equipment Expense	1,007	2,681	2,680	3,050	3,050
Capital Outlay	13,742	14,827	0	0	0
<b>TOTAL</b>	<b>260,112</b>	<b>252,555</b>	<b>265,542</b>	<b>253,369</b>	<b>253,369</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	139,409	52.5%	133,019	52.5%	-4.6%
Water Fund	66,386	25.0%	63,342	25.0%	-4.6%
Sewer Fund	26,554	10.0%	25,337	10.0%	-4.6%
Solid Waste Disp. Fund	33,193	12.5%	31,671	12.5%	-4.6%
<b>TOTAL</b>	<b>265,542</b>	<b>100.0%</b>	<b>253,369</b>	<b>100.0%</b>	<b>-4.6%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	P.W. Director	MP-13	1	97,916	1	97,933
	Management Analyst	MP-5	1	64,874	1	64,874
	Administrative Assistant	ACL-5	<u>1</u>	<u>39,881</u>	<u>0</u>	<u>0</u>
	<b>SUB-TOTAL</b>		<b>3</b>	<b>202,671</b>	<b>2</b>	<b>162,807</b>
5112	Administrative Assistant	ACL-5	0	0	0.85	34,262
	Administrative Aide	ACL-4	<u>0.625</u>	<u>24,542</u>	<u>0.625</u>	<u>23,860</u>
	<b>SUB-TOTAL</b>		<b>3.625</b>	<b>227,213</b>	<b>3.475</b>	<b>220,929</b>
5130	Overtime		60 hrs.	<u>1,719</u>	0	<u>0</u>
	<b>TOTAL</b>			<b>228,932</b>		<b>220,929</b>

### Program Description

The Engineering Division is responsible for planning, engineering, and construction administration of much of the Town's infrastructure including its extensive road, sidewalk, and drainage systems along with the Town's Geographic Information System (GIS). Engineering staff also assists Concord's utilities and planning and land management programs.

### Program Implementation

The Engineering Program is led by the Town Engineer, supported by three staff Engineers, an Engineering Aide, an Administrative Assistant, and the Town's GIS Program Coordinator. For FY2007, funding for a GIS intern is recommended. The General Fund provides approximately 63 percent of the Program budget (exclusive of Capital Outlay), with the remainder supplied by the three Town utilities and individual capital accounts. In terms of Capital Outlay, \$60,000 is recommended for GIS Mapping.

### 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 FY2006 are listed below.

- Implementation of the 2005 Roads and Sidewalk Program.
- Implementation of the Stormwater/Drainage Management Plan including drainage improvements at Williams Road, Hayward Mill Road and at Walden Street at Walden Pond.
- Receipt of approval by the "Footprints Roads Committee" for the Main Street (Route 62) project.
- Receipt of the Structures Assessment Report for the Mill Brook Dam Culvert rehabilitation.
- Completion of GIS Phase 1 Upgrades and scanning of plan-file documents into digital-format.
- Commencement of Phase 2 Upgrades – "Needs Assessment and Application Development".
- Receipt of the Assessment Report for the Warner's Pond Dam rehabilitation.
- Continued engineering support for Phase I of the Comprehensive Wastewater Management Plan.
- Continued coordination and advocacy with MassHighway regarding bridge improvements to Heath's Bridge (Sudbury Road), Flint's Bridge (Monument Street) and Pine Street Bridge.
- Continued landfill gas monitoring and quarterly reporting to DEP.
- Completion of engineering and construction of Thoreau's Birthplace driveway/parking project.
- Facilitation of the process to comply with the Federal Rail Administration Final Horn Rule train horn silencing continuance extension.

Major projects anticipated for FY2007 are listed below.

- Implementation of the 2006 Roads and Sidewalk Program.
- Continued implementation of the Stormwater & Drainage Management Plan – Cambridge Turnpike.
- Continued participation and coordination with the Route 2 CAC Committee & Mass Highway concerning several projects: Crosby's Corner, Route 2 - Median Barrier and Route 2 - Rotary.
- Design/engineering of the Main Street (Route 62) Footprint Roads project.
- Coordination of design/engineering services for Mill Brook Dam Culvert Dam and Warner's Pond Dam.
- Continued project coordination with CPW's Phase I "Wastewater Master Plan" Project.
- Continued coordination and advocacy with Mass Highway regarding Heath's Bridge, Flint's Bridge and Pine Street Bridge.
- Continued landfill gas monitoring and quarterly reporting to Department of Environmental Protection.
- Implementation of GIS Program Phase 2 Upgrades and commencement of GIS Phase 3 Upgrades.
- Linking of all scanned digital-format documents with our database.
- Continued engineering support for the Phase I - Comprehensive Wastewater Master Plan.
- Coordination of supplemental safety measures to comply with the FRA Horn Rule.

Town of Concord, Massachusetts

**PUBLIC WORKS: Engineering**

**ITEM 19**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	324,833	372,890	404,551	411,266	411,266
Purchased Services	42,758	29,320	14,685	12,180	12,180
Purchased Services (GIS)	0	20,968	24,000	24,000	24,000
Supplies	5,577	9,287	8,670	11,470	11,470
Other Charges	2,917	3,113	5,120	4,940	4,940
Equipment Expense	0	459	1,000	1,000	1,000
Capital Outlay	30,000	795	72,500	60,000	60,000
<b>TOTAL</b>	<b>406,085</b>	<b>436,832</b>	<b>530,526</b>	<b>524,856</b>	<b>524,856</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	301,625	56.9%	290,850	55.4%	-3.6%
Light Fund	2,697	0.5%	2,698	0.5%	0.0%
Water Fund	54,963	10.4%	55,206	10.5%	0.4%
Sewer Fund	13,741	2.6%	13,802	2.6%	0.4%
Solid Waste Disp. Fund	3,500	0.7%	3,500	0.7%	0.0%
Capital Projects	133,000	25.1%	133,000	25.3%	0.0%
Grant Funds	0	0.0%	2,400	0.5%	--
Road Repairs Funds	21,000	4.0%	23,400	4.5%	11.4%
<b>TOTAL</b>	<b>530,526</b>	<b>100.0%</b>	<b>524,856</b>	<b>100.0%</b>	<b>-1.1%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Town Engineer	MP-11	1	80,719	1	80,719
	P.W. Engineer	MP-8	2	125,439	2	126,929
	Asst. P.W. Engineer	MP-5	1	57,491	1	57,604
	GIS Program Coord.	MP-5	1	53,935	1	53,954
	Engineering Aide	MP-1	1	49,524	1	49,655
	Administrative Asst.	ACL-5	1	37,443	1	37,605
	<b>SUB-TOTAL</b>		<b>7</b>	<b>404,551</b>	<b>7</b>	<b>406,466</b>
5120	GIS Intern				480 hrs.	4,800
	<b>TOTAL</b>				@ \$10/hr.	<b>411,266</b>

**Program Description**

The Highway Maintenance Program includes the maintenance of 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 Item 21 – Snow and Ice Removal. Capital improvements to the Town's public way infrastructure are primarily funded in separate budget accounts, including Item 26 – Drainage Improvements, Item 27 – Sidewalk Management, and Item 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 FY2007, an amount of \$51,300 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 this is nearly \$20,000 less than budgeted in FY2005. For the same reason the budget for infrared patching has been reduced to \$8,500 from \$13,600 in FY2006. Due to the energy price situation, the budget for fuel has been increased by \$12,000.

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. 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 disposing of collected material. Highway crews will continue to clean basins that require more frequent cleaning.

The budget includes \$52,670 for equipment and vehicular supplies, \$26,265 for bituminous concrete material for road and sidewalk repairs, \$18,140 for drainage repair materials, \$17,000 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. Overall, the budget for supplies increased about \$30,000 (including fuel).

FY2007 Capital Outlay requests include \$20,000 for guardrail replacements, \$20,000 for traffic control devices, and \$7,500 for small equipment replacement. Due to budget constraints, the recommended amounts are \$16,000 for traffic control devices and \$5,000 for equipment replacement. Guardrail replacements have been deferred to subsequent years.

**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 (Item 26), Sidewalk Management (Item 27), and Road Improvements Program (Item 43).

Town of Concord, Massachusetts

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	648,224	620,041	681,564	680,902	680,902
Purchased Services	88,154	131,523	119,048	115,155	115,155
Supplies	159,073	193,443	148,013	182,740	178,740
Other Charges	5,660	0	0	0	0
Equipment Expense	1,980	4,133	4,450	4,450	4,450
Capital Outlay	21,901	16,407	41,000	47,500	21,000
<b>TOTAL</b>	<b>924,992</b>	<b>965,548</b>	<b>994,075</b>	<b>1,030,747</b>	<b>1,000,247</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	975,947	98.2%	983,337	98.3%	0.8%
Water Fund	13,702	1.4%	12,728	1.3%	-7.1%
Sewer Fund	3,426	0.3%	3,182	0.3%	-7.1%
Solid Waste Disposal Fund	1,000	0.1%	1,000	0.1%	0.0%
<b>TOTAL</b>	<b>994,075</b>	<b>100.0%</b>	<b>1,000,247</b>	<b>100.0%</b>	<b>0.6%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Hwy. & Grnds. Super.	MP-9	1	67,279	1	68,250
	Administrative Assistant	ACL-5	1	42,058	1	42,450
	Fleet Supervisor	LA-7	1	56,795	1	60,808
	P. W. Supervisor	LA-7	1	59,702	1	50,856
	Crew Leader	LA-5	2	101,567	2	101,567
	Mechanic	LA-4	1	44,603	1	42,204
	Equipment Operator	LA-3	6	240,323	6	244,354
	Laborer/Truck Driver	LA-1	<u>1</u>	<u>31,529</u>	<u>1</u>	<u>33,105</u>
	<b>SUB-TOTAL</b>		<b>14</b>	<b>643,856</b>	<b>14</b>	<b>643,594</b>
Less:	Charges to Snow Removal		2,300 hrs.	<u>-48,691</u>	2,300 hrs.	<u>-48,917</u>
	<b>SUB-TOTAL</b>			<b>595,165</b>		<b>594,678</b>
5120	Temporary/Seasonal	Misc.	960 hrs. @ \$10.00	9,600	960 hrs. @ \$10.00	9,600
5130	Overtime - Highway Staff		1,800 hrs.	57,599	1800	57,424
5131	Overtime - Police Detail		600 hrs.	19,200	600 hrs.	19,200
	<b>TOTAL</b>			<b>681,564</b>		<b>680,902</b>

**PUBLIC WORKS: Snow & Ice Removal**

**ITEM 21**

**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 FY2007 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 the 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. Two of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed.
- **Salt/Sanding:** Concord Public Works follows a restricted salt policy to keep town roads as safe as possible without the overuse of chemicals. This is done by a) using straight salt only on Concord's main roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to sanding trucks for more efficient salt use; d) treating road salt in colder temperatures with liquid calcium chloride (15% strength) so that salt works more efficiently and fewer applications are needed; and e) using pavement temperature monitoring equipment and real time weather information to optimize treatments. There are ten sander routes—eight Town and two manned by private contractors. In addition, two sidewalk vehicles are equipped for the sanding of sidewalks. The proposed budget includes 3,000 tons of salt; 3,000 tons of sand, and 5,000 gallons of calcium chloride.
- **Snow Removal:** Snow is removed from Concord's three business areas and hauled to the Town's Composting Site and next to MCI at a cost of about \$12-\$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 \$95,600. Also budgeted are specialized equipment and materials such as plow frames, plow blades, and tire chains. The recommendation budget is short of the 10-year average of the actual annual expenditure level with no adjustment for inflation. On this basis, an appropriation level of \$503,555 is requested for FY2007. However, due to budget constraints, an amount of \$430,000 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>2001-02</u>	<u>Actual</u> <u>2002-03</u>	<u>Actual</u> <u>2003-04</u>	<u>Actual</u> <u>2004-05</u>	<u>Budget</u> <u>2005-06</u>	<u>Projected</u> <u>2006-07</u>
Regular & OT Hours	4,050 hrs	10,532 hrs	6,534 hrs	13,995 hrs	6,950 hrs	6,950 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**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	166,684	334,121	171,805	175,440	175,440
Purchased Services	125,936	260,468	73,000	106,975	106,975
Supplies	170,322	227,532	160,000	220,940	147,585
Other Charges	0	0	195	200	0
Capital Outlay	0	611	0	0	0
Federal/State Reimbursements	0	-78,795			
<b>TOTAL</b>	<b>462,942</b>	<b>743,937</b>	<b>405,000</b>	<b>503,555</b>	<b>430,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	405,000	100.0%	430,000	100.0%	6.2%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Highway Staff	MP/LA	2,300 hrs.	48,691	2,300 hrs.	48,917
	Park & Tree Staff	LA	850 hrs.	17,986	850 hrs.	18,776
	Cemetery Staff	LA	450 hrs.	8,622	450 hrs.	9,021
	Water/Sewer	LA	850 hrs.	17,000	850 hrs.	17,570
	<b>SUB-TOTAL</b>		<b>4,450 hrs.</b>	<b>92,299</b>	<b>4,450 hrs.</b>	<b>94,284</b>
5130	Highway	LA	1,300 hrs.	41,288	1,300 hrs.	41,473
	Park & Tree	LA	500 hrs.	15,870	500 hrs.	16,567
	Cemetery	LA	200 hrs.	5,748	200 hrs.	6,014
	Water/Sewer	LA	500 hrs.	15,000	500 hrs.	15,503
	<b>SUB-TOTAL</b>		<b>2,500 hrs.</b>	<b>77,906</b>	<b>2,500 hrs.</b>	<b>79,557</b>
5131	Overtime - Police	Union	40 hrs.	1,600	40 hrs.	1,600
	<b>TOTAL</b>			<b>171,805</b>		<b>175,440</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, and maintaining irrigation systems; non-chemical-controlling of weeds and insects (as necessary); removing litter and leaves; leveling, grading, and marking fields; repairing damaged and vandalized fences; caring for shrubs and trees; and supporting civic activities, including Patriot's Day, Picnic in the Park, and the West Concord Family Festival. Staff coordinates field maintenance work with the Town's Recreation Director.
- **Trees:** Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm and vandalism damage, and removing trees and stumps, as well as caring for and watering newly planted trees, shrubs, and flowers. In addition, debris is cleared after storms. Other than for emergencies, public shade trees are removed only after a publicly advertised public hearing with the Town Tree Warden. 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 allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY2007 budget also includes two seasonal 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 total for supplies has increase from \$70,832 in FY2006 to \$80,110 in FY2007 primarily because of the rise in fuel costs: the budget for gasoline increased by \$4,401 to \$9,120 and diesel by \$3,419 to \$5,825.

The FY2007 Parks and Trees Capital Outlay request includes \$20,000 for the replacement of public shade trees and \$7,500 for small equipment. Due to budget constraints, these amounts have been reduced to \$18,000 and \$5,000 respectively.

### 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, and athletic fields, municipal grounds, and Concord's streetscape of traffic islands and public shade trees.

#### Specific major objectives accomplished for 2005 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.
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Mowing most of the 35 acres at the restored former landfill.
- Planting 83 public shade trees and 12 park trees (including 11 in Town cemeteries and 1 at War Memorial Park).
- Removing 22 public shade trees.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	324,106	372,963	376,920	378,429	378,429
Purchased Services	36,367	13,791	20,523	21,610	21,610
Supplies	60,098	62,090	70,832	80,110	80,110
Equipment Expense	4,022	0	0	0	0
Other Charges	3,144	2,126	1,850	1,900	1,900
Capital Outlay	40,008	24,010	33,000	27,500	23,000
<b>TOTAL</b>	<b>467,745</b>	<b>474,980</b>	<b>503,125</b>	<b>509,549</b>	<b>505,049</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	470,125	93.4%	472,049	93.5%	0.4%
Light Fund	3,000	0.6%	3,000	0.6%	0.0%
Recreation Fund	15,000	3.0%	15,000	3.0%	0.0%
School Department	15,000	3.0%	15,000	3.0%	0.0%
<b>TOTAL</b>	<b>503,125</b>	<b>100.0%</b>	<b>505,049</b>	<b>100.1%</b>	<b>0.4%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Public Works Superv.	LA-7	1	62,862	1	62,904
	Sr. Grounds Spec.	LA-4	1	46,327	1	46,327
	Park & Tree Specialists	LA-3	<u>5</u>	<u>212,866</u>	<u>5</u>	<u>213,634</u>
	<b>SUB-TOTAL</b>		<b>7</b>	<b>322,055</b>	<b>7</b>	<b>322,865</b>
Less:	Charges to Snow Removal		850 hrs.	<u>-17,986</u>	850 hrs.	<u>-18,776</u>
	<b>SUB-TOTAL</b>			<b>304,069</b>		<b>304,089</b>
5120	Summer Crew	Misc.	1,440 hrs. @ \$9.00	12,960	1,440 hrs. @ \$10/hr.	14,400
	Seasonal Help - Spring-Fall		2,500 hrs. @ \$15.00	37,500	2,500 hrs. @ \$15/hr.	37,500
5130	Overtime		600 hrs.	19,831	600 hrs.	19,881
5131	Overtime - Police		80 hrs.	<u>2,560</u>	80 hrs.	<u>2,560</u>
	<b>TOTAL</b>			<b>376,920</b>		<b>378,429</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; mowing and caring for turf and trees, walls, walks and roadways; readying grounds for Memorial and Veterans Days events; arranging for interments; preserving and protecting grave markers including the Melvin Memorial; and assisting the general public and visitors. Due to their history and special character, Concord’s cemeteries attract many tourists as well as residents.

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 for the Cemetery is provided by the Cemetery Fund (65% of operating cost and 100% of capital outlay), and the Town’s General Fund (35% of operating costs). 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 FY2007 budget plan includes the cost of maintaining cemetery grounds, preserving grave markers, and providing services during interments.

Approximately 82% of the FY2007 operating budget (excluding Capital Outlay) is for personnel. The FY2007 Capital Outlay budget funded from Cemetery revenues includes: (1) \$10,000 for continuation of the Gravemarker Restoration Project based on the comprehensive 1999 monument preservation plan (FY2007 will be the second year at the Old Hill Burying Ground); and, (2) \$30,000 for Cemetery Master Plan improvements including signage enhancements; tree work; road, wall, walk and culvert repairs; and access and handicap accessibility improvements. The cost of preservation and protection of the Melvin Memorial are 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</u> <u>FY2004</u>	<u>Actual</u> <u>FY2005</u>	<u>Plan</u> <u>FY2006</u>	<u>Projected</u> <u>FY2007</u>
Cemetery Fund Revenues:				
Interment Fees	\$45,369	\$47,439	\$54,100	\$56,600
Interest on Perpetual Care	33,662	36,600	37,800	42,800
Lot Sales	<u>26,278</u>	<u>188,899</u>	<u>30,400</u>	<u>30,400</u>
<b>TOTALS</b>	<b>\$105,309</b>	<b>\$272,938</b>	<b>\$122,300</b>	<b>\$129,800</b>
Cemetery Fund Balance as of June 30:	\$149,596	\$299,628	\$288,723	\$252,041

**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**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	120,111	122,597	137,896	134,588	134,588
Purchased Services	10,057	9,119	10,521	11,200	11,200
Supplies	13,434	9,676	10,333	12,680	12,680
Other Charges	271	570	325	5,350	5,350
Capital Outlay	26,033	23,888	50,000	40,000	40,000
<b>TOTAL</b>	<u>169,906</u>	<u>165,850</u>	<u>209,075</u>	<u>203,818</u>	<u>203,818</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	55,870	26.7%	57,336	28.1%	2.6%
Cemetery Fund	153,205	73.3%	146,482	71.9%	-4.4%
<b>TOTAL</b>	<u>209,075</u>	<u>100.0%</u>	<u>203,818</u>	<u>100.0%</u>	<u>-2.5%</u>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Cemetery Supervisor	LA-6	1	54,834	1	54,834
	Cemetery Specialist	LA-3	1	38,037	1	38,066
	Laborer/Truck Driver	LA-1	<u>1</u>	<u>31,463</u>	<u>1</u>	<u>32,667</u>
	<b>SUB-TOTAL</b>		<b>3</b>	<b>124,334</b>	<b>3</b>	<b>125,567</b>
Less:	Charges to Snow Removal		300 hrs.	-8,622	400 hrs.	-9,021
	<b>SUB-TOTAL</b>			<b>115,712</b>		<b>116,547</b>
5120	Summer Crew	Misc.	480 hrs. @ \$9.00	4,320		
5130	Overtime		600 hrs.	17,864		18,041
	<b>TOTAL</b>			<b>137,896</b>		<b>134,588</b>

**PUBLIC WORKS: Street Lighting**

**ITEM 24**

**Program Description**

The proposed program provides for the operation and maintenance of approximately 1,440 streetlights in service utilizing approximately 753,000 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 that 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. Additional fixtures may have to be removed in FY2007 to meet budget targets while still maintaining safe and appropriate illumination levels.

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 8.65 cents per kWh for the period July-December and 9.22 cents per kWh for the period January-June. With an additional 2% surcharge for undergrounding, the street light rate will be 8.82 cents per kWh for the period July-December and 9.40 cents per kWh for the period January-June. While these rates continue to reflect the lower cost of purchased power from Light Plant's supplier, Constellation Power Resources, much of the increase results from transmission-related power costs and other non-power expenses. Streetlight charges for FY2007 are estimated as follows:

July-December 2006	354,025 kWh	(47%)	@ \$0.08823*	=	\$31,236
January-June 2007	<u>399,225 kWh</u>	(53%)	@ \$0.09404*	=	<u>\$37,545</u>
Total	753,250 kWh				\$68,781
					\$68,800 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						Budgeted	Projected
	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>
KWh (000)	930	909	903	793	771	759	753
Cents/kWh	11.0	9.7	9.6	8.8	8.6	8.6	9.1

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	0	0	0	0	0
Purchased Services	70,235	66,367	64,875	68,800	66,800
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	70,235	66,367	64,875	68,800	66,800

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	64,780	99.9%	66,700	99.9%	3.0%
Town Trust Fund	95	0.1%	100	0.1%	5.3%
<b>TOTAL</b>	64,875	100.0%	66,800	100.0%	3.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
NONE						

**PUBLIC WORKS: Equipment****ITEM 25****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 the Water and Sewer Programs is purchased with money from the Water and Sewer Enterprise Funds.)

**Program Implementation**

In accordance with the FY2007-FY2011 Capital Improvement Program, the FY2007 budget request for equipment acquisition is \$258,000. 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, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 23 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (three multi-use), two turf tractors, and five trailers.

The FY2007 Equipment Replacement Plan includes the following:

- Trackless Vehicle with Plow and Snowblower (\$94,000). Replaces 1981 tracked Bombardier that has reached the end of its useful life. In addition to being \$10,000 less expensive than a new Bombardier, this is a multi-use trackless vehicle that can be used during the entire year.
- Skid VacAll and Rack System (\$109,000). This equipment will replace the 1986 VacAll/Jetter for the cleaning of town storm drains, basins, culverts and outfalls. The new equipment will provide greater flexibility, as it does not require the purchase of an additional truck and chassis.
- Leaf Vacuum (\$15,000). This equipment will replace this existing VacAll and will primarily be used in Town cemeteries. Leaf collection is labor-intensive and time-consuming effort that requires the appropriate equipment. This equipment will work in concert with the rack system, which allows for multiple uses by all divisions. Its smaller size will help in tighter areas of work.
- 2-Ton Dump Truck (\$40,000). Replaces seven-year-old 1 ton dump truck with high mileage and extensive maintenance problems including a broken frame. The larger size will better match summer loading and winter plowing requirements.

**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**

		FY04	FY05	FY06	FY07	
					Expend.	Expend.
G51	1998 1-ton/2-ton Dump				40,000	40,000
G66	1981 Bombardier				94,000	94,000
H26						
H26A	1986 Jetter, 1987 VacAll				109,000	109,000
H70						
	Leaf Vacuum				15,000	15,000
	Mun./Parks Tractor	103,488				
	Parks & Trees Encumb.	(15,000)				
	Highway Encumbrance	(36,200)				
	Other Accounts	(2,335)				
H2	1994 Spt Ut, HW Supt	17,500				
	Trade-in	(800)				
H15	1994 Rack Body P-up	23,844				
	Trade-in	(1,500)				
H20	1992 5-ton Dump	62,655				
	Trade-in	(3,500)				
G50	1992 1/2-ton Pick-up	22,698				
	Trade-in	(1,500)				
G59	1996 Stump Grinder	20,900				
	Trade-in	(850)				
--	Leaf Loader	10,600				
H21	1993 5-ton Dump		69,094			
	Trade-in		(3,500)			
H31	1991 10-ton Dump w/Multi-bed System		118,511			
	Trade-in		(5,500)			
H13	1997 1-ton Dump		38,958			
	Trade-in		(5,800)			
--	Cold Planer Attachment for H74 Tract.		18,237			
H10	1997 1/2-ton Pick-up			28,000		
H19	1996 3/4-ton Traffic Sign Pick-up			33,000		
H45	1996 Elgin Sweeper			98,000		
H35	1993 10-ton Dump			90,000		
	<b>TOTAL</b>	<b>200,000</b>	<b>230,000</b>	<b>249,000</b>	<b>258,000</b>	<b>258,000</b>

**FUNDING PLAN**

	FY06	% of	FY07	% of	% Change
	Budget \$	Budget	Recomm. \$	Budget	in Dollars
General Fund	249,000	100.0%	258,000	100.0%	3.6%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
NONE						

### Program Description

This program funds the rehabilitation, replacement, addition, and major repairs of the Town's storm-water/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 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 \$140,000 was appropriated in 2006 to begin a multi-year effort to improve the condition of the Town's stormwater system. This increase amount was reflection of both a backlog of deferred repair and need for replacement of several larger culverts. There are approximately 17 such culverts throughout Concord. In recent years, five culverts – culverts on Barnes Hill Road, Heywood Street, Westford Road, Lowell Road at Macone Pond, and Heath's Bridge Road – have failed. A major purpose of the Stormwater/Drainage Management Plan is to prevent expensive emergencies from occurring in the future through a planned, scheduled maintenance and replacement program.

Planned FY2006 drainage improvements include the relocation and improvement of a major drainage leaching system abutting Hayward Mill Road at Edgewood Road and the elimination of road drainage discharge into Walden Pond by the construction of a drainage leaching system under the shoulder of Route 126. This project involved coordinating state-funded drainage improvements at the Walden Pond State Reservation's parking facility, also to protect Walden Pond.

Additional drainage improvements were constructed in concert with the 2005 Roads Program. These included Williams Road, Fairhaven Road, Spring Road, and Lowell Road as well as various locations throughout the West Concord and East Concord Phase I Sewer Project areas.

Of the \$200,000 requested for funding for FY2007 to replace one major culvert and continue to maintain and improve Concord's smaller storm-water culverts, outfalls, catch basins, manholes and drain lines, \$155,000 is recommended in this budget. Associated borrowing authorization recommended for FY2007 include Mill Dam Culvert Repairs (\$300,000) and Warner's Pond Dam Rehabilitation (\$500,000). These major projects are presented as separate Warrant Articles, not part of this operating account.

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 storm-water/drainage infrastructure consistent with sound engineering and best management practices. Keeping the Town's storm-water infrastructure in good condition is essential to protect the environment and both public and private property. The CPW Storm-water Team has completed inventorying the locations of Concord's Storm-water/Drainage infrastructure and is now assessing the condition of this infrastructure.

**Town of Concord, Massachusetts**

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

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</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	106,000	80,000	140,000	200,000	155,000
<b>TOTAL</b>	<u>106,000</u>	<u>80,000</u>	<u>140,000</u>	<u>200,000</u>	<u>155,000</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	140,000	100.0%	155,000	100.0%	10.7%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 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	48.3 mi
Stone Dust	2.7 + 0.1 (new)
Portland Cement	2.9
Stone Treated	1.1
Brick	<u>&lt;0.1</u>
<b>Total Miles</b>	<b>55.2</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 2005 approximately 3.7 miles of sidewalk were improved including sidewalks along Brown Street (both sides) from Main to Prairie, Elm Street\* from Sudbury River Bridge to Route 2, Central Street (both sides) from Brown to West, Chase Road from Central to Prairie, Fairhaven Road from Sudbury Road to Route 2, Florio Drive\*, Laurel Street\* from Walden to Stow, Lexington Road from Monument Square to Heywood (stone dust), Lowell Road from Monument Square to Bow Street, Main Street\* at Elm (75 feet), Plainfield Road\* from Raymond to Anson, Prairie Street from Main to Brown, Chase Rd to School property, Westvale Drive from Prairie to Brown. Approximately 0.1 mile of new stone dust sidewalk was constructed along Lowell Road from Bow Street to Keyes Road. In addition, two handicap ramps were installed for existing crosswalks on Lowell Road and Lexington Road, and 25 curb cuts were rehabilitated or installed to accommodate handicap accessibility requirements.

\*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) average, approximately equal to condition of the Town roads. The average condition of Concord's sidewalks is improved but is still at the low end of the targeted performance range.

Sidewalk Condition	SCI Range	Miles	Percent	Year	SCI
					Network Average
Replace	0-50	0.5	0.9	1999	80
Localized Repair	50-70	10.0	18.1	2003	75
Shows Wear	70-90	34.2	62.0	2004	80
No Distresses	90-100	<u>10.5</u>	<u>19.0</u>	2005	82
<b>Total Miles</b>		<b>55.2</b>	<b>100.0</b>		

**PUBLIC WORKS: Sidewalk Management**

**ITEM 27**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
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	75,000	80,000	80,000	160,000	90,000
<b>TOTAL</b>	<b>75,000</b>	<b>80,000</b>	<b>80,000</b>	<b>160,000</b>	<b>90,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	80,000	100.0%	90,000	100.0%	12.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 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 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 \$37,713 for electricity, \$42,946 for natural gas, \$2,576 for water and sewer service, and \$6,726 for trash collection/disposal/recycling fees. Energy costs are substantially higher than prior years due to current pricing. 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>Budget</b>
	<b>Expended</b>	<b>Budget</b>	<b>Recom.</b>	<b>Increase</b>
<b>133 Keyes Road</b>				
<b>Electricity</b>	\$19,112	\$17,544	\$20,440	\$2,896
<b>Natural Gas</b>	\$31,884	\$22,633	\$38,072	\$15,439
<b>135 Keyes Road</b>				
<b>Electricity</b>	\$15,709	\$14,695	\$17,273	\$2,578
<b>Natural Gas</b>	\$3,332	\$3,320	\$4,874	\$1,554
<b>TOTAL</b>	<b>\$70,037</b>	<b>\$58,192</b>	<b>\$80,659</b>	<b>\$22,467</b>

**Town of Concord, Massachusetts**

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

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	36,302	36,337	41,727	42,838	42,838
Purchased Services	76,775	88,163	76,664	100,713	100,713
Supplies	8,084	5,137	6,000	6,000	6,000
Other Charges	0	0	0	0	0
Equipment Expense	0	0	0	0	0
Capital Outlay	8,310	2,450	5,000	51,250	35,000
<b>TOTAL</b>	<u>129,471</u>	<u>132,087</u>	<u>129,391</u>	<u>200,801</u>	<u>184,551</u>

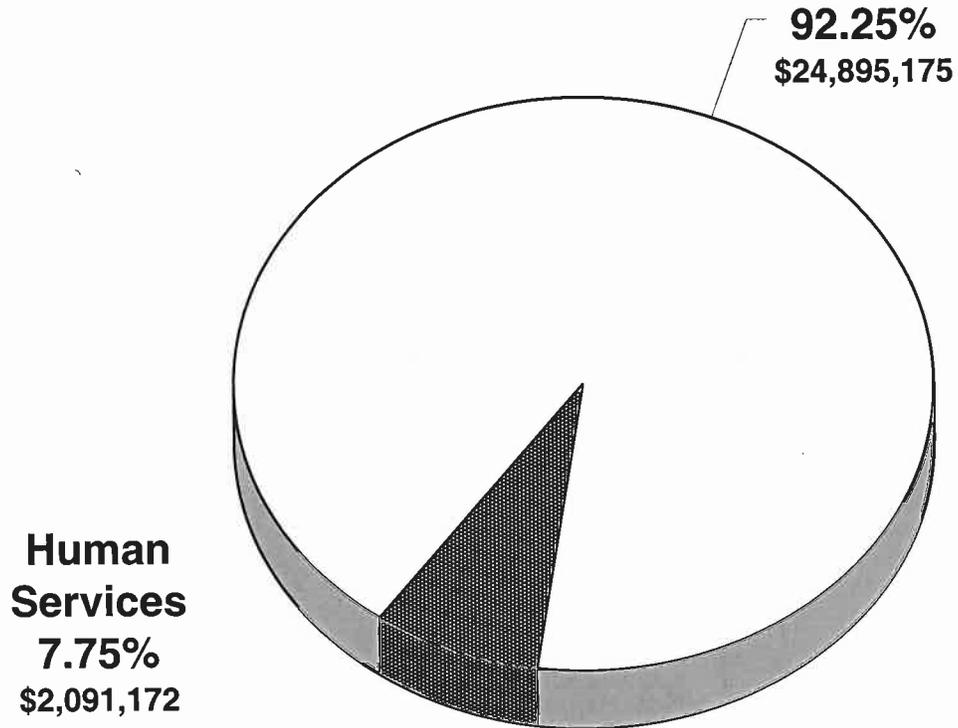
**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	72,607	56.1%	117,976	63.9%	62.5%
Water Fund	41,777	32.3%	48,754	26.4%	16.7%
Sewer Fund	10,131	7.8%	11,867	6.4%	17.1%
Solid Waste Disposal Fund	4,876	3.8%	5,954	3.2%	22.1%
<b>TOTAL</b>	<u>129,391</u>	<u>100.0%</u>	<u>184,551</u>	<u>99.9%</u>	<u>42.6%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Building Maint. Cust.	LA-2	1	40,280	1	41,353
5130	Overtime		50 hrs.	1,447	50 hrs.	1,485
	<b>TOTAL</b>			<u>41,727</u>		<u>42,838</u>

FY2007 Human Services Accounts as a Percent of Town & Joint Appropriations (\$26,986,347)



**Proposed Change in Human Services Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
29 Library	2.5%
30 Recreation Administration	0.0%
31 Hunt Recreation Center	14.6%
32 Swim & Health Center	--
33 Harvey Wheeler Community Center	19.2%
34 Council on Aging	2.2%
35 Transportation	--
36 Veterans Services & Benefits	39.1%
37 Ceremonies & Celebrations	-0.3%
38 Visitors Center Restroom	3.5%

**Town of Concord, Massachusetts**

<b>SUMMARY: Human Services</b>	<b>ITEMS 29 - 38</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
29 Library	1,509,422	1,547,740	1,490,638	1,528,540
30 Recreation Administration	524,063	526,087	76,779	76,779
31 Hunt Recreation Center	105,624	125,176	71,391	81,838
32 Swim & Health Center	100,000	0	100,000	0
33 Harvey Wheeler Com. Center	99,085	118,111	99,085	118,111
34 Council on Aging	222,963	225,635	190,299	194,513
35 Transportation	--	--	--	--
36 Veterans Services & Benefits	28,032	38,989	28,032	38,989
37 Ceremonies & Celebrations	22,725	22,650	22,725	22,650
38 Visitors Center Restroom	29,319	29,752	29,319	29,752
<b>TOTAL</b>	2,641,233	2,634,140	2,108,268	2,091,172

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	2,108,268	2,091,172	-0.8%
Light Fund	0	0	--
Water Fund	0	0	--
Sewer Fund	0	0	--
Solid Waste Disposal Fund	0	0	--
Recreation Fund	481,517	492,646	2.3%
State Grants & Aid	36,536	40,338	10.4%
Special Revenue	14,912	9,984	-33.0%
<b>TOTAL</b>	2,641,233	2,634,140	-0.3%

### 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 Concord Library Corporation owns the building and grounds, and is responsible for all maintenance and capital improvements. The Library Director maintains the financial records of the corporation. The Town budget funds the staffing and operations of the library.

### Program Implementation

An amount of \$55,000 is budgeted under Purchased Services for the cost of the Minuteman Library Network, a \$5,000 increase. The Purchased Services budget also includes \$3,500 for computer equipment maintenance, and \$5,000 for the Oral History Program.

The FY2007 proposed budget provides \$137,000 for books and materials. With additional allocations from the Library Corporation of approximately \$50,000, and contributions from the Friends of the Library of about \$13,500, the total resources available for books and materials is projected to be \$200,500.

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 (\$46,095), natural gas (\$39,204), telephone (\$16,000), and office supplies (\$15,000) comprise the bulk of these costs, which in total are projected at \$122,378, a \$20,000 increase over FY2006. As a partial offset to these expenses, the 1987 agreement provided for "late fines" previously retained by the Corporation to be instead allocated to the General Fund. Historically, revenue from late fines has been approximately \$40,000 per year.

In addition to the funds appropriated by the Town, the library also is supported by grant funds, private contributions, and the Library Corporation. The Library Corporation supplements the library's operating budget with approximately \$150,000 of additional funding. Total FY2007 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**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	1,088,885	1,085,072	1,203,796	1,211,212	1,211,212
Purchased Services	56,918	67,476	58,000	63,500	63,500
Books & Materials	130,180	130,475	132,160	145,000	137,000
Other Charges	2,537	4,532	4,100	3,650	3,650
Capital Outlay	5,994	25,337	9,000	10,000	10,000
Assumption of Corp. Costs	88,393	100,595	102,366	122,378	122,378
<b>TOTAL</b>	<b>1,372,908</b>	<b>1,413,488</b>	<b>1,509,422</b>	<b>1,555,740</b>	<b>1,547,740</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	1,490,638	98.8%	1,528,540	98.8%	2.5%
State Aid	13,584	0.9%	14,000	0.9%	3.1%
Non-Resident Circulation	5,200	0.3%	5,200	0.3%	0.0%
<b>TOTAL</b>	<b>1,509,422</b>	<b>100.0%</b>	<b>1,547,740</b>	<b>100.0%</b>	<b>2.5%</b>

**AUTHORIZED POSITIONS**

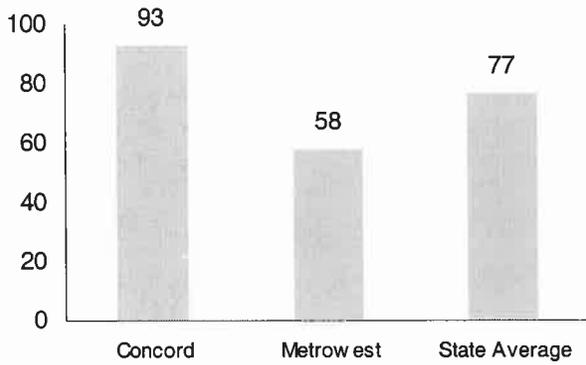
<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
<b>SEE PAGE IV-91 FOR PERSONNEL DETAIL</b>						

**Performance Information**

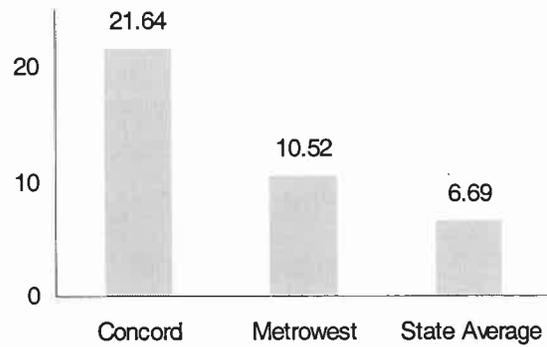
The overall objective of the library is to serve every member of the Concord community by being an access point for a broad spectrum of information, ideas, and recreational materials.

The following information is from FY03, prior to the temporary closure of the Main Library for renovations. Since the Main Library reopened in the spring of 2005, only partial data is available.

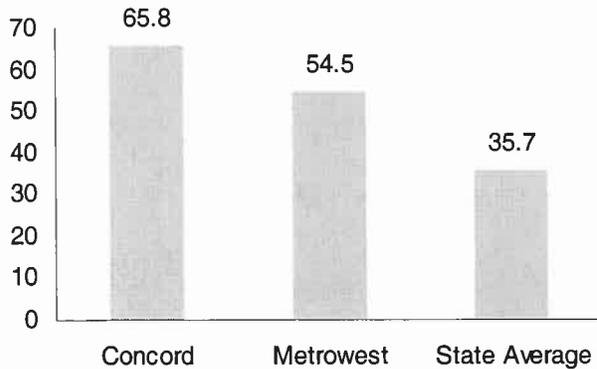
Registered Users, Percent of Population



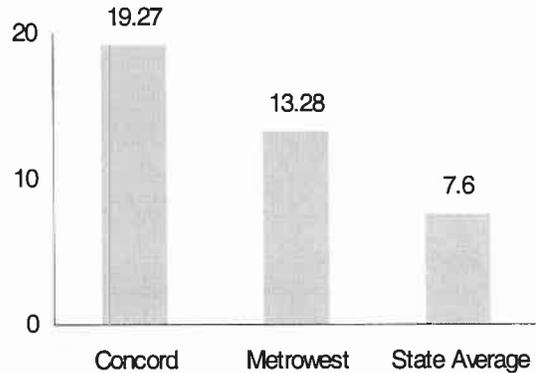
Annual Attendance per Capita



Hours Open per Week



Direct Circulation per Capita



Town of Concord, Massachusetts

**HUMAN SERVICES: Library**

**ITEM 29**

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Library Director	MP-12	1	93,742	1	93,742
	Public Services Coord.	MP-7	1	68,693	1	68,693
	Technical Services Coord.	MP-7	1	62,407	1	62,407
	Curator	MP-6	1	65,697	1	65,697
	Supv. of Children's Svcs.	MP-5	1	64,979	1	64,979
	Staff Librarian	MP-3	3	154,220	3	154,278
	Circulation Supervisor	MP-3	1	54,803	1	54,926
	Admin./Sr. Circ. Assistant	ACL-6	1	41,081	1	41,377
	Tech. Services Assistants	ACL-6	2	81,299	2.19	83,347
	Circulation Assistant	ACL-3	1	36,171	1	36,236
	Bldg. Maintenance Cust.	LA-2	<u>2</u>	<u>71,735</u>	<u>2</u>	<u>73,994</u>
	<b>SUB-TOTAL</b>		<b>15</b>	<b>794,827</b>	<b>15.19</b>	<b>799,675</b>
5112	Branch Librarian	MP-5	1.28	78,344	1.28	78,344
	Staff Librarian	MP-3	0.67	34,275	0.67	34,275
	Spec. Collections Asst.	MP-1	0.50	21,151	0.50	21,758
	Branch Library Assistant	MP-1	0.70	28,046	0.70	28,140
	Senior Library Assistant	ACL-4	1.18	50,996	1.18	51,316
	Library Assistant	ACL-2	<u>1.72</u>	<u>54,015</u>	<u>1.83</u>	<u>55,364</u>
	<b>SUB-TOTAL</b>		<b>6.05</b>	<b>266,827</b>	<b>6.16</b>	<b>269,197</b>
5115	Authorities Cataloger	MP-3	783 hrs.	15,406	783 hrs.	15,406
	Circulation Assistant	ACL-3	1,096 hrs.	16,875	1,096 hrs.	17,471
	Library Assistant	ACL-2	1,305 hrs.	22,687	1,305 hrs.	23,597
	Librarian	Misc.	1,642 hrs.	33,617	1,642 hrs.	33,617
	Maintenance Custodian	Misc.	522 hrs.	8,309	522 hrs.	8,309
	Bookbinder	Misc.	626 hrs.	11,762	626 hrs.	11,877
	End Processor	Misc.	940 hrs.	11,124	940 hrs.	11,124
	Library Page	Misc.	<u>2,305 hrs.</u>	<u>18,440</u>	<u>2,305 hrs.</u>	<u>18,440</u>
	<b>SUB-TOTAL</b>		<b>9,219 hrs.</b>	<b>138,220</b>	<b>9,219 hrs.</b>	<b>139,841</b>
5130	Custodial Overtime	LA-1	94 hrs.	2,422	94 hrs.	2,500
5191	Tuition Reimbursement		--	<u>1,500</u>	--	<u>0</u>
	<b>TOTAL</b>			<b>1,203,796</b>		<b>1,211,212</b>

### 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; 90 employees work in the summer. 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, Terrific Tuesdays, 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, and a fitness center at the Hunt facility.
- Swim & Fitness Center

The Department organizes and supports several community events, including the July 4th 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 2005, the Recreation Department served over 8,000 participants, and had total program revenue of \$1,512,659. Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community Center, 105 Everett Street, Ripley Gymnasium and at various sites throughout the Town. Under the FY2007 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. 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.

Specific major objectives accomplished during the past year include the following:

- Enrolled 280 in the child care programs (Carousel, Before School, After School, and Terrific Tuesdays) with revenues of \$550,000.
- Enrolled 3,200 in the summer programs (Day Camp, Kaleidoscope, Pre-school, Adventures, Swim Lessons, and Sports Clinics) with revenues of \$657,000.
- Hosted the Concord Open Golf Tournament, which raised \$30,000 after expenses for the scholarship fund.
- Held a father/daughter fundraising dance (the Shamrock Ball).

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	116,504	62,133	482,523	482,239	482,239
Purchased Services	32,242	49,733	35,940	38,248	38,248
Supplies	5,015	4,915	5,600	5,600	5,600
Other Charges	0	0	0	0	0
Equipment Expense	0	0	0	0	0
Capital Outlay	0	0	0	0	0
<b>TOTAL</b>	<b>153,761</b>	<b>116,781</b>	<b>524,063</b>	<b>526,087</b>	<b>526,087</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	76,779	14.7%	76,779	14.6%	0.0%
Recreation Fund	447,284	85.3%	449,308	85.4%	0.5%
<b>TOTAL</b>	<b>524,063</b>	<b>100.0%</b>	<b>526,087</b>	<b>100.0%</b>	<b>0.4%</b>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
5111	Recreation Administrator	MP-9	1	75,579	1	75,579
	Asst. Recreation Admin.	MP-6	1	66,183	1	64,579
	Program Coordinator	MP-4	1	57,725	1	57,725
	Fitness Coordinator	MP-3	1	54,528	1	54,636
	Recreation Supervisor	MP-1	4	153,570	4	154,781
	Administrative Assistant	ACL-5	<u>1</u>	<u>45,772</u>	<u>1</u>	<u>45,772</u>
	SUB-TOTAL		9	453,357	9	453,072
5112	Registration Coordinator	ACL-5	0.5	26,966	0.5	26,967
5157	Car Allowance			<u>2,200</u>		<u>2,200</u>
	<b>TOTAL</b>			<b>482,523</b>		<b>482,239</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, and a state-of-the-art running track. The Center serves as the public restroom for Emerson Playground.

The Hunt Recreation Center operates from 6:00 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 Recreation 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 utilities and repairs. The most significant costs of maintaining the Hunt Recreation Center are for utilities: electricity, natural gas, water and sewer.

An 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 – Yoga and Pilates.

The Hunt Recreation Center serves approximately 300 customers per day during the busy summer season and 250 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, moving equipment, 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.

**Performance Information**

The overall objective is to operate and maintain the building in an efficient and cost-effective manner; to provide office and program space supporting activities designed to meet the year-round recreational interests of the community in an efficient and cost-effective manner.

**Town of Concord, Massachusetts**

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	35,349	36,310	48,847	49,998	49,998
Purchased Services	40,111	44,686	38,154	46,346	46,346
Supplies	10,034	13,691	7,200	15,000	15,000
Capital Outlay	8,200	1,057	5,000	5,000	5,000
105 Everett Street	4,758	6,600	6,423	8,832	8,832
<b>TOTAL</b>	<b>98,452</b>	<b>102,344</b>	<b>105,624</b>	<b>125,176</b>	<b>125,176</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	71,391	67.6%	81,838	65.4%	14.6%
Recreation Fund	34,233	32.4%	43,338	34.6%	26.6%
<b>TOTAL</b>	<b>105,624</b>	<b>100.0%</b>	<b>125,176</b>	<b>100.0%</b>	<b>18.5%</b>

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Custodian	LA-2	1	37,943	1	39,095
5130	Overtime		400 hrs.	10,904	387 hrs.	10,903
	<b>TOTAL</b>			<b>48,847</b>		<b>49,998</b>

### Program Description

The Community Swim and Fitness Center is scheduled to open its doors in March 2006. At that time, the 35,000-square-foot facility will house a 25-yard by 25-meter eight-lane lap pool, a warm water therapy pool, a children's pool, and a diving well. As part of the facility, the fitness area will consist of two 1,600-square-foot rooms, one for weight training and the other for cardio fitness. In addition, there will be pool-side spectator seating for 125, a food concession station, locker and shower rooms, family changing rooms, and office space for the Center's staff. Since the new Center will have space for a fitness area, the current fitness room at the Hunt Gym will be available for other recreational programs.

Throughout the year, the new facility is scheduled to be in operation Monday through Friday, from 5:30 a.m. to 9:30 p.m., and on weekends from 7:00 a.m. to 6:00 p.m. During this time, members can swim or work out. The Center will also offer swim programs for those individuals who want to learn to swim, advance their swimming ability, or be part of a swim or diving team. These programs will be offered during the day and evening, and will accommodate all age groups and swimming abilities.

The Center is scheduled to open year round and is scheduled to be closed 5 days per year: Christmas, Memorial Day, Easter, July 4<sup>th</sup> and Labor Day.

### Program Implementation

The Community Swim and Fitness Center is being constructed by the not-for-profit organization C.C. Pools, Inc. The cost of construction is estimated to be \$10 million. After construction has been completed, C.C. Pools intends to make a gift of the building to the Town.

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 expected to be self-supporting. Revenues will be generated from membership and program fees. Expenditures will be incurred to pay for the operating costs of running and staffing the Center. Although the building is being donated to the Town, the purchase of the building's capital items, such as furnishings and equipment, is the responsibility of the Town.

As with the start of any new venture, there has been the need for some seed money to get the Swim and Fitness Center off the ground. In the FY2006 budget, an amount of \$100,000 was allocated to hire personnel and pay for marketing services and materials. In the future, the Center's budget will appear in the Town Manager's enterprise budget book. No tax support is proposed in this budget account.

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Start-up Costs	0	0	100,000	0	0
TOTAL	0	0	100,000	0	0

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	100,000	100.0%	0	100.0%	--

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	FY06 Budget		FY07 Recommendation	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
NONE						

**Program Description**

Since the official grand opening of the renovated Harvey Wheeler Community Center (HWCC) in June, 2004 this building has become a true community center. The Council on Aging and the Recreation Department's pre-school and after-school programs fill the building through the daytime hours. The HWCC is also in use almost every evening and weekend. The building is being used by numerous Town departments, community organizations and private groups and individuals. The building is meeting a real need in the community for good meeting spaces with adequate parking.

**Program Implementation**

The most significant budget expenses for the HWCC in FY2007 will be energy and utilities. The FY2007 budget estimates the following costs: electricity (\$15,674) natural gas for heat and hot water (\$25,160), water and sewer service (\$4,835), and solid waste collection, recycling, and disposal (\$1560). An additional capital outlay of \$5,000 is requested 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 (\$41,847) and a part time, daytime custodian (\$11,700).

**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 being highly used. In FY2005, over 135 different groups or individuals used meeting rooms in the building over 250 times during evenings and weekends. This usage generated over \$14,000 in rental fees and voluntary donations (from Concord non-profits). It is anticipated that the revenues in FY2006 from the HWCC rentals will at least match but will probably surpass FY2005 revenues.

<b>ELECTRICITY &amp; NATURAL GAS ACCOUNTS</b>				
	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>Budget</b>
	<u><b>Expended</b></u>	<u><b>Budget</b></u>	<u><b>Recom.</b></u>	<u><b>Increase</b></u>
<b>Electricity</b>	\$14,132	\$11,865	\$15,674	\$3,809
<b>Natural Gas</b>	<u>\$19,861</u>	<u>\$6,753</u>	<u>\$25,160</u>	<u>\$18,407</u>
<b>TOTAL</b>	\$33,993	\$18,618	\$40,834	\$22,216

Town of Concord, Massachusetts

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

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	39,716	41,011	55,547	55,547	55,547
Purchased Services	5,643	47,357	33,413	55,154	55,154
Supplies	2,973	2,667	5,125	2,410	2,410
Other Charges	0	149	0	0	0
Capital Outlay	2,980	0	5,000	5,000	5,000
<b>TOTAL</b>	<u>51,312</u>	<u>91,184</u>	<u>99,085</u>	<u>118,111</u>	<u>118,111</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	99,085	100.0%	118,111	100.0%	19.2%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	Bldg. Maint. Custodian	LA-2	1	41,847	1	41,847
5115	Part-time Custodian	LA-1	783 hrs.	11,700	783 hours	11,700
5130	Overtime		66 hrs.	2,000	66 hrs.	2,000
	<b>TOTAL</b>			<u>55,547</u>		<u>55,547</u>

### Program Description

The Council on Aging (COA) is mandated to deliver a variety of essential services, including providing information and referral advice, 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 in a job-shared forty-hour position, a ten hour-a-week Office Assistant and a small portion of the COA Outreach Worker's hours. There are thirteen part-time COA Van Drivers.

The Formula Grant, received from the Office of Elder Affairs (OEA), is expected to be \$21,138 in FY2007. This amount will continue to fund the part-time Coordinator positions. The Wellness and Outreach Coordinators each work 11 hours per week. The Activities Coordinator and Substance Abuse Outreach Coordinator work 8 hours per week and 3 hours per week, respectively. The COA also received a gift (\$9,984) from the Concord-Carlisle Community Chest in FY2006 to fund the Volunteer Coordinator. Since for FY2007 the Senior Aerobics Instructor and Fitness Trainer are paid directly from fees, fee supported revenue has been reduced to zero and the amount paid to these instructors is correspondingly zero.

The COA Van is as busy as ever and is still a bargain at a one dollar donation for a round trip. During FY2005, over 8,000 individual one-way trips were provided. Funding for the van in FY2007 includes \$17,840 for drivers' payroll, \$4,000 for gas, \$400 for tires and \$4,500 for vehicle maintenance.

The Concord Friends of the Aging recruit sponsors and subsidize costs for the COA newsletter, Harvest Happenings (approximately: \$416 per month for printing, \$240 per month for mailing, and \$150 a year for a bulk mailing permit). The "Friends" also support the COA throughout the year by providing money for the annual holiday party and other special needs as they arise. The "Friends" donated a new 14 passenger van to the Town in the in January of 2006 for use by the COA.

### Performance Information

The overall objective is to provide high-quality, cost-effective essential and special services to Concord senior citizens and their families in order to enhance their quality of life.

After nearly two years back in the Harvey Wheeler Community Center, the COA is settled in. During this time the number of the COA's volunteers has grown from 175 to 288. These volunteers are essential to the COA's ability to provide a growing number of services and programs. Volunteers provided 8,939 hours of service which, using the Points of Light Foundation's standards, is valued at \$142,300.

**Wellness and Fitness:** Through the State Formula Grant funded Wellness Program, the COA, in cooperation with the Health Department, made sure that about 400 seniors received their flu shots during the fall of 2005. The Wellness Coordinator and nurse volunteers provided over 2000 health screenings, and 11 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 and Education Services:** In FY2005, approximately 900 seniors and/or their families received case management, referral services, group support, housing assistance, fuel assistance, and health benefits counseling through the COA.

**Food, Fun & Trips:** Every Wednesday, lunch is prepared and served to seniors by many local organizations, Town departments, and schools. Fees (\$2 per person, voluntary donation) and the efforts of volunteer cooks support the luncheon. A variety of fee supported special trips and activities continue to be provided. 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**

	FY04 Budget	FY05 Budget	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	122,180	120,255	201,696	202,451	202,451
Purchased Services	11,896	12,058	14,741	15,614	15,614
Supplies	4,576	7,439	5,453	6,030	6,030
Other Charges	593	1,127	1,073	1,540	1,540
Capital Outlay	2,800	7,000	0	0	0
<b>TOTAL</b>	142,044	147,879	222,963	225,635	225,635

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	190,299	85.4%	194,513	86.2%	2.2%
EOEA Formula Grant	17,752	8.0%	21,138	9.4%	19.1%
Fee Supported	6,912	3.1%	0	0.0%	-100.0%
Community Chest Gift	8,000	3.6%	9,984	4.4%	24.8%
<b>TOTAL</b>	222,963	100.0%	225,635	100.0%	1.2%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	COA Administrator	MP-8	1	56,583	1	56,583
	COA Supervisor	MP-1	1	41,904	1	43,515
5112	Administrative Assistant	ACL-5	1	43,577	1	43,909
	<b>SUB-TOTAL</b>		3	142,064	3	144,007
5115	Van Drivers	Misc.	2,080 hrs.	16,640	2,080 hrs.	16,640
	From Transp. Account		150 hrs.	1,200	150 hrs.	1,200
	Office Assistant	Misc.	726 hrs.	7,260	726 hrs.	7,260
	Sr. Aerobics Instructor	Misc.	96 hrs.	3,456	0 hrs.	0
	Fitness Trainer	Misc.	96 hrs.	3,456	0 hrs.	0
	<u>Coordinators:</u>					
	Wellness Clinic Coord.	Misc.	432 hrs.	7,236	528 hrs.	8,976
	Subst. Abuse Coordinator	Misc.	120 hrs.	1,920	120 hrs.	1,920
	Program Coordinator	Misc.	384 hrs.	3,264	384 hrs.	3,264
	Outreach Coordinator	Misc.	576 hrs.	7,200	576 hrs.	7,200
	Volunteer Coordinator	Misc.	627 hrs.	8,000	832 hrs.	9,984
5130	Overtime	ACL	0 hrs.	0	125 hrs.	2,000
	<b>TOTAL</b>		5,287 hrs.	201,696	5,521 hrs.	202,451

**HUMAN SERVICES: Transportation**

**ITEM 35**

**Program Description**

The Transportation Account has been discontinued. However, the budget page has been included in order to identify funds and expenditures from prior budgets. With the discontinuation of the fixed route bus service, the Council on Aging account has been supplemented in support of the transportation needs of senior citizens who may have otherwise been disadvantaged. The Recreation Department no longer uses the bus for its school-age childcare transportation due to its limited seating capacity.

<b>HUMAN SERVICES: Transportation</b>	<b>ITEM 35</b>
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**EXPENDITURE DETAIL**

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Personal Services	0				
Purchased Services	3,497				
Supplies	0				
Other Charges	0				
Capital Outlay	0				
<b>TOTAL</b>	3,497	--	--	--	--

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	--	--	--	--	--

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**HUMAN SERVICES: Veterans Services & Benefits**

**ITEM 36**

**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 FY2007 reflects the wages (\$17,226) 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 (\$1,260) is for costs such as office supplies and vehicle-related expenses. A modest sum (\$479) 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 FY2006, the number of individuals receiving financial assistance for qualifying expenses increased from one to two. 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 FY2007, the amount for veteran's benefits is funded at \$20,024.

**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. In the past year, there has been an increase in 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>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>	<u>FY2007</u>
Benefit Costs Submitted by Town	\$4,054	\$8,394	\$7,601	\$6,497	\$17,200	\$20,024
State Reimbursements Received	\$2,523	\$2,380	\$4,480	\$4,509	\$5,614	\$10,914

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Veterans Services &amp; Benefits</b>	<b>ITEM 36</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
<b>VETERANS SERVICES:</b>					
Personal Services	15,764	16,558	16,443	17,226	17,226
Purchased Services	1,218	1,222	760	660	660
Supplies	35	220	600	600	600
Other Charges	181	465	229	479	479
Capital Outlay	2,000	0	0	0	0
SUB-TOTAL	<u>19,198</u>	<u>18,464</u>	<u>18,032</u>	<u>18,965</u>	<u>18,965</u>
<b>VETERANS BENEFITS:</b>					
Other Charges	7,601	6,497	10,000	20,024	20,024
TOTAL	<u>26,799</u>	<u>24,961</u>	<u>28,032</u>	<u>38,989</u>	<u>38,989</u>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	0	100.0%	0	100.0%	--

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5115	Veterans Agent	Misc.	783 hrs.	16,443	783 hrs.	17,226

**HUMAN SERVICES: Ceremonies & Celebrations****ITEM 37****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 to ensure public safety at the various events. \$9,200 was requested to account for recent fluctuation in this expense, but \$8,000 is recommended due to limited resources. 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. A modest increase in funding (from \$11,575 in FY2006 to \$11,700 in FY2007) was requested to cover the rising costs of purchased services and supplies, but \$10,900 is recommended due to limited resources. The Committee remains concerned with the difficulty each passing year to gather adequate parade participants (particularly bands) with the limited funding available, and continues to identify the matter as an issue for consideration in future years.

**Flags:** This cost area is level-funded. 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' Agent and Public Works staff supply the labor associated with posting and removing street flags.

**Special Events:** This cost center covers the purchase of supplies related to various special events that may be hosted by the Board of Selectmen. It is also available to cover the costs associated with unexpected events, including the arrival of visiting dignitaries from other countries. Level-funding of \$250 is recommended for this cost center in FY2007.

**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, celebrations, and special events.

Town of Concord, Massachusetts

<b>HUMAN SERVICES: Ceremonies &amp; Celebrations</b>	<b>ITEM 37</b>
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**EXPENDITURE DETAIL**

	FY04 <u>Expend.</u>	FY05 <u>Expend.</u>	FY06 <u>Budget</u>	FY07	
				<u>Dept. Request</u>	<u>Manager Recommends</u>
Public Ceremonies Committee	18,015	16,469	18,975	20,900	18,900
Memorial Day Flags	1,404	1,500	1,500	1,500	1,500
Street Flags	546	2,409	2,000	2,000	2,000
Special Events	0	0	250	250	250
<b>TOTAL</b>	<u>19,965</u>	<u>20,378</u>	<u>22,725</u>	<u>24,650</u>	<u>22,650</u>

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm. \$</u>	<u>% of Budget</u>	<u>% Change in Dollars</u>
General Fund	22,725	100.0%	22,650	100.0%	-0.3%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**HUMAN SERVICES: Visitors Center Restroom****ITEM 38****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 per 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; its hours of operation are currently 7:00 a.m. to 8:00 p.m., and may be adjusted based upon demand. An amount of \$12,137 is recommended under Personal Services to address the cost of weekday cleaning based upon the cost of part-time, limited status custodial staffing. Purchased Services include \$5,200 for weekend restroom cleaning on a contract basis. \$6,715 is budgeted for electricity, natural gas, water and sewer usage, and HVAC and other equipment maintenance. A total of \$3,200 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 (Account #1B), 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 2005.

**Town of Concord, Massachusetts**

<b>HUMAN SERVICES: Visitors Center Restroom</b>	<b>ITEM 38</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Personal Services	6,877	10,745	12,137	12,137	12,137
Purchased Services	8,947	10,248	11,482	11,915	11,915
Supplies	2,902	2,828	3,200	3,200	3,200
Other Charges	0	0	0	5,000	0
Capital Outlay	2,000	4,000	2,500	5,000	2,500
<b>TOTAL</b>	<b>20,726</b>	<b>27,821</b>	<b>29,319</b>	<b>37,252</b>	<b>29,752</b>

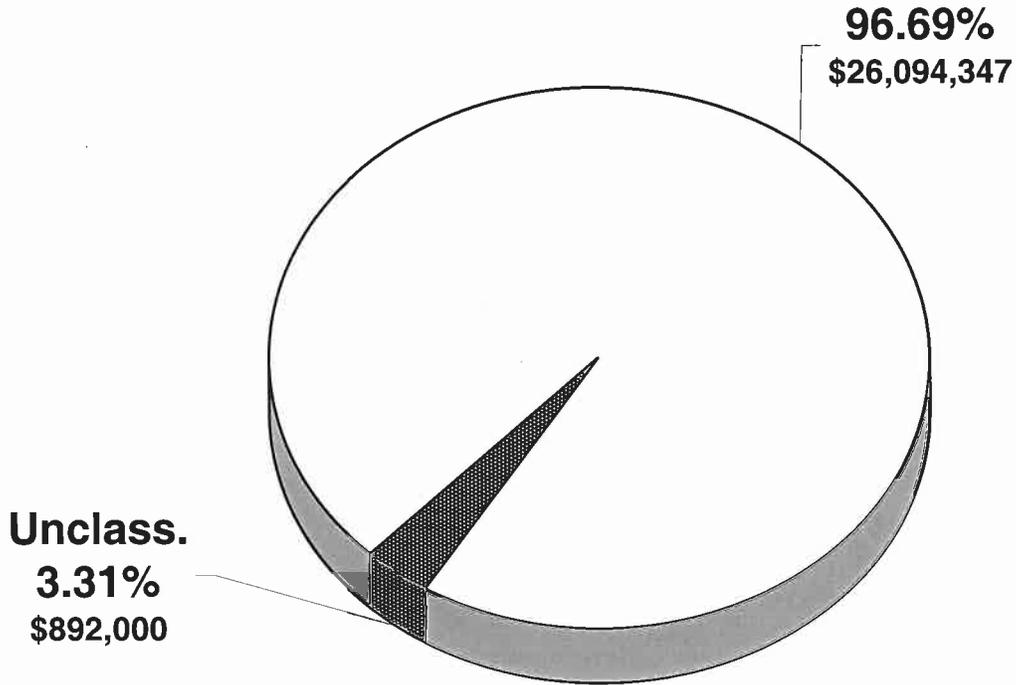
**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change in Dollars
General Fund	29,319	100.0%	29,752	100.0%	1.5%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
5115	Custodian	Misc.	783 hrs.	12,137	783 hrs.	12,137

FY2007 Unclassified Accounts as a  
Percent of Town Appropriation  
(\$26,986,347)



**Proposed Change in Unclassified Appropriations**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
39 Town Employee Benefits	0.0%
40 Reserve Fund	0.0%
41 Salary Reserve	40.4%
42 Land Fund	--
43 Road Improvements	0.0%

Town of Concord, Massachusetts

<b>SUMMARY: Unclassified</b>	<b>ITEMS 39 - 43</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
39 Town Employee Benefits	62,000	62,000	62,000	62,000
40 Reserve Fund	200,000	200,000	200,000	200,000
41 Salary Reserve	98,193 *	550,000	98,193 *	550,000
42 Land Fund	0	0	0	0
43 Road Improvements	1,400,683	1,200,683	80,000	80,000
<b>TOTAL</b>	1,760,876	2,012,683	440,193	892,000

\* Original appropriation \$400,000; balance of \$301,807 transferred to other accounts as of 12/31/05.

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	440,193	892,000	102.6%
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	420,683	0.0%
Borrowing	900,000	700,000	-22.2%
<b>TOTAL</b>	1,760,876	2,012,683	14.3%

### 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, 2005, the accrued liability of the General Fund was estimated at \$807,000. This represents the total payout if all eligible employees were to retire immediately. Half of this accrued liability is on account of uniformed police and fire employees.

In FY2004 there was just one eligible retirement (Library employee). In FY2005, there were two eligible retirements, both from the Public Works department. Through the first half of FY2006, there have been 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 15 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but our past practice suggests that we make 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.

<b>UNCLASSIFIED: Town Employee Benefits</b>	<b>ITEM 39</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Unused Sick Leave	3,835	19,873	50,000	50,000	50,000
Public Safety Medical	2,278	2,385	4,000	4,000	4,000
Employee Assist. Prog.	6,570	6,960	8,000	8,000	8,000
<b>TOTAL</b>	<b>12,684</b>	<b>29,218</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm.\$	% of Budget	% Change
General Fund	62,000	100.0%	62,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

Code	Position Title	Grade	FY06 Budget		FY07 Recommendation	
			# Positions	\$ Amount	# Positions	\$ Amount
	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 48 separate appropriation accounts that constitute the **Town Budget** Article to be voted by the 2006 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 FY1998, 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 \$27,178,913). Full restoration of this budgetary policy would require allocation of an additional \$71,000 to the Reserve Fund appropriation, compared to the FY2006 budget level. Within the constraint of the Finance Committee Guideline, however, and based upon the requirements experienced in recent years, level funding of this account at \$200,000 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 \$2.5 million!

The original FY2004 appropriation was \$187,500 (see facing page). This was supplemented by a \$120,000 appropriation made at the 2004 Annual Town Meeting (Article 13) as a FY2004 budget amendment earmarked for the Concord Public Schools purposes. At the end of June 2004, the School Department notified the Finance Committee that it would not need to draw upon this appropriation, having made up its Special Education shortfalls from elsewhere within its FY2004 budget.

**Performance Information**

During the year ended June 30, 2005, the Finance Committee received requests involving three Town budget accounts and made transfers of \$72,618, summarized as follows:

<u>Town Account</u>	<u>Amount</u>	<u>Purpose</u>
West Concord Fire Station	\$ 47,045	Floor Drain Removal
Fire Department	\$ 14,223	Replacement of 11 Defibrillators
Harvey Wheeler Community Center	\$ 11,350	Building Utility Costs

**Town of Concord, Massachusetts**

<b>UNCLASSIFIED: Reserve Fund</b>	<b>ITEM 40</b>
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**EXPENDITURE DETAIL**

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
Original Appropriation	187,500	200,000	200,000	200,000	200,000
Supplemental Appropriation	120,000	0			
Less Transfers	<u>-123,214</u>	<u>-72,618</u>			
 BALANCE UNEXPENDED (Return to Revenue)	 184,286	 127,382			

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change</u>
General Fund	200,000	100.0%	200,000	100.0%	0.0%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

UNCLASSIFIED: Salary Reserve

ITEM 41

### 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 FY2007 recommendation is projected to be sufficient for a 2.75% adjustment to pay scales, which will be incorporated into the *Classification and Compensation Plans* to be voted upon by the Town Meeting for Administrative-Clerical-Library (ACL), and Laborers (LA). Additionally, the recommendation provides for funding a 2.75% "step" increase within the salary ranges. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY2007 step increase prior to July 1, 2006. About half of the ACL and LA staff would be eligible to receive a step increase during FY2007. The remaining ACL and LA employees are at the top of their scales and will receive only the pay scale adjustment increment.

This account will also cover other salary related costs such as merit increases for Managerial & Professional Employees, collective bargaining agreements, reclassifications or proposed salary structure and compensation plan revisions.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY2007 are proposed for funding in this account.

**Town of Concord, Massachusetts**

<b>UNCLASSIFIED: Salary Reserve</b>	<b>ITEM 41</b>
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**EXPENDITURE DETAIL**

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
Original Appropriation	250,829	285,000	400,000	550,000	550,000
Less Transfers & Encumb.	<u>209,144</u>	<u>285,000</u>	<u>301,807</u> *		
<b>BALANCE UNEXPENDED</b> (Return to Revenue)	41,685	0	98,193		

\*Transfers as of 12/31/05

**FUNDING PLAN**

	<u>FY06 Original Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change</u>
General Fund	400,000	100.0%	550,000	100.0%	37.5%

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Program Description**

The Land Fund was established by Town Meeting vote on April 7, 1986 (Article 12). The Town 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; and,
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 FY2007. The balance of the fund as of June 30, 2005 was \$32,508.

**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:**

The FY2004 transfer from the Land Fund (refer to next page) was voted under the following articles:

**2003 Annual Town Meeting**

- Article 40 transferred \$13,000 for the use of the Housing Authority to purchase land to be used for the construction of family and/or elderly housing; and,
- Article 41 transferred \$50,000 for the development of land at 14A Baker Avenue for affordable housing.

**Special Town Meeting of March 22, 2004**

- \$200,000 was allocated from the Land Fund toward the \$1.2 million purchase price of the 13-acre Ammendolia parcel on Bedford Road.

**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 an additional \$7 million and 225 acres in since 1987. In addition to Town funds, about \$3.4 million in private gifts and state grants has aided in these purchases.

The total FY2007 debt service commitment for land acquisition purposes from all funds is projected at \$433,218 (\$145,463 excluded from the Levy Limit).

	<u>Original Issue</u>	<u>Issue Date</u>	<u>General Fund</u>	<u>Enterprises</u>
<b>BONDS</b>				
Forest Ridge Rd Substation Site	\$ 500,000	4/15/92		\$ 33,180
Mattison Field (ORNAC)	1,410,000	5/15/98	\$140,213	
Benson Land Well Site (Ball's Hill)	2,000,000	3/01/02		245,600
<b>NOTES</b>				
Burke Land (Old Bedford Road)	2,500,000	7/28/05	69,133	
		<b>TOTAL</b>	<b>\$209,346</b>	<b>\$ 278,780</b>

**Town of Concord, Massachusetts**

<b>UNCLASSIFIED: Land Fund</b>	<b>ITEM 42</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Transfer from Land Fund	277,425	0	0	0	0

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm.\$	% of Budget	% Change
Land Fund	0	--	0	--	--

**LAND FUND HISTORY**

	ACTUAL					PROJECTED	
	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
<b>SOURCES:</b>							
Beginning Balance	\$ 321,231	333,804	299,012	304,594	29,862	32,508	33,508
Sale of Land	0	0	0	0	708,925 (e)	0	0
Tax Levy	0	0	0	0	0	0	0
Gifts	0	0	0	0	0	0	0
Interest earned	19,936	10,208	5,582	2,693	14,780	1,000	1,000
<b>Total Available</b>	<b>\$ 341,167</b>	<b>344,012</b>	<b>304,594</b>	<b>307,287</b>	<b>753,567</b>	<b>33,508</b>	<b>34,508</b>
<b>USES:</b>							
Debt service	\$ 0	0	0	0	0		
Land purchase	0	0	0	263,000 (c)	710,000 (f)		
Options	0	0	0	0	0		
Appraisal, legal, surveying, etc.	7,363 (a)	45,000 (b)	0	14,425 (d)	11,059 (g)		
	\$ 7,363	45,000	0	277,425	721,059		
<b>Ending Balance</b>	<b>\$ 333,804</b>	<b>299,012</b>	<b>304,594</b>	<b>29,862</b>	<b>32,508</b>	<b>33,508</b>	
<p>Notes:</p> <p>(a) Includes \$1 appropriated by Article 34 (2000 Town Meeting) for 21 acres, lot B, Hebb Land on Virginia Road, acquired for conservation purposes.</p> <p>(b) 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>(c) 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>(d) Includes \$6,900 for Wagner land appraisal; \$7,525 for various other appraisals.</p> <p>(e) Sale of 63B Cambridge Turnpike pursuant to Article 5, Special Town Meeting, March 22, 2004.</p> <p>(f) 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>(g) Straw berry 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 our public roads consist of local streets.

In accordance with the Town's pavement management software and CPW 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 1990's utilizing both Town and state highway aid. Prior to FY2000, annual state aid comprised approximately half of the necessary funding. Then, in FY2000, Concord's state "Chapter 90 Aid" was cut (see table below) and Town funds were increased to make up the shortfall.

**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. 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 condition of Concord's roads, the budget for crack sealing has been reduced to \$51,000 in FY2006.

The 2005 Roads Program improved approximately 10.6 miles of roads: the Thoreau School neighborhood including Brown Street, Central Street\*, Chase Road, Frances Street, Prairie Street, Shirley Street and Westvale Drive; the Fairhaven Road neighborhood including Bruce Road, Fairhaven Road\*, and Potter Street; the Border Road neighborhood including Edgewood Road, Hayward Mill Road, Hayward Mill Circle, High Pine Circle, Hillcrest Road, Juniper Circle, Maple Wood Road, Ridge Wood Road, and Robin Wood Road; also Garfield Road\*; Heywood Street; Lexington Road\*; Lowell Road\*; Nashoba Road\*; Spring Road; Strawberry Hill Road; Walden Street\*; Westford Road\*; Williams Road; and Woodland Road. As part of the 2005 Roads Program traffic calming improvements were constructed at both ends of Edgewood Road.

The 2006 Roads Program Plan will be based on the results of the pavement management program analysis, our 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 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, the pavement management software predicts that the current network pavement condition index target of 80-85 PCI can be sustained. Reduced funding will result in a deterioration of road conditions resulting in higher future costs.

The table on Page IV-122 presents the improvements realized in the past years as a result of the Town's adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain at this recommended level.

**Town of Concord, Massachusetts**

<b>UNCLASSIFIED: Road Improvements</b>	<b>ITEM 43</b>
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**EXPENDITURE DETAIL**

	<u>FY04 Expend.</u>	<u>FY05 Expend.</u>	<u>FY06 Budget</u>	<u>FY07</u>	
				<u>Dept. Request</u>	<u>Town Mgr. Recomm.</u>
Road Improvements	1,029,529	1,150,872	1,400,683	1,200,683	1,200,683

**FUNDING PLAN**

	<u>FY06 Budget \$</u>	<u>% of Budget</u>	<u>FY07 Recomm.\$</u>	<u>% of Budget</u>	<u>% Change</u>
General Fund	80,000	5.7%	80,000	6.7%	0.0%
State Aid - Chapter 90	420,683	30.0%	420,683	35.0%	0.0%
Borrowing	900,000	64.3%	700,000	58.2%	-22.2%
<b>TOTAL</b>	<u>1,400,683</u>	<u>100.0%</u>	<u>1,200,683</u>	<u>100.0%</u>	<u>-14.3%</u>

**AUTHORIZED POSITIONS**

<u>Code</u>	<u>Position Title</u>	<u>Grade</u>	<u>FY06 Budget</u>		<u>FY07 Recommendation</u>	
			<u># Positions</u>	<u>\$ Amount</u>	<u># Positions</u>	<u>\$ Amount</u>
	NONE					

**Town of Concord, Massachusetts**

**UNCLASSIFIED: Road Improvements**

**ITEM 43**

	<u>1999</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<b><u>PCI Network Average</u></b>	79	80	80	82	81	82
<b><u>Recommended Repair(s)</u></b>						
▪ Rehabilitation	16%	16%	16%	11%	9%	8%
▪ Overlay-Chipseal-Crackseal	35%	47%	47%	48%	47%	38%
▪ Routine Maintenance	17%	10%	7%	10%	15%	18%
▪ No Maintenance Required	32%	27%	30%	31%	29%	36%

The recommended funding level for FY2007 provides total Roads Program funding of approximately \$1,200,700, consisting of \$80,000 from the General Fund for related engineering design and inspection services, \$700,000 from Local Borrowing Authorization, and an estimated \$420,700 in Chapter 90 aid.

**Road Program Funding History & CIP Plan (as of 2005)**

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		<i>80,000</i>	<i>700,000</i>	<i>420,700</i>	<< Estimate	<i>1,200,700</i>
2008	Plan	85,000	700,000	↓		
2009	Plan	85,000	700,000			
2010	Plan	85,000	700,000			
2011	Plan	85,000	700,000			

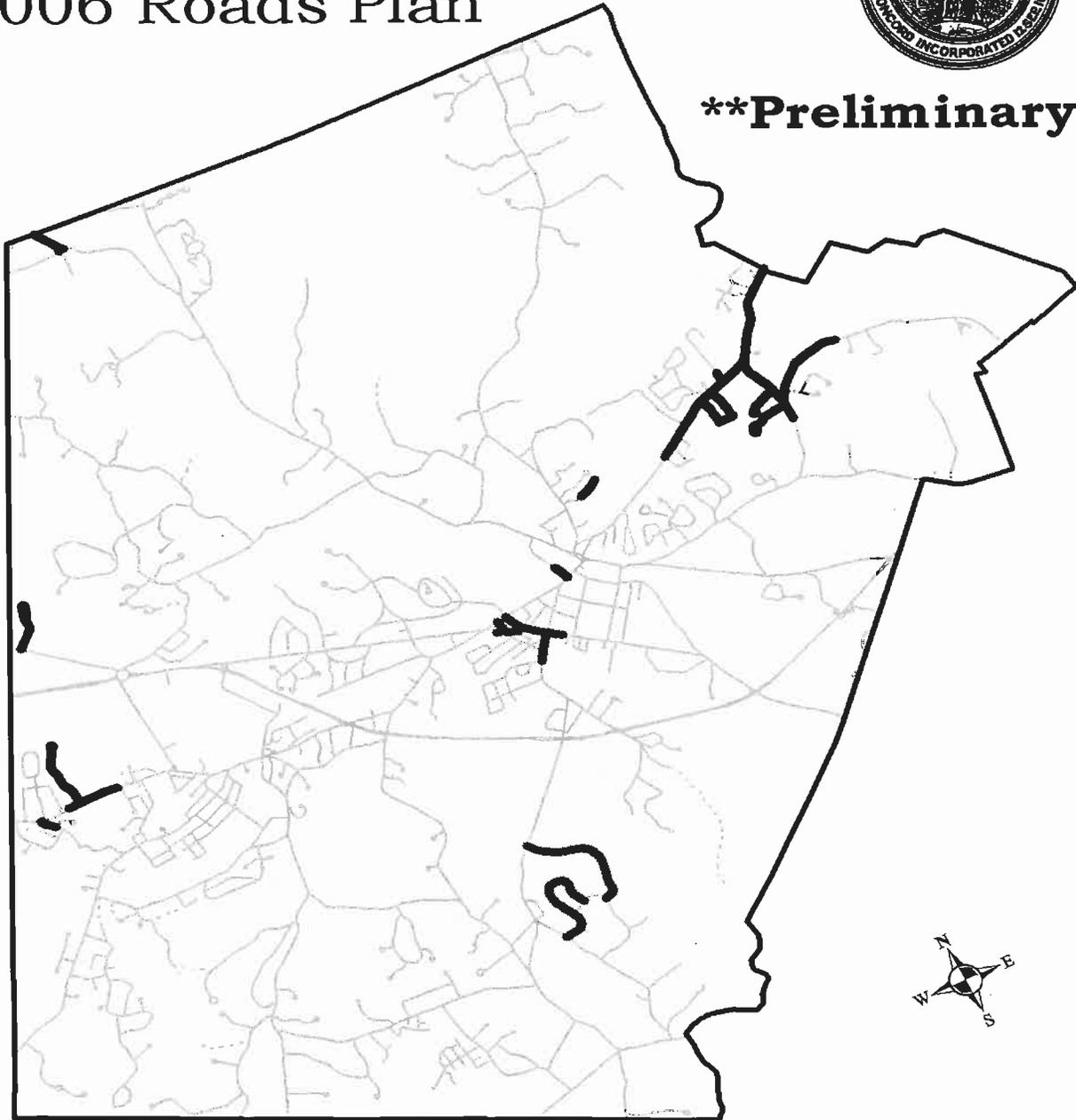
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# Town of Concord

## 2006 Roads 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.

— Proposed 2006 Roads Plan

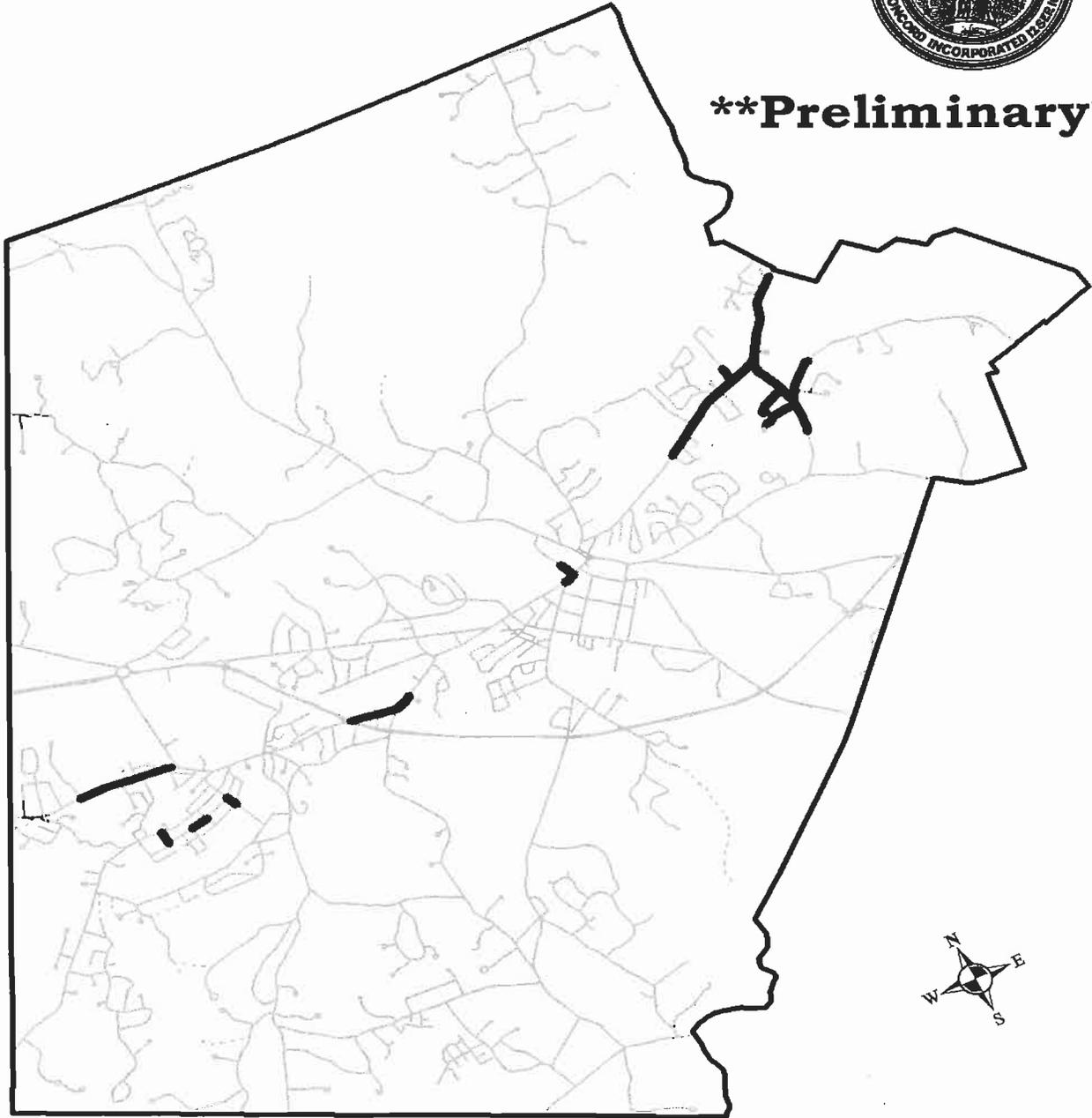


# Town of Concord

## 2006 Sidewalk Plan



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

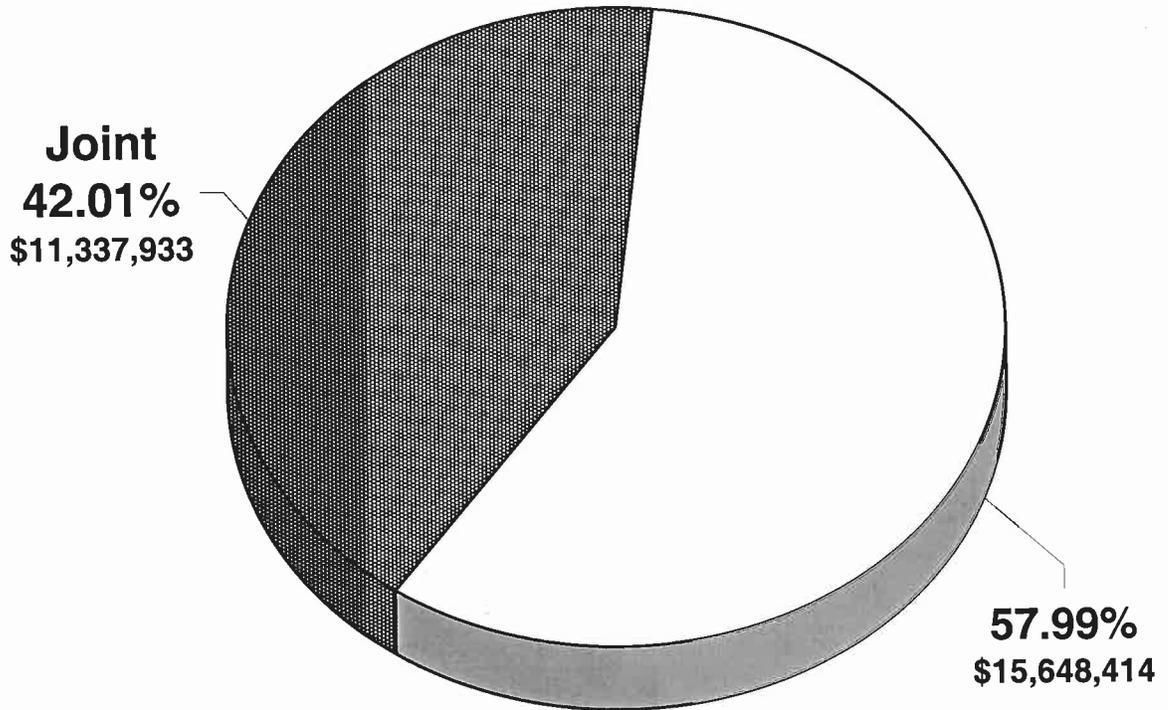


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— Proposed 2006 Sidewalk Plan



FY2007 Joint (Town & CPS) Accounts  
as a Percent of Town & Joint  
Appropriations (\$26,986,347)



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

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>% CHANGE</u>
44A Group Insurance	8.2%
44B Property & Liability Insurance	11.1%
45 Unemployment & Workers Compensation	14.3%
46 Retirement	3.0%
47 Social Security/Medicare	6.9%
48 Debt Service - within Levy Limit	3.8%
Debt Exclusion	7.7%

**Town of Concord, Massachusetts**

<b>SUMMARY: Joint (Town-CPS)</b>	<b>ITEMS 44 - 48</b>
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**ACCOUNT SUMMARY**

<u>ACCOUNT ITEM NUMBER &amp; NAME</u>	<u>BUDGET</u>		<u>APPROPRIATION</u>	
	<u>FY06</u>	<u>FY07</u>	<u>FY06</u>	<u>FY07</u>
44A Group Insurance	3,068,000	3,335,000	2,820,000	3,050,000
44B Property & Liability Insurance	375,000	400,000	225,000	250,000
45 Unemployment & Workers Comp.	175,000	200,000	175,000	200,000
46 Retirement	2,573,894	2,648,100	2,242,250	2,310,000
47 Social Security/Medicare	568,900	612,000	475,000	508,000
48 Debt Service	<u>4,758,374</u>	<u>5,019,933</u>	<u>4,758,374</u>	<u>5,019,933</u>
<b>TOTAL</b>	<b>11,519,168</b>	<b>12,215,033</b>	<b>10,695,624</b>	<b>11,337,933</b>

**FUNDING PLAN**

	<u>FY06</u>	<u>FY07</u>	<u>% Change</u>
General Fund	10,695,624	11,337,933	6.0%
Light Fund	441,880	469,000	6.1%
Water Fund	114,531	126,200	10.2%
Sewer Fund	25,783	28,700	11.3%
Solid Waste Disposal Fund	850	900	5.9%
Parking Meter Fund	750	800	6.7%
Recreation Fund	89,750	101,500	13.1%
Various Sources	<u>150,000</u>	<u>150,000</u>	<u>0.0%</u>
<b>TOTAL</b>	<b>11,519,168</b>	<b>12,215,033</b>	<b>6.0%</b>

### 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 twelve towns, four regional school districts and a Special Education Collaborative. The group consists of: Ayer, Bolton, Boxborough, Clinton, Carlisle, Concord, Harvard, Groton, Lancaster, Pepperell, Stow, Tyngsboro, the Concord-Carlisle Regional School District, the Lincoln-Sudbury Regional School District, the North Middlesex Regional School District, the Narragansett Regional School District, and the Concord Area Special Education Collaborative. As of December 1, 2005, the MNHG Group covered 4,039 employees and retirees. The Town of Clinton and the Narragansett Regional School District joined the group in July 2005.

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). 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 \$24 million in its fiscal year ended May 31, 2005. The MNHG ended that fiscal year with an audited net asset position of \$2,235,972 (compared to \$2,406,847 a year earlier).

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 FY2007 is 73% higher than actual expenditures of FY2002 (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 FY2005 Group Health Insurance expense of \$2.5 million, \$699,591 or 27% was for retiree coverage. This component alone has increased by 77% 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 we record the annual accrued current liability for post-retirement employee benefits effective with our financial statements of June 30, 2007.

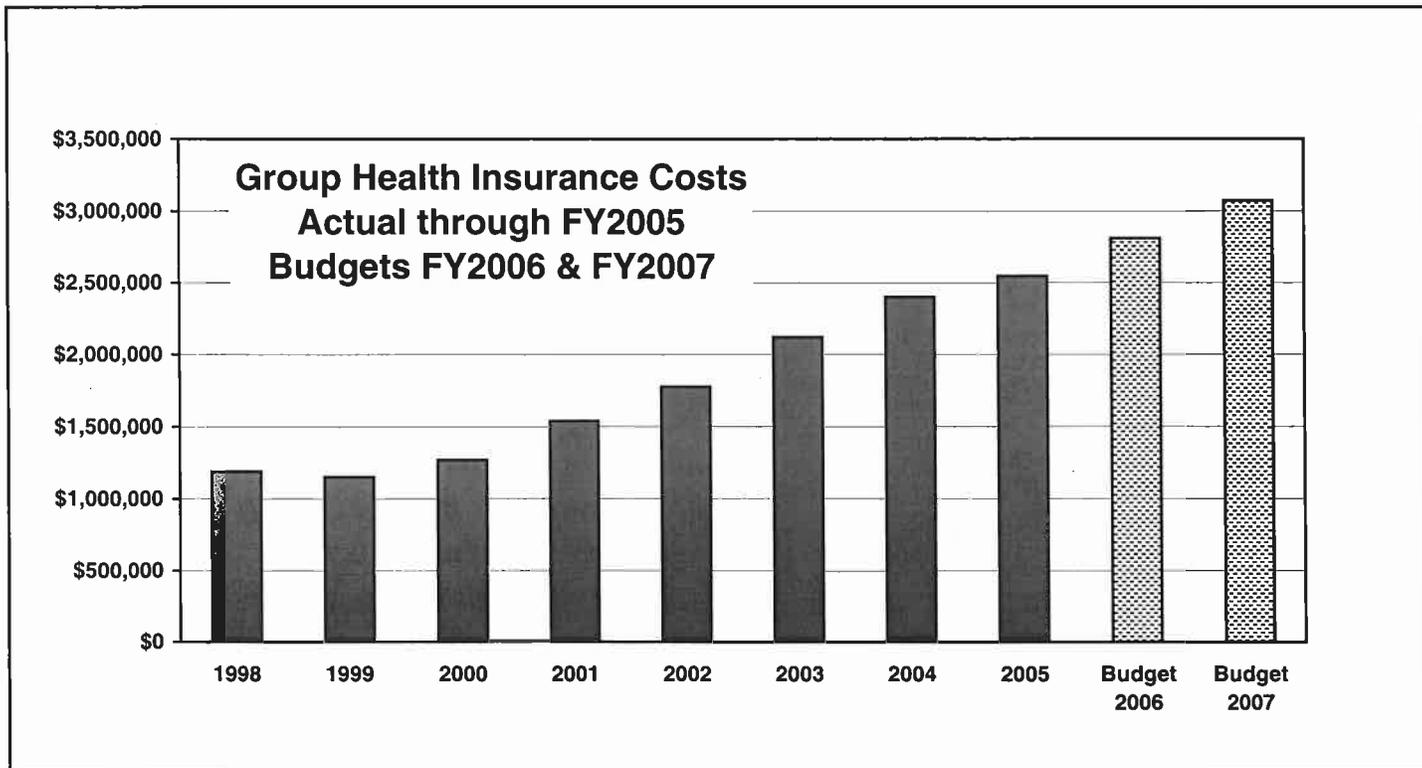
<b>JOINT (TOWN-CPS): Group Insurance</b>	<b>ITEM 44A</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Health Insurance	2,400,420	2,547,468	2,811,500	3,075,000	3,075,000
Life Insurance	20,048	18,723	20,000	20,000	20,000
Dental Insurance	207,189	211,391	235,000	238,000	238,000
Other Prof. Svcs.	1,200	1,200	1,500	2,000	2,000
Tfr. to Insur. Reserve Fund	40,386	92,578	0	0	0
<b>TOTAL</b>	<b>2,669,243</b>	<b>2,871,360</b>	<b>3,068,000</b>	<b>3,335,000</b>	<b>3,335,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
General Fund	2,820,000	92.0%	3,050,000	91.6%	8.2%
Light Fund	128,000	4.2%	147,000	4.4%	14.8%
Water Fund	60,000	2.0%	69,000	2.1%	15.0%
Sewer Fund	17,000	0.6%	19,500	0.6%	14.7%
Recreation Fund	43,000	1.4%	49,500	1.5%	15.1%
<b>TOTAL</b>	<b>3,068,000</b>	<b>100.0%</b>	<b>3,335,000</b>	<b>100.1%</b>	<b>8.7%</b>



**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 \$122.7 million) and approximately 240 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 \$10 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 Inter-local Insurance Association (MIIA). The total annual premium budget for the current year is \$350,000. Premium rates had increased 45% over the three-year period from FY2002 to FY2005. The FY2006 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. The budget estimate for FY2007 (the rate adjustment of August 1, 2006) still anticipates further premium increases. This projection will be reviewed prior to the Town Meeting.

The FY2007 premium budget is projected to be distributed based upon building and vehicle ownership, as follows:

General Fund	\$ 200,000	54.0%
Concord Public Schools	59,000	16.0%
Concord-Carlisle High School	40,000	10.8%
 <i>Enterprises:</i>		
Water	22,000	6.0%
Sewer	7,000	1.9%
Light	40,000	10.8%
 <i>All Other:</i>		
FOPAC, Umbrella	2,000	0.5%
	<u>\$ 370,000</u>	<u>100%</u>

**Town of Concord, Massachusetts**

<b>JOINT (TOWN-CPS): Property &amp; Liability Insurance</b>	<b>ITEM 44B</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Insurance Premiums	302,712	353,824	350,000	370,000	370,000
Damages to Person & Prop.	300	110	5,000	5,000	5,000
Insurance Advisor	10,451	32,901	20,000	25,000	25,000
Other Expenses	0	0	0	0	0
Tfr. to Insur. Reserve Fund	52,562	0	0	0	0
<b>TOTAL</b>	<b>366,025</b>	<b>386,835</b>	<b>375,000</b>	<b>400,000</b>	<b>400,000</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
<b>General Fund</b>	225,000	60.0%	250,000	62.5%	11.1%
<b>Other Sources -</b>	150,000	40.0%	150,000	37.5%	0.0%
Schools (CPS,CCRHS)					
Enterprises (Light,Water,Sewer)					
Lessees (FOPAC and Emerson Umbrella)					
<b>TOTAL</b>	<b>375,000</b>	<b>100.0%</b>	<b>400,000</b>	<b>100.0%</b>	<b>6.7%</b>

**Insurance Premium Detail**

Type of Coverage	FY04 Gross Actual	FY05 Gross Actual	FY06 Gross Budget	FY07 Gross Budget	FY07 Gen. Fund
Automobile	121,020	106,439	128,000	100,000	50,000
Public Officials Liability	11,558	17,606	30,000	35,000	35,000
Prop./Genl.Liab.Pckg.	105,553	156,823	120,000	151,000	58,000
Boiler & Machinery	6,754	8,972	8,000	10,000	3,000
Excess Umbrella Liab.	39,190	49,287	46,000	60,000	50,000
School Leaders Liab.	15,012	12,434	16,000	10,000	0
Bonds	3,625	2,263	2,000	4,000	4,000
<b>TOTAL</b>	<b>302,712</b>	<b>353,824</b>	<b>350,000</b>	<b>370,000</b>	<b>200,000</b>

### 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 cost estimated for FY2007 in relation to total projected payroll of about \$36.5 million is a little less than three-tenths of one percent. This is a small fraction of the minimum payroll tax percentage.

The budget recommendation allows for a slightly increased level of claims experience. 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 **\$528** (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 \$561,472 per year, has been acquired for the current year (August 1, 2005 to July 31, 2006) at a premium of \$29,685, of which the General Fund's share was \$24,213.

### 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

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

**ITEM 45**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Manager Recommends
Unemployment Comp.	38,791	83,348	75,000	100,000	100,000
Workers' Compensation:					
• Admin. Services	14,900	14,900	15,000	20,000	20,000
• Re-insurance/Stop-loss	22,554	21,984	25,000	25,000	25,000
• Medical Expenses	22,081	12,210	60,000	55,000	55,000
• Other	3,637	5,031	0	0	0
SUB-TOTAL	63,171	54,125	100,000	100,000	100,000
TOTAL	101,962	137,473	175,000	200,000	200,000

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
General Fund	175,000	100.0%	200,000	100.0%	14.3%

**Performance Highlights**

**Unemployment Compensation**

<u>Beneficiaries</u>	Town *	School (CPS)
FY1996	0	3
FY1997	3	3
FY1998	3	1
FY1999	2	3
FY2000	5	5
FY2001	1	3
FY2002	1	3
FY2003	5	4
FY2004	6	8
FY2005	5	12

*For FY05, School (CPS) employees represented 71% of unemployment compensation costs and 63% of workers' compensation medical costs.*

\* 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 (CCRSD), 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

There are 106 local retirement boards, which 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, 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 under-funded 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 in 1978 commenced 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, 2004 reported pension benefit obligations as follows:

	At 1/1/02	At 1/1/04	% Change (2 yrs)
<b>Obligations (AAL)</b>	\$67,762,944	\$76,563,521	+13.0%
<b>Assets (AVA)</b>	\$56,748,473	\$63,067,203	+11.1%
<b>Unfunded Obligation</b>	\$11,014,471	\$13,496,318	
<b>Funded Ratio</b>	83.7%	82.4%	

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 be under active consideration this year.

**Town of Concord, Massachusetts**

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

**ITEM 46**

**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Contributory Retirement	2,299,821	2,390,032	2,500,242	2,548,059	2,548,059
Non-Contrib. Retirement	2,217	2,217	2,250	2,250	2,250
Military Service Credit	4,281	0	0	0	0
To: Pension Reserve	112,515	90,388	71,402	97,791	97,791
<b>TOTAL</b>	<b>2,418,834</b>	<b>2,482,637</b>	<b>2,573,894</b>	<b>2,648,100</b>	<b>2,648,100</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
General Fund	2,242,250	87.1%	2,310,000	87.3%	3.0%
Light Fund	284,880	11.1%	290,000	11.0%	1.8%
Water Fund	40,831	1.6%	42,000	1.6%	2.9%
Sewer Fund	5,933	0.2%	6,100	0.2%	2.8%
<b>TOTAL</b>	<b>2,573,894</b>	<b>100.0%</b>	<b>2,648,100</b>	<b>100.0%</b>	<b>2.9%</b>

**Performance Highlights**

*Restatement to 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 Accrued Liability (2)-(1)	(5) Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll (4)÷(5)
January 1, 1996	33,678	42,701	78.9%	9,023	11,655
January 1, 1998	43,221	51,392	84.1%	8,171	13,676
January 1, 2000	56,251	59,720	94.2%	3,469	14,807
January 1, 2002	56,748	67,763	83.7%	11,014	16,776
January 1, 2004	63,067	76,564	82.4%	13,496	17,996

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

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

**ITEM 46**

In addition to the system's assets shown above, the Town continues to maintain a Pension Reserve Fund that had a market value of \$3,677,480 on December 31, 2005. As of that date, the market value of the System's assets was estimated at \$75,651,153 million.

The Pension Fund contribution required from the employers for FY2007, as set forth by the revised 13-year Funding Schedule of the Jan. 1, 2004 Actuarial Valuation, is \$2,992,219. The **Cost of Benefits** required to be funded in FY2007 is \$3,291,487. This difference of \$299,268 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, and 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). FY2004-2006 costs and projected FY2007 costs are:

	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>
<i>Pension Fund</i>	\$3,273,875	\$3,245,839	\$3,181,943	\$3,291,487
<u>Less PRF Transfer</u>	<u>545,089</u>	<u>438,990</u>	<u>247,714</u>	<u>299,268</u>
Net Funding, All Employers:	\$2,728,786	\$2,806,849	\$2,934,229	\$2,992,219

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 FY2007 will be:

	<b>FY2006</b>	<b>FY2007 Shares</b>
Town (including CPS)	85.54%	85.46%
CCRS	13.57%	13.67%
Housing Authority	0.89%	0.87%

The FY2007 budget proposes to meet the Town share of \$2,548,059 by allocating \$2,307,750 from the General Fund (up 3.0%), and \$240,309 from charges made to the Town's enterprise funds. The remainder of the General Fund appropriation, \$2,250, will pay the cost of a non-contributory pension (an assessment from the Town of Brookline).

**Performance Information**

The Retirement System operates on a calendar year fiscal period. For the year ended December 31, 2004, System receipts of \$11.5 million were derived as follows:

Employee Contributions	\$1,910,685
Employer Contributions	\$2,889,746
Commonwealth (COLA)	\$ 78,840
Investment Earnings & Gains; All Other	\$6,605,574

For the five-year period 2000-2004, the Concord Retirement System's investment performance showed an annualized return of 4.50% compared to a composite rate of return of 4.07% 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%

Concord's funded ratio of 82.4% at January 1, 2004 ranked 15<sup>th</sup> out of 106 retirement boards as reported on PERAC's website as of January 1, 2006.

**PENSION APPROPRIATION AS PERCENT OF TOTAL GENERAL FUND BUDGET:**

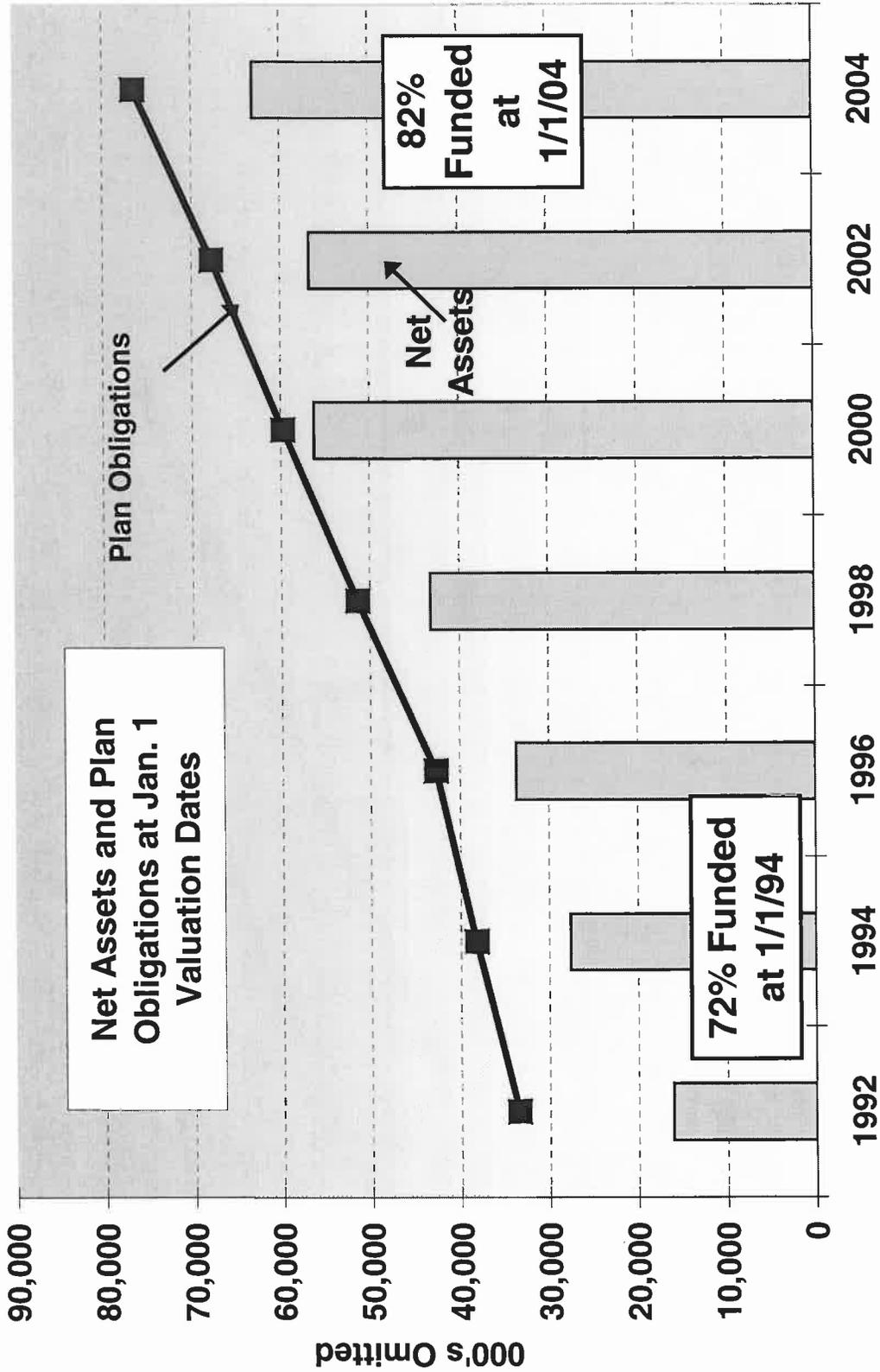
<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>Projected FY2007</b>
4.0%	3.9%	3.8%	3.7%	3.6%	3.5%

2/1/2006

JOINT (TOWN-CPS): Retirement

ITEM 46

### 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 76% in FY2005, and is projected to be 81% in FY2007 (see chart at the bottom of Page IV-138).

**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, Library, and 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**

*Medicare Tax:*

	FY2001	FY2002	FY2003	FY2004	FY2005	Est. FY2006	Est. FY2007
% of Payroll Covered:							
Town	68%	70%	71%	73%	74%	77%	80%
CPS	66%	68%	70%	74%	78%	80%	83%
% of Expense:							
Town	47%	47%	47%	46%	46%	46%	46%
CPS	53%	53%	53%	54%	54%	54%	54%

*Social Security Tax:*

Allocation, Percent of Expense

	FY2005 Actual	FY2006 Budget	FY2007 Budget
Town - General Fund	22%	29%	29%
Recreation	23%	24%	24%
Concord Public Schools	50%	40%	40%
Other	5%	7%	7%

<b>JOINT (TOWN-CPS): Social Security/Medicare</b>	<b>ITEM 47</b>
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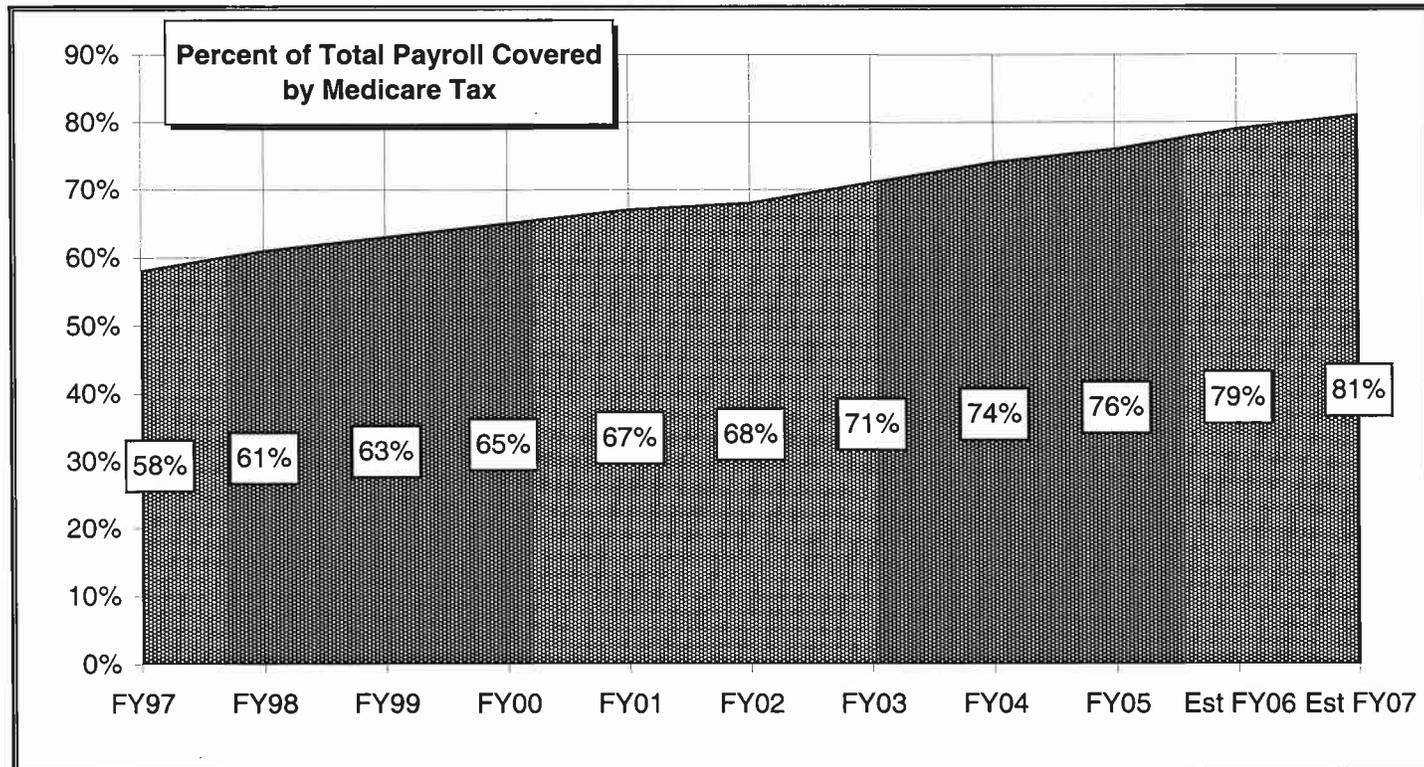
**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
Medicare Tax	340,170	379,796	425,000	452,000	452,000
Social Security Tax	124,749	153,920	143,900	160,000	160,000
<b>TOTAL</b>	464,919	533,716	568,900	612,000	612,000

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
General Fund	475,000	83.5%	508,000	83.0%	6.9%
Light Fund	29,000	5.1%	32,000	5.2%	10.3%
Water fund	13,700	2.4%	15,200	2.5%	10.9%
Sewer Fund	2,850	0.5%	3,100	0.5%	8.8%
Recreation Fund	46,750	8.2%	52,000	8.5%	11.2%
Solid Waste Disposal Fund	850	0.1%	900	0.1%	5.9%
Parking Meter Fund	750	0.1%	800	0.1%	6.7%
<b>TOTAL</b>	568,900	100.0%	612,000	100.0%	7.6%

**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, and Light) is supported fully by the respective enterprise revenue. This budget, however, shows only the General Fund debt service and costs.

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; and,
- 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 5 years and 90% repayment within 10 years.

These guidelines serve several important purposes:

- capital 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 hold down the amount of debt service dollars expended in the form of interest costs, and new capacity is continually made available, continuously enabling newly recognized capital needs to be addressed without resort to debt exclusion votes; and,
- rapid principal retirement also 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"), would be above the base 7-8% allocation, and might be structured for a longer repayment depending on the nature of the project. Revenue-supported debt (water, sewer, and 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 FY2007 recommended General Fund budget is based upon: 1) outstanding tax-supported debt scheduled for repayment between July 1, 2006 and June 30, 2007 (\$3,146,977 principal and interest); 2) an additional amount incorporated for the first-year debt service on a new tax-supported issuance of \$2,300,000 scheduled for sale during February 2006; and, 3) allowance for further bond issuances in the fall of 2006 related to the Alcott and Thoreau projects.

**Performance Information**

In February 2005, in connection with the sale of a \$3,365,000 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.

	<u>Amount</u>	<u>Per Capita</u>	<u>Assessed Value</u> % of
<i>Projected Debt Level at June 30, 2006:</i>			
Tax-supported, Municipal - within Limit	\$ 7,230,000	\$ 425	0.14%
Tax-supported, School - within Limit	2,855,000	168	0.05%
Tax-supported - Debt Exclusion	9,673,290	569	0.19%
Electric	3,465,000	204	0.07%
Water	2,605,000	153	0.05%
Sewer	1,000,000	59	0.02%
Betterments	<u>2,714,243</u>	<u>160</u>	<u>0.05%</u>
<b>Total Long-term Debt</b>	<b>\$ 29,542,533</b>	<b>\$ 1,738</b>	<b>0.57%</b>

Town of Concord, Massachusetts

<b>JOINT (TOWN-CPS): Debt Service</b>	<b>ITEM 48</b>
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**EXPENDITURE DETAIL**

	FY04 Expend.	FY05 Expend.	FY06 Budget	FY07	
				Dept. Request	Town Mgr. Recomm.
<b>LONG-TERM DEBT:</b>					
Town - Principal	1,243,000	1,300,000	1,530,000	1,540,000	1,540,000
- Interest	165,735	195,615	235,998	257,070	257,070
<b>SUB-TOTAL</b>	<b>1,408,735</b>	<b>1,495,615</b>	<b>1,765,998</b>	<b>1,797,070</b>	<b>1,797,070</b>
School - Principal	807,000	790,000	680,000	695,000	695,000
- Interest	107,315	99,359	89,768	100,356	100,356
Premium Offset-Excl. Debt	0	0	1,593	0	0
<b>SUB-TOTAL</b>	<b>914,315</b>	<b>889,359</b>	<b>771,361</b>	<b>795,356</b>	<b>795,356</b>
<b>W/IN LEVY LIMIT TOTAL</b>	<b>2,323,050</b>	<b>2,384,974</b>	<b>2,537,359</b>	<b>2,592,426</b>	<b>2,592,426</b>
Debt Excl. - Town - Principal	1,035,000	225,000	225,000	284,358	284,358
- Interest	86,503	58,352	50,191	95,812	95,812
<b>SUB-TOTAL</b>	<b>1,121,503</b>	<b>283,352</b>	<b>275,191</b>	<b>380,170</b>	<b>380,170</b>
School - Principal	1,135,000	920,000	1,260,000	395,000	395,000
- Interest	327,832	147,602	259,800	763,333	763,333
<b>SUB-TOTAL</b>	<b>1,462,832</b>	<b>1,067,602</b>	<b>1,519,800</b>	<b>1,158,333</b>	<b>1,158,333</b>
<b>EXCLUDED DEBT TOTAL</b>	<b>2,584,335</b>	<b>1,350,954</b>	<b>1,794,991</b>	<b>1,538,503</b>	<b>1,538,503</b>
<b>LONG-TERM DEBT TOTAL</b>	<b>4,907,385</b>	<b>3,735,928</b>	<b>4,332,350</b>	<b>4,130,929</b>	<b>4,130,929</b>
BAN Interest-w/in Levy Limit	11,500	50,675	62,641	122,574	122,574
BAN Interest-Debt Exclusion	131,462	113,876	313,383	731,430	731,430
Issuance Costs/Admin.	46,090	41,748	50,000	35,000	35,000
<b>GRAND TOTAL</b>	<b>5,096,437</b>	<b>3,942,227</b>	<b>4,758,374</b>	<b>5,019,933</b>	<b>5,019,933</b>

**FUNDING PLAN**

	FY06 Budget \$	% of Budget	FY07 Recomm. \$	% of Budget	% Change
Gen'l Fund-w/in Levy Limit	2,650,000	55.7%	2,750,000	54.8%	3.8%
Debt Exclusion	2,108,374	44.3%	2,269,933	45.2%	7.7%
	4,758,374	100.0%	5,019,933	100.0%	5.5%

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

**ITEM 48**

**Debt Service Schedule  
for debt issued through June 30, 2005**

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service						Revenue Supported Annual Debt Service							
	Principal Matured	Interest Payment		Town (within levy limit) Principal Matured	Town (within levy limit) Interest Payment	Town (outside levy limit) Principal Matured	Town (outside levy limit) Interest Payment	School (within levy limit) Principal Matured	School (within levy limit) Interest Payment	School (outside levy limit) Principal Matured	School (outside levy limit) Interest Payment	Water Principal Matured	Water Interest Payment	Betterment (WPAT Title V loan) Principal Matured	Betterment (WPAT Title V loan) Interest Payment	Light Principal Matured	Light Interest Payment
2005	4,245,852	790,772	25,138,385	1,300,000	195,615	225,000	60,325	790,000	96,251	920,000	160,982	420,000	100,010	10,852	0	580,000	177,589
2006	4,585,852	871,621	20,552,533	1,530,000	235,998	225,000	50,638	680,000	89,768	1,260,000	261,450	405,000	82,478	10,852	0	475,000	151,289
2007	3,395,852	726,095	17,156,681	1,310,000	185,520	225,000	43,388	620,000	67,506	350,000	233,363	405,000	65,523	10,852	0	475,000	130,795
2008	2,865,852	611,308	14,290,829	985,000	144,412	225,000	36,513	485,000	47,667	350,000	224,613	355,000	48,320	10,852	0	475,000	109,783
2009	2,270,852	512,657	12,019,977	720,000	113,464	200,000	29,075	380,000	33,654	350,000	214,988	235,000	33,118	10,852	0	375,000	86,358
2010	1,940,852	436,906	10,079,125	585,000	91,982	100,000	22,525	310,000	22,032	350,000	204,707	210,000	23,915	10,852	0	375,000	71,745
2011	1,705,615	369,460	8,373,510	505,000	72,764	100,000	20,125	175,000	11,701	350,000	194,425	200,000	15,800	10,615	0	365,000	54,645
2012	1,400,829	309,326	6,972,681	405,000	56,613	100,000	17,250	35,000	6,038	350,000	183,925	200,000	8,000	10,829	0	300,000	37,500
2013	1,200,829	257,720	5,771,852	405,000	43,213	100,000	14,250	35,000	4,988	350,000	172,769	200,000	0	10,829	0	300,000	22,500
2014	1,150,829	211,326	4,621,023	355,000	29,113	100,000	11,000	35,000	3,850	350,000	159,863	200,000	0	10,829	0	300,000	7,500
2015	810,829	172,832	3,810,194	315,000	16,188	100,000	7,500	35,000	2,625	350,000	146,519	200,000	0	10,829	0	0	0
2016	605,829	142,801	3,204,365	110,000	4,125	100,000	3,750	35,000	1,313	350,000	133,613	200,000	0	10,829	0	0	0
2017	360,829	120,488	2,843,536	0	0	0	0	0	0	350,000	120,488	200,000	0	10,829	0	0	0
2018	360,829	108,925	2,482,707	0	0	0	0	0	0	350,000	108,925	200,000	0	10,829	0	0	0
2019	360,829	92,925	2,121,878	0	0	0	0	0	0	350,000	92,925	200,000	0	10,829	0	0	0
2020	360,829	78,925	1,761,050	0	0	0	0	0	0	350,000	78,925	200,000	0	10,829	0	0	0
2021	361,050	64,925	1,400,000	0	0	0	0	0	0	350,000	64,925	200,000	0	11,050	0	0	0
2022	350,000	50,925	1,050,000	0	0	0	0	0	0	350,000	50,925	200,000	0	0	0	0	0
2023	350,000	36,750	700,000	0	0	0	0	0	0	350,000	36,750	200,000	0	0	0	0	0
2024	350,000	22,225	350,000	0	0	0	0	0	0	350,000	22,225	200,000	0	0	0	0	0
2025	350,000	7,438	0	0	0	0	0	0	0	350,000	7,438	200,000	0	0	0	0	0
<b>total</b>	<b>29,384,238</b>	<b>5,996,350</b>		<b>8,525,000</b>	<b>1,189,007</b>	<b>1,800,000</b>	<b>316,339</b>	<b>3,595,000</b>	<b>387,393</b>	<b>8,830,000</b>	<b>2,874,743</b>	<b>2,430,000</b>	<b>377,164</b>	<b>184,238</b>	<b>0</b>	<b>4,020,000</b>	<b>851,704</b>

Interest expense as % of total debt service to final maturity: **16.95%**  
 Interest expense as % of total debt service, FY05: **15.70%**  
 Interest expense as % of total debt service, FY06: **15.97%**