

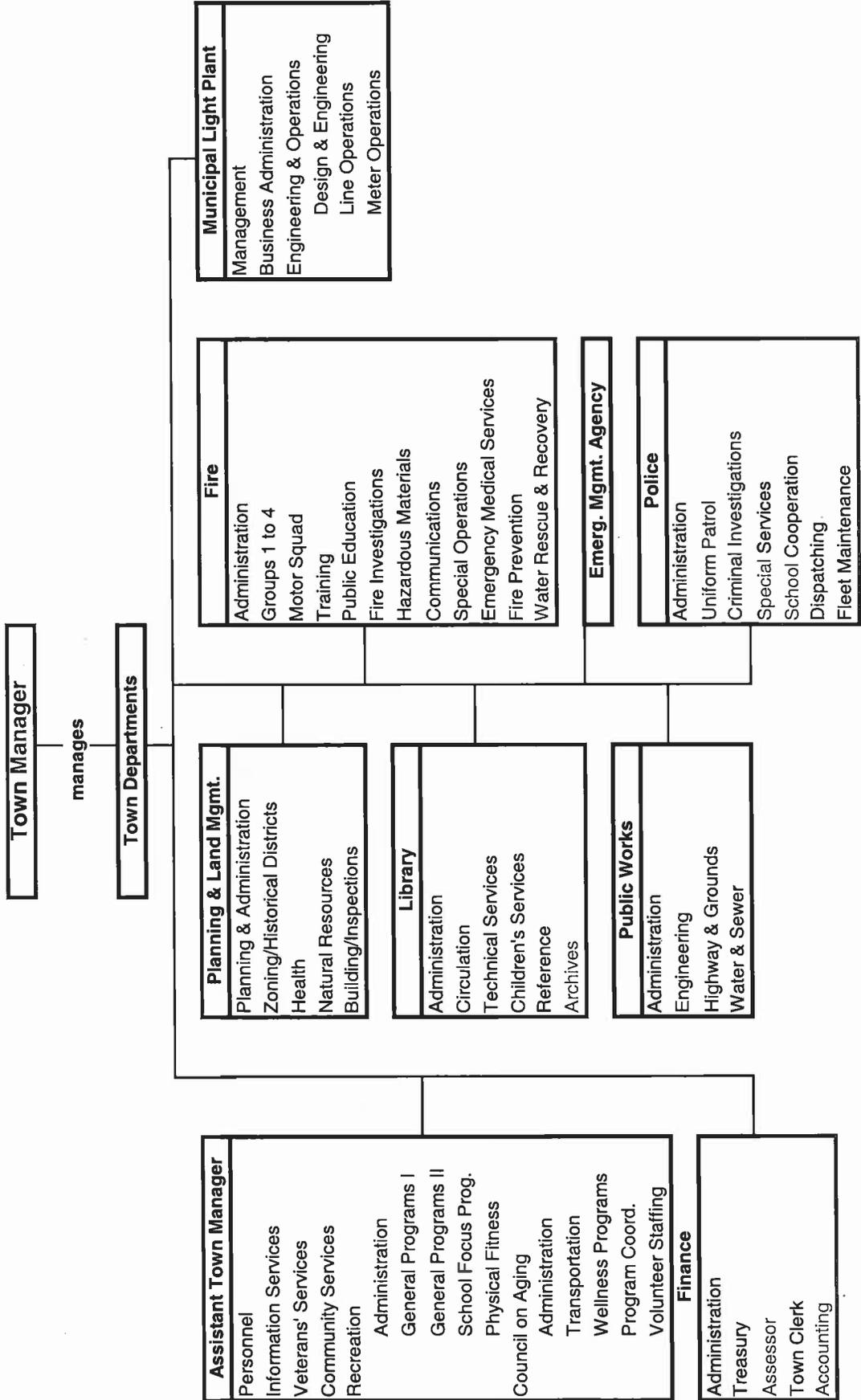
Section VII

Appendix

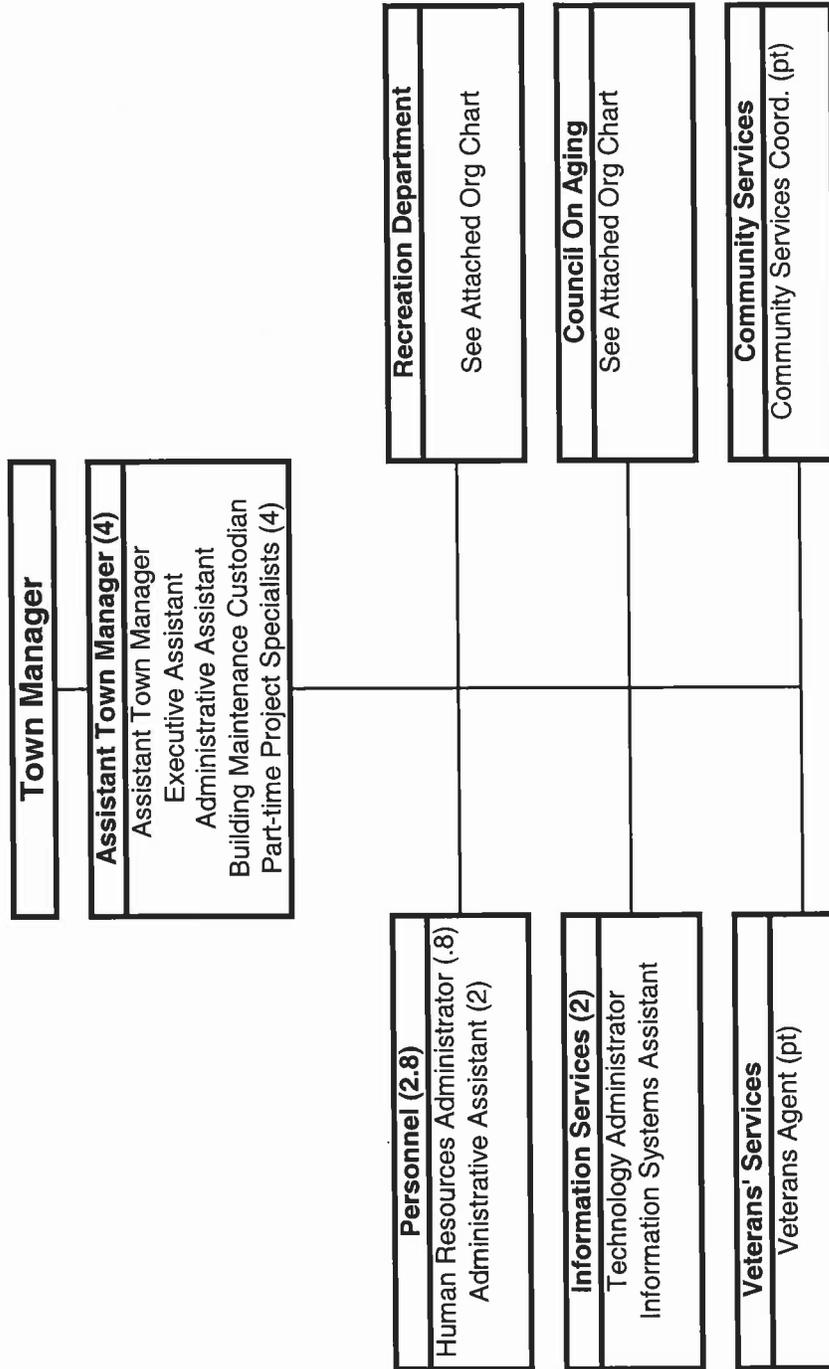
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DEPARTMENTS MANAGED BY TOWN MANAGER
Overall Organization Chart



OFFICE OF TOWN MANAGER
 Organization Chart



Office of Town Manager Organization Support Statement

I. Mission

The mission of the Office of Town Manager 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, Town bylaws, and the Concord Town Charter.

II. Goals and Objectives

The Office of Town Manager will:

- Provide an orderly organization of records, procedures, and working systems that support the Town Manager and the Board of Selectmen in carrying out their tasks, with a focus on progressive service to the citizens of Concord.
- Give responsive and courteous answers to questions raised by citizens, visitors, and others having relations with the Town, and direct their requests, when appropriate, to specific offices and departments.
- Maintain personnel and information systems throughout the Town that contribute substantially to the ideal of responsive public service and decision-making based on access to current information and effective problem-solving.

III. Operational Description

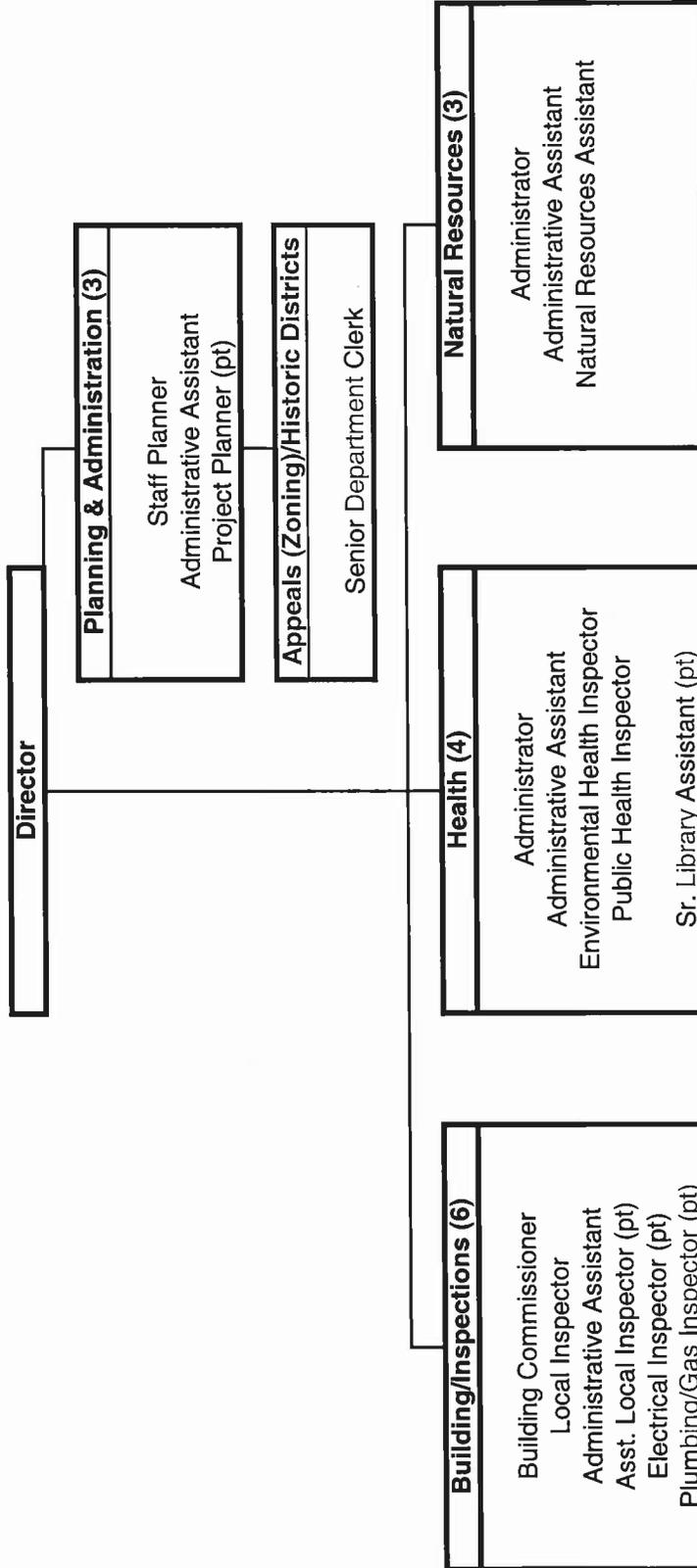
The Town Manager is the chief executive officer of the Town of Concord, and operates under a “strong town manager” form of government as described in detail in Section 2D and Sections 9 (A-I), 10, 11, and 12 of the Concord Town Charter. More generally, the Town Manager supervises and directs “...and shall be responsible for the efficient administration of all officers, boards and committees appointed by him and their respective departments.” To assist the Town Manager in discharging his responsibility, the Assistant Town Manager provides administrative direction to the immediate staff, to Personnel Administration, to Veterans’ Services, to Community Services, and to Information Services. The Assistant Town Manager also gives administrative direction to the Recreation Department and Council on Aging, both of which operate with substantial volunteer and part-time assistance. The Assistant Town Manager manages a variety of other Town-wide programs, as well as the Town House and other buildings. The organization support statements for Personnel Administration and Information Services are included in this section; both the organization charts and support statements for the Recreation Department and Council on Aging are also found in the following pages.

IV. Board/Commission Involvement

The primary board with which the Office of Town Manager works is the Board of Selectmen, which has five members who are elected to serve three-year terms as set forth by the Town Charter and the Term of Office Bylaw. The Selectmen are vested by the Town Charter, Massachusetts General Laws, and Town bylaws with broad powers to govern the Town. The board appoints the Town Manager and several boards and commissions; makes recommendations for the annual operating budget, approves the organization of Town government, approves actions in litigation; and acts as licensing authority on many matters. The board has the power to vote on rules and regulations to control traffic, taxicabs, hawkers and peddlers, underground wiring, and other aspects of Town affairs. The board also issues warrants for Town Meetings.

In addition, the Office of Town Manager provides support to boards and committees appointed by both the Board of Selectmen and the Town Manager that are not directly supported by individual town offices or departments.

DEPARTMENT OF PLANNING & LAND MANAGEMENT
 Organization Chart



Personnel:
 Full Time: 14
 Part Time: 4

Department of Planning and Land Management Organization Support Statement

I. Mission Statement

The mission for the Department of Planning and Land Management is to reasonably guide growth and the development of land and its uses within the Town of Concord in a manner that preserves the town's unique character.

II. Goals and Objectives

The Department of Planning and Land Management will:

- Guide both public and private land use, resource, and building decisions while providing a high level of staff support services on these issues to the Town's boards and committees.
- Strive toward excellence, quality, and innovation in service delivery for planning, zoning, historic districts, natural resources, building inspections, and application of public health and sanitation mandates.
- Implement state and local land use and environmental regulations, laws, and bylaws.
- Coordinate and build consensus between Town agencies, Town boards and committees, and the general public on the implementation of land use and historic and environmental regulations through the full sequence of discussion, review, analysis, and decision-making on all development plans submitted to the Town.
- Initiate and implement planning efforts to advance the Town's land use planning, environmental, inspections, and health policies.

III. Operational Description

The department's function is carried out through four divisions: Planning, Natural Resources, Building Inspections, and Health. The divisional responsibilities are summarized in the following paragraphs.

1. Planning & Administration

The Planning & Administration Division reviews all development proposals submitted for regulatory approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. Additionally, the Division gives guidance, input, and consultation to other Town departments, boards, and committees on current and future activity regarding the Town's land use planning policy and objectives. The Division also provides staff support to the Historical Commission and the Community Preservation Committee.

2. Natural Resources

The Natural Resources Division works to conserve and preserve natural resources and open spaces, through, among other means, enforcement of the state Wetlands Protection Act and the state Rivers Act. The Natural Resources Division is also responsible for the management and maintenance of Town-owned open space, agricultural, and conservation lands.

3. Building/Inspections

The Building/Inspections Division enforces the provisions of the State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, occupancy, etc. in the town. The Division ensures code compliance for safety and energy conservation within buildings, enforces the Zoning Bylaw and enforces specialized codes such as the Architectural Access, Plumbing, and Electrical codes.

4. Health

The Health Division enforces state statutes and regulations affecting public health by reviewing site plans and building applications, and by 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.

IV. Board/Commission Involvement

Five boards/commissions are closely involved in the work of the Department of Planning and Land Management, and have regulatory authority: the Board of Appeals, the Planning Board, the Natural Resources Commission, the Board of Health, and the Historic Districts Commission. Their work is summarized below.

1. Board of Appeals

The Board of Appeals has three full members and three associate members appointed by the Board of Selectmen for three-year staggered terms. The board is a quasi-judicial body authorized by MGL Ch. 40A. It decides on the application of the Town's zoning, sign, and building codes, regulations, and bylaws, in addition to providing a forum for the comprehensive permit process defined by MGL Ch. 40B. Decisions are made with input from public hearings, and are rendered consistent with the state statutes and Concord's regulations and bylaws.

2. Planning Board

This board has seven members, appointed by the Board of Selectmen for five-year staggered terms. The Planning Board conducts public hearings and decides on matters related to the Town's Subdivision Rules and Regulations, provides recommendations to the Board of Appeals and makes decisions on certain aspects of the Concord Zoning Bylaw, and is responsible for proposals regarding amendments to the Zoning Bylaw.

3. Natural Resources Commission

The Natural Resources Commission has five members and several associate members who are appointed by the Town Manager, with the approval of the Selectmen, for three-year staggered terms. The Commission is responsible for the overall stewardship of the natural resources of the Town, and acts as conservation commission and Town forest committee in all matters delegated by state statute or Town bylaw. The Commission bears responsibility for updates to the Town's Open Space and Recreation Plan.

4. Board of Health

The Board of Health is comprised of five members, appointed by the Town Manager for three-year staggered terms. The Board is responsible for the overall stewardship of the public health, which is defined by both local bylaws and state law. When necessary, the Board may act at its own discretion to protect the public health.

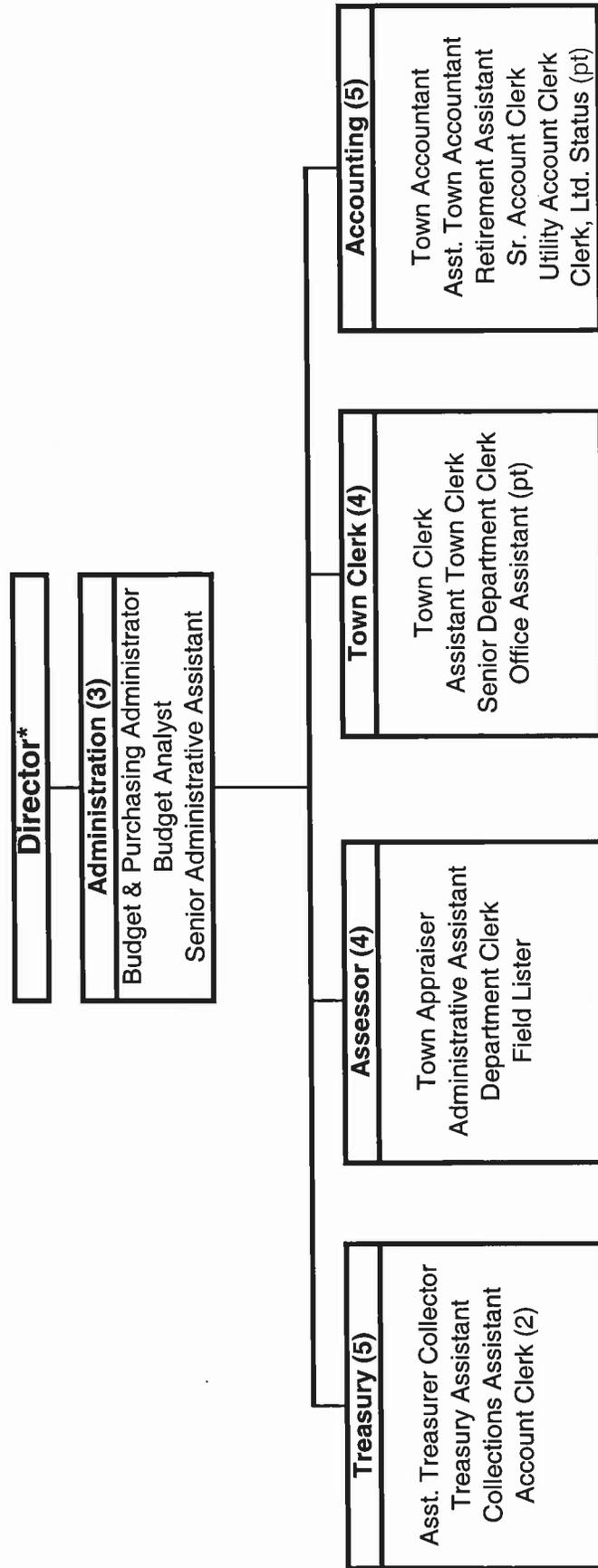
5. Historic Districts Commission

The Historic Districts Commission, created to preserve the historic atmosphere of the Town's six designated historic districts, has five full members and five associate members appointed by the Board of Selectmen for staggered five-year terms (with recommendations provided for various members from the Planning Board, the Natural Resources Commission, the Concord Antiquarian Society (now Concord Museum) and the Trustees of the Concord Public Library). The Commission is responsible for the preservation and protection of buildings, places, and districts of historic or literary significance in the town. Changes to any building or structure in the designated historic districts must be granted a Certificate of Appropriateness by the Historic Districts Commission.

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DEPARTMENT OF FINANCE & ADMINISTRATION

Organization Chart



* Director serves as Treasurer/Collector

Personnel:

Full-time: 21

Part Time: 2

Seasonal & special project employees are used based on work load and need.

Finance & Administration Department Organization Support Statement

I. Mission

The mission of the Finance & Administration Department is to carry out many of the financial, administrative, and informational activities of town government. To do so, the department must properly manage and account for all of the money in the town coffers. In setting the tax assessment and collecting the taxes and fees, the department must operate in a fair and transparent manner. Furthermore, the department must assist other departments with the preparation of budgets, payment of employees, and procurement of goods and services. Since it is often the primary point of contact between town government and the public, the department must strive to provide its services in a courteous and professional, yet efficient manner.

II. Goals and Objectives

The Finance & Administration Department will:

- Deliver services to the public and other town departments in a timely, transparent, fair, professional, and courteous manner.
- Manage the Town's revenue cycle processes to ensure that property is fairly assessed, taxes are duly collected, and funds are properly invested.
- Provide services to other Town departments to assist them with the expenditure cycle processes of preparing budgets, paying employees, and purchasing goods and services.
- Manage the Town's accounting records to conform to generally accepted accounting principles, and produce reports to comply with state laws and regulations.
- Maintain the Town's public records, including census information, voter registration lists, and birth, marriage, and death certificates.
- Promote the career development of the department's employees through in-house and off-site training.

III. Operational Description

The department's responsibilities are carried out by its five divisions: Administration, Treasury, Assessor, Town Clerk, and Accounting. The line of control is presented in the organization chart and each of the division's functions is summarized below.

1. Administration

The Administration Division supports the Finance Director with financial, budgetary, and administrative duties. The Finance Director serves as Treasurer/Collector, which makes the Director responsible for the management of the Town's fiscal resources. The Administration Division assists with the preparation and analysis of the Town's operating and capital budgets. In addition, the division operates the purchasing and public bidding process, and administers the payroll and employee benefits system.

2. Treasurer/Collector

The Treasury Division is responsible for the detailed cash management of Town funds. The Assistant Treasurer/Collector is in charge of the division's day-to-day operations. All Town-levied taxes and refuse & recycling subscriptions are billed and collected in this division. In addition, the Treasury Division collects additional fees, utilities charges, ambulance charges, parking fines, and false alarm fees. The division also manages short-term investments and the disbursements of all Town funds.

3. Assessor

Valuing the Town's real and personal property, and maintaining equitable assessments, are the major roles assigned to this division. The Town Appraiser directs the division in updating the Town-wide property database, and valuing each parcel at its "full and fair" market value as of January 1st. The Board of Assessors ultimately certifies the yearly values to the state Department of Revenue. This division also

reviews various property exemption and property abatement applications. In addition, the division is responsible for committing motor vehicle excise taxes to the collector.

4. Town Clerk

Directed by the Town Clerk, this division administers all public elections in Concord, campaign finance regulations, and the annual population census that is printed as the Street Listing. Division staff records and issues certified copies of all births, deaths, and marriages; issues marriage, hunting, fishing, and dog licenses; and issues business permits. The Town's public records, both current and archival, are also within the Town Clerk's purview, and the Town Clerk is responsible for recording the minutes of Town Meetings and managing the storage, retrieval, and disposal of all Town records. The Town Clerk also accepts passport applications and distributes general information on Concord.

5. Town Accountant

The focus of this division is the preparation and maintenance of accounting records and budgetary reports reflecting the financial operations of all departments, including the Retirement System. The division also prepares interim and annual financial statements, manages the annual audit, processes all payments for Selectmen approval, and undertakes billing for water, sewer, and electric utilities. Directed by the Town Accountant, the division also ensures that the Town's accounting system complies with all state and federal regulations, and operates in accordance with generally accepted accounting principles and practices. The division is responsible for the day-to-day operation of the Retirement System.

IV. Board/Commission Involvement

The following six boards and commissions are closely involved in the work of the Finance & Administration Department.

1. Finance Committee

The Finance Committee is made up of 15 members who are appointed by the Town Moderator. At each annual Town Meeting, five members are selected for three-year terms. The committee establishes a budget guideline prior to November 30th each year. Before Annual and Special Town Meetings, it also conducts public hearings on the finance-related warrant articles. The committee produces an annual report and other reports as necessary, thus publishing its recommendations on all financial issues. In addition, the Finance Committee manages the Town's appropriated Reserve Fund, and it can vote to disburse money from this fund when unforeseen and extraordinary events occur.

2. Board of Assessors

The five-member Board of Assessors is appointed by the Town Manager for three-year staggered terms. The board is responsible for valuing property in accordance with the Massachusetts General Laws; these values are then certified annually by the state Department of Revenue. The board reviews and votes on property abatement applications and various property exemptions. The board's decisions may be appealed to the state Appellate Tax Board.

3. Board of Registrars

The Board of Registrars has four members, three of whom are appointed by the Selectmen; the fourth member is the Town Clerk. The terms are for three years on a staggered system. Among the board's most important duties are the approval of the annual census, registration of voters, acceptance and certification of nomination papers, and acceptance and certification of initiatives and referendum petitions. The board also performs other duties related to the Town's electoral process.

4. Contributory Retirement Board

This board is a statutory board and has five members who serve for three-year terms: one member is appointed by the Town Manager with approval of the Selectmen; two are elected by retirement system members; another is the Town Accountant; and these four members then choose a fifth member who cannot be a Town employee. The board administers the Concord Retirement System, which includes employees

(who work at least 25 hours per week) of the Town, the School Board, the Concord-Carlisle Regional School District, and the Concord Housing Authority. Teaching personnel are covered under a different system.

5. Trustees of Town Donations

The Board of Selectmen appoints five trustees serving staggered three-year terms. The Town Treasurer serves as Treasurer of the Trust Funds. The trustees dispense the income from 39 bequests and permanent gifts made to the Town for public or charitable purposes. These donations, valued over \$4 million, have been made over a span dating from the late 1600s to as recently as this year.

6. Record and Archives Committee

The Board of Selectmen appoints five members to this committee for staggered three-year terms. The committee serves as a resource to the Town Clerk and other Town departments in sorting, cataloging, and preserving historical records. In addition, the committee studies problems relating to the storage and preservation of Town documents and records. The committee also develops record management policies for Town departments.

Personnel Department Organization Support Statement

I. Mission

The mission 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.

II. Goals and Objectives

The Personnel Department will:

- Maintain town policies and procedures to ensure that all departments comply with applicable labor laws and regulations.
- Promote employee job satisfaction via a variety of methods, including employee development and recognition, positive and effective communication, maintenance of appropriate compensation and benefit plans, and timely investigation of employee complaints and concerns.
- Organize personnel records and systems to efficiently and effectively support all departments in meeting their obligations to the employees who serve the Town.

III. Operational Description

The Personnel Department provides services to approximately 600 permanent and temporary employees and over 325 retirees on issues relating to: administering the personnel bylaws, and personnel policies and procedures that 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; advises department managers, supervisors, and employees on personnel matters; and assists in labor negotiations and contract administration.

IV. Board/Commission Involvement

The Personnel Department supports the Personnel Board, which consists of five members appointed by the Board of Selectmen with staggered three-year terms. The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town.

Information Services Division Organization Support Statement

I. Mission

The mission of the Information Services Division is to support all Town departments in their operation of information/telecommunication systems. To affect this mission, Information Services staff work directly with managers and other staff members in performing highly technical and responsible duties in planning, administering, maintaining, upgrading, and supporting the use of information technology. The division also provides key information, analysis, and assistance in the purchase of computers and computer-related items and systems.

II. Goals and Objectives

The Information Services Division will:

- Ensure that the technology equipment purchased and used within the Town of Concord is the most recent wherever and whenever feasible, thus providing the necessary tools within each department to successfully perform its job.
- Assist Town employees in the day-to-day operation of their information/telecommunication systems, providing responsive problem solving and instruction on new techniques and applications as problems and needs arise.
- Establish policies and procedures that allow for effective communications between Town departments/divisions, and that encourage the proper use of division resources.

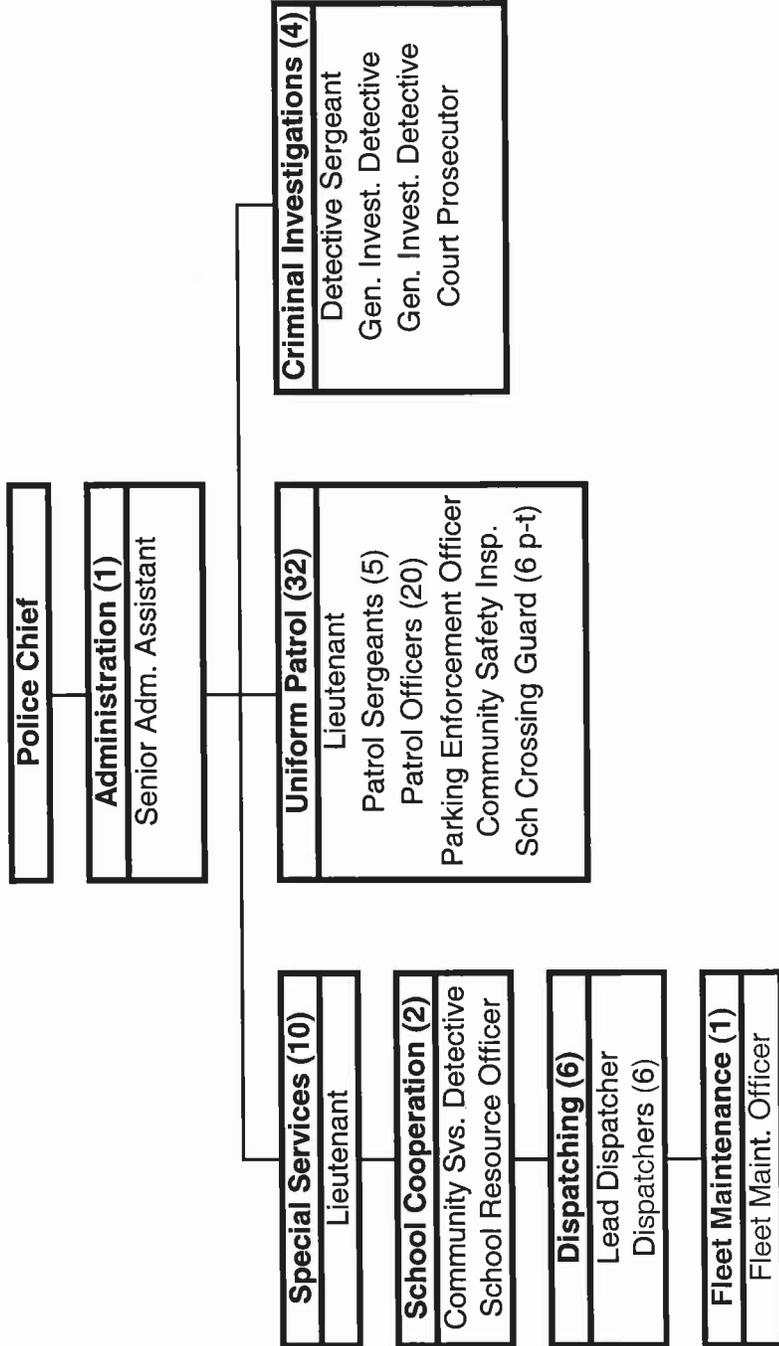
III. Operational Description

The Information Services Division is comprised of two employees: the Technology Administrator and an Information Systems Assistant. Division staff has offices at the Concord Municipal Light Plant but, organizationally, is under the immediate supervision of the Assistant Town Manager. The division is responsible for approximately 200 system users, involving individual PCs, 25 servers, integrated server networks, and peripheral devices.

IV. Board/Commission Involvement

The division does not have direct involvement with any of the Town's boards and commissions. However, by supporting the technology and information systems upon which many boards and commissions are dependent for their functioning, the division supplies an important, though indirect, linkage.

POLICE DEPARTMENT
Organization Chart



Personnel:

- 37 Sworn Officers
- 1 Lead Public Safety Dispatcher
- 6 Public Safety Dispatchers
- 6 Crossing Guards: part time
- 1 Senior Adm. Assistant

Note: The two lieutenants are management positions

Police Department Organization Support Statement

I. Mission

The mission of the Concord Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety services to all members of the community. This mission is accomplished through ethical decision-making based upon integrity, morality, and respect for the dignity and diversity of all. This mission is also accomplished by working in partnership with the community, being accessible to Concord's citizens, and solving problems directly and openly. The Police Department is committed to providing a high level of community-related initiatives that enhance the quality of living in Concord, and that facilitate a clear flow of information to its citizens.

II. Goals and Objectives

The Police Department will:

- Reduce incidents of financial fraud via the Internet and telemarketing by providing educational opportunities to Concord residents and the business community.
- Decrease incidents involving juveniles by becoming actively involved in Concord's developmental asset initiative to improve relations between Concord youth and the Police Department; and expand police involvement with current youth programs, including, but not limited to: Action Committee for Teen Safety, Emerson Hospital Youth Risk, and the Concord Restorative Justice Circle.
- Reduce the number of domestic violence incidents by: collaborating and interacting with the Domestic Violence Victim Assistance Program (DVVAP); training all members of the department quarterly with the DVVAP in the prevention of domestic violence; and continuing to participate in the Concord Carlisle Domestic Violence Roundtable.
- Reduce traffic crashes, drunk driving, and other traffic-related incidents by developing and using proactive enforcement programs, media outlets, and Concord citizen survey input.
- Develop strategies and plans that address and reduce the potential hazards of terrorism by working with Concord citizens, state, and local emergency planning resources; by continuing to train and educate officers in proper emergency response methods; and by collaborating with community groups and resources such as the Concord Neighborhood Network (CNN) and Local Emergency Planning Committee (LEPC).

III. Operational Description

The department implements its mission, and achieves its goals and objectives, through four divisions: Administration, Special Services, Uniform Patrol, and Criminal Investigation. The functions of these divisions are summarized in the following paragraphs.

1. Administration

This division is responsible for general administration, payroll, budgeting, and day-to-day support activities; it also collects records and deposits fees for accident reports, permits, licenses, and departmental services. The division also prepares budget reports, and reconciles finances with the Town Accountant and Town Treasurer/Collector, and assists in administering animal control, emergency preparedness, police and fire station budgets and accounts, the parking meter fund, and the firearms record keeping fund.

2. Special Services

This division is headed by a lieutenant, who manages a variety of community-based programs. Chief among these programs is the school outreach effort, including DARE, which concentrates on turning young people away from drugs. The Domestic Violence Victim Assistance Program (DVVAP) is also an important aspect of Special Services activities, as is the Seniors and Law Enforcement Together (SALT) program, where seniors contribute to police activities that affect them. This division also handles the department's MIS operation, and is responsible for the application, follow-through, and operation of Community Policing grant funds obtained through state, federal, or foundation sources. The Police-Fire

Dispatching Unit also operates within Special Services; it is an integrated unit handling all police, fire, and emergency calls, plus providing 24-hour coverage for other departments.

3. Uniform Patrol

This division, which provides security and protection for Concord residents, is also headed by a lieutenant. It is the largest division within the department. Sergeants and patrol officers are assigned to shifts, which provide 24-hour coverage. The Uniform Patrol Division emphasizes foot and bike patrols, and uses pro-active problem-solving techniques to reduce crime and increase communication with citizens and business owners. This division is responsible for community traffic programs and emergency response operations, and for the application and the operation of traffic and emergency response grant funds and equipment. The division provides a full-time patrol officer to manage, operate, and enforce the Town's parking by-laws. The Uniform Patrol Division also supports school crossing guards, who work at six critical crossings.

4. Criminal Investigations

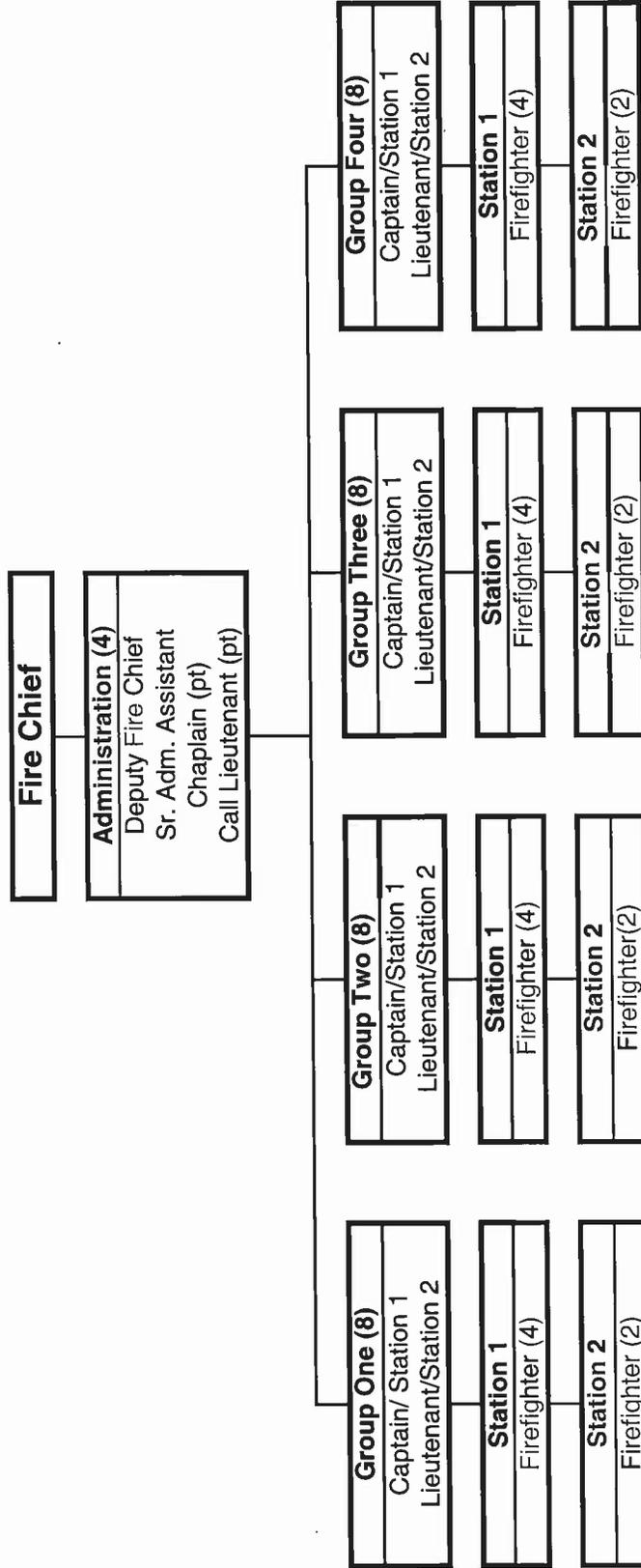
Headed by a detective sergeant, the main functions of Criminal Investigations are the investigation of complaints, arrests, and apprehensions, and filing charges against alleged defendants. In addition, one of the division's detectives is assigned as a case prosecutor, and represents the department before the district court in criminal and motor vehicle cases.

IV. Board/Commission Involvement

While the department does not work directly with a particular board or commission, it does, through its Community Oriented Policy philosophy, maintain contact with many community organizations aimed at reducing crime, and raising security and protection levels throughout the community.

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**FIRE DEPARTMENT
Organization Chart**



Personnel:

Full-time: 35

Part Time: 8

On-call firefighters including Lieutenant-in-Charge

Note: Neither the on-call Lieutenant nor the Chaplain are part of the town's regular employment system

Fire Department Organization Support Statement

I. Mission

Our mission is to minimize personal and community risk from fires, medical emergencies, and other threats to life, property, and the environment. Utilizing all available resources, prompt emergency response is provided, focused on the preservation of life and health first, followed by protection of property and the environment, and then incident management. The Concord Fire Department creates a safer community through public education and enforcement of fire safety codes. In accomplishing this mission, the members of the Fire Department will honor the trust placed in us by those we protect.

II. Goals and Objectives

- The Fire Department will:
- Respond rapidly to fire, rescue, and medical emergencies.
 - Maintain the apparatus and all department equipment in excellent operating condition to enable the department to effectively respond to emergencies.
 - Train personnel in order to maintain a high standard in fire suppression and emergency medical services.
 - Conduct inspections to ensure compliance with all applicable laws, codes, and regulations.
 - Provide education programs on fire prevention, emergency medical procedures (such as CPR), and other public safety issues, by giving presentations to schools and community organizations.

III. Operational Description

The Fire Department's essential function is the rapid and effective response to fire and medical emergency calls. To perform this function the department maintains two fire stations, one near Concord Center and the other in West Concord. In addition, the department provides related activities dealing with fire prevention and public safety. All of its functions are provided through the units listed below.

1. Administration

General administration of the department is carried out by the Administrative Unit, which is responsible for management and support of emergency operations and associated tasks. Responsibilities of this unit include preparing budgets, integrating capital and operating resources, organizing personnel, maintaining departmental records, and communicating with other town departments and surrounding local fire organizations.

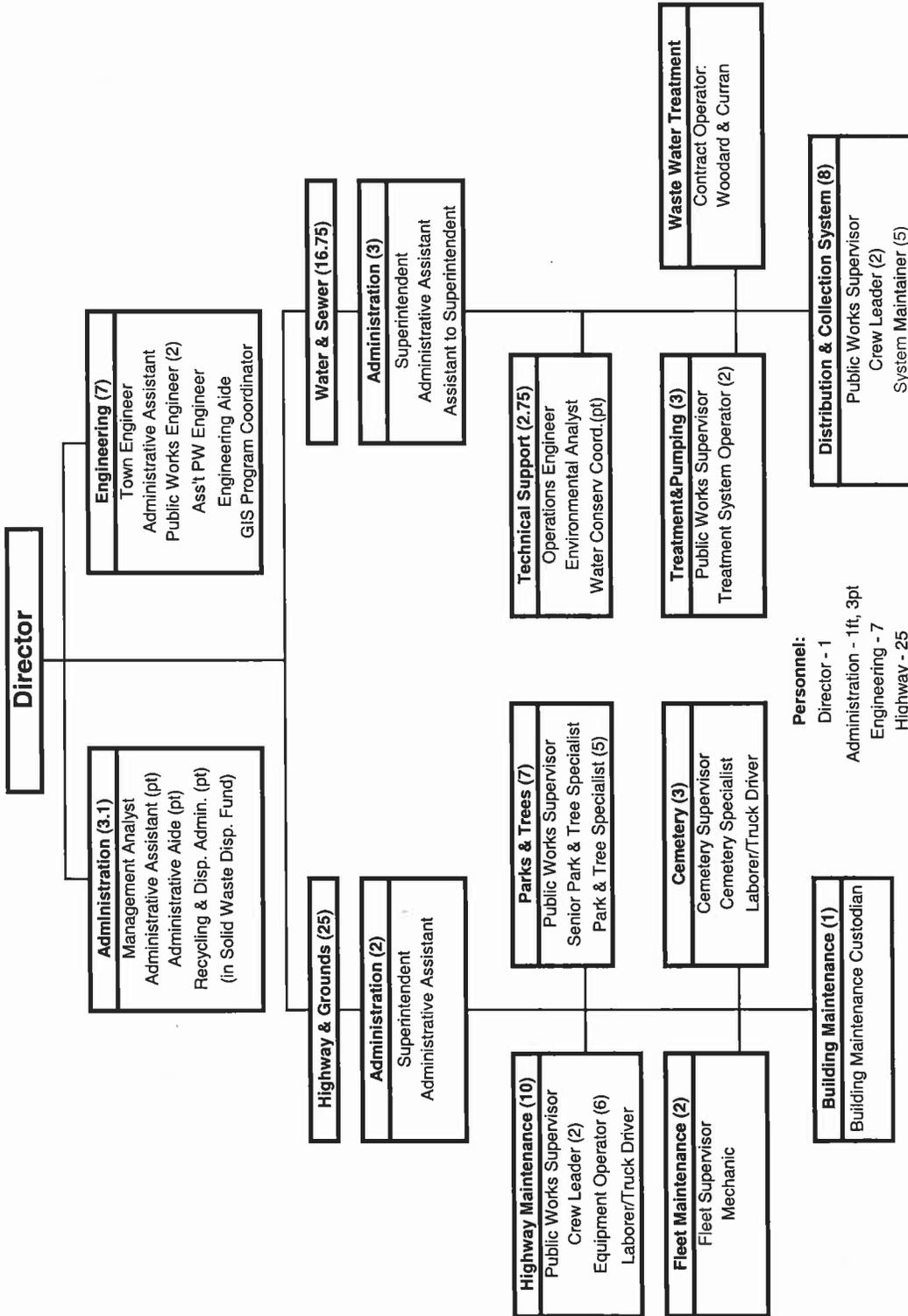
2. Response to Fire and Medical Emergencies

To carry out fire and medical emergency response, the department is organized into four groups that support a central fire station near Concord Center and a subsidiary station in West Concord. Each group is directed by a fire officer (a captain at the central fire station and a lieutenant at the station in West Concord.) Emergency Medical Services (EMS) are provided through the same organization, with the ambulance service directed from the Concord Center station. The department is part of an integrated regional back-up system that includes fire operations and emergency medical services in ten nearby towns.

3. Fire and Medical Support and Prevention Activities

The department also supports activities relating to fire investigations, water rescue and recovery, fire prevention, motor vehicle extraction, hazardous materials storage review, and technical training in fire operations, and with new equipment. Finally, the department provides ongoing public education in the area of fire prevention and emergency medical procedures (including CPR instruction).

PUBLIC WORKS Organization Chart



Personnel:
 Director - 1
 Administration - 1ft, 3pt
 Engineering - 7
 Highway - 25
 Water & Sewer - 16.7
Total - 53

Public Works Organization Support Statement

I. Mission

It is the mission of Concord Public Works (CPW) 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.

II. Goals and Objectives

Concord Public Works will:

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

III. Operational Description

Resources necessary to carry out CPW's responsibilities are grouped into four organizational divisions: Administration, including management of the Recycling and Collection Program; Engineering, including management of the Town's GIS system; Highway and Grounds, including highway, grounds, cemetery, fleet, and maintenance of CPW buildings; and Water and Sewer, including the management of both the public water and sewer systems. Management of these divisions requires a high level of leadership, innovation, teamwork, and vision.

1. Administration

This division is responsible for general management, administrative support, and overall program/project planning for the CPW's operations. In addition, the CPW Director and staff provide support for the Public Works Commission and several ad hoc committees. Division responsibilities include the integration of financial, operating, and capital resources for effective and efficient service delivery and asset management. Functions performed in coordination with division staff include planning, programming, budgeting, organization and staffing, systems development, data processing management, maintenance of central files, and public information services. The division manages the Town's Solid Waste and Recycling Program, with curbside collection and disposal services provided under contract.

2. Recycling and Waste Management

Led by the Recycling and Disposal Program Administrator, this program manages all aspects of the Town's recycling and waste management program, which includes curbside collection, recycling, and disposal provided under contract to residents, municipal buildings, and schools; the semi-annual drop-off for additional recyclables and oversized waste not collected at the curb; and recycling and trash collection for public areas. The program serves as a resource for residents, businesses, and employees on recycling and disposal issues, develops outreach and educational materials, provides guidance and oversight to town

buildings and school recycling programs, assists all departments in the purchasing of products containing recycled materials, promotes the use of the composting site, and oversees the paint reuse and recycling program, as well collection of fluorescent bulbs and other mercury-containing devices.

3. Engineering

This division is responsible for planning, engineering, design, and construction of the Town's infrastructure, including roads, sidewalks, drainage, and water and sewer mains. Led by the Town Engineer, the division provides a wide range of technical assistance to other divisions in CPW, and to other Town departments, residents, businesses, institutions, and contractors, as well as to state and federal agencies. The division maintains Town plans and records, and oversees the design, procurement, construction, and inspection of Town infrastructure improvements. It also manages the Town's GIS system.

4. Highway and Grounds

This division is responsible for managing and maintaining the Town's public way, park and cemetery infrastructure, as well as CPW equipment and buildings. Led by the Highway and Grounds Superintendent, the division is organized into the following four sections. The Highway section maintains Town roads, curbing, sidewalks, drainage system, guardrails, and street signs. Services provided include snow removal, street sweeping, litter control, roadside mowing, and brush clearance, and CPW building maintenance. The Parks & Trees section is responsible for the maintenance of active and passive recreation areas, traffic islands, municipal grounds, landscaping, public shade and park trees, and miscellaneous support services to other Town departments. The Cemetery section operates, maintains, and preserves the Town's four cemeteries. Responsibilities include mowing, turf and tree care, gravemarker maintenance and preservation, and capital infrastructure upkeep and improvements. Cemetery staff prepare burial plots for interments, and manage related public events and public information. This section also provides liaison and support to the Town Cemetery Committee. The Fleet Maintenance section is responsible for the repairs, maintenance, and procurement of the CPW vehicles and associated equipment, and oversight of one of the Town's two fuel dispensing stations.

5. Water and Sewer

This division is responsible for managing the Town's Water and Sewer Programs. Led by the Water and Sewer Superintendent, the division operates and maintains the Town's public drinking water system, consisting of groundwater and surface water sources, and the water pumping, treatment, distribution, and storage systems. The division is responsible for water source protection and conservation, and for meeting all associated federal and state drinking water rules and regulations. The division is also responsible for maintaining and operating the Town's sewer collection, pumping, treatment, and disposal systems, including the 1.2-mgd wastewater treatment plant, and for meeting all associated federal and state wastewater rules and regulations. The maintenance and operation of the treatment plant are under contract, with operational and administrative oversight provided by the division. Town sewers serve approximately 30% of the Town. Division staff also provides winter maintenance support services for the Highway and Grounds Division.

IV. Board/Commission Involvement

The Public Works Commission and the Cemetery Committee help guide and support the mission of Concord Public Works. Their work is summarized below.

1. Public Works Commission

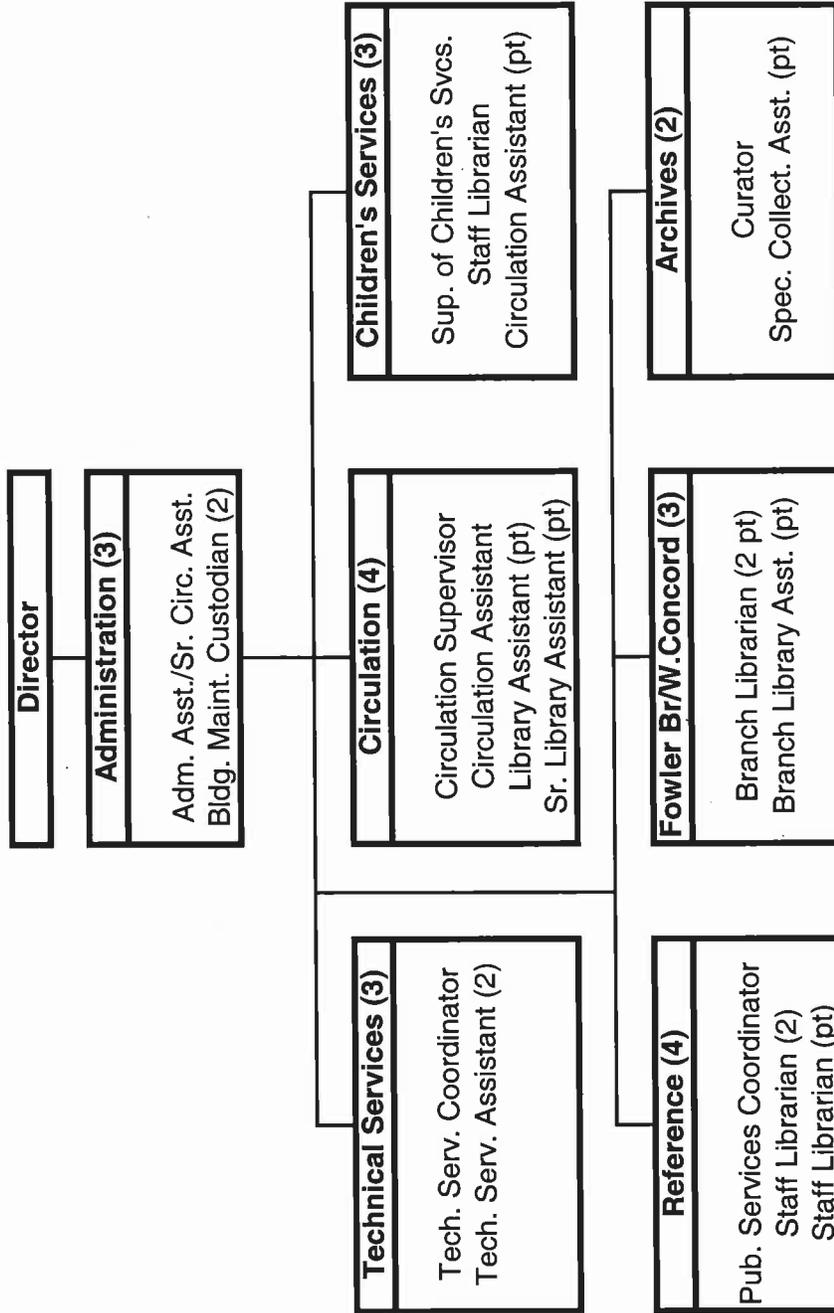
The Public Works Commission, consisting of five members, is appointed by the Town Manager for staggered, three-year terms. The Commission advises the Town Manager, the Director of Public Works, the Planning Board, and other Town boards on matters that concern Town water, sewerage, solid waste, drainage, and roads. The Commission is responsible for setting policy and rate schedules for water, sewer, and solid waste services, and approves minimum standards for, and the final layout of Town roads.

2. Cemetery Committee

The Cemetery Committee has five members, appointed by the Town Manager for staggered three-year terms. The Committee is responsible for oversight of the operation of Town cemeteries and burial grounds, and for establishing policies, regulations, and a schedule of charges.

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FREE PUBLIC LIBRARY
Organization Chart



Personnel:
 Full-time: 15
 Part-time: 44

Note: The Library also uses significant person hours on a seasonal basis to assist in a variety of outreach programs.

Free Public Library Organization Support Statement

I. Mission

The mission of the Concord Free Public Library is to serve every member of the Concord community by being an access point to a broad spectrum of information, ideas, and recreational materials.

II. Goals and Objectives

The Library will:

- Provide, in an accessible and attractive manner, a collection of information and recreational materials, including books, periodicals, electronic databases, and other media, that respond to the needs of the entire community.
- Maintain referral capabilities through a knowledge of inter-library and inter-agency resources available in the wider community.
- Employ persons skilled in information retrieval from all available sources, and support the training of those employees in contemporary technology and usage.
- Supply information and ideas through books, periodicals, electronic databases, and other media, as well as through special programs and exhibits.
- Inform the community of the services the Library can provide, actively seek input from the community, and respond to community expression of its needs.
- Maintain the physical condition and the currency of its collections, its physical plant, and its equipment.

III. Operational Description

The Library's function is carried out through seven divisions: Administration, Technical Services, Circulation, Children's Services, Reference, Special Collections/Archives, and the Fowler Branch Library in West Concord. The operations of these divisions are summarized below. Further, the Library operates as a part of the Minuteman Library Network, a regional consortium of 42 academic and public libraries in the Boston Metrowest area.

1. Administration

This division is responsible for general management, administrative support, financial record keeping, and overall planning for the Library's operations. These activities include the coordination of library services between the Main Library and the Fowler Branch, as well as providing liaison with the Town Manager/Board of Selectmen, the Concord Free Public Library Corporation, the Concord Free Public Library Committee, and the Friends of the Concord Free Public Library.

2. Technical Services

This division makes all purchases of books and media, catalogues each item, and maintains the Concord portion of the Minuteman Library Network. The Technical Services Coordinator oversees all Library technology and the links between the Library and the Town, and the Library and the Minuteman Library Network. Technical Services staff often trains the rest of the Library staff on software use and other technical issues, as well as representing the Library on the Bibliographic, A-V, and Key user committees of the Minuteman Library Network.

3. Circulation

In a typical year the Circulation Department processes nearly 680,000 item transactions, including check-out, check-in, renewals, and requests. The Concord Library and Minuteman Library Network System circulation processes, policies, and procedures are administered by this department at both library branches. This department represents Concord in circulation decisions made by the Minuteman Library Network. Responsibility also includes oversight of a major network inter-library loan program, upkeep of patron, museum pass, and periodical databases, and maintenance of the library's stack areas, including over 250,000 volumes.

4. Children's Services

With a circulation of over 127,000 units, the Children Services Division provides a variety of programs, reading projects, and introductory visitations that sustain and increase circulation levels. Close liaison is also maintained with the Concord Public Schools in the development of interactive programs between school-identified student reading needs and library resources.

5. Reference

This division provides access to a worldwide system of information, reference libraries, and research material, and makes these resources available to requesting library clientele. A substantial part of the division's services are provided through its Reference Desk, which handles hundreds of requests each day and conducts network searches for available material.

6. Special Collections and Town Archives

The library's research collections relating to Concord history, life, landscape, literature, and people, and Concord's municipal archives are all housed in the William Munroe Special Collections facility in the main library. The special collections include printed books and pamphlets, manuscripts, photographs, maps, newspapers, ephemera, genealogical holdings, directories, artifacts, and other materials. The municipal archives contain the official documentation of the town's government. All holdings are available to the public for research purposes during specified hours. A curator and two part-time staff members organize, describe, and provide access to materials.

7. Fowler Branch Library, West Concord

The Fowler Branch Library has played a central role in the West Concord community since 1930. It is a full partner in the Minuteman Library Network. Most online services available at the Main Library are also accessible at the Branch. Story hours for children, and other programs for children and adults, are offered throughout the year. The Branch is open six days a week and has evening hours on Mondays.

IV. Board/Commission Involvement

Three boards and commissions are closely involved in the work of the Library: the Library Committee, the Trustees of the Concord Free Public Library Corporation, and the Friends of the Concord Free Public Library. This involvement is summarized below.

1. Library Committee

The Library Committee has seven members appointed by the Selectmen for three-year staggered terms. The Committee is responsible for overseeing the operations of the Concord Free Public Library, for the proper use of Town funds appropriated for library staff, and for the acquisition of books. In addition, the committee provides policy guidance to the Library Director, assists the director in developing financial operating plans and conducting special studies, and recommends to the Town Manager operational and organizational procedures for efficient use of resources while improving patron services. The committee also serves as liaison to the library staff, trustees, governmental units, and private groups.

2. Trustees of the Concord Free Public Library Corporation

The Trustees, a self-renewing board of nine members, works with the Library Department on issues related to the maintenance and improvement of library buildings and grounds owned by the Corporation, and on issues related to the various funds overseen by the Corporation. The Trustees have in recent years focused on a major renovation of the Main Library, raising over \$8,000,000 for that purpose. Gifts and donations are accepted and administered by the Trustees; these funds are used mainly to purchase books and important library materials for the continued maintenance of library property.

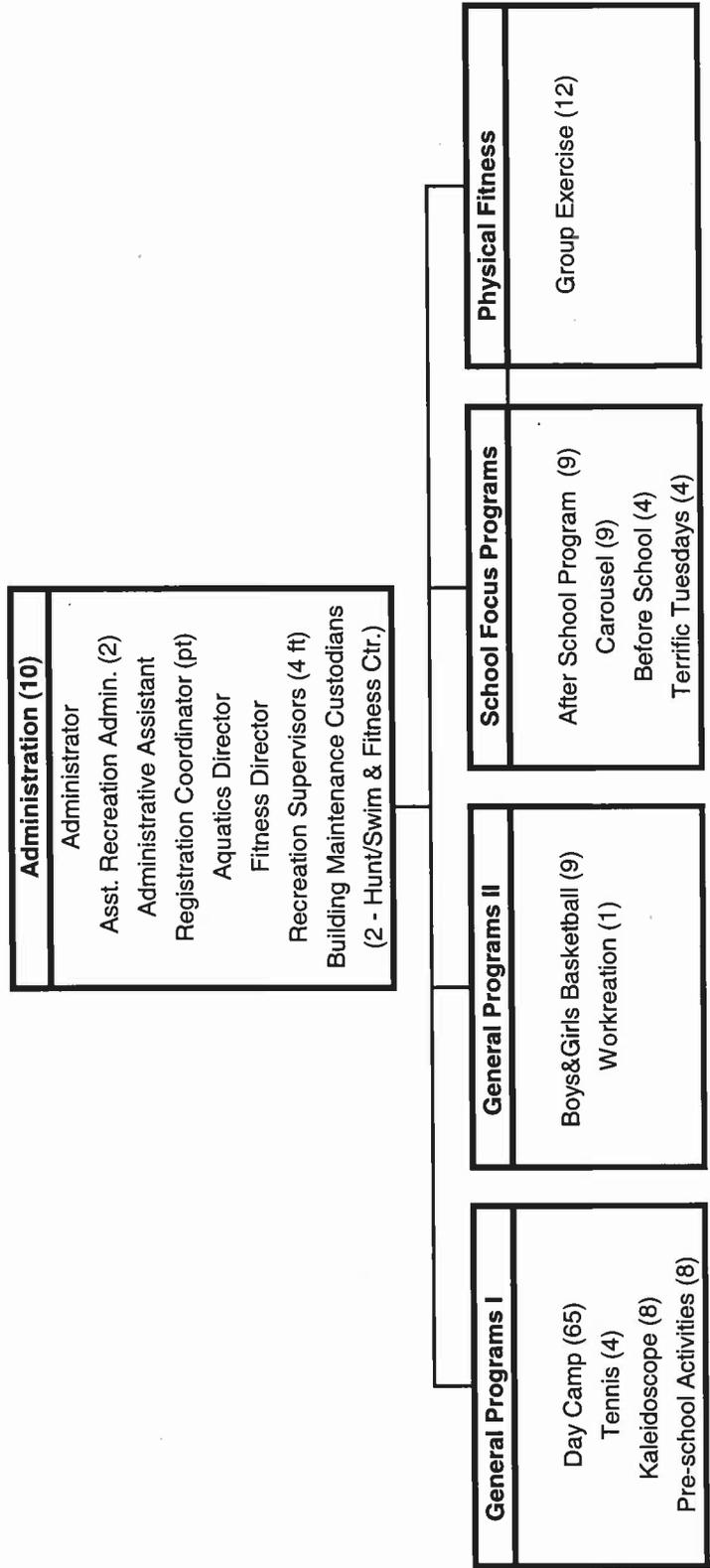
3. Friends of the Concord Free Public Library

The Friends of the Concord Free Public Library is a non-profit volunteer organization dedicated to raising money and sponsoring cultural events for the Library. The organization is headed by a president who is supported by a vice president, treasurer, clerk, and a ten-member board that includes the Library Director. The Friends provide many services to the Library, including museum passes, large print books, books on tape, videos, bestseller rental books, CD-ROMs, and staff development opportunities.

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RECREATION DEPARTMENT

Organization Chart



Personnel:
 Full-time: 10
 Part-time: 112

Recreation Department Organization Support Statement

I. Mission

The mission of the Recreation Department is to provide Concord residents with recreational programs and services, and to organize related activities that meet market demand, while creating and maintaining an enjoyable, rewarding, and safe environment for both citizens and employees. All services will be provided at a reasonable cost to the participants and without tax support. The Department helps support Concord families needing financial assistance to participate in recreation activities, but within a strictly confidential process.

II. Goals and Objectives

The Recreation Department will:

- Offer quality programs and services, responsive to lifestyle/market trends, to ensure successful and profitable operation.
- Recruit and retain superior staff by creating an enjoyable work environment, and by offering competitive compensation.
- Design recreation programs to be self-sufficient, and to be operationally successful and financially stable.
- Provide scholarships for summer programs based on family referrals, and recommendations of the school social workers.

III. Operational Description

The Recreation Department provides activities that are designed to meet the recreational interests and needs of the community throughout the year. The Department's services are grouped into four main categories. Pre-School and School Age Child Care programs include Before- and After-School, Terrific Tuesdays, and Carousel Pre-School Programs. Summer activities include Day Camp, Swimming Lessons, Kaleidoscope, Pre-School Adventures, and a variety of sports clinics. Cultural Arts programs include creative dance. Sports Activities include boys and girls basketball, youth flag football, adult basketball and volleyball, toddler gymnastics, adult group exercise, and the Town's road race, the Minuteman Classic. In March 2006 the Department will assume responsibility for the management and operation of the new Community Swim & Fitness Center located on Walden Street. The Department is also responsible for the management of the Hunt Recreational Center and the Rideout Field House public restrooms. The Department also organizes and supports several community events, including the July 4th Picnic in the Park, the West Concord Family Festival Parade and Triathlon, and the Concord Open Golf Tournament.

IV. Board/Commission Involvement

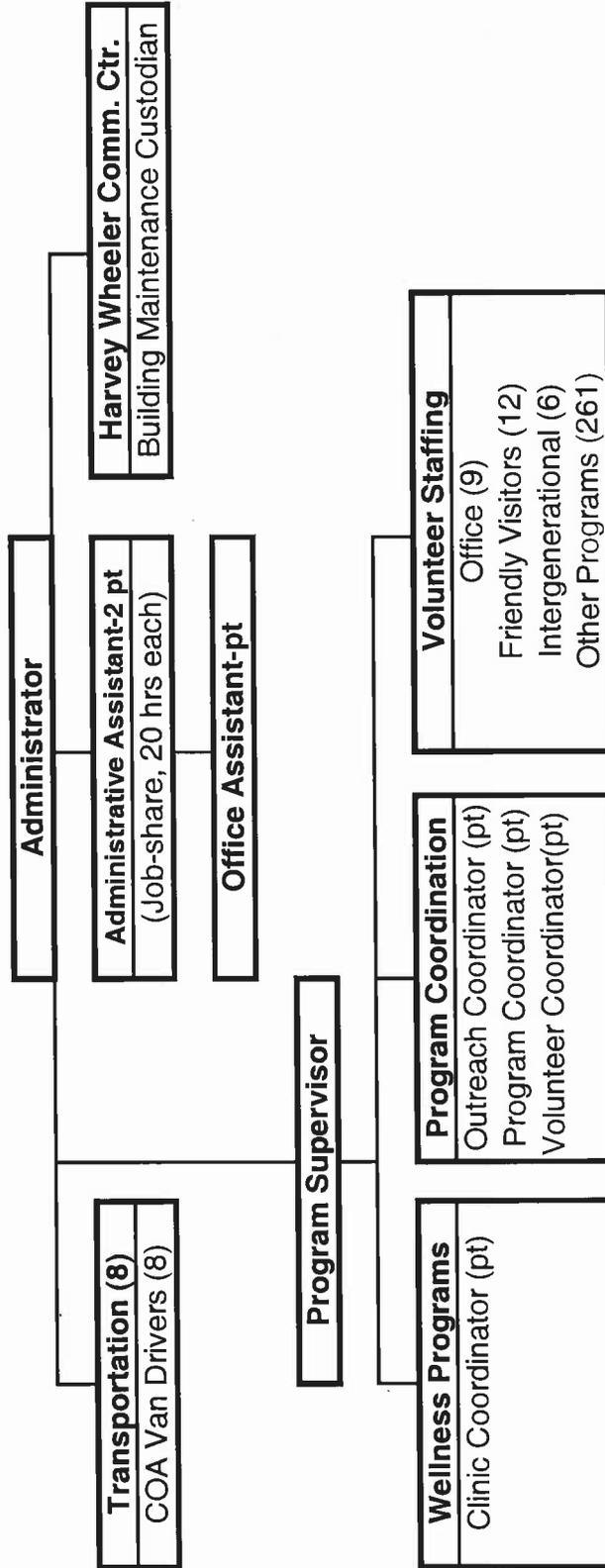
The Department is involved closely with the Recreation Commission. This involvement is outlined in the following paragraph.

1. Recreation Commission

The Recreation Commission consists of five members appointed by the Town Manager, with staggered three-year terms. The Commission elects one of its members to serve as chair. The Commission provides policy guidance to the Recreation Director regarding programs, operations, and long-range planning. The Commission serves as liaison to other governmental units and private bodies in matters relating to public recreation; establishes admissions and user fees; and submits an annual activity summary for the Annual Town Report.

COUNCIL ON AGING

Organization Chart



FT - Full Time
pt - part time

Personnel:

Full Time: 2 - COA 1 - HWCC

Part Time: 15

Volunteers: 288

Council on Aging Organization Support Statement

I. Mission

The Council on Aging (COA) will work to improve the quality of life of Concord's citizen's who are over the age of sixty. The COA will strive to assist them, to the greatest extent possible, in maintaining their dignity, self-esteem, personal independence, and their role as full participants in the community. The COA will make every effort to provide seniors with opportunities that enhance their physical, emotional, intellectual, and spiritual wellbeing.

II. Goals and Objectives

The COA will:

- Serve as an information and referral resource for seniors and their families regarding all issues pertaining to aging.
- Develop and implement services to meet the changing needs of the increasing senior population, especially the older, frail elder.
- Develop interesting and challenging social and intellectual programs that will appeal to all seniors, including younger, newly-retired individuals.
- Administer resources from taxes, grants, gifts, and donations creatively and efficiently.
- Encourage seniors to take advantage of the many opportunities offered by COA, and to volunteer in support of these undertakings.

III. Operational Description

The Council on Aging provides a variety of services and programs to Concord seniors. The COA has organized its operations into four functional groupings: **Support Services** - includes information and referral, counseling, and programs that address issues pertaining to aging; **Transportation** - provides a curb-to-curb van service by appointment; **Wellness Programs** - includes health clinics, educational programs, and exercise classes; **Educational/Social Programming** - includes a wide variety of lectures, trips, parties, luncheons, bingo, bridge, and much more. In addition to paid staff members, over one hundred volunteers donate their time and talents to support many of the core activities of the COA. In addition, the COA Administrator has resumed the management of the Harvey Wheeler Community Center now that it is fully renovated.

IV. Board/Commission Involvement

The Council on Aging Administrator works closely with two groups: **The Council on Aging Board** and the **Concord Friends of the Aging**. The work of these two groups is summarized below.

1. Council on Aging Board

The Council on Aging Board consists of a representative of the Recreation Commission, a representative of the Board of Health, a representative of the School Committee, and nine members, all appointed by the Town Manager, from voters and residents of the Town. The Board elects a chairperson from within its own membership. Appointees hold office until successors are designated. The Board plays an important advisory role, working with the COA Administrator to investigate needs, to develop programs, and to make recommendations to the Town Manager.

2. Concord Friends of the Aging

The Concord Friends of the Aging is incorporated as a non-profit organization with a fifteen-member board. Annually, the board conducts a campaign for donations, which is used to support Council on Aging activities that are not otherwise supported by Town, state, or private grant funds.

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A GLOSSARY OF TERMS COMMONLY USED IN MUNICIPAL FINANCE

Abatement: A complete or partial cancellation of a levy imposed by a governmental unit; applicable to tax levies and special assessments.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time when it may be expended. Only a vote of Town Meeting or the School Committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of the general appropriation not spent or encumbered by June 30 automatically reverts to surplus. A specific or particular appropriation is carried forward from year to year until spent for the designated purpose or transferred by Town Meeting vote to another account.

Assessed Valuation: The value placed upon a particular property by the local Board of Assessors for the purpose of apportioning the Town's tax levy among individual property owners equitably and in accordance with the legal requirement that property be assessed at "full and fair cash value," certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

Audit: Work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing efficiency and economy of operations, and reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

Balance Sheet: A statement which discloses the assets, liabilities, reserves, and equities of a fund or government unit at a specified date.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a 12-month period referred to as the Fiscal Year, or FY) and the proposed means of financing them. A budget may be preliminary (the financial plan presented to the Town Meeting) or final (the plan approved by that body).

Capital Budget: A plan of proposed capital outlays, and the means of financing them for the current fiscal period. It is usually a part of the current budget but may also be a multi-year plan.

Capital Improvement: A major, non-recurring expenditure involving one of the following:

- a. Real Property - Includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
- b. Equipment - Includes the replacement or addition of major items of equipment with a life expectancy of at least two years and a cost of at least \$5,000. Similar items can be bundled together.
- c. Projects - Include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering, and related fees).
 2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities, aside from routine maintenance.

3. Studies or other activities (costing \$5,000 or more) that either relate to future "brick and mortar" projects, or are a part of a multi-year program of infrastructure improvements.
4. An annual sum available for routine building improvements, renovations, or repairs.

Cherry Sheet: An annual statement received from the Massachusetts Department of Revenue (DOR) detailing estimated receipts for the next fiscal year from the various state aid accounts, and estimated state and county government charges payable by the Town, and included by the local Assessors in setting the tax rate. The actual receipts and charges may vary from the estimates.

Classification: The division of property valuations by type of property. There are five classes: Residential, Open Space, Commercial, Industrial, and Personal. The Selectmen may set as many as three different tax rates (within limits set forth in state law): for residences, for business and personal, and for open space.

Debt Service: Payment of interest and principal related to long term debt.

Encumbrance: Obligations such as purchase orders, contracts, or salary commitments that are chargeable to an appropriation, and for which a part of the appropriation is reserved.

Enterprise Fund: A fiscal entity with a self-balancing set of accounts that is utilized to account for a governmental service when it is the intent to recover the total cost of service, including depreciation, primarily through user charges imposed on the consumers of the service. Examples in Concord include: electricity provided by the Concord Municipal Light Plant, and Water and Sewer services provided by the Department of Public Works.

Equalized Valuation (EQV): The value of all property as determined by the Commissioner of Revenue biennially, using a standard of "full and fair value"; also referred to as EQV.

Expenditure: The spending of money by the Town for the programs or projects within the approved budget.

Fiscal Year (FY): A 12-month period, commencing July 1 and ending June 30, to which the annual budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. The number of the fiscal year is that of the calendar year in which it ends; FY2006 is the fiscal year which ends June 30, 2006.

Free Cash: Referred to by statute as "undesignated fund balance". Certified each July 1 by the state, this is the portion of **Fund Balance** available for appropriation. It is not cash, but rather is approximately the total of cash and receivables, less current liabilities and earmarked reserves, reduced also by reserves for uncollected taxes.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Balance: The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to the stockholders equity account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected (see **Free Cash**).

General Fund: The fund into which the general (non-earmarked) revenues of the Town are deposited, and from which money is appropriated to pay expenses.

General Obligation Bonds: Bonds issued by the Town that are backed by the full faith and credit of its taxing authority.

Land Fund: A fund established by Town bylaw in FY1986 to which may be added an annual appropriation, gifts, and grants. The use of the fund is restricted to the acquisition of land, debt service on designated land purchases, and related costs, such as legal and appraisal fees.

Overlay: The amount raised from the property tax levy in excess of appropriations and other charges. It cannot exceed 5 percent of the levy, and is used to cover abatements and exemptions granted locally or on appeal.

Overlay Surplus: The unused portions of **overlay** accounts from previous years; at the end of each fiscal year, this amount is computed from information provided by the Board of Assessors. Any sum so designated is transferred to, and becomes part of, the General Fund undesignated fund balance.

Override: A vote to increase the amount of property tax revenue that may be raised over the levy limit set by **Proposition 2½**.

Personal Services: The cost of salaries, wages, and related employment benefits.

Property Tax Levy: The amount produced by multiplying the assessed valuation of property by the tax rate. The tax rate is expressed per thousand dollars of assessed valuation. For example:

<i>House Value:</i>	\$500,000
<i>Tax Rate:</i>	\$9.83 (which means \$9.83 per thousand \$\$ of valuation)
<i>Levy Calculation:</i>	\$9.83 multiplied by \$500,000 divided by \$1,000.
Result, Property Tax Levy:	\$4,915

Proposition 2½ (see below): A tax limitation measure passed by Massachusetts voters in 1980 that limits the growth of the total property tax levy to 2.5% per year. New construction values are added to this limit. Two provisions of Prop 2½, so-called, allow the Town to raise taxes above this tax levy limit, upon approval by a Town-wide vote: an operating override or a debt exclusion.

Purchased Services: The cost of services that are provided by a vendor.

Reserve Fund: A fund appropriated each year that may be used only by vote of the Finance Committee for "extraordinary or unforeseen expenditures."

Revolving Fund: Those funds that may be used without **appropriation**, and that are established for special uses. Fees (such as for recreation) may be paid into a revolving fund. Revolving funds are established directly by state law or by Town bylaw consistent with state law.

Tax Levy: Total amount of dollars assessed in property taxes by the Town each **fiscal year**.

Warrant: A list of items to be voted upon at Town Meeting.

Terms Associated with Proposition 2½

Excess Levy Capacity: The difference between the Town's maximum annual tax levy limit as established by Proposition 2½, and its actual **tax levy** for the current year. It is additional **tax levy** that a town could raise without asking voters for an **override** or debt exclusion.

Growth Revenue: The amount of property tax revenue that the Town can add to its allowable tax levy as a result of new construction, alterations, subdivision, or change of use of a parcel.

Primary Levy Limit, or Absolute Limit: 2.5 percent of certified full and fair cash value of taxable property.

Secondary Levy Limit, or Annual Levy Limit: Prior levy limit plus 2.5 percent (base) plus **growth revenue**.