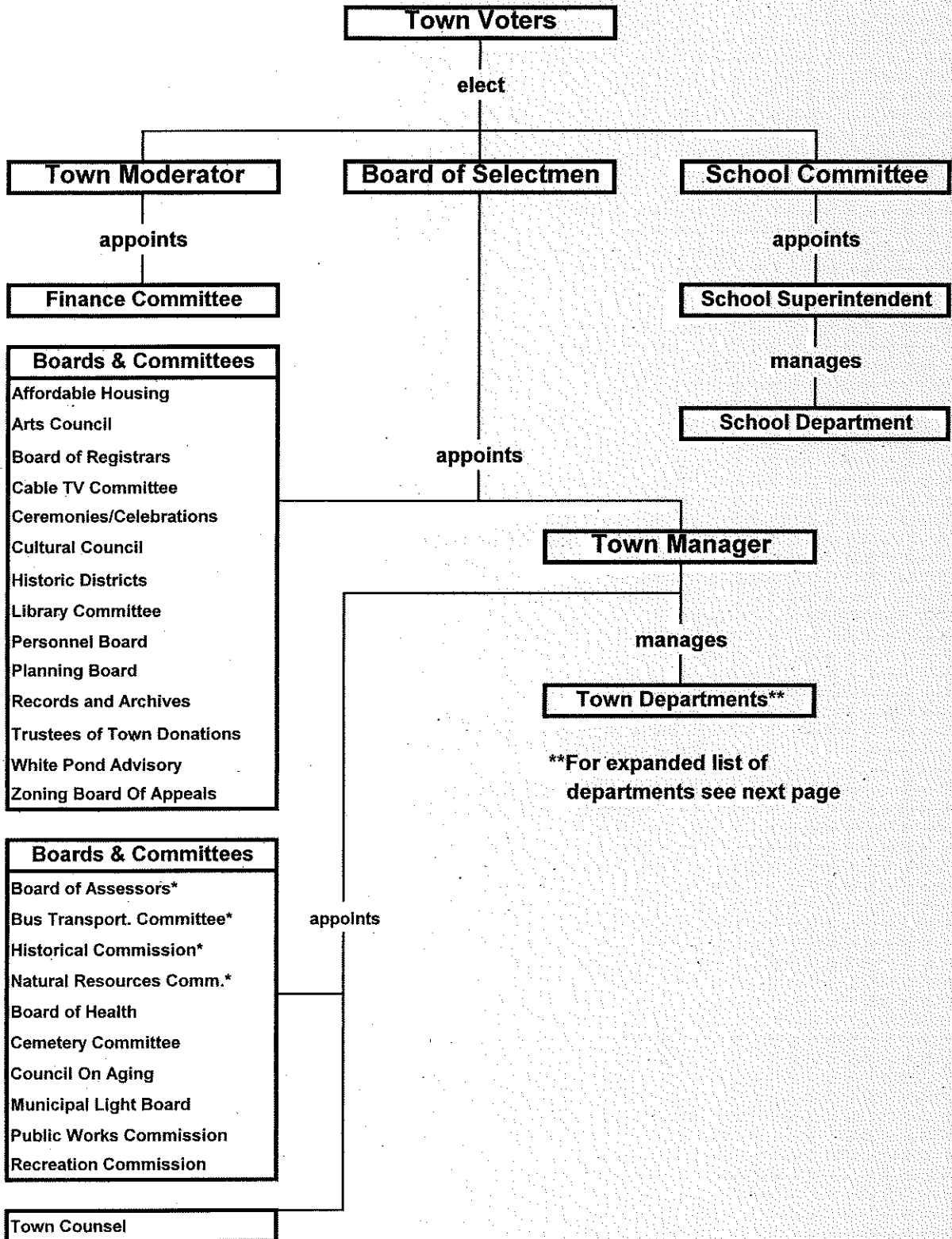


## **Section VII**

# **Organization Charts & Statements**

# Town of Concord Overall Organization Chart



\*\*For expanded list of departments see next page

\*With the approval of the Board of Selectmen

# Town of Concord

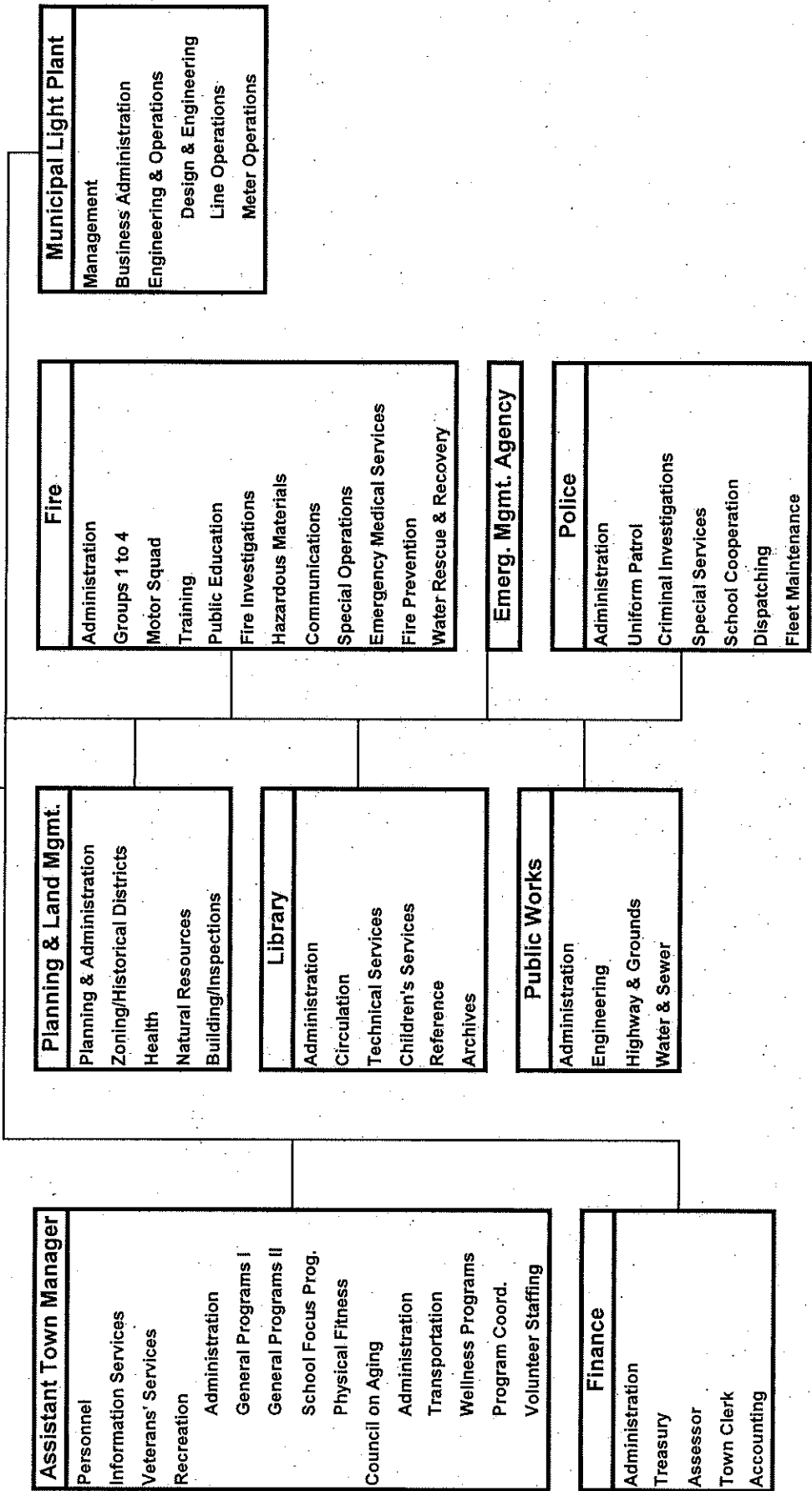
## Overall Organization Chart

### Departments Managed by Town Manager

**Town Manager**

manages

**Town Departments**



# **Office of Town Manager Organizational 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 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**

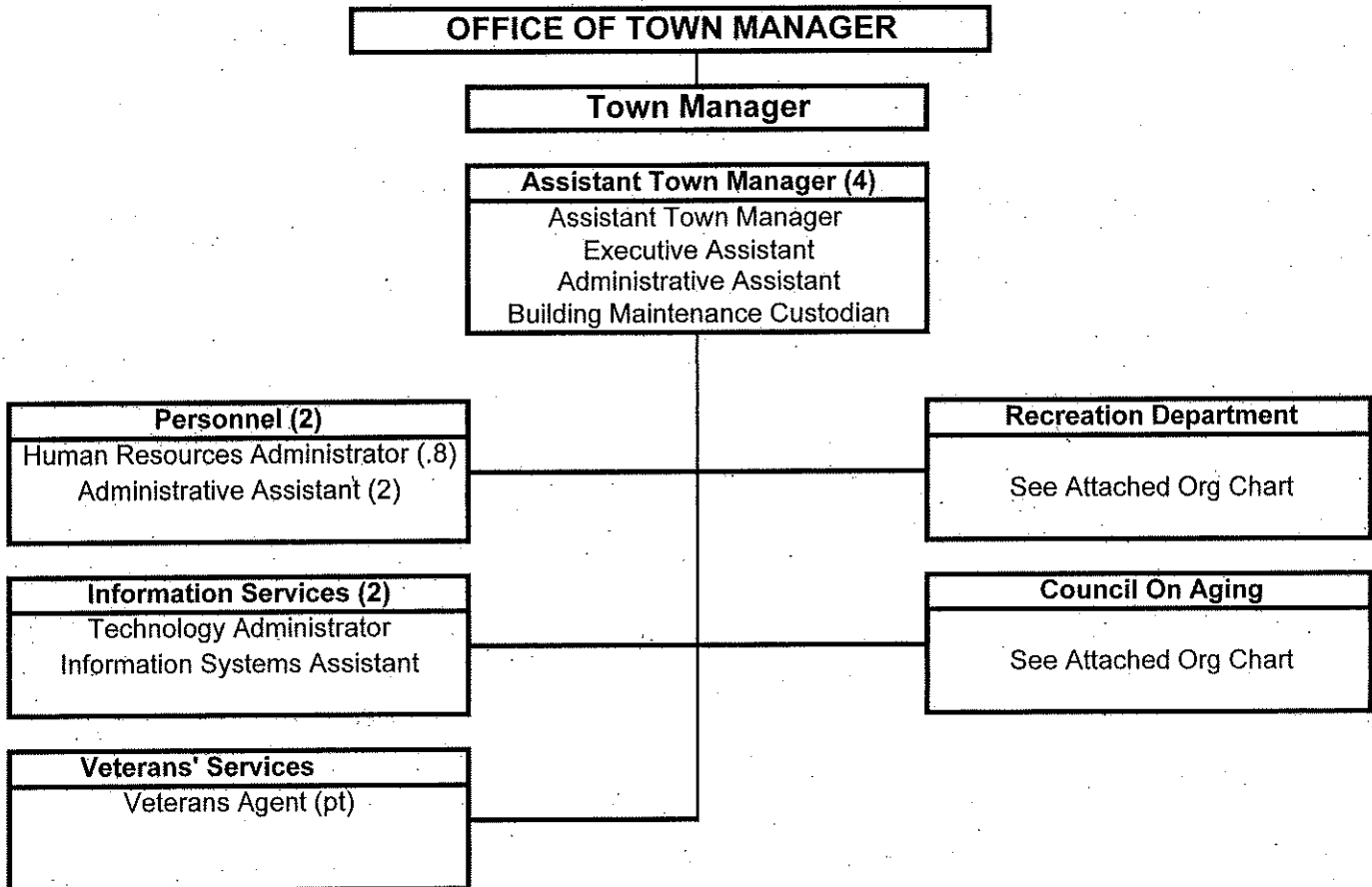
The Town Manager is the chief executive officer of the Town of Concord, and operates under a "strong town manager" form of government as described in detail in Section 2D and Sections 9 (A-I), 10, 11, and 12 of the Concord Town Charter. More generally, the Town Manager supervises and directs "...and 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, 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 building. The organizational support statements for Personnel Administration and Information Services are included in this section; both the organizational 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.

**TOWN OF CONCORD**  
**OFFICE OF TOWN MANAGER**  
 Organization Chart



**Personnel:**  
 Full Time: 9  
 Part Time: 2

# **Personnel Department Organizational 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 Organizational Support Statement**

## **I. Mission**

---

The mission of the Information Services Division is to support all Town departments in their operation of information 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 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 150 system users, involving individual PCs, 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.

# Recreation Department Organizational 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. The department is also responsible for the management of the Hunt Recreational Center and the Rideout Field House. The department also organizes and supports several community events, including the July 4<sup>th</sup> Picnic in the Park, the West Concord Family Festival Parade, the Concord-Carlisle Community Chest's Pumpkin Festival 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

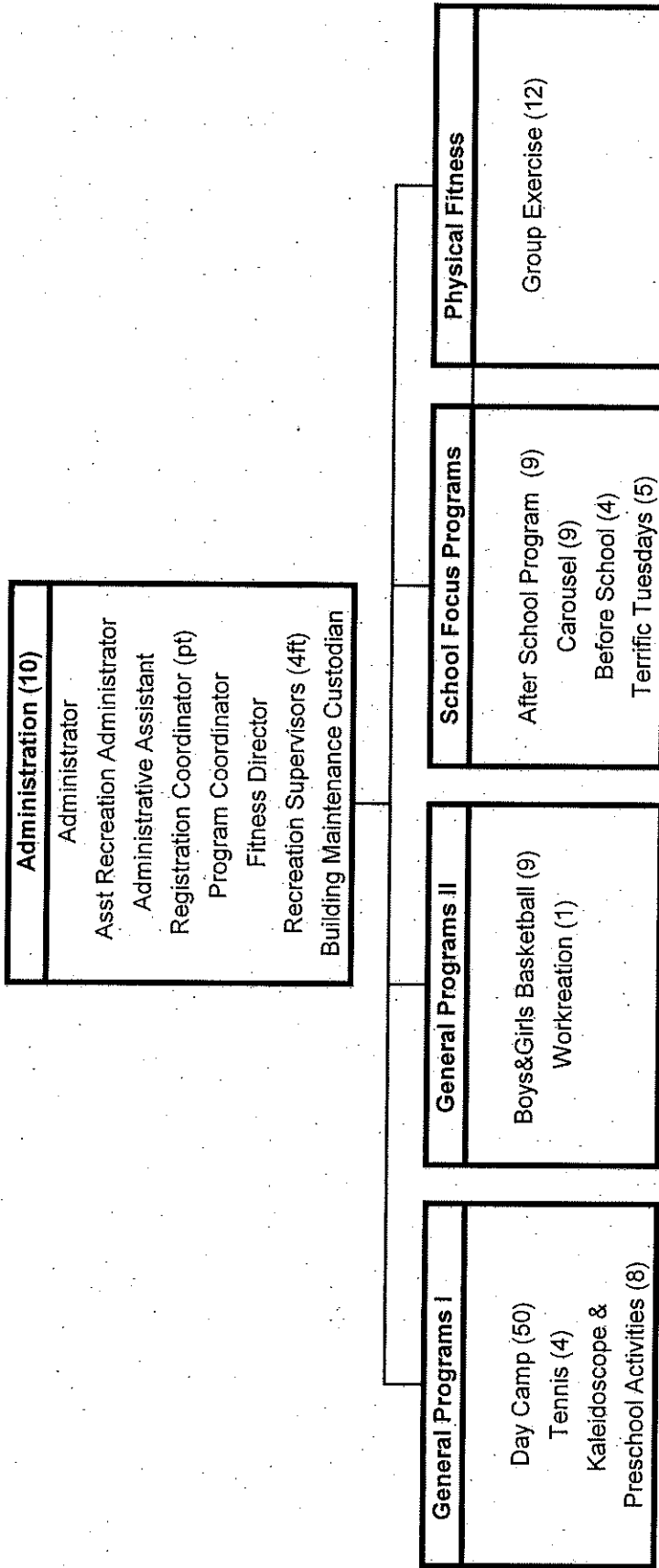
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The Recreation Commission consists of five members appointed by the Town Manager, with staggered three-year terms. The commission elects one of its members to serve as chair. The commission provides policy guidance to the Recreation Director regarding 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.

**TOWN OF CONCORD**

**RECREATION DEPARTMENT**

Organization Chart



**Personnel:**  
 Full Time: 10  
 Part Time: 112

# Council on Aging Organizational Support Statement

## I. Mission

---

The Council on Aging (COA) will work to improve the quality of life of Concord's citizens 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 well-being.

## 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, including taxes, grants, gifts, and donations, creatively and efficiently.
- Encourage seniors to both take advantage of the many opportunities offered by the COA, and to volunteer in support of these undertakings.

## III. Operational Description

---

The Council of Aging provides a variety of services and programs to Concord seniors. The COA has organized its operations into four functional groupings: **Support Services** include information and referral, counseling, and programs that address issues pertaining to aging. **Transportation** provides a curb-to-curb van service by appointment. **Wellness Programs** include health clinics, educational programs, and exercise classes. **Educational/Social Programming** include 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 that that historic building has been 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. Their work 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 COA 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

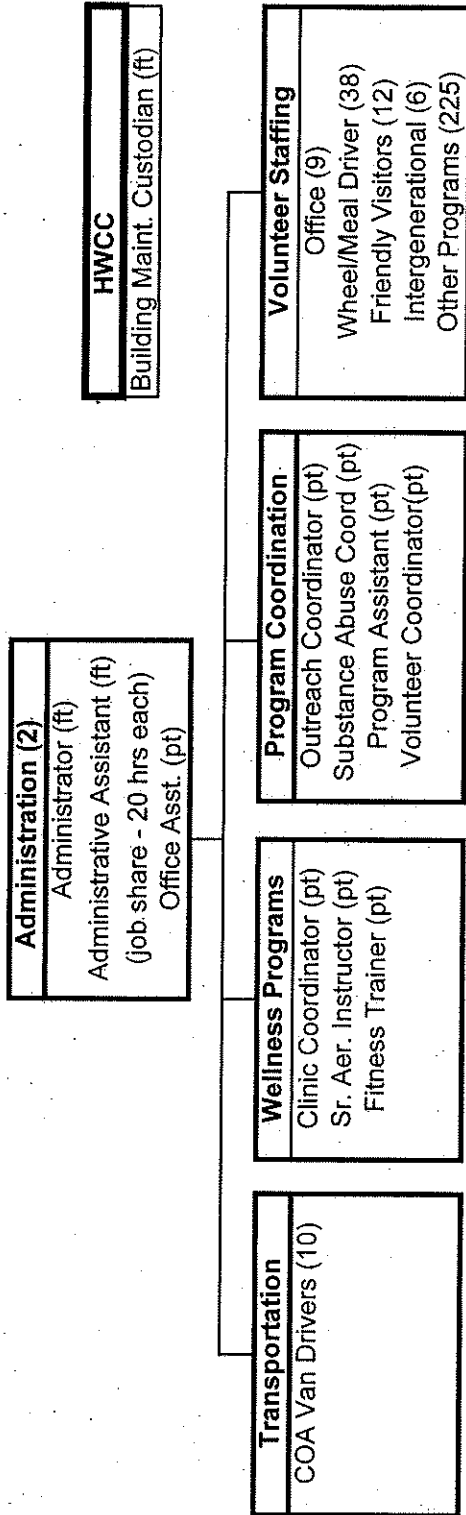
---

The Friends are incorporated as a non-profit organization with a fifteen-member board. Annually, the Friends conduct a campaign for donations, which they use to support Council on Aging activities that are not otherwise supported by town, state or private grant funds.

**TOWN OF CONCORD**

**COUNCIL ON AGING**

Organization Chart



**Personnel:**  
 Full Time: 3  
 Part Time: 18  
 Volunteers: 290

# Finance & Administration Department Organizational 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

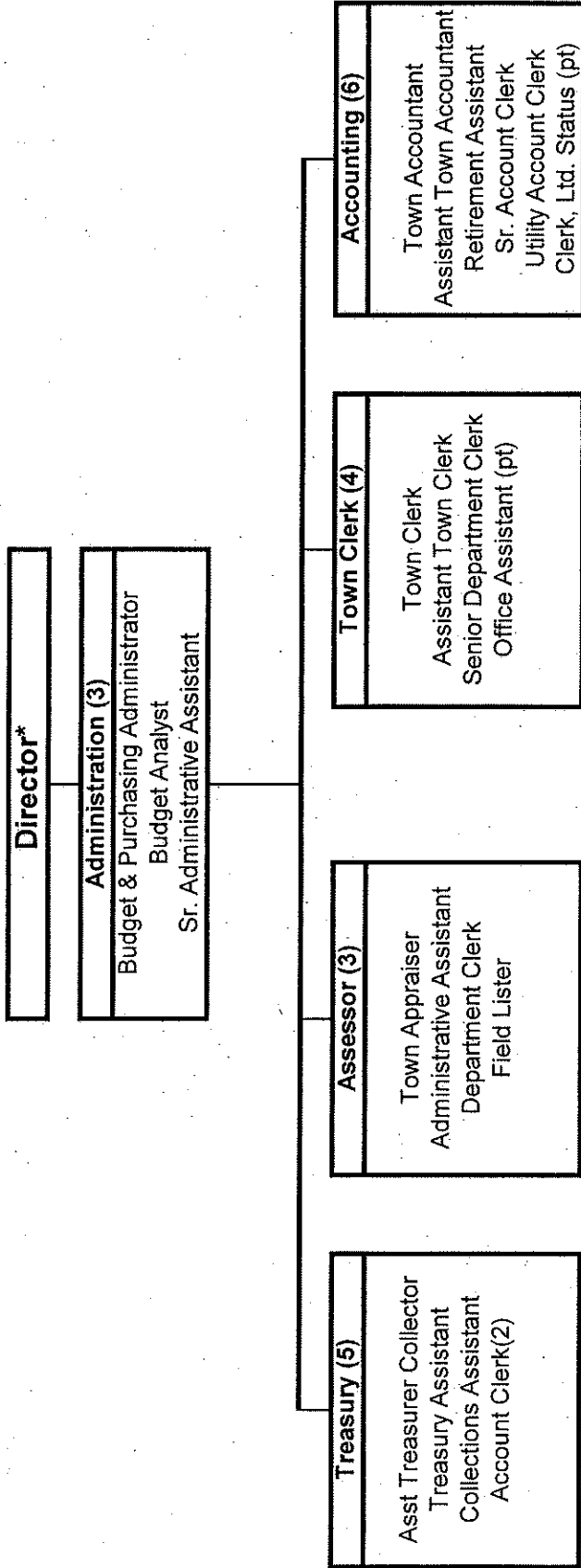
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Valuing the Town's real and personal property, and maintaining equitable assessments, are the major roles assigned to this division. The Town Appraiser directs the division in updating the Town-wide property database, and valuing each parcel at its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

TOWN OF CONCORD

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.

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 30<sup>th</sup> 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 of nomination papers, 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 1600's 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.

# Fire Department Organizational 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 following units.

### **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 Service (EMS) is 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**

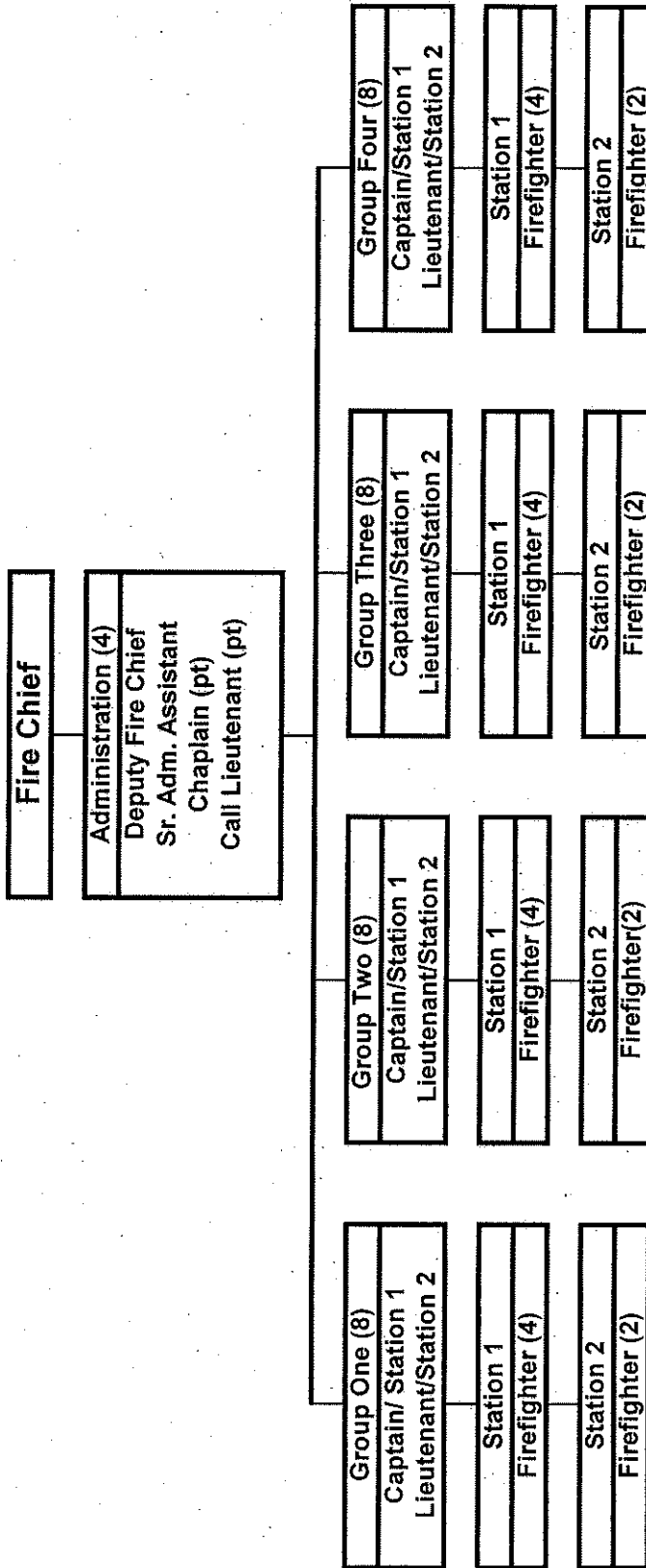
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The department also supports activities relating to fire investigations, water rescue and recovery, fire prevention, motor vehicle extraction, hazardous materials storage review, and technical training in fire operations and with new equipment. Finally,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

**TOWN OF CONCORD**

**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

# Concord Free Public Library Organizational 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 a collection of information and recreational materials, including books, periodicals, electronic databases, and other media that respond to the needs of the entire community.
- Employ persons skilled in information retrieval from all available sources, and support the training of those employees in contemporary technology and usage.
- 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 six divisions: Administration, Technical Services, Circulation, Children's Services, Reference, and Archives. A seventh operating unit is the Fowler Branch Library in West Concord. The operations of these divisions are summarized below.

### 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 catalogues new purchases, maintains the Minuteman Library Network (a regional consortium of 25 MetroWest libraries) within the Main Library and the Fowler Branch, trains both patrons and library employees in the use of the systems, and represents the Library in decisions on policies and procedures made by the Minuteman Library Network.

### 3. Circulation

---

The Library's annual circulation includes nearly 340,000 material units. Processes, procedures, and system problem-solving are supervised by this division in both branch libraries. The growing number of circulation requests resulting from Concord's access to the Minuteman Library Network adds to these supervisory responsibilities. The division keeps accurate records of circulation, identifies problems in receipt of circulated units, monitors returns of circulated units, and oversees a substantial inter-library loan program.

### 4 Children's Services

---

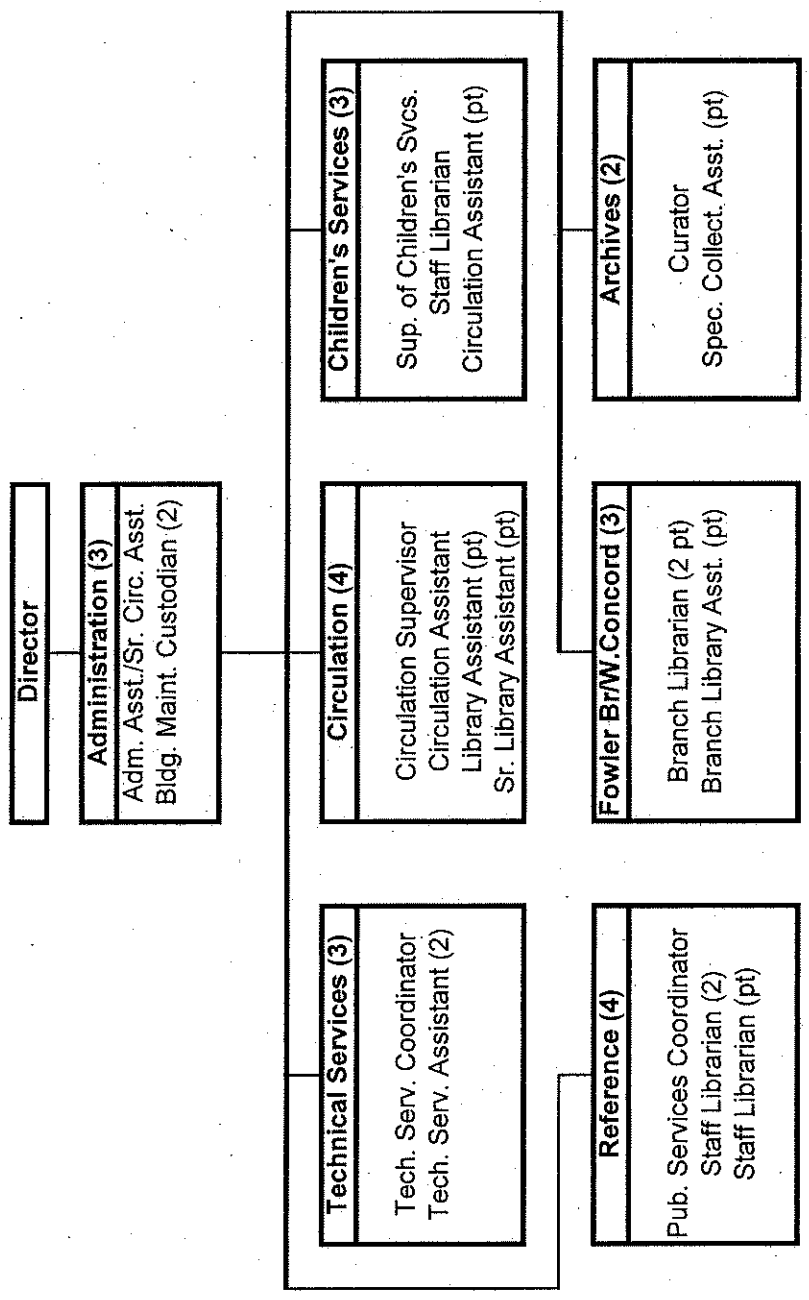
With a circulation of over 127,000 units, the Children Services Division provides a variety of programs, reading projects, and introductory visitations that sustain and increase circulation levels. Close liaison is also maintained with the Concord Public Schools in the development of interactive programs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

**TOWN OF CONCORD**  
**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

division's services are provided through its Reference Desk, which handles hundreds of requests each day and conducts network searches for available material.

## **6. Archives**

---

The Main Library houses the Town archives in the basement room of an addition constructed in the mid-1980's with the assistance of a \$500,000 Town appropriation. The Curator, officially designated as Municipal Archivist, administers the archives on a day-to-day basis. The Archives are open to writers, historians, journalists, Concord residents, and students.

## **7. Fowler Branch Library, West Concord**

---

The Fowler Branch Library has been serving West Concord 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 five days a week, has evening hours on Monday and Tuesdays, and is closed on Sunday and Thursdays, as well as on regular holidays.

## **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 issues involved in Town funding and long-range planning. 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 Concord Free Public 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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# Concord Municipal Light Plant Organizational Support Statement

## I. Mission

---

The mission of the Concord Municipal Light Plant is to provide reliable and cost effective electric energy services in a responsible and courteous manner, and which meet the current and future needs of our customers.

## II. Goals and Objectives

---

- **Customers.** We will continually strive to remain customer focused and always seek to improve the way in which we deliver services to our customers. We will constantly review value added opportunities in the marketplace that might enhance deliverable services to our customers.
- **Employees.** We will maintain a safe and positive work environment and provide the opportunity for professional and personal development. We will properly train employees for their responsibilities and see that they are regularly updated in current developments in their disciplines. We will ensure that employees interact in a courteous, professional manner with their fellow employees, other town and school employees, and the community.
- **Power Supply.** We will develop and maintain a reliable and secure supply of electric energy at a reasonable cost.
- **Rates.** We will deliver energy and associated services at competitive rates that are fair to all customer segments, and based upon a reliable system and sound financial management.
- **Environment.** We will meet or exceed applicable environmental regulations, keeping our customers informed of our progress and the costs involved. We will promote environmental research while exploring and evaluating new methods for disposing of waste material in a responsible manner.
- **Physical Assets.** We will engineer, construct, and maintain an electrical distribution system and related facilities and equipment that will meet current and future customer needs and requirements. We will explore and evaluate the latest in technology and methods to achieve this objective.
- **Efficiency.** We will develop and implement energy conservation and load management programs designed to reduce system load while improving load factor and educate our customers in energy efficiency and the wise use of energy.

## III. Operational Description

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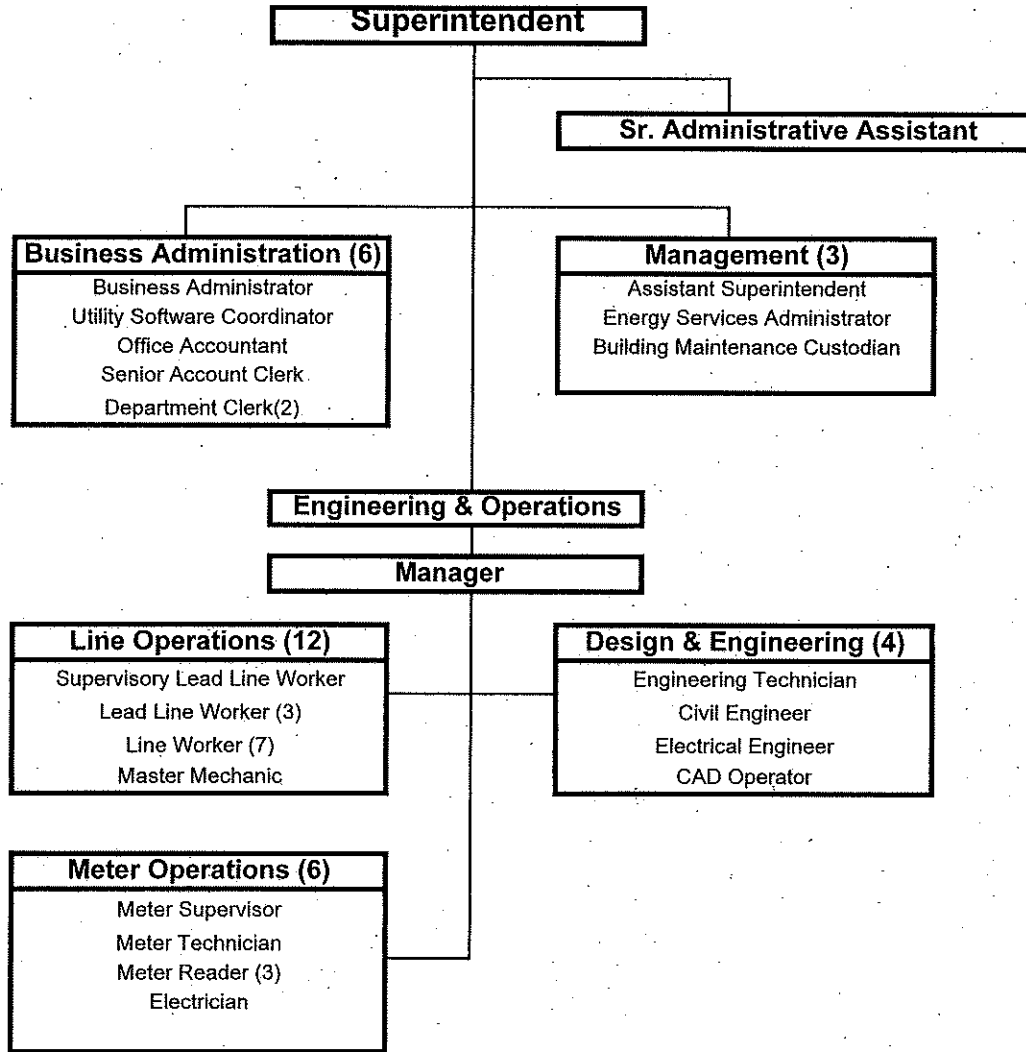
The Concord Municipal Light Plant is owned by the Town of Concord and is responsible for the distribution of electricity to all residents, businesses, and other customers within the town. The Light Plant installs and maintains all the poles, wires, transformers, meters, streetlights, underground conduits, and other electrical distribution equipment within the town. The electricity is not generated by the Light Plant but purchased from outside suppliers, including hydroelectric energy from the New York State Power Authority. In addition to providing and maintaining reliable electric service, the Light Plant also offers customer programs in the areas of energy conservation, demand side management, and off-peak domestic water heating and space heating.

## IV. Board/Commission Involvement

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The Concord Municipal Light Board is comprised of five members appointed by the Town Manager in accordance with Section 2 of the Town Charter. Members are appointed for staggered three-year terms. The board provides recommendations to the Town Manager concerning the general operation and maintenance of the light plant, formulates policy for the ongoing operation, and future development of the electrical supply and distribution system, and cooperates with the staff of the light plant to ensure that customer needs are satisfied in an appropriate and efficient manner.

**TOWN OF CONCORD**  
**CONCORD MUNICIPAL LIGHT PLANT**  
 Organization Chart



Personnel:

Full Time: 34

# Department of Planning and Land Management Organizational Support Statement

## I. Mission Statement

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

## II. Goals and Objectives

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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

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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

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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. The division also 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.

### 2. Natural Resources

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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 Resource 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 and enforces specialized codes such as the Architectural Access, Plumbing, and Electrical codes.

### 4. Health

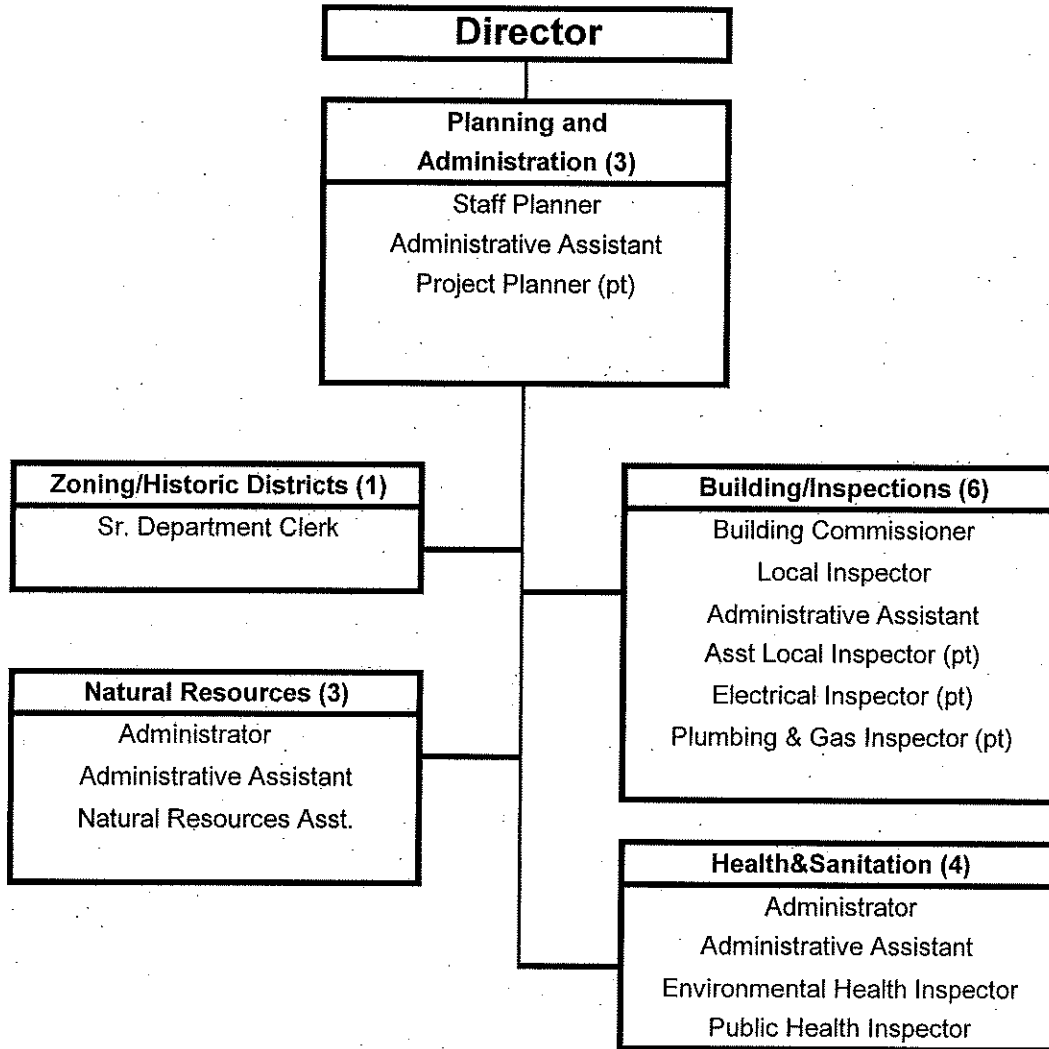
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The Health Division enforces state statutes and regulations affecting public health by reviewing site plans and building applications, and by issuing sanitation approvals/permits, particularly as they relate to potable water sources, septage, and effluent 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.

**TOWN OF CONCORD**

**DEPARTMENT OF PLANNING & LAND MANAGEMENT**

Organization Chart



**Personnel:**

Full Time: 14

Part Time: 4

#### **IV. Board/Commission Involvement**

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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**

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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. 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**

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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 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**

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The Natural Resources Commission has five members, 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 Plan.

##### **4. Board of Health**

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This board has 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**

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The Historic Districts Commission, created to preserve the historic atmosphere of the Town's five designated historic districts, has five full members and five associate members appointed by the Board of Selectmen for staggered five-year terms. 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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# Police Department Organizational 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.

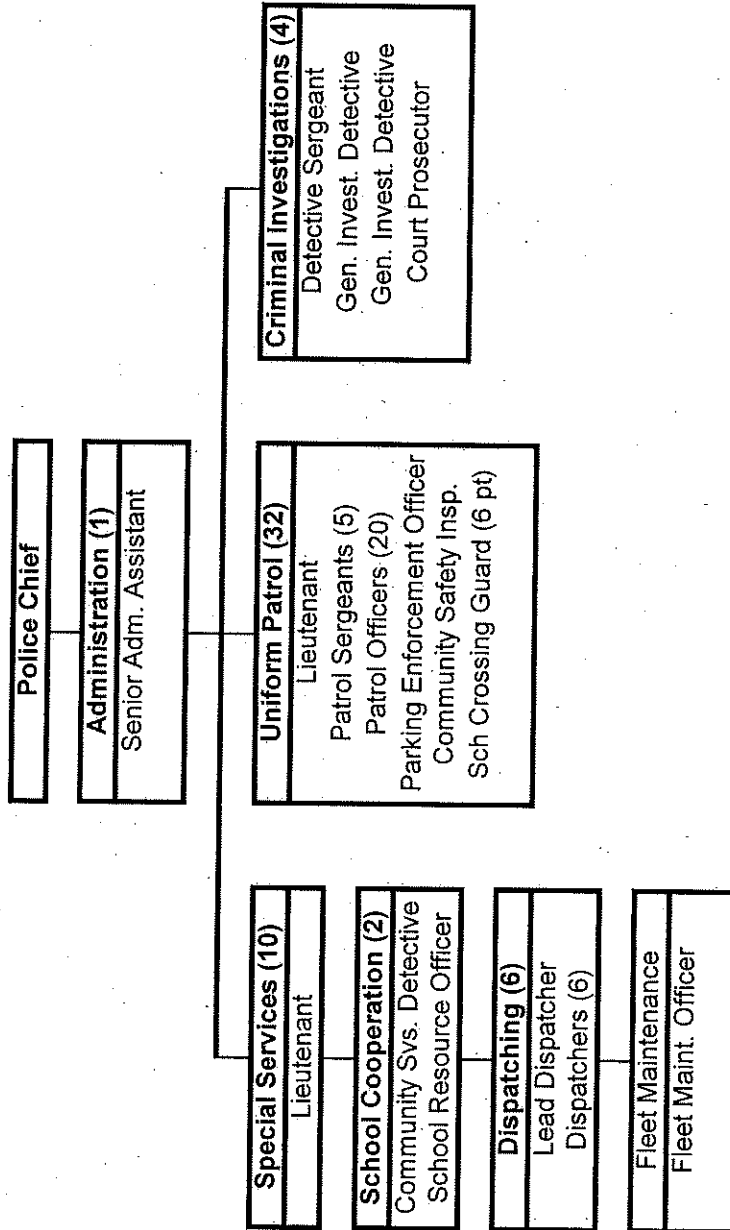
### 2. Special Services

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

# TOWN OF CONCORD

## 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.

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**

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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 proactive 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**

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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**

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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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# Concord Public Works Organization Support Statement

## I. Mission

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It is the mission of Concord Public Works 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.

## II. Goals and Objectives

---

The Concord Public Works will:

- Maintain the town's public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, and culverts.
- Maintain and beautify 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 public cemeteries.
- Manage the municipal collection, recycling, and disposal of solid wastes.
- Operate and maintain the town's public wastewater collection, treatment, and disposal system.
- Operate and maintain the town's public drinking water system, including its supply, treatment, distribution, and storage; and promote water conservation and water supply protection.
- Provide engineering services for Town departments and the public.
- Provide managerial leadership and administrative support for the effective and efficient accomplishment of the above goals.

## III. Operational Description

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Resources necessary to carry out CPW's responsibilities are grouped into four organizational divisions: **Administration** includes management of the Recycling and Collection Program; **Engineering** includes management of the Town's GIS system; **Highway and Grounds** include highway, grounds, cemetery, fleet, and maintenance of the CPW building; and **Water and Sewer** include the management of both the public water and sewer systems. Management of these divisions requires a high level of interdivisional coordination, communication, and support.

### 1. Administration

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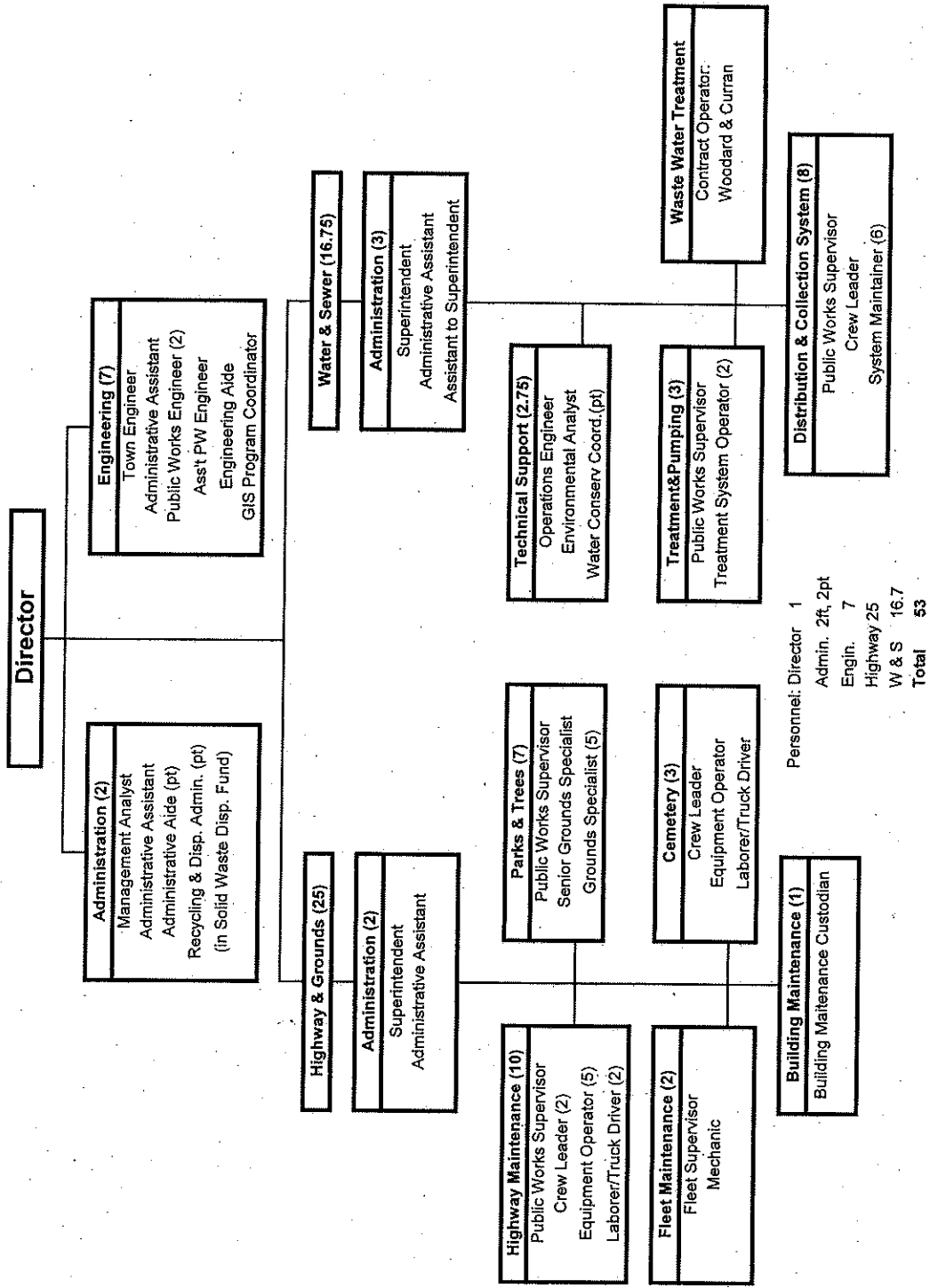
This division is responsible for general management, administrative support, and overall program/project planning for the CPW's operations. In addition, the CPW Director and staff provide support for the Public Works Commission and several ad hoc committees. Division responsibilities include the integration 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. This program includes curbside collection, recycling, and disposal provided under contract to residents, municipal buildings, and schools; the semi-annual drop-off days for additional recyclable materials and oversized waste not collected at the curb; and recycling and trash collection services for public areas. This 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 municipal 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.

**TOWN OF CONCORD**  
**CONCORD PUBLIC WORKS**  
 Organization Chart



Personnel: Director 1  
 Admin. 2ft, 2pt  
 Engin. 7  
 Highway 25  
 W & S 16.7  
 Total 53

### 3. Engineering

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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 the 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/Park & Trees section** include the maintenance of Town roads, curbing, sidewalks, drain system, guardrails, and street signs. Services provided by this section include snow removal, street sweeping, litter control, roadside mowing, and brush clearance, and CPW building maintenance. In addition, this 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** includes the operation, maintenance, and preservation of the Town's four cemeteries. Responsibilities include mowing, turf and tree care, gravemarker maintenance and preservation, and capital infrastructure upkeep and improvements. Cemetery staff prepares burial plots for interments, and manages related public events and public information. This section also provides liaison and support to the Town Cemetery Committee. The **Fleet Maintenance section** includes the repair, maintenance, and procurement of the CPW's vehicles and associated equipment, and oversight of one of the Town's two fuel dispensing stations.

### 5. Water and Sewer

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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

---

One commission and one committee are closely involved in activities of Concord Public Works—the Public Works Commission and the Cemetery Committee. Their work is summarized below. In addition, the CPW works actively with the Wastewater Planning Committee in the development of the Town's Comprehensive Wastewater Management Plan.

### 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, sewerage, and solid waste service, and approves minimum standards for, and the final layout of, Town roads.

### 2. Cemetery Committee

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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.