

THE REPORT

**APRIL 12
2015
1 PM @ CCHS**

LIGHTLY **SWEETENED** WITH PETITIONS & BYLAW BITS!

FORTIFIED WITH **58** ESSENTIAL ARTICLES!

HIGH SOURCE OF **DELICIOUS** DEBATES!

Nutrition Facts

Serving Size: 1 Booklet
Servings Per Container 2

Amount Per Serving	Report	Report w/ milk
Calories	250	260
Calories from Fat	2	12

	% Daily Value*
Total Fat	15% 15%
Saturated Fat	0% 0%
Trans Fat	
Polyunsaturated Fat	
Monounsaturated Fat	
Cholesterol	0% 1%
Sodium	5% 7%
Potassium	4% 10%
Total Carbohydrate	8% 10%
Dietary Fiber	10% 10%
Sugars 25g	
Other Carbohydrate 20g	
Protein 1g	

Vitamin A	10%	15%
Vitamin C	10%	10%
Calcium	10%	25%
Iron	45%	45%
Vitamin D	10%	25%
Thiamin	25%	30%
Riboflavin	25%	35%
Niacin	25%	25%
Vitamin B	25%	25%
Folic Acid	50%	50%
vitamin B2	25%	35%
Phosphorus	8%	20%
Magnesium	4%	8%
Zinc	25%	30%

Ingredients: Free Cash, Renovations, Budgets, Revolving Funds, Tax Funds, Improvements, Expenditures, Zoning Bylaw Amendments, Preservatives Added for Freshness

THE REPORT

OF THE
FINANCE COMMITTEE
OF THE TOWN OF
CONCORD

STAYS CRUNCHY FOR DAYS!

NOW WITH
MARSHMALLOW
MINUTE MEN!

FREE!

ARTICLE
DECODER
WATCH
INSIDE!



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2015 Town Meeting Warrant Articles: TABLE OF CONTENTS

Art. #	Title <i>(shaded articles are proposed for inclusion on the Consent Calendar to be voted under Article 2)</i>	Vote quantum	Page #	Recommendations	
				Finance Committee	Board of Selectmen
1	Choose Town Officers		63		
2	Hear Reports		63		
3	Meeting Procedure	majority	64	Affirmative action	Affirmative action
4	Ratify Personnel Board Classification Actions	majority	64	Affirmative action	Affirmative action
5	Classification and Compensation Plan	majority	65	Affirmative action	Affirmative action
6	Town Charter Amendment - Open Town Meeting	majority	70		Affirmative action
7	Town Charter Amendment - Gender Neutral Language	majority	70		Affirmative action
8	Town Charter Amendments	majority	71		Affirmative action
9	Town Charter Amendment - Deputy Moderator	majority	71	Affirmative Action	Affirmative Action
10	PETITION: Recall of Elected Town Officials	majority	72	No Action	No position
11	Zoning Bylaw Amendment - Boarding House	2/3rds	72	No motion is expected	
12	Zoning Bylaw Amendment - Lot Width	2/3rds	72		Affirmative Action
13	Zoning Bylaw Amendment - Earth Removal/Wireless	2/3rds	73		Affirmative Action
14	Zoning Bylaw Amendment - Wetlands Conservancy	2/3rds	73		Affirmative Action
15	Zoning Bylaw Amendment - Residential Cluster	2/3rds	74		Affirmative Action
16	Zoning Bylaw Amendment - PRD Open Space	2/3rds	75		Affirmative Action
17	Zoning Bylaw Amendment - Residence A & AA	2/3rds	75		Affirmative Action
18	Zoning Bylaw Amendment - Definitions & Dimensional	2/3rds	77	No motion is expected	
19	PETITION: Alternative PRD, Forest Ridge Road	2/3rds	78	Recommendation will be made at Town Mtg.	Affirmative Action
20	PETITION: Release of Residential Restriction	2/3rds	78		Affirmative Action
21	Town Budget	majority	79	Affirmative action, \$37,724,513	Affirmative action, \$37,724,513
22	Public School Budget	majority	82	Affirmative action, \$33,840,538 GUIDELINE	Affirmative action, \$33,840,538 GUIDELINE
23	Concord Public School Renovations	2/3rds	83	Affirmative action, \$650,000 borrowing	Affirmative action, \$650,000 borrowing
24	Concord Public School Bus Depot	2/3rds	83	Affirmative action, \$950,000 borrowing	Affirmative action, \$950,000 borrowing
25	Concord Public School Bus Replacements	majority	83	Affirmative action, \$600,000 from Free Cash	Affirmative action, \$600,000 from Free Cash
26	Concord -Carlisle Regional High School Budget	majority	84	Affirmative action, \$20,070,650 assessment	Affirmative action, \$20,070,650 assessment
27	CCRS School Bus Replacement	majority	84	Affirmative action approving RSC borrowing	Affirmative action approving RSC borrowing
28	Minuteman Regional High School Budget	majority	84	Affirmative action, \$407,041 assessment	Affirmative action, \$407,041 assessment
29	High School Debt Stabilization Fund Addition and Use	2/3rds	85	Affirmative Action, \$750,000 in from Free Cash, \$1.5 million apply to FY16 cost	Affirmative Action, \$750,000 in from Free Cash, \$1.5 million apply to FY16 cost
30	Community Preservation Committee Recommendations	majority	86	Affirmative Action, \$1,802,921	Affirmative Action, \$1,802,921
31	Authorize Acquisition of the 2229 Main St. Property	majority	87	No motion is expected	
32	Home Rule Petition - Property Tax Assistance Fund	majority	87	No motion is expected	
33	Debt Rescission	2/3rds	88	Affirmative action	Affirmative action
34	PETITION: Clean Water Resolution	majority	89		No Action
35	PETITION: Plastic Bag Reduction Bylaw	majority	89		Affirmative Action
36	Authorize Long-term Lease, Rooftop and ground-mounted Solar Panels	2/3rds	90	Affirmative Action	Affirmative Action
37	PEG Access and Cable-TV Fund	majority	91	Affirmative Action	Affirmative Action
38	Emergency Response Stabilization Fund Appropriation	2/3rds	91	Affirmative Action, \$100,000	Affirmative Action, \$100,000
39	Free Cash Use	majority	92	Affirmative Action, \$950,000	Affirmative Action, \$950,000
40	Unpaid Bills	4/5ths	92	No motion is expected	
41	Property Tax Exemptions	majority	92	No motion is expected	
42	2016 Road Program	2/3rds	92	Affirmative Action, \$1,200,000 borrowing	Affirmative Action, \$1,200,000 borrowing
43	Road Repair Revolving Fund Expenditures	majority	93	Affirmative Action, \$165,000	Affirmative Action, \$165,000
44	Regional Housing Services Revolving Fund Expenditures	majority	93	Affirmative Action, \$180K FY16 and +\$30K FY15	Affirmative Action
45	Light Plant Payment In Lieu of Taxes	majority	94	Affirmative Action, \$472,400	Affirmative Action, \$472,400
46	Light Plant Expenditures	majority	94	Affirmative Action	Affirmative Action
47	Solid Waste Disposal Fund Expenditures	majority	94	Affirmative Action	Affirmative Action
48	Sewer System Expenditures	majority	95	Affirmative Action	Affirmative Action
49	Sewer Improvement Fund Expenditures	majority	95	Affirmative Action	Affirmative Action
50	Water System Expenditures	majority	95	Affirmative Action	Affirmative Action
51	Swim & Fitness Center Enterprise Fund Expenditures	majority	96	Affirmative action, \$2,741,330 operations, \$277,000 capital	Affirmative action, \$2,741,330 operations, \$277,000 capital
52	Rideout and Emerson Playground Improvements	2/3rds	96	Affirmative Action, \$600,000 borrowing	Affirmative Action, \$600,000 borrowing
53	Parking Management Plan Implementation	2/3rds	96	Affirmative Action, \$250,000 borrowing	Affirmative Action, \$250,000 borrowing
54	Town House Interior Renovations	2/3rds	97	Affirmative Action, \$700,000 borrowing	Affirmative Action, \$700,000 borrowing
55	37 Knox Trail Building Renovations & Site Work	2/3rds	97	Affirmative action, \$200,000 borrowing	Affirmative action, \$200,000 borrowing
56	Funding for White Pond Solutions	majority	97	Affirmative Action, \$25,000 from Free Cash	Affirmative Action, \$25,000 from Free Cash
57	Fire Engine #7 Replacement	2/3rds	98	Affirmative Action, \$550,000 borrowing	Affirmative Action, \$550,000 borrowing
58	Firefighter Residency	majority	98		Affirmative Action

Town Meeting

Sunday April 12, 2015 1 p.m. Continued Monday April 13, 7 p.m.

Concord-Carlisle Regional High School, 500 Walden Street

Parking

Town Meeting attendees should enter the high school parking lot via the Walden St. entrance only. On-site parking is limited. Carpooling is encouraged. Parking for people with disabilities is available at the flagpole circle at the high school. In the event that the parking lots at the high school are full, attendees will be directed to Alcott School first and, once Alcott is full, the Concord District Court. Shuttle buses will be available to bring residents to and from the satellite parking.

Childcare

Childcare will be provided at the high school for children 2 ½ and older. The Concord Recreation Department offers the service at a cost of \$5 per child per hour or \$25 for two or more children for the evening. To guarantee a space, reservations should be made in advance by calling the Concord Recreation Department at 978/369-6460.

Seniors

Seniors may arrange transportation with the Council on Aging office, 978/318-3020. Advance reservations are necessary and seats are limited and offered on a first-come first-serve basis.

Check-in

All voters who were registered to vote by March 11, 2015 are eligible to participate at Town Meeting. Voters should check-in at the tables in the main lobby by last name and pick up a Town Meeting ballot on each night of attendance. Only one ballot per voter per evening of attendance. Ballots are not transferrable.

Seating

Seating is available in either the auditorium or the cafeteria. The auditorium will be the main meeting room.

Assisted Listening Devices

Assisted listening devices will be available in the lobby.

Special arrangements or needs.

Anyone with a disability requiring special arrangements for Town Meeting should contact Kate Hodges deputy Town Manager and ADA coordinator before 4:30 p.m. April 6, 2015 at 978/318-3000. The earlier that special arrangement needs are communicated, the more likely that time will allow for special accommodations, if possible, to be met.

Tellers

Voters willing to be a teller at Town Meeting are asked to call Abe Fisher, head teller, 978/869-9233 e-mail at abe-fisher@misterfisher.com or Greg Englund at 617/439-6779 e-mail at GJEnglund@EnglundLawFirm.com.

THANK YOU!

**THE FINANCE COMMITTEE THANKS THE TOWN AND
SCHOOL ADMINISTRATIONS, EMPLOYEES AND COMMITTEES
FOR THEIR COOPERATION AND ASSISTANCE DURING THE PAST YEAR.**

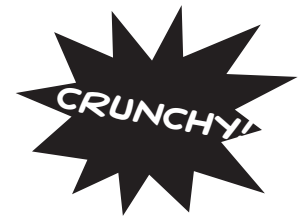


Terms to expire in 2015

John C. Hutchins
Paul O. McGinn
Linda Miller
Philip C. Swain
Triveni Upadhyay

Terms to expire in 2016

Daniel P. Cassidy
Mark Garvey
Patricia Nelson
Scott Randall
June Rzepczynski



Terms to expire in 2017

Terri S. Ackerman
Richard Giles, vice chair
Karle S. Packard
Wendy Rovelli, chair
Malyssa A. Simard

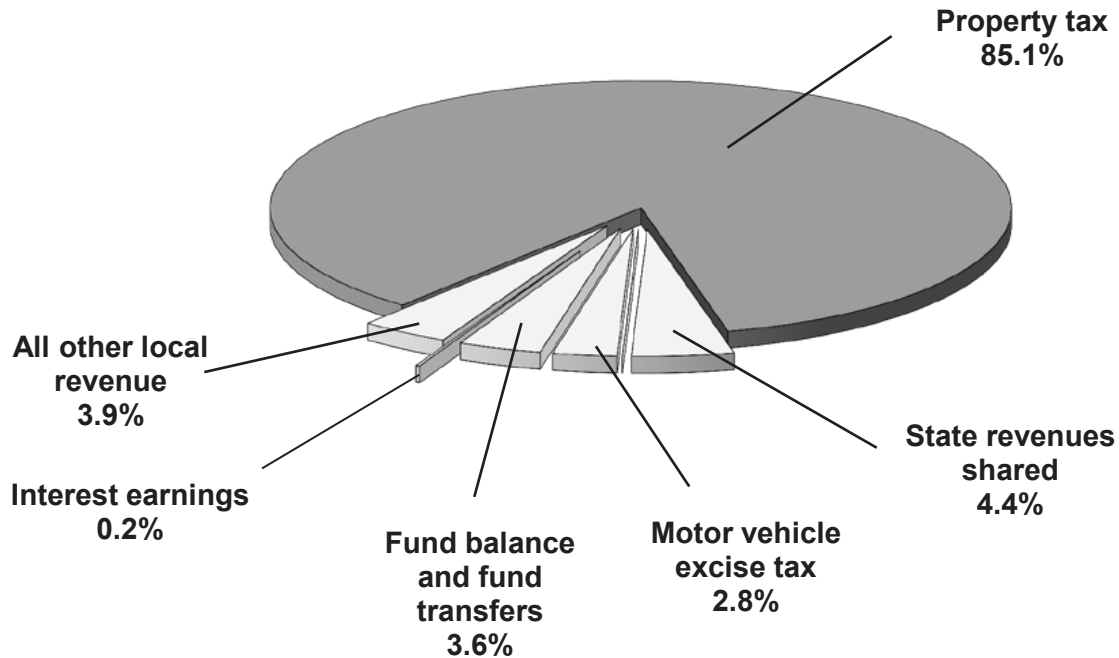
Charts and tables by the Town of Concord Finance Department.

This report of the Concord Finance Committee was designed,
edited and produced with the assistance of Janet Beyer.

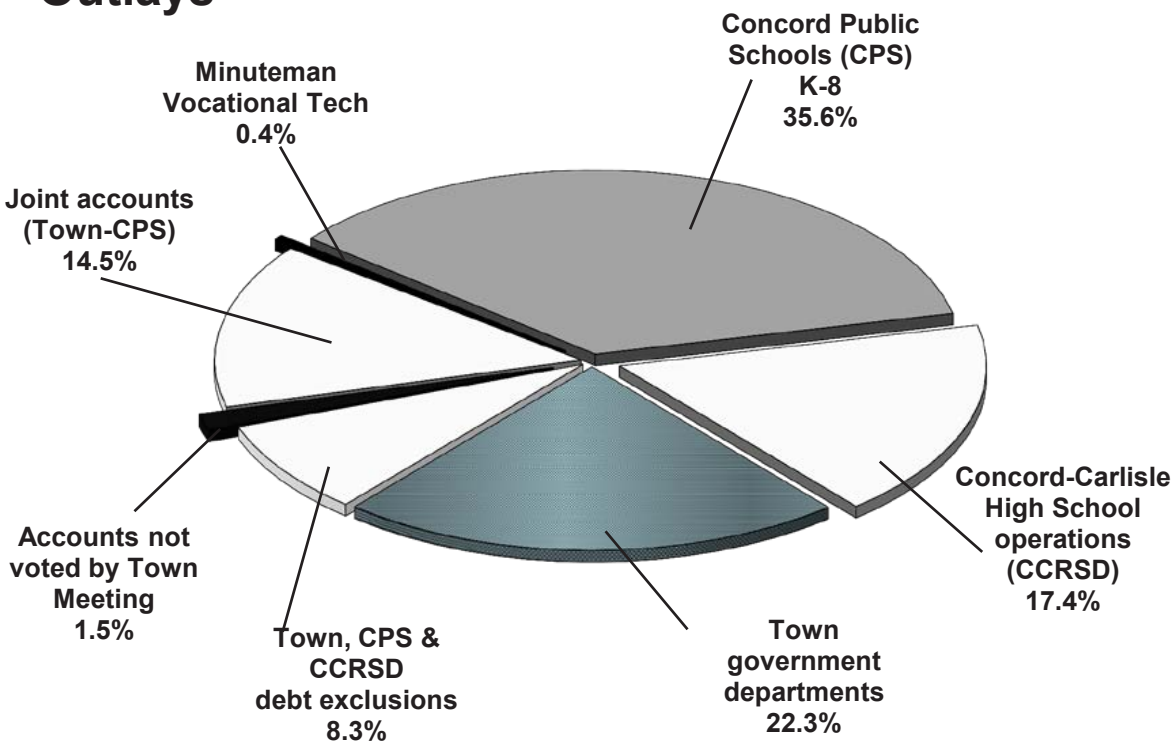
Cover Design by Donna Thomas

General Fund
FY16 PROPOSED BUDGET
 Operating budgets of town and schools
 Total Budget: \$95,019,945 (+5.53%)

Income



Outlays



The budget in brief

essential information at a glance

Total Budget:

Town Government and Education at Finance Committee recommendations

- The total proposed FY16 General Fund budget is \$95,019,945. This is \$4,975,752 or 5.53% over FY15. Concord's share of the debt service payable on bonds and notes issued or to be issued by the Concord-Carlisle Regional School District is estimated at \$3,514,429, an increase of \$1,655,588. Allocation to the Town's OPEB Trust Fund is proposed at \$1,150,000, an increase of \$250,000, and the Town's assessed share of the OPEB Trust funding increase at the CCRSD is \$103,000. The current year snow account deficit to be raised in the FY16 budget is estimated at \$330,000. Exclusive of these items, the remainder of the budget is a 2.9% increase.
- The Town government and education proposed operating budgets total \$71,610,772, which is 3.99% over FY15 operating budgets.
- 66% of the proposed FY16 spending plan is for expenses related to primary and secondary education.
- Total debt service (principal and interest payments on long and short-term debt) is budgeted at \$11,439,929 (including \$1,500,000 proposed to be appropriated from the Town's High School Debt Stabilization Fund under Article 29). The tax levy for debt service excluded from the Proposition 2 ½ levy limit, in accordance with previous Town-wide ballot votes, is \$5,925,051, which is equal to 6.2% of the total proposed budget.
- Long term bonds have been issued for the financing of the new Alcott, Thoreau and Willard schools opened in 2004, 2006 and 2009 respectively. The total debt issued, principal to be repaid through June 30, 2015 and the FY16 debt service amounts are:

	<i>Debt issued</i>	<i>Repaid at 6/30/15</i>	<i>FY16 debt service</i>	
			<i>Principal</i>	<i>Interest</i>
Alcott	\$ 9,365,000	\$ 4,780,000	\$ 505,000	\$ 177,442
Thoreau	16,940,000	7,250,000	935,000	370,061
Willard	27,025,000	8,850,000	1,490,000	638,091
	<u>\$ 53,330,000</u>	<u>\$ 20,880,000</u>	<u>\$ 2,930,000</u>	<u>\$ 1,185,594</u>

Property taxes

- The median single family residential tax bill in FY15 is \$10,469 based on an assessed value of \$732,600 at a tax rate of \$14.29 per thousand.
- The tax rate projected increase is 3.54% (an additional \$371 on the median bill, \$51 per \$100,000 of assessed valuation).
- Each 1% increase in the tax levy equals \$773,000 in revenue for FY16.
- 85.3% of the Proposed Budget support is derived from property taxes.
- 76.4% of property taxes are paid by single family residential property.

Free Cash Use

- The Finance Committee recommends allocating \$950,000 from Free Cash to support the FY16 budget plan. Additional Free Cash allocations are recommended as follows: Article 25—\$600,000, CPS buses; Article 29 —\$750,000 added to Debt Stabilization Fund; Article 56 - \$25,000, White Pond management plan. Free Cash is a term denoting the available portion of the unreserved General Fund balance.

The Proposed Guideline Budget Appropriation for the year beginning July 1, 2015 (FY16)

Recommendations of the Finance Committee

Articles 21, 22, 26, 28, 29, 38 comprising the Guideline Budget

	FY16: Warrant location reference	Appropriated FY15	Proposed FY16	percent change	percent of total
Town Government					
General Government	Art. 21, items 1-6	\$ 2,533,810	\$ 2,702,467	6.7%	2.8%
Finance & Admin; Inf. Systems	Art. 21, items 7-10	2,065,204	2,116,924	2.5%	2.2%
Public Safety (Police & Fire)	Art. 21, items 11-16	8,517,842	8,703,216	2.2%	9.2%
Public Works	Art. 21, items 17-24	3,985,502	3,927,312	-1.5%	4.1%
Library	Art. 21, item 25	2,003,016	1,995,097	-0.4%	2.1%
Reserve Fund	Art. 21, item 28	225,000	225,000	0.0%	0.2%
Salary Reserve	Art. 21, item 29	211,312	643,404	--	0.7%
Recreation and all other	Art. 21, items 26, 27, 30	822,327	800,593	-2.6%	0.8%
Total Town Gov't operations @	General Fund Guideline	\$ 20,364,013	\$ 21,114,013	3.7%	22.2%
Emergency services Stabilization Fund	Article 38	200,000	100,000		
	Subtotal, Town Gov't	\$ 20,564,013	\$ 21,214,013	3.2%	22.3%
Concord Public Schools (CPS)	Article 22	\$ 32,440,538	\$ 33,840,538	4.3%	35.6%
Concord-Carlisle Regional HS	Operations	\$ 15,856,221	\$ 16,556,221	4.4%	17.4%
(Concord's assessment share)	Debt Service	1,858,841	3,514,429	89.1%	3.7%
	Article 26	\$ 17,715,062	20,070,650	13.3%	21.1%
Town and School (CPS) debt service					
debt repayment within levy limit		\$ 3,500,000	\$ 3,605,000	3.0%	3.8%
debt excluded from levy limit		3,995,632	2,820,500	-29.4%	3.0%
Total tax-supported	Art. 21, item 35 (A & B)	\$ 7,495,632	\$ 6,425,500	-14.3%	6.8%
High School Debt Stabilization	Article 29	500,000	1,500,000		1.6%
	total debt service	\$ 7,995,632	\$ 7,925,500	-0.9%	8.3%
Employee Benefits (Town and CPS only):					
Group Insurance	Art. 21, item 31A	\$ 4,650,000	\$ 4,650,000	0.0%	4.9%
OPEB Trust	Art. 21, Item 31B	900,000	1,150,000	27.8%	1.2%
Retirement (pension funding)	Art. 21, item 33	3,125,000	3,220,000	3.0%	3.4%
Social Security & Medicare	Art. 21, item 34	685,000	740,000	8.0%	0.8%
Total Employee Benefits		\$ 9,360,000	\$ 9,760,000	4.3%	10.3%
Minuteman Tech Regional HS	Art. 28	\$ 191,689	\$ 407,041	112.3%	0.4%
Property & liability insurance	Art. 21, item 31C	225,000	225,000	0.0%	0.2%
Unemployment/Worker's Comp	Art. 21, item 32	200,000	200,000	0.0%	0.2%
TOTAL Town Meeting appropriations		\$ 88,691,934	\$ 93,642,742	5.6%	98.6%
Not Appropriated:					
State assessments (mostly for MBTA)		\$ 511,384	\$ 497,203	-2.8%	0.5%
Snow & Ice expense account deficit		285,362	330,000		0.3%
Overlay for tax exemptions and abatements		555,513	550,000	-1.0%	0.6%
		\$ 1,352,259	\$ 1,377,203	1.8%	1.4%
TOTAL SPENDING PLAN		\$ 90,044,193	\$ 95,019,945	5.5%	100.0%

Town of residents of Concord

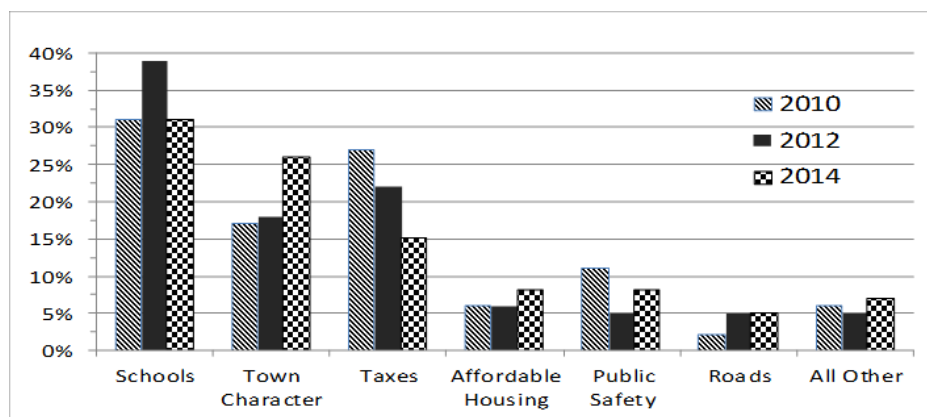
The annual report of the Concord Finance Committee summarizes the financial results of the operational and financial position of the Town and discusses the articles on the warrant for the 2015 Annual Town meeting.

Overview

The outlook for both the national and Massachusetts economies is positive. National unemployment rates have been declining steadily to levels under 6% and estimates of gross domestic product increased slightly to 2.4% for 2014. Global economic conditions and events will always present some risk to the national economy. The Federal Funds Rate is expected to remain unchanged through mid-2015, but other factors including the price of oil or changes in federal policy such as the Affordable Care Act, could present unexpected changes. Economists are upbeat about the outlook for the Massachusetts economy in 2015. Massachusetts gross domestic product has kept pace with national levels and job growth remains steady. Massachusetts is also experiencing relatively high population growth, driven in part by an influx of new residents. The Governor is challenged to close a budget shortfall in the current year and develop a balanced budget for FY16. While spending is expected to be curtailed in many areas, the Governor's newly released budget includes increases to unrestricted aid to cities and towns as well as State aid to public school districts for FY16. This will help municipalities across the State and provides Concord with some assurance that our budgeted revenues for FY16 are not at risk.

Locally, Concord has continued to show strong economic activity and has begun to see increases in local residential real estate valuations. The overall level of building activity in 2014, as measured by total permits issued, has increased 2%. This included 873 building permits of which 38 were new single family homes and 75 multi-family units (74 from the new Beharrel Street mixed use development). Trends in local motor vehicle excise continue to increase reflecting strong consumer spending locally. Based on the Board of Assessor's FY15 Tax Rate analysis, Concord's total taxable valuation has increased 5.5% over FY14. Residential valuations, in total, increased 6.01% with the median household value for FY15 increasing 7.7% to \$732,600. The increase in median household value is the first substantial increase in many years and reflects the attractiveness of our community and local schools. In December of 2014, the Town completed its biennial survey of Concord residents to gauge satisfaction with the quality of services from Town governments, and satisfaction of service relative to taxes and/or prices paid. 92% of respondents thought that Town services were "excellent" or "good". Citizens continue to rank schools as their greatest priority. Interestingly, taxes appear to have dropped as a priority in comparison to concerns over Town character.

Figure 1. Town Government Survey: Local Issue of Highest Priority



Continued

Concord's Fiscal Position

Concord has traditionally taken a conservative approach to budgeting. Expectations for revenue growth are generally low, with estimates of new growth (new construction and renovations) based only on known development activity for which there is high likelihood of completion in the upcoming fiscal year. The Finance Committee supports a policy of keeping free cash at levels at or above 5% of the subsequent year's total Town budget. In practice, the Finance Committee has supported keeping Free Cash at levels closer to 10%. Allocation from Free Cash are made annually to help finance the budget plan each year. When Free Cash exceeds 10% of the Town's budget, allocation to stabilization funds or funding of warrant articles is often considered. When funds are allocated to a stabilization fund, they become restricted in use to the purpose for which the fund was created. Stabilization funds are generally created when the Town can anticipate large future expenses that can have a significant impact on budgeted resources over several fiscal years. Stabilization funds are then allocated in those years to lower the tax impact of the planned expenses. The Town is also committed to ensuring capital needs are supported, and routinely dedicates 7-8% of total budget resources for capital improvements. The majority of this debt (65%) is retired within 5 years, and 90% retired within 10 years. The Town's free cash position and debt policies are key factors in maintaining the our credit rating of Aaa, held since 1987.

Each year as the Finance Committee considers reviews and evaluates operating budget needs, consideration is given to long term priorities of the town, how Concord compares to other peer towns and the general trend in tax increases over time. We are sensitive to the rate at which taxes are increasing compared to local incomes and property tax values. If taxes exceed the rate of income over extended periods of time, the tax rate can become unsustainable to the point where affordability becomes problematic for some households. The Finance Committee recognizes this is of particular concern to homeowners living on low or fixed incomes. Since FY10, average tax increase to existing citizens has remained below 4%, ranging from a low of 0.2% in FY11 to a high of 3.3% in FY10. The projected tax impact of the Finance Committee FY 16 Guideline is 3.54% (see Property Tax Impact of Proposed FY16 Budget, page 15).

FY16 Budget Guideline

The proposed FY16 Total Budget for Concord is \$95,019,945, based on the Finance Committee's FY16 Budget Guideline recommendations, that was finalized following review of updated General Fund projections of resources and expenses.

Table 1. Summary of Total Budget Plan

	FY 2014 Budget	FY 2015 Budget	Guideline Increase	FY 2016 Guideline	Percent Increase
Operating Budgets					
Town Government	\$19,474,013	\$20,364,013	\$ 750,000	\$ 21,114,013	3.68%
Concord Public Schools	31,140,538	32,440,538	1,400,000	33,840,538	4.32%
Concord-Carlisle Regional HS (Concord's assessment)	15,356,221	15,856,221	700,000	16,556,221	4.41%
Total Guideline Budgets	\$65,970,772	\$68,660,772	\$ 2,850,000	\$ 71,510,772	4.15%
Emergency Services Stabilization		200,000	(100,000)	100,000	
Other Accounts	14,073,267	14,828,948	745,296	15,574,244	5.03%
Excluded Debt Service	6,176,300	6,354,473	1,480,456	7,834,929	23.30%
Total Budget Plan	\$86,220,339	\$90,044,193	\$ 4,975,752	\$ 95,019,945	5.53%

Note: This amount reflects Concord's Assessment only and includes OPEB, health insurance and pension payments within the CCRSD Operating Budget which for the Town Government and CPS are included in "Other Accounts".

The Town Operating budget request submitted by the Town Manager in his budget document Feb. 11, 2015 is at the Finance Committee Guideline providing \$750,000 in incremental funding over FY15. The Concord-Carlisle Regional School District (CCRSD) Committee voted to adopt the recommended Finance Committee's Guideline recommendation, \$700,000 in incremental funding for FY16. For the first time in several years, the Concord Public School (CPS) Committee is submitting a budget request in excess of the Finance Committee Guideline. The School Committee's proposed operating budget calls for a 6.48%, or \$2,102,197, increase over the current FY15 budget (this increase is not included in Table 1 above, see Warrant Article 22). This Finance Committee reaffirmed its guideline in early March, understanding that this falls short of the CPS proposed budget by \$702,197. The Finance Committee understands that its guideline can support what the CPS administration has identified as non-discretionary budget increases (net of known reductions for out-of-district special education tuitions), and leaves \$200,000 in funds available to support others program support areas. The Finance Committee also recognizes that the CPS Committee has an opportunity to influence the trend in salary escalation with its upcoming contract negotiations and can exercise discretion in redirecting budget resources to accommodate program priorities and manage under more limited resources.

In addition to the operating budgets, there is a large increase in excluded debt expense driven by the issuance of bonds to fund the new high school. Excluded debt represents principal and interest expense for projects authorized by a proposition 2 ½ debt exclusion vote. Concord's budgeted share of the FY16 debt associated with the high school is \$3,514,429. Other non-Operating budget expenses include planned incremental increases in Other Post-Employment Benefits (OPEB), retirement contributions, snow/ice removal, and assessment for the Minuteman Regional Technical High School. For the fifth year in row, budgeted Group Insurance expenses have remained flat, allowing contributions for OPEB to continue without significant impact on the Total Budget Plan. These costs have been controlled in part due to the ability of the Town to implement health plan benefit design changes.

The Town of Concord derives the majority (85%) of General Fund resources from property taxes. State Aid that has not historically kept pace with increasing operating expenses has begun to increase reimbursement, particularly in the area of Chapter 70 and Unrestricted Government Aid. Some local sources of revenues are more closely aligned to citizen purchasing decisions and increases in construction and renovations. Budgeted resources for department fees reflect the increasing revenues associated with the FY15 introduction of the second ambulance in West Concord. Table 2 illustrates the historical variability of some key resource fund categories.

Table 2. Select General Resources

General Fund revenue	FY 2013	FY 2014	Budget FY 2015	FY 2016 Guideline	Percent Increase
State Aid	\$ 3,698,537	\$ 3,806,723	\$ 4,147,519	\$ 4,222,000	3.68%
Local Excise taxes	3,482,815	3,691,534	3,551,000	3,601,000	4.32%
Licenses and Permits	885,110	1,295,360	860,000	965,000	4.41%
Department Fees	986,806	1,133,524	1,040,000	1,135,000	4.15%
Property tax from New Growth	1,183,336	1,220,624	835,499	825,000	-1.3%

Continued

With the assumptions described above, the projected increase in real estate taxes to existing citizens is projected to be 3.54%. Based on the FY15 median single family residential home value of \$732,600 (and a tax rate of \$14.29 per thousand), the median tax bill is projected to increase by \$371 (or \$51 per each \$100,000 of assessed value). This FY16 increase is greater than the FY15 tax increase of 3.2% but remains consistent with the Finance Committee's desire to keep tax increases below 4.0%. This estimate assumes the CPS approved resources are at the Finance Committee Guideline level. If the CPS proposed budget of 6.8% is approved at Town Meeting, the resulting estimate of tax increases to existing citizen would be 4.45%.

Budget drivers

To understand the drivers affecting the budget each year, the Finance Committee meets throughout the fall with the Town Manager and school administration. We consider trends in salary, benefits, special education, state and federal mandates, capital improvements and evolving service demands from citizens. We evaluate planned contribution toward pensions and health insurance commitments for retired public employees and the impact of debt obligations for previously approved projects. Notable drivers impacting this year's budget include:

Salaries: The largest component of Town, CPS and CCRSD budgets is the salary of our employees. In the school system, the majority of salary expense is driven by collective bargaining agreements which establish salary structures for a three year period. Several school agreements will be renegotiated this year, with the Concord Teachers Association being the largest. The Town is less dependent on labor agreements, but is continually challenged to retain staff at salaries that are competitive in the market place.

Students: With the growth in housing construction and attractiveness of new schools, student enrollment has been increasing steadily in the last few years. Since Oct. 2011, there has been a 6.9% increase in students at Concord Middle Schools and 3.8% increase at CCRSD. The projections for Oct. 2015 include 38 new students at CPS and 47 at CCRSD. Rising enrollments put pressure on our school system in terms of staffing for instruction, class size and space needs.

Shifts in high school enrollment between Concord and Carlisle: The percentage of Concord student residents is used to determine Concord's allocation of the CCRSD budget, including debt expense associated with the new high school building. This ratio is increasing from 73.10% in FY15 to 73.71% for FY16.

Other School Needs: In the last several years, the schools have implemented mandates for a new teacher evaluation system which required investment in technology, software and professional development. In FY16, the teacher evaluation system will require more in-class teacher supervision. In addition, the schools will need to meet new administrative mandates for management of student discipline and associated documentation.

OPEB: Both the Town and CCRSD have established a plan for regular increases in incremental funding to meet its Annual Required Contribution (ARC), which is the point at which regular contributions will match future liabilities. An actuarial analysis of these liabilities was completed in 2014, which suggested the Town may meet its ARC earlier than expected. However, health insurance expenses are expected to increase in future years and therefore these liabilities will continue to fluctuate over time. CCRSD has established an OPEB Trust this year and has revised its planned contribution schedule to meet its ARC. Incremental funding for OPEB in FY16 for CCRSD is \$139,691, and is \$250,000 for the Town.

Shift in demographics and service demands: With the increase in housing and construction throughout town, along with aging of the population, the town is experiencing new demands in service. The Town Manager's budget will accommodate funding for increases in inspectional services staffing and additional staff hours to meet demands for service for the Council on Aging and Veteran Services. The Town Operating Budget will accommodate a greater share of the FTE expense for staffing the second ambulance, which has already resulted in dramatic improvements in response time (see the Observer Report on Public Safety for more details).

Benchmarking

While evaluating recommendations for operating budget guidelines, the Finance Committee identifies appropriate benchmarks to compare town and school services and the costs of those services to those of similarly situated towns and school systems. As this relates to the Town, we have been able to affirm that Concord's tax rate and level of taxes appear to be reasonable when compared to many surrounding towns and other Massachusetts communities having an Aaa bond rating. Concord's per capita spending ranked the eighth highest among other Aaa rated municipalities. Financial benchmarks for school costs are more complex and less conclusive given the limited number of school districts with similar grade configurations. The Finance Committee compared Department of Elementary and Secondary Education (DESE) data (FY2013 only) which revealed higher average cost per student for CCRSD than comparable communities. For CPS (K-8), cost per student were found to be higher than Sudbury, but lower than Carlisle and Lincoln. The school administration has provided explanations of the higher cost which include higher staffing levels, salaries, use of technology and other student supports. The benefits to students include greater teaching expertise, student support services, various intangible learning skills and non-academic opportunities available to students, however many of these are difficult to quantify.

Looking ahead

While the Town and schools are in sound financial condition and continually update their long range plans to address anticipated future needs, there are a number of matters that the Finance Committee is concerned may have a significantly impact on future tax burden on residents.

Articles 24, 25 and 27 pertain to the short- and long-term transportation needs to the schools. Two articles request funding for purchases of school buses which have been deferred due to the uncertainty of a permanent solution for the storage and maintenance of the bus fleet. The permanent solution is dependent upon the successful acquisition of the W.R. Grace land for which the Town has authorized to purchase, as well as funding approval under article 24. However, the Board of Selectmen have recently determined that the terms offered by selling party are untenable given the sellers request for the Town to assume future liability for contamination of the site. A Special Town meeting is planned to occur within the April Town Meeting to ask citizens to take the W.R. Grace land by eminent domain. The acquisition strategy would remove the Town from liability for the contamination caused by W.R. Grace and will likely expedite the acquisition. The approach requires a new appraisal of the value of the W.R. Grace land with consideration for the impact on the remaining W.R. Grace land. There is risk that the new appraised value, which will set the "fair price", may exceed the approved funding previously authorized for the purchase of this land. This difference, if any, will be addressed in the warrant articles being drafted for the Special Town Meeting.

The High School Building project is proceeding on plan and on budget and there is a significant reserve remaining. Following the move into the new building in mid-April, remediation of the old building will begin. There is a risk that remediation expenses may exceed budgeted amounts, but that will not be determined until the end of June.

As the new school building is completed, attention must be drawn to the remaining remediation of the eastern parking lot adjacent to the old high school. Soil testing in the area revealed the presence of reportable concentrations of various metals and organic compounds, left over from a private landfill operated on the site prior to the purchase of the land by the CCRSD. The remediation solution will involve creation of an engineered barrier and will require a passive recreation restriction on the land. The high school building project team had the forethought to reserve soil from the new building construction to support the required remediation needs, which will help reduce the cost of remediation currently estimated at \$1 million dollars. A debt exclusion warrant article for the expense of the remediation is anticipated to be drafted for the Concord and Carlisle 2016 Town Meetings.

Continued

The Minuteman Regional Technical High School (MRTHS) is currently working with the Massachusetts School Building Authority to assess options for a new or renovated school building. The Building Committee has reviewed and revised its future state program offerings, and established a targeted of 628 students the new school would support. Meetings with all 16 member towns will occur over the next several months to collect feedback and inform the final building design option which will be chosen in June. A warrant article identifying Concord's share of the funding requirements is anticipated to be drafted for the 2016 Town Meetings.

The MRTHS has developed amendments to the Regional School Agreement refining the terms of participation, the method through which member towns will be assessed and enabling provisions for towns to opt out from the agreement. Changes in the agreement were presented and approved by citizens at the 2014 Town Meeting. Member Towns that deferred or did not approve the agreement in 2014, will be presenting the agreement at their 2015 Town Meeting. The current agreement requires all 16 towns to agree to the provisions before they can be implemented. If approved by all 16 member communities, there will be changes to Concord's assessment starting in FY17.

Conclusions

Contained within this report are additional summaries and budget details that citizens will find useful in evaluating Town warrant articles, as well as background on issues and trends that various Town committees have been addressing and that have a financial bearing on the town. In addition, we encourage citizens to also view detailed budget reports that are available on line, or at the library, including the: Town Manager's Proposed FY16 Budget, Town Manager's Proposed Enterprise Budgets and the FY16 Proposed Budget Requests: CPS & CCRSD. These books contain a wealth of additional information which is quite educational and will provide extensive details on all budget items.

The Town and school finances are well managed, as evidenced by the long-standing Aaa ratings of the Town and the ability to meet and exceed the growing demand for quality and service by citizens. Meeting these needs is a challenge and we commend the Town Manager, Chris Whalen and Diana Rigby, superintendent of schools, for their leadership and creativity in balancing resources and priorities to meet these needs. We also express our deepest thanks to the Town Finance Director Anthony Logalbo, and the Deputy Superintendent John Flaherty, and their respective staffs, for their dedicated and careful management of the Town finances and for their patience and expertise on advising the Finance Committee throughout the year.



Notes

The Concord Finance Committee was established by Town bylaw in 1921 and comprises 15 members appointed by the Moderator for staggered three-year terms. By tradition, members serve no more than two terms. By this arrangement, there is always a mix of new and experienced members and a mix of new points of view and institutional memory. The appointment process is designed so that the Finance Committee remains independent of the Town's administrative structure and elected boards.

The Finance Committee has the following responsibilities:

Establishing fiscal guidelines for the Town Manager, the Concord Public School Committee, and the Concord-Carlisle Regional School Committee in preparing their budgets. Under Town by-law, these guidelines must be published by the end of November each year.

Conducting public hearings on the budgets and other financial matters expected to come before annual and special Town Meetings.

Preparing this report for distribution to all residents, including recommendations on warrant articles before the Annual Town Meeting and a summary of the Town's financial status;

Conducting special studies and activities to gather and disseminate information about financial issues affecting the Town.

Managing a Reserve Fund account to meet extraordinary and unforeseen expenditures (proposed at \$225,000 for FY16).

Individual committee members are assigned as observers to attend public meetings of other Town boards and committees. Reports from these observers are included in the Observer Reports section of this document.

It is important to emphasize that the role of the Finance Committee is limited to making recommendations.

The Finance Committee regularly makes recommendations to Town Meeting, the Town Manager, the Board of Selectmen, the school committees, the Superintendent of Schools, other boards and committees, and the citizens of the Town. Responsibility for making decisions is reserved to the citizens through Town Meeting and Town elections and to staff members, boards, and committees to whom specific responsibilities have been delegated by Town by-law and/or State law.

That being said, the Finance Committees recommendation for the allocation of the limited resources within the Levy Limit has the de facto force of a formal decision. This is because the three major budgetary entities—the Town Manager, Concord Public Schools, and the Concord-Carlisle Regional School District—have constituencies of roughly equal weight. Therefore, as a practical matter, any one entity is rarely able to increase its share at the expense of the others without the Finance Committee's support.

Finance Committee Policies

For many years, the Finance Committee has had a set of long-range financial policies for prudent financial management of the Town. Starting in FY06, the Town began to document its financial policies in the Town Manager's annual budget in a comprehensive way, following the recommended practices of the Government Finance Officers Association of the United States and Canada. The following is a summary of some of these policies, from the perspective of the Finance Committee:

- Maintain a minimum fixed percentage of the annual budget in Free Cash. This forms the core of the Town's reserves and its working capital.

Continued

- Spend about 7% to 8% of the annual budget on routine recurring capital maintenance and renewal of the Town's facilities and infrastructure (including schools). Included in this, up to 5% is reserved for debt service for large items and projects funded by borrowing with debt service to be supported within the property tax levy limit and therefore, for this component of the capital program, without resort to debt exclusion ballots.
- Avoid earmarking of revenues, except as established by statute or local bylaw enacted by Town Meeting. All other revenues go into the General Fund, where they form part of the current year resources and/or contribute to Free Cash for future years.
- Maximize the efficiency of capital with an aggressive program of repayment of debt principal, thereby minimizing the proportion of debt service paid in interest and making tax dollars go farther.
- Adjust these policies only gradually and deliberately, not in response to pressures of the moment.

In general, the Finance Committee's position is that debt service within the Levy Limit should be focused on routine things over which the Town has little discretion, e.g., roofs, roads, equipment, and workspaces for employees. Debt exclusion financing should be reserved for community amenities that are direct additions or improvement in basic services and that would otherwise push essential maintenance out of the capital budget.

Budget Process

The budget process begins each summer when the Finance Committee formulates a series of requests for information from the Town Manager and School Superintendent regarding overall trends and issues. In September, a joint coordination meeting is held, including the Finance Committee, the Board of Selectmen, the School Committees, the Carlisle Board of Selectmen, and the Carlisle Finance Committee. During this meeting, the general parameters of revenue, State aid, and fixed costs are laid out, along with matters of coordination between the two towns regarding the Regional School District.

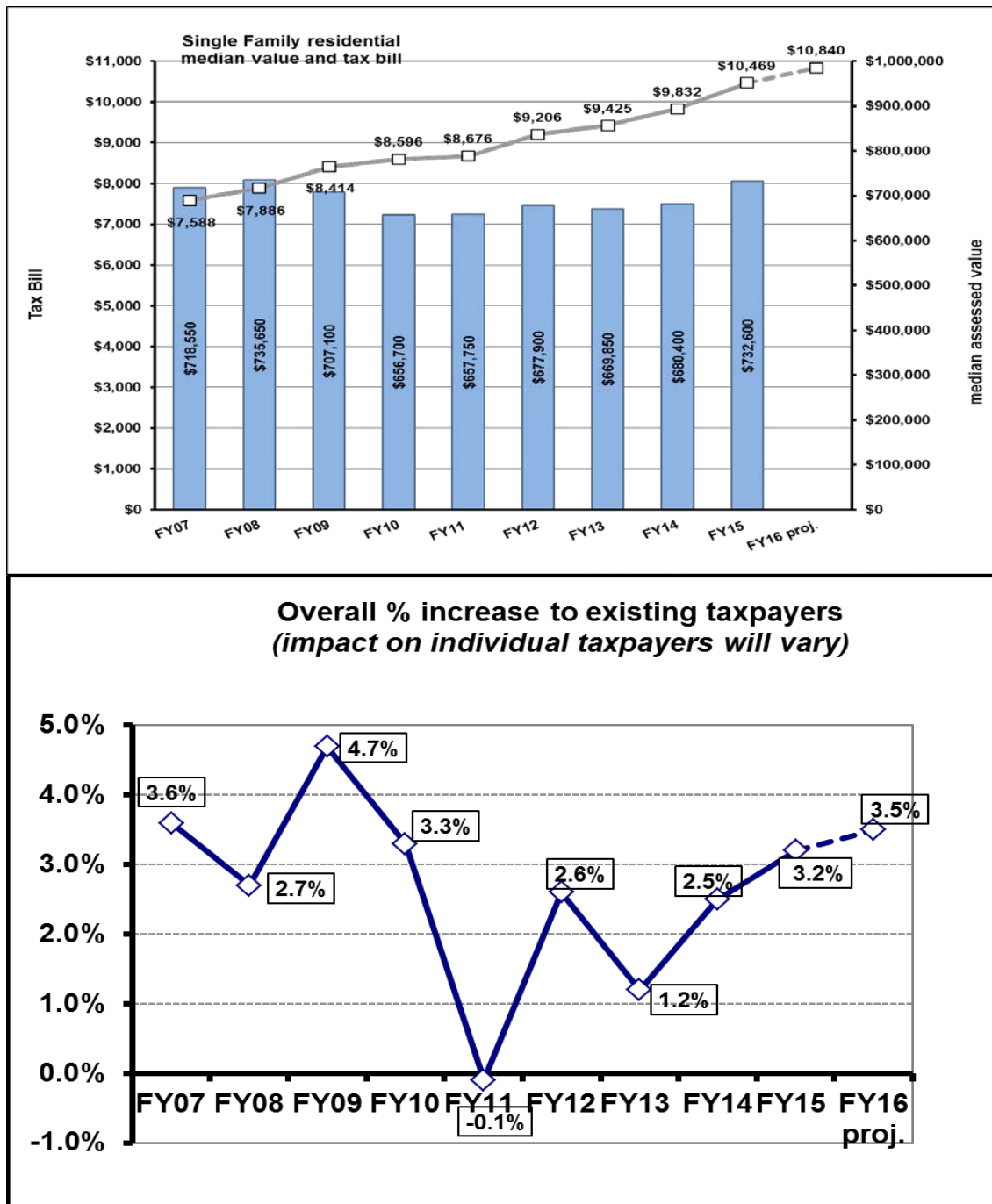
During the fall, the Town Manager and the School Superintendent begin their annual budget process with their own department managers. In October, the Guideline Subcommittee of the Finance Committee meets with each of them to begin to frame the allocation of resources within the Levy Limit and any override for the coming fiscal year. This is presented to the full Finance Committee, which publishes its Tentative Guideline by the end of October.

During November, the Guideline Subcommittee again meets with the Town Manager and School Superintendent to finalize the recommended Guideline. This Guideline is published by the Finance Committee no later than the end of November.

School budgets are voted by the School Committees in early December, in time for inclusion in the Town Meeting Warrant. The Town Charter requires that the Town Manager's budget proposal be presented to the Board of Selectmen 90 days before the start of Town Meeting. About two months before Town Meeting, the Town and Education budgets are presented for public comment at the Finance Committee's public hearings. The period between these hearings and Town Meeting is for resolving issues, addressing comments and questions, and refining the budgets.

PROPERTY TAX IMPACT OF PROPOSED FY16 BUDGET AT FINANCE COMMITTEE BUDGET GUIDELINES

	FY15 <u>Actual</u>		FY16 <u>Budget</u>
<i>Single Family residential property</i>			
<u>Projected Tax rate Impact</u>			+ 3.54%
Tax Bill at median \$732,600 assessed value	\$ 10,469	+ 371	= \$ 10,840
Tax Bill per \$100,000 assessed value	\$ 1,429	+ 51	= \$ 1,480



Continued

**Budget - All Accounts , FY13 - FY15 and
FY16 Finance Committee Guideline**

Line #		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Fin Com Guideline	Dollar Change	Percent Change	Percent of Total
Town Government								
1	personal services	\$ 13,937,691	\$ 14,494,368	\$ 15,181,707				
2	O & M	3,126,322	3,234,645	3,332,306				
3	capital outlay	1,435,000	1,520,000	1,625,000				
4	Reserve Fund	225,000	225,000	225,000				
5	Total General Fund	\$ 18,724,013	\$ 19,474,013	\$ 20,364,013	\$ 21,114,013	\$ 750,000	3.68%	22.22%
	Emergency Services Stabilization Fund			200,000	100,000	(100,000)		0.11%
	Total Town Government			\$ 20,564,013	\$ 21,214,013	650,000	3.16%	
6	Concord Public Schools	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 33,840,538	\$ 1,400,000	4.32%	35.61%
7	Concord-Carlisle RSD	\$ 15,066,221	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 700,000	4.41%	17.42%
8	Total Operating Budgets	\$ 63,545,772	\$ 65,970,772	\$ 68,860,772	\$ 71,610,772	\$ 2,750,000	3.99%	75.36%
JOINT TOWN & CPS ACCOUNTS								
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 0		4.89%
9a	OPEB Trust	400,000	650,000	900,000	1,150,000	250,000	27.78%	1.21%
10	Retirement	2,945,000	3,035,000	3,125,000	3,220,000	95,000	3.04%	3.39%
11	Debt Service	3,300,000	3,400,000	3,500,000	3,605,000	105,000	3.00%	3.79%
12	Social Security/Medicare	625,000	640,000	685,000	740,000	55,000	8.03%	0.78%
13	Other Fixed & Mandated	375,000	400,000	425,000	425,000	0	0.00%	0.45%
14	subtotal	\$ 12,295,000	\$ 12,775,000	\$ 13,285,000	\$ 13,790,000	\$ 505,000	3.80%	14.51%
15	Minuteman Voc Tech	\$ 437,910	\$ 227,033	\$ 191,689	\$ 407,041	\$ 215,352	112.34%	0.43%
16	High School Debt Exclusion	254,128	1,551,843	1,858,841	3,514,429	1,655,588	89.07%	3.70%
17	Town Debt Exclusion	4,719,471	4,624,457	4,495,632	4,320,500	(175,132)	-3.90%	4.55%
	subtotal	\$ 5,411,509	\$ 6,403,333	\$ 6,546,162	\$ 8,241,970	\$ 1,695,808	25.91%	8.67%
18	TOWN MEETING VOTE	\$ 81,252,281	\$ 85,149,105	\$ 88,691,934	\$ 93,642,742	\$ 4,950,808	5.58%	98.55%
19	State assessments	\$ 468,736	\$ 429,403	\$ 511,384	\$ 497,203	\$ (14,181)	-2.77%	0.52%
20	Snow/Ice & other deficits	0	101,951	285,362	330,000	44,638	15.64%	0.35%
21	Overlay	538,810	539,880	555,513	550,000	(5,513)	-0.99%	0.58%
22	subtotal	\$ 1,007,546	\$ 1,071,234	\$ 1,352,259	\$ 1,377,203	\$ 24,944	1.84%	1.45%
23	TOTAL BUDGET PLAN	\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 95,019,945	\$ 4,975,752	5.53%	100.00%

"Concord-Carlisle RSD" is Concord's share of the assessable portion of the High School budget.

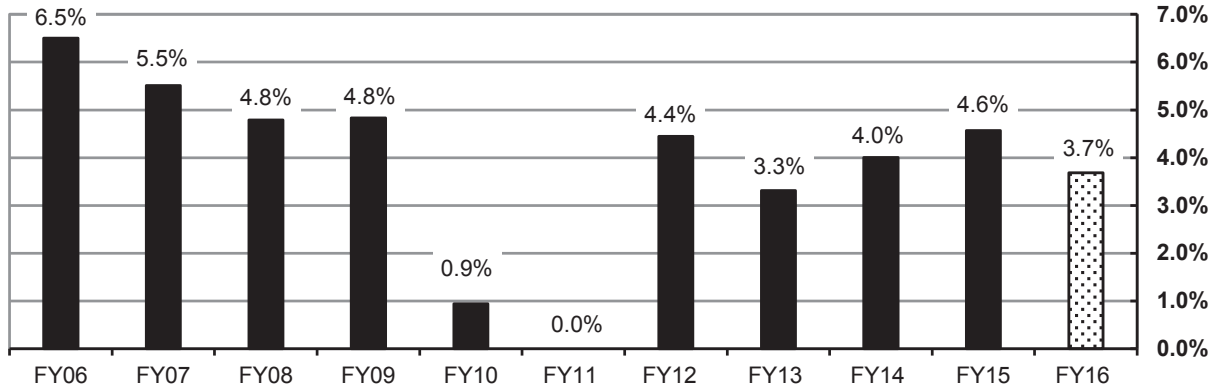
"Other Fixed & Mandated" includes: Property & Liability Insurance, Unemployment and Worker's Compensation.

**FY16 Adopted Guideline
Financing the Budget Plan**

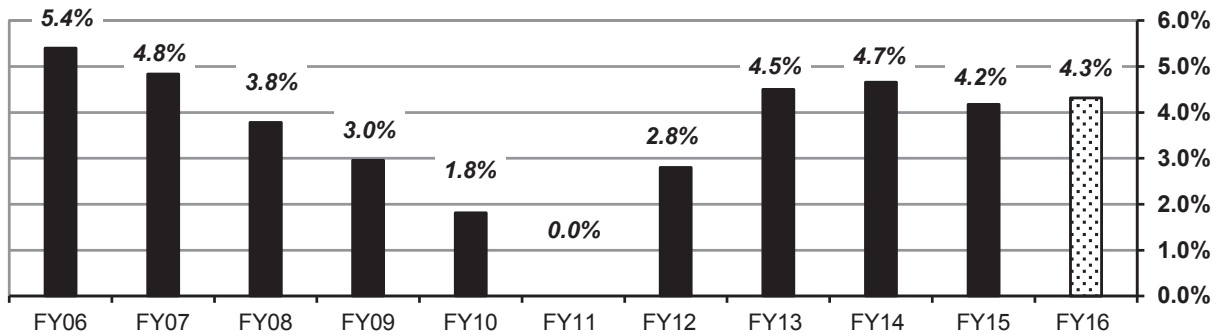
Change from FY15 Budget

		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Fin Com Guideline	Dollar Change	Percent Change	Percent of Total
24	state aid	\$ 3,717,120	\$ 3,792,628	\$ 4,147,519	\$ 4,222,000	\$ 74,481	1.80%	4.44%
25	motor vehicle excise tax	2,225,000	2,400,000	2,600,000	2,650,000	50,000	1.92%	2.79%
26	investment earnings	175,000	125,000	100,000	150,000	50,000	50.00%	0.16%
27	other local revenue	2,899,400	3,094,400	3,436,400	3,659,200	222,800	6.48%	3.85%
28	Appropriations financed from:							
29	Elem. Debt Stabilization Fund	475,000	\$ 735,000	\$ 0	\$ 0	\$ 0		
30	CCHS Debt Stabilization Fund		230,000	500,000	1,500,000	1,000,000	200.00%	1.58%
31	Emergency Services Stab. Fund			200,000	100,000	(100,000)	-50.00%	0.11%
32	Free Cash							
33	Transfers to General Fund:							
34	from CMLP (Light Fund)	385,000	\$ 447,800	\$ 458,650	\$ 472,400	\$ 13,750	3.00%	0.50%
35	Thoreau School MSBA grant	409,878	409,878	409,878	409,878	0	0.00%	0.43%
36	"free cash" transfer	850,000	850,000	850,000	950,000	100,000	11.76%	1.00%
37	subtotal	\$ 11,136,398	\$ 12,084,706	\$ 12,702,447	\$ 14,113,478	\$ 1,411,031	11.11%	14.85%
Property Tax:								
38	property tax base	\$ 65,851,372	\$ 68,113,587	\$ 71,061,652	\$ 74,156,416	\$ 3,094,764	4.36%	78.04%
39	new growth	1,183,336	1,220,624	835,499	825,000	(10,499)	-1.26%	0.87%
40	total within the Levy Limit	\$ 67,034,708	\$ 69,334,211	\$ 71,897,151	\$ 74,981,416	\$ 3,084,265	4.29%	78.91%
41	debt service excluded from Levy Limit	4,088,721	4,801,422	5,444,595	5,925,051	480,456	8.82%	6.24%
42	total property tax	\$ 71,123,429	\$ 74,135,633	\$ 77,341,746	\$ 80,906,467	\$ 3,564,721	4.61%	85.15%
TOTAL RESOURCES		\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 95,019,945	\$ 4,975,752	5.53%	100.00%

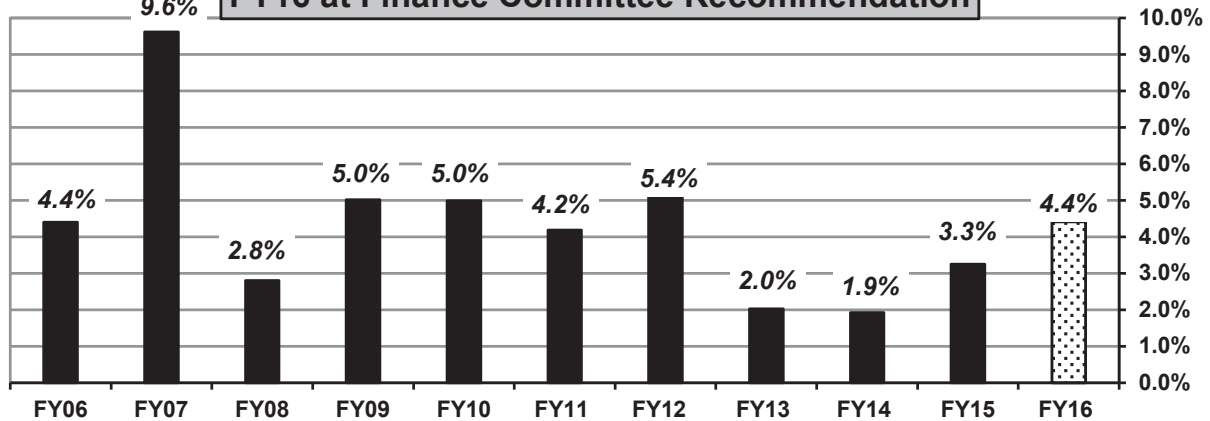
**Town Government operations
percent change in budget
FY16 at Finance Committee Recommendation**



**Concord Schools (K-8)
percent change in budget
FY16 at Finance Committee Recommendation**



**CCHS Operating assessment
percent change
FY16 at Finance Committee Recommendation**



Five-year projection of real estate taxes

Article 3, adopted at the Special Town Meeting Nov. 7, 2011, requested the Finance Committee to develop a five-year projection of the real estate taxes likely to be levied on the citizens of the Town. This report, the fourth year this projection has been developed, covers the period FY17 through FY21. In response to citizen comments and suggestions, the Finance Committee has continued to refine the five-year projection of real estate taxes to present multiple scenarios, the first being based on a “most likely” analysis and then two alternatives scenarios.

The level of the operating budgets of the Town government and the schools are the dominant contributors to the amount of taxes that must be levied since they comprise approximately 76% of the total Town Budget. The Town and school administrations have informed the Committee that annual increases between 3% and 5% are necessary to maintain the current level of services. Keeping budgets below the lower end of this range for an extended period of time is likely to require cuts in services, staff reductions, deferral of maintenance and/or delays in equipment replacement to balance resource availability with expenditures.

The projections by the Finance Committee are based on a number of significant assumptions. With approximately 85% of General Fund revenue derived from prop-

erty taxes, the Town budget is more sensitive to changes in spending levels than it is to changes in external sources of revenue. All three scenarios are based on a moderate economic environment. State Aid, which represents only about 4% of General Fund resources, is held flat over the five-year forecast period based on the Committee’s reluctance to predict shifts in allocations across the Commonwealth. Moderate revenue increases were included in categories where growth is reasonably expected, including contributions from local excise taxes, licenses and permits, and property taxes from new construction and renovations. Contributions from Free Cash were estimated at 1% of the Total Projected Budget.

The three five-year scenarios reflect varying sets of expenditure assumptions and only minor differences in revenue expectation. Each of the scenarios incorporates projected expenditures for the town budget line items forecasted separately (including Group Insurance, Retirement, Other Post-Employment Benefits OPEB, property and liability insurance, town debt repayment, etc.). In addition, the operating budget projections incorporate the planned OPEB contributions for Concord Carlisle Regional School District (CCRSD) as well as the increase in Concord’s share of the CCRSD budget and high school debt expense anticipated due to shifts in Concord and Carlisle projected student en-

rollment, a forecast that is updated annually. The Most Likely Scenario represents a period of modest expenditure growth (cost increases generally of about 3-4%). Alternative Scenario 1 represents a period of below average expenditure growth (generally less than 3%), and Alternative Scenario 2 represents a period of above average expenditure growth (4-5% or greater). All three scenarios represent reasonable expenditure levels that may be anticipated (ranging from weak economic conditions to a high level of local development activity driving increases in town services and student populations). Although the three scenarios are designed to represent a realistic range of outcomes, the Town’s actual experience may fall outside the scope of the scenarios.

The Finance Committee believes it is important to incorporate future expenses that have been formally planned and approved by Town Meeting. As a result, the five-year projection scenarios make no assumption about new projects requiring debt exclusion approval by voters at Town Meeting. Similarly, the projections do not include allowances for other potential or unanticipated projects.

Across all three scenarios, the largest annual increase in property taxes to existing taxpayers is expected in FY17 when the peak in the annual high school debt expense is

Continued

incurred, coupled with a 3.7% increase in CCRSD enrollment. Other factors, including the planned OPEB contribution schedule, shifts in Concord's projected share of CCRSD students, and projected changes in student enrollment, are the major factors driving tax increases in FY18–FY21. In the Most Likely Scenario, the moderate spending environment, property taxes to existing taxpayers increase between 2.0% and 4.0% per year. In Alternate Scenario 1, the annual increase ranges from 1.2% to 2.9%, and in Alternate Scenario 2, from 2.9% to 4.9%. (See Figure 1.)

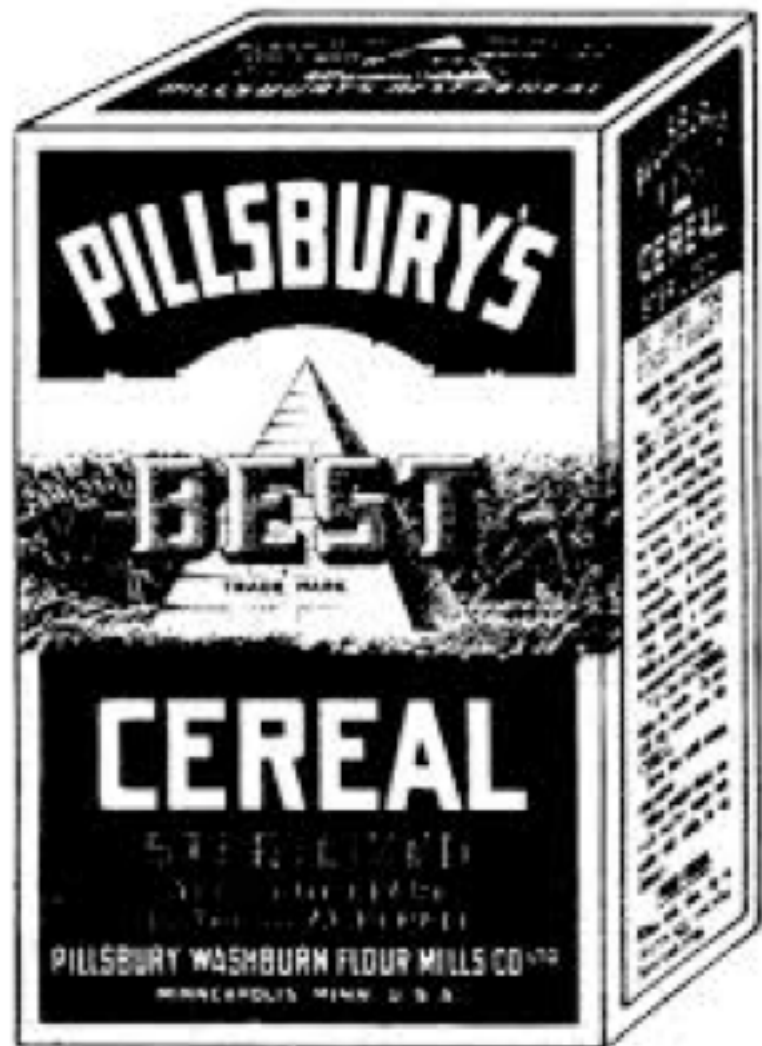
Figure 2 indicates that under all three scenarios, the Town of Concord maintains unused Proposition 2 ½ levy capacity through FY18. However, under Alternate Scenario 2, the higher than average spend-

ing environment, the levy limit is exceeded in FY19 through FY21. If the limit is exceeded, two sets of approvals will be required (see p. 35). The Town has approved operating budget overrides of levy limits in prior years, most recently in FY07.

A tax bill calculator is included in Table 1 to allow individual taxpayers to calculate the impact of the projected Most Likely Scenario tax increase on their property tax bills, based on present assessed values. Lastly, the Finance Committee reminds citizens that this model represents the Town's best projection of operating needs and resources.

Changes in future economic conditions and Town Meeting warrant article approvals will impact actual real estate tax increases. The Finance Committee will continue its efforts to improve the usefulness of its five-year projection for taxpayers, town and school administrators, boards, and committees. We welcome your comments and suggestions to improve the five-year projection and its presentation to citizens.

A copy of this report will be available on the Finance Committee website along with the assumptions for all three scenarios and additional charts and tables.



FIVE-YEAR PROJECTION: FY2016 – FY2020

Figure 1. Percentage Change in Tax Levy on Existing Taxpayers

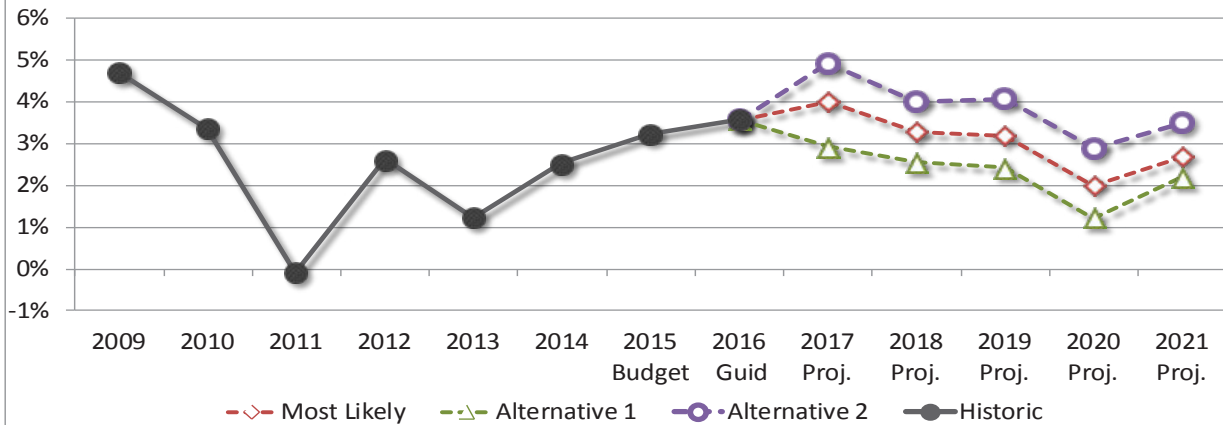


Figure 2. Proposition 2 1/2 Levy Capacity Projection by Scenario

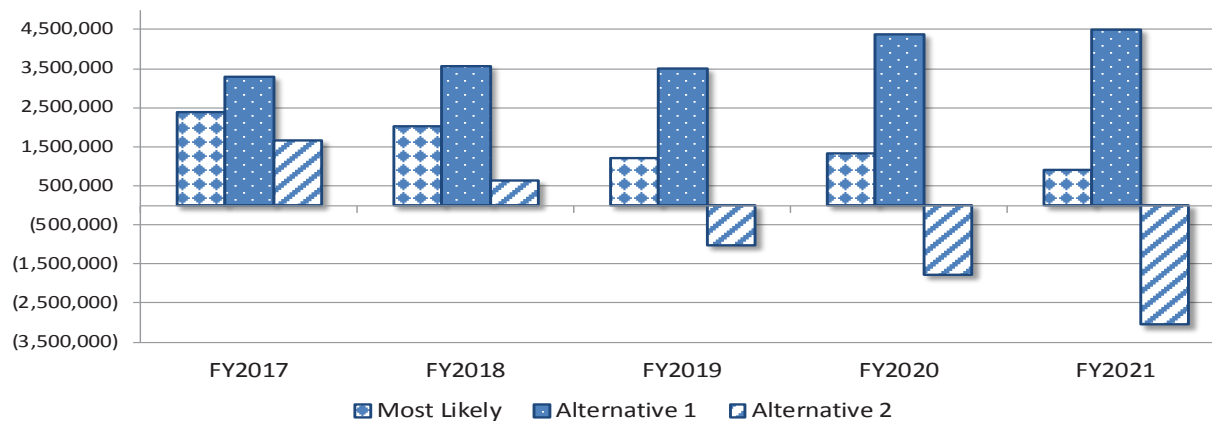


Table 1: Tax Impact Calculator

Home Value	2015	(B) 2016	Est 2017	Est 2018	Est 2019	Est 2020	Est 2021
Concord FY15 Median (\$732600)	10,462	10,833	11,267	11,634	12,005	12,245	12,574
- per 100K	1,428	1,479	1,538	1,588	1,639	1,671	1,716
\$250,000	3,570	3,697	3,845	3,970	4,097	4,179	4,291
\$500,000	7,140	7,393	7,689	7,940	8,193	8,357	8,582
\$750,000	10,710	11,090	11,534	11,910	12,290	12,536	12,873
\$1,000,000	14,281	14,787	15,379	15,880	16,387	16,714	17,163
\$1,500,000	21,421	22,180	23,068	23,820	24,580	25,071	25,745
\$2,000,000	28,561	29,573	30,758	31,760	32,774	33,428	34,327

Note: The median single family residential tax bill in FY15 is \$10,462, based on an assessed value of \$732,600 at a tax rate of \$14.29 per thousand. Estimates assume no change in property values over FY16.

Budget Summary: Article 21

the General Fund appropriation

Town Government Departments and Joint Town-Concord Public Schools (CPS) Accounts

Article 21 consists of 35 separate appropriation accounts. Once voted, funds cannot be transferred between these accounts except by Town Meeting action. For Guideline purposes, these accounts are grouped into two categories:

- the Town Operating Budget, Items 1-30, is recommended at \$21,114,013 for FY2016, which is an increase of \$750,000 or 3.7% from the current year General Fund budget and is at the Finance Committee's Guideline;
- the Joint Town-CPS accounts, Items 31-35, are recommended at \$16,610,500. This is 3.9% below the current budget, reflecting a \$1 million increase in funding of excluded debt service from a Debt Stabilization Fund that had been created and funded over several years for this purpose.

The Joint Town-CPS group of accounts includes employee group insurance, the Other Post-Employment Benefits

Article 21 - The Proposed Town Government General Fund Budget for the year beginning July 1, 2015 General Fund appropriations			
	<u>Appropriations FY 2015</u>	<u>Proposed FY 2016</u>	<u>percent change</u>
Operations (accounts 1-30)			
General Government	\$2,211,310	\$2,254,967	2.0%
Finance & Admin	1,875,204	1,919,924	2.4%
Police & Fire	8,290,342	8,431,216	1.7%
Public Works	3,120,502	3,147,312	0.9%
Library	1,993,016	1,990,097	-0.1%
Reserve Fund	225,000	225,000	0.0%
Salary Reserve	211,312 *	643,404	
Recreation & all other	812,327	793,093	-2.4%
subtotal- operations	\$18,739,013	\$19,405,013	3.6%
Capital Outlays	1,625,000	1,709,000	5.2%
TOTAL subject to Guideline	\$20,364,013	\$21,114,013	3.7%
Town and School debt service (account #35):			
repayment within levy limit	3,500,000	3,605,000	3.0%
excluded from levy limit	3,995,632	2,820,500	-29.4%
TOTAL	\$7,495,632	\$6,425,500	-14.3%
Employee Benefits (Town and CPS):			
Group Insurance (acct. #31A)	4,650,000	4,650,000	0.0%
OPEB Trust Fund (acct. #31B)	900,000	1,150,000	27.8%
Retirement (pension funding, acct. #33)	3,125,000	3,220,000	3.0%
Medicare/social security (acct. #34)	685,000	740,000	8.0%
TOTAL	\$9,360,000	\$9,760,000	4.3%
Other Expenses (Town/CPS joint accounts)			
Workers & Unempl. Comp (acct. #32)	200,000	200,000	0.0%
Property & Liability Insr. (acct. #31C)	225,000	225,000	0.0%
TOTAL, Article 7	\$37,644,645	\$37,724,513	0.2%
* NOTE: balance of FY15 salary reserve at 3-31-15 not yet transferred to operating accounts			

(OPEB) Trust Fund (which is proposed to be increased \$250,000 in line with the Town's long-term funding plan for retiree health insurance benefits), the Town's annual required payment to the employee (non-teacher) pension fund, property and liability insurance covering the Town and CPS, and the debt service account covering debt issued for both town and CPS capital projects, both debt service within the levy limit and debt service on bonds voted by the town electorate to be paid from tax levies above the levy limit. Effective management of these accounts is strengthened by consolidating the Town government and Concord Public Schools components rather than dividing these accounts between Town and school appropriations.

Item 35, Debt Service, includes \$2,820,500 for principal and interest expense excluded from the levy limit by past votes of the electorate (refer to the section in this Report on Excluded Debt). This is the net amount to be tax-supported after the proposed allocation of \$1,500,000 from Debt Stabilization funding (Article 29).

Without the offset of the Stabilization Fund use in both FY15 and FY16, the total increase in the Article 21 proposed Town Government spending plan is 2.8%.

Town Government: Items 1-30

The proposed General Fund operating budget for the departments organized under the Town Manager is \$21,114,013. As shown in the accompanying table, it is broken down into two main components: operations, up 3.7%; and capital outlay, up 5.2%.

Article 21 Overview

Article 21 shows only the General Fund portion of each budget account, as this is the portion to be voted by the Town Meeting. Many budget accounts include resources from other funds, typically involving allocations from the Town's enterprise operations (Water, Sewer, Light, Solid Waste, Swim & Fitness Center) for management services provided.

The Town Manager's Proposed Budget document, published on January 29th and available on the Town website at concordma.gov, provides detailed discussion of each account. The Finance Committee has reviewed this document with the Town Manager and has conducted a Public Hearing (Feb. 23) on the submitted plan. The Finance Committee recommends the adoption of the Town Government budget as proposed by the Town Manager.

Highlights of the Proposed Budget are summarized as follows.

- \$50,000 is proposed for General Fund support of Recreation Department programming, intended to provide free or reduced price programming for the public;
- Funding is provided in the Department of Planning and Land Management to begin a new Comprehensive Long Range Plan process and the recodification of Zoning Bylaws, both of which are expected to be multi-year efforts;
- Funding of the Resource Sustainability Fund is maintained at \$75,000, a budget account that enables continuing initiatives involving a wide range of conservation and sustainability measures;
- Most of the additional funding provided by the Finance Committee Guideline is being directed to salary adjustments for non-union staff and for collective bargaining agreements with unionized staff, with the objective of recruiting and retaining a high quality staff;
- Net new staffing supported from the General Fund in the proposed budget total 1.47 full-time equivalent positions, an increase of about six-tenths of one percent. Among the significant additions are the reallocation of existing budget funds to establish positions of Community Engagement Coordinator and a Town Building Facilities Manager. These positions will centralize and better coordinate critical tasks as well as provide citizens with expanded information and communication opportunities with the town government departments and operations under the Town Manager's direction.

Continued

Budget Changes

The significant changes and other selected account recommendations contained in the proposed FY16 budget are as follows:

Acct # - Account Title

1C Town-wide Building Maintenance

This account was established with the FY05 budget in an effort to set up a central pool of funds from which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was first budgeted at \$40,000, the funding level has gradually been increased to the recommended level in FY16 of \$220,000. The five-year Capital Outlay plan raises this funding target to \$325,000 by FY20. In FY11, a Facilities Maintenance Supervisor was hired and this position is funded within the Town-wide Building Maintenance account. For FY16, a new Facilities Manager position is proposed to provide oversight for Town buildings, which will also be funded within the Town-wide Building Maintenance Account.

1D Resource Sustainability Fund

With this new account initiated in FY13 with funding of \$25,000, an amount of \$75,000 is proposed to be allocated in FY16 for resource sustainability and energy conservation projects.

1E Visitors Center

The FY16 appropriation for the Visitors Center is proposed to increase by 10% primarily due to a payment to the Chamber of Commerce for staff support.

2 Legal Services

The Legal Services account is proposed to be level funded at \$225,000. It is expected that this amount is sufficient to cover the FY16 legal costs for the Town.

3A Elections

The amount required to fund the Elections account is dependent on the number of federal, state, and local elections held in a given year. In FY16, it is expected that there will be two elections. Each election costs the Town approximately \$12,000. However, in FY16 Town elections will be consolidated into one day to provide cost savings. Another election will be held for the presidential primary March, 2016. The increase in the elections appropriation from \$40,368 in FY15 to \$45,764 in FY16 is due to the need for new voting machines.

5A Planning Division, DPLM

Since the FY14 budget presentation, the Zoning Board of Appeals budget has been incorporated into the Planning Division budget. In addition, the Planning budget contains funding for the Historic Districts Commission and the Historical Commission. The FY16 operating budget for the Planning Division is proposed to have a 25.8% increased appropriation from that of FY15. The proposed increase is mainly because of funding for the Long Range Plan for \$60,000 and zoning bylaw recodification for \$35,000.

5C Building Inspections Division, DPLM

Most of the allocation in this account goes toward funding the Building Inspections staff, which includes the full-time positions of Building Inspector, Local Inspector, Assistant Local Inspector, and Administrative Assistant. For FY16 there is a proposed additional Part Time Local Inspector due to demand for services.

5D Health Division, DPLM

This budget represents a 1.6% increase in the appropriation over that of FY15. As was the case last year, an amount of \$20,000 is recommended to fund the East Middlesex Mosquito Control Project for efforts to protect Concord residents and visitors from Eastern Equine Encephalitis and West Nile Virus. In addition, about \$10,000 is proposed to fund the Healthy Communities Initiatives.

8B Treasurer-Collector, Finance Department

The Treasurer-Collector appropriation is proposed to increase by 3.3% in FY16. This account includes funding for much of the Town's postage expenses (\$58,640) and banking service charges (\$84,100). The increase in this budget is primarily a result of higher postage expenses.

8C Town Accountant, Finance Department

The FY15 appropriation is proposed to increase by 5.3%. \$57,000 is budgeted to cover the cost of the Town's annual external audit as well as making the Assistant Town Accountant a full time position.

9 Information Systems

The Town's Information Systems (IS) Department underwent a comprehensive review in 2013 to assist the Town Manager in determining the appropriate organizational model and technology structure that the Town should use going forward. The Information Systems appropriation is proposed to increase by 5.8% in FY16.

11 Police Department

The FY16 appropriation proposes a 1.4% increase, which will fund a full time Administrative Assistant to assist the Department's detectives. The capital budget includes the replacement of 3 police cruisers (\$105,000), the upgrade and maintenance of public safety equipment (\$20,000), installation of a 911 replay system (\$10,000), the replacement of computer equipment (\$5,000), and a new copier (\$10,000).

12 Fire Department

There is a proposed 2.1% increase in the Fire Department's FY16 appropriation. The proposed increase is due to the addition of 4 firefighters to staff the second ambulance manned from 8 a.m. to 8 p.m. at the West Concord Fire Station in FY15. The increase comes as a result of the General Fund absorbing more of the operating costs with the decrease in funding from the Emergency Response Stabilization Fund from \$200,000 in FY15 to \$100,000 in FY16.

13 West Concord Fire Station

This budget funds the operations of the West Concord Fire Station located at 1201 Main Street. As compared to FY15, the FY16 appropriation is proposed to increase by 64% because of the maintenance of the exhaust system.

15 Emergency Management

In order to have an action plan in place in the event of an emergency, the proposed budget includes an increase of \$10,000 for Concord's Emergency Management appropriation. The increase is due to the Haz-Mat Mitigation plan update and maintaining the emergency generator at Harvey Wheeler. The Fire Chief serves as the Emergency Management Director.

16 Animal Control Officer

With the enactment of State legislation in 2012, each municipality was required as of Oct. 31, 2012 to appoint an animal control officer. Concord contracted with a private vendor to provide all animal control services in compliance with the new requirements. The proposed FY16 budget remains flat at \$25,100.

17B Engineering, CPW

The Engineering Division's appropriation is proposed to have a 0.4% decrease from FY15 to FY16. Capital funding is proposed for geographic information services (\$20,000), traffic control devices (\$10,000), mandated street sign replacements (\$20,000), sustainable drainage improvements (\$25,000) and NPDES permit compliance (\$10,000).

17D Parks & Trees, CPW

The FY14 Parks & Trees appropriation is proposed to have a 4.9% decrease from FY15. The primary decrease is a reduction of \$37,000 in capital outlay funding for the field improvement program.

Continued

17E Cemetery, CPW

The Cemetery Fund supports the Cemetery Division by providing resources for 65% of all operating expenditures and 100% of all capital improvements. The FY16 appropriation is an increase of 10.3% because of an increase in the mowing services contract.

18 Snow Removal, CPW

The snow removal budget is proposed to be funded at \$570,000, an increase of \$15,000 from that of FY15. The amount budgeted for road salt is funded \$232,380. If the actual FY15 expenditure exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY16 budget plan provides funding for a \$330,000 overrun of the \$555,000 FY15 appropriation.

19 Street Lights, CPW

The FY16 proposed Street Light budget is \$73,463, the same as FY15.

20 Public Works Equipment, CPW

The Public Works Equipment budget of \$250,000 funds the Town's well-planned schedule of equipment replacement. This represents a decrease of \$38,000 from FY15.

21 Drainage, CPW

The FY16 funding plan includes \$105,000 for drainage improvements, \$100,000 for culvert improvements.

22 Sidewalk Management, CPW

The proposed FY16 budget calls for level funding for maintenance of the Town's existing sidewalks program at \$100,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$90,000. With additional amounts of \$690,000 expected from the State (Chapter 90 Funds) and \$1,200,000 in borrowing, the total FY16 amount for road improvements is recommended to be \$1,980,000.

25 Library

The Town covers the operating costs. For FY16 operations, the Library appropriation is proposed to have a slight decrease of 0.4% from FY15 to FY16. Nevertheless, the proposed budget allows for Fowler to be opened on Thursday mornings and additional resource to be spent on books and materials.

26D Council on Aging

The FY16 appropriation for the Council on Aging added hours for the van drivers, wellness coordinators, outreach coordinators and the activity Coordinator. The administrative assistant position is increased to full time in order to meet the demand for the associated services. In addition, allocations from a State Formula Grant, the Concord-Carlisle Community Chest gift, and the Florio gift will provide full or partial funding for several COA positions.

26E Harvey Wheeler Community Center

The Harvey Wheeler Community Center continues to be a great resource for the Town in providing space for the Council on Aging office and Recreation Department programs, as well as a meeting area for Town departments, not-for-profit groups, and private individuals. For FY16 there is a proposed 0.5% decrease in the appropriation due to a reduction in the capital building improvements line item.

28 Reserve Fund

The Reserve Fund appropriation is a crucial part of the budgeting process. By statute, this fund is to be used to meet "extraordinary or unforeseen expenditures" as approved by the Finance Committee. A funding level of \$225,000 is proposed for this purpose, unchanged from FY15.

29 *Salary Reserve*

The allocation in this account makes resources available for the funding of collective bargaining agreements. In addition, the account provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2015. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Board of Selectmen in accordance with the vote of Town Meeting adopting the budget article.

31A *Group Insurance*

The budget anticipates no increase in the appropriation required for FY16 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost reflects actual claims experience. This budget covers both Town government and Concord Public School (K-8) employees.

31B *Other Post-Employment Benefits (OPEB)*

Commencing with the FY13 budget, the annual allocation to the Other Post-Employment Benefits (OPEB) Trust Fund has been separated into its own line item due to the increasing importance of recognizing and funding this liability. The OPEB liability is the present value of the Town's portion of future retiree health care cost. That is, in addition to the amount allocated to pay for the current health care cost of retirees, there is also a liability for the future health care cost for Town Government and Concord Public School retirees, recognized as a current expense. This liability is referred to as the Town Government's Annual Net OPEB Obligation (NOO).

In FY16, the General Fund share of the NOO is projected to be about \$1.36 million. To partially fund this liability, it is proposed that the Town budget include \$1,150,000 for this purpose, an increase of \$250,000, consistent with the funding plan begun in FY11. This funding plan will attain full funding of the current liability by 2039.

33 *Retirement*

At the most recent biennial actuarial valuation Jan. 1, 2014, the funded ratio (system assets as a percentage of actuarial accrued liabilities of the defined benefit system) was 81%. This ratio places Concord sixth highest of the 105 local systems in the Massachusetts state retirement system. The benefit structure is established by State law, but each of the 105 State agency, countywide and individual city/town systems is responsible for its own investment portfolio. The Concord Retirement Board's Funding Schedule reaches full funding status by the year 2030, with the General Fund contribution from the Town's budget expected to increase at a 3% annual rate.

In FY16, the General Fund appropriation is projected at \$3,220,000, an increase of 3.0% from FY15 and consistent with the funding schedule. The retirement system is a "Defined Benefit" plan that provides a pension benefit based upon the highest three-year or five-year average annual covered pay, years of service and a factor based on age at retirement. Different benefit rules apply for pre- and post-April 2, 2012 membership. All regular employees of the Town and non-teaching staff of the Concord Public Schools who work at least 25 hours per week on a continuous schedule are required by State law to be covered in this pension system. Teachers are covered in a different pension system in which the employer share is covered in the State budget.

35 *Debt Service*

This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. For debt service, the FY16 budget proposes allocating \$7,925,500, which includes \$3,605,000 for debt service within the levy limit and \$4,320,500 for excluded debt. \$1.5 million of the FY16 excluded debt service is proposed to be funded from a Stabilization Fund designated for this purpose. Debt issued to finance the new high school was issued by the Concord-Carlisle Regional School District. The excluded debt service for this debt is budgeted as part of the assessment from the Concord-Carlisle Regional School District.

Proposed FY16 Education Budgets

				<i>FY15 to FY16 at School Committee proposed</i>	
Concord Public Schools	Adopted	Proposed FY16 Budget		\$ Change	% Change
	FY15 Budget	School Committee	Finance Committee		
Program Area					
Regular Education	\$ 17,773,788	\$ 19,712,343		\$ 1,938,555	10.91%
Special Education	8,287,906	8,189,303	Difference: \$702,197	(98,603)	-1.19%
Administrative Support	4,239,644	4,342,012		102,368	2.41%
Operations	2,082,092	2,240,971		158,879	7.63%
Fixed Costs	57,108	58,106		998	1.75%
Total	\$ 32,440,538	\$ 34,542,735	\$ 33,840,538	\$ 2,102,197	6.48%

Concord-Carlisle High School	Adopted	Proposed FY16 Budget		\$ Change	% Change
	FY15 Budget	School Committee	Finance Committee		
Program Area					
Regular Education	\$ 11,834,920	\$ 12,568,337		\$ 733,417	6.20%
Special Education	5,230,340	5,569,955	at FinCom Guideline	339,615	6.49%
Administrative Support	1,397,631	1,415,981		18,350	1.31%
Operations	3,347,947	3,295,614		(52,333)	-1.56%
Fixed Costs	2,794,668	2,952,942		158,274	5.66%
Operations	\$ 24,605,506	\$ 25,802,829	\$ 25,802,829	\$ 1,197,323	4.87%
Debt Service:					
debt reimbursed by state aid	\$ 288,950				
debt paid from prior reserves	\$ -	\$ 72,294			
debt exclusion assessed	2,542,874	4,767,914			
	\$ 2,831,824	\$ 4,840,208	\$ 4,840,208	\$ 2,008,384	70.9%
Total	\$ 27,437,330	\$ 30,643,037	\$ 30,643,037	\$ 3,205,707	11.68%
Financing Sources					
State aid	\$ 2,603,319	\$ 2,666,534		\$ 63,215	2.43%
District funds	600,000	747,294		147,294	
Assessments	24,234,011	27,229,209		2,995,198	12.36%
Concord assessment ratio	73.10%	73.71%			
without debt exclusion	\$ 15,856,221	\$ 16,556,221	\$ 16,556,221	\$ 700,000	4.41%
debt exclusion	1,858,841	3,514,429	3,514,429	1,655,588	
TOTAL	\$ 17,715,062	\$ 20,070,650	\$ 20,070,650	\$ 2,355,588	13.30%
Carlisle assessment ratio	26.90%	26.29%			
without debt exclusion	\$ 5,834,916	\$ 5,905,074		\$ 70,159	1.20%
debt exclusion	684,033	1,253,485		569,451	
TOTAL	\$ 6,518,949	\$ 7,158,559		\$ 639,610	9.81%

Budget Summary: Education

The budget process for the Concord Public Schools (CPS, grades K-8) and the Concord-Carlisle Regional School District (CCRSD) for FY16 began last August and will conclude this year in early April at Concord's Annual Town Meeting. The process is a collaborative one. The Finance Committee, with the continuing assistance of the school committees and school administration, gathers information and reviews and analyzes plans, objectives and long-term strategies. An important consideration that received significant attention and debate this year is the overriding question of sustainability as it relates to operating budgets for the Town, CPS and CCRSD. School operating budgets (CPS and Concord's share of the CCRSD) represent 53% of total FY15 General Fund expenses. Increases in these operating budgets have the greatest impact on resulting tax increases for existing citizens.

The annual percentage increase in the budgets for both CPS and CCRSD have varied over the last few years. CPS has experienced

increases over 4% for the last three years following more constrained increases in the FY10-12 period during the economic crisis. CCRSD was granted increases over 5% between FY09 and FY12, but held operating budget increases to much lower levels starting in FY13 in recognition of the investment required to support the new high school (see chart on page 18). Salaries are the largest component of the school operating budgets (80% for CPS and 60% for CCRSD), and therefore a significant proportion of incremental funding has been directed to contractual salary increases, resulting in limited funds being available for other needs. As a result, the schools have expressed a need to address some areas that have been deferred in recent years. This year was challenging as the Finance Committee attempted to work with both CPS and CCRSD to address their needs yet maintain an overall budget remaining within the Finance Committee's goal to keep annual tax increases to existing citizens within a 4% upper limit.

Concord Public Schools

The result of this year's guidelines process is an operating budget recommendation for CPS of \$33,840,538 that represents an increase of \$1,400,000 or 4.32% over FY15. This year there is a difference of \$702,000 between the guideline the Finance Committee adopted and the budget adopted by the CPS School Committee, \$34,542,735 (a 6.48% increase over FY15 as proposed by the school committee). CPS will be presenting its budget at Town Meeting under Article 22. The most significant drivers of the increase come from salary obligations, special education costs (SPED) including special education transportation, and increases in regular education. The school administration points to a need for \$202,615 to restore instructional materials and supplies funding that has been significantly depleted over the past several years, as well as the need for an additional assistant principal at the Concord Middle School (CMS).

<i>Enrollment Data</i>	<i>Concord Public K-8</i>			<i>CCHS</i>				<i>out-of-district</i>	
	<u>K-5</u>	<u>6-8</u>	<u>Total</u>	<u>Concord</u>		<u>Carlisle</u>	<u>Other</u>	<u>Total*</u>	
Oct. 1, 2008	1233	606	1839	850	332	86	1268	45	36
Oct. 1, 2009	1233	626	1859	813	353	79	1245	42	37
Oct. 1, 2010	1304	614	1918	801	337	83	1221	42	37
Oct. 1, 2011	1324	633	1957	811	319	79	1209	35	38
Oct. 1, 2012	1403	699	2102	832	310	74	1216	33	40
Oct. 1, 2013	1462	690	2152	845	311	72	1228	34	45
Oct. 1, 2014	1402	691	2093	872	311	72	1255	34	41
Projected:									
Oct. 1, 2015	1427	704	2131*	898	332	72	1302*		

* NESDEC, Nov. 2014; totals include non-resident students.

The Finance Committee reaffirmed its guideline recommendation in early March, recognizing that this recommendation remains \$702,197 lower than the requested CPS budget. The Finance Committee believes that the guideline recommendation supports estimated contractual obligations and required special education funding but leaves only \$200,000 for discretionary spending. The committee acknowledged that CPS has a desire for additional staffing, replacement of prior year cuts in supplies & materials, and seeks incremental funding of hardware, software and professional development. The Finance Committee noted that recent MASS Tell survey results did not indicate concerns by teachers in the area of technology, supplies, materials, or professional development. It was also noted that CPS staffing increases (9.6% growth in full-time equivalent positions) have kept paced with student enrollment changes (6.9%) over the last three years. At the same time, the Finance Committee has observed that actual spending by program area can vary significantly year to year, and most recently with investments to support implementation of the 1:1 (student to laptop ratio) technology program. In the next several months, CPS will also negotiate a new three-year contract with the Concord Teachers' Association which provides a significant opportunity to influence future CPS operating cost increases.

Concord-Carlisle School

The CCRSD Committee adopted the Finance Committee Guideline representing a total budget proposal of \$30,643,037 as shown in Article 26. Concord's share of this budget is \$20,070,650 (see Warrant Article 26 and the table Proposed FY16 Education Budget). The CCRSD budget includes expenses for debt service in the amount of \$4,840,208 related primarily to debt issued to finance the new high school building. This debt is excluded from the Proposition 2 ½ limits on the property tax levy as a result of prior ballot votes in both Concord and Carlisle. The total CCRSD budget request, exclusive of debt service (e.g., the operating budget), is an increase of \$1,197,323, or a 4.87% increase over FY15. Concord's share of the CCRSD Operating Budget increase is \$700,000.

Enrollment

With the growth in new housing in Concord and the likely influence of new school buildings, student enrollment has grown in recent years. While there has been a reduction at CPS in the last year, student growth is expected at both CPS and CCRSD. The 2012 jump in students for grades six-eight is projected to have a corollary impact on CCRSD enrollment next year.

Concord's share of the CCRSD budget each year is driven by enrollment Oct. 1 preceding the July 1 start of the budget year. Concord's assessment percentage has risen steadily in recent years from 71.77% in FY13 up to 73.71% for the FY16 budget. Projections for future student enrollment are pre-

pared annually by the New England School Development Council (NESDEC). Over the next five years the projections show Concord's percentage consistently in the 73% to 74% range, peaking in FY21 at 74.9%.

Special Education

Special Education expenses have continued to rise in recent years as the percentage of students with more complex learning needs and disabilities has increased, especially in preschool aged children. For FY16, CPS and CCRSD are requesting a 3.32% and 6.48% increase in special education funding, respectively. Special education services are provided for student attending Concord schools and students with out-of-district placements. The major drivers of out-of-district placements are the Individual Education Plans (IEPs) developed for special education students in collaboration with parents. Many students in out-of-district placements are managed by the Concord Area Special Education (CASE) program. Early intervention and provision of special education services within the district have each contributed to improving student success. Costs for special education, however, will remain volatile particularly when new, previously unidentified cases move into the community.

OPEB

The FY16 CCRSD budget for CCRSD incorporates a \$139,691 increase in Other Post-Employment Benefits (OPEB) funding. Over the last year, CCRSD has established an OPEB Trust, which will restrict

use of these funds to meet the future obligations for the employer's share of retiree health insurance benefits. In addition, CCRSD has reviewed and revised its OPEB funding schedule that aims to meet its Annual Required Contribution (ARC) by 2020. This schedule will require incremental increases over \$200,000 in each of the next three fiscal years. The Finance Committee commends CCRSD for its work in addressing its unfunded OPEB liability (\$18,101,238 as of the June 30, 2014 actuarial valuation).

High School Debt Stabilization Fund

When funds are allocated to a stabilization fund, they become restricted to the purpose for which the fund was created. Creation of a fund as well as the transfer of funds into and out of a Town Stabilization Fund requires a $\frac{2}{3}$ majority vote at Town Meeting. In the fall of 2011, the creation and initial funding of the Town of Concord's High School Debt Stabilization Fund took place and \$2,00,000 was transferred into the fund from Free Cash buy vote of the Annual Town Meeting. The intention of the fund was to offset peaks in the debt service—and therefore the impact on the property tax levy—expected from the financing of the high school building project. The new high school debt service is anticipated to increase \$1,448,970 in FY16, and is projected to peak in FY18. Article 29 is the Finance Committee's proposal to withdraw \$1,500,000 to offset the FY16 property tax impact and, at the same time, transfer an additional \$750,000 from Free Cash into the stabilization fund for use in

the FY17-FY19 budget cycles.

Transportation and Buses

Articles 25 and 27 address the need for the purchase of six buses for CPS and four buses for CCRSD. The annual debt service repayment cost to acquire the buses for CCRSD will be divided between Concord and Carlisle along the same percentages as the CCRSD budget—the annual enrolled student ratio calculation. The useful life of the current fleet of buses has been extended longer than a normal replacement schedule would anticipate. The purchase of replacement buses has been deferred for several years due to the uncertainty of acquiring a permanent location to store and maintain the fleet. Although the Finance Committee supports the acquisition of these buses and understands the reason for the delays, we also believe that, once the total deferred bus purchases are completed, the acquisition of new buses should be included as a normal part of annual operating budgets. Free Cash is proposed by the Finance Committee as the source of funding for the six new CPS buses proposed under Article 25.

Article 24 requests additional funding to support construction of a new bus depot anticipated to be located on the WR Grace Company land the town has been authorized to acquire. This facility would be designed and built by the Town. Use of the new facility by the CCRSD will be subject to an appropriate rental fee to be paid to the Town. Having a new bus depot in place will allow the school departments to avoid the extra cost of leases

payments, mileage and fuel charges associated with the current arrangement.

Capital Maintenance

The school administration maintains a capital plan for construction, renovations and major repairs of CPS and CCRSD facilities. The Town Manager's Five-Year Capital Plan includes funding for CPS projects that combined, total less than \$850,000. Large projects are traditionally proposed under separate warrant articles for Town Meeting. This year, under Article 23, CPS has proposed projects totaling \$650,000. Seventy-five percent of this funding is intended to support boiler replacements at the Sanborn building. Further investment is anticipated at the Concord Middle Schools over the next several years, including HVAC and roof replacement needs that are designed to extend the life of both school buildings for at least the next 15 years.

Conclusion

The Finance Committee works collaboratively with its colleagues on the school committees and in the school administration. It will continue to strive to balance the need for increasing spending and appropriate resource allocation to provide a quality educational experience for Concord's students and families. Concord schools receive strong support from the taxpayers of Concord that has included not only healthy budget increases but also a number of debt exclusions from the levy limit to improve the physical infrastructure of which the new high school is the most recent

Community Preservation Act

The Community Preservation Act (CPA) was adopted by the Commonwealth in 2000 to assist Massachusetts communities in the preservation of open space and historic sites and to create affordable housing and recreational facilities. It allows a local surcharge on property tax bills of up to 3%. Local funds are supplemented by a State match received once annually. Initially and through Oct. 2007, the State match was 100% of the prior year's local surcharge but in the past seven years has averaged about 35%.

The CPA Fund may be used in four categories of expenditure:

1. to acquire, create and preserve open space;
2. to acquire and preserve historic resources;
3. to create, preserve and support community housing;
4. to acquire, create, preserve, rehabilitate, and restore land for recreational use.

Under the law, a minimum of

10% of revenues must be appropriated or reserved each year for each of three primary purposes: open space, community housing and historic preservation.

Concord's 2004 Annual Town Meeting enacted a 1.5% surcharge on property tax bills (Article 34), approved by 59% of more than 9,000 voters who casted ballots on the question at the polls Nov. 2004. The surcharge allows an exemption to residential property owned and occupied by any person who qualifies for (1) moderate or low-income housing (earning less than 80% of area median income) or (2) moderate or low-income senior housing (earning less than 100% of area median income and 60 years of age or older). For FY14, 49 exemption applications were granted by the Board of Assessors. The Concord vote also provides for exemption of the first \$100,000 of taxable assessed value before calculation of the surcharge.

The State matching funds are de-

rived from a surcharge on Registry of Deeds' fees on property transactions and mortgage refinancing activity. Declines in fees collected during the economic downturn and a coincident increase in the number of cities and towns that have adopted the CPA surcharge (now at 154) has resulted in a reduction in the State match of the local surcharge to about 27% for the 2010-12 timespan. 2013 saw a rebound in the State match to 52%, as the State's FY13 budget had provided for a one-time \$25 million addition from General Funds to the distribution. The match this past fall dropped back to 31.5%. The Town's budget forecast for the State match expected in the fall of 2015 is 20%. Through Oct. 2014, \$4.4 million has been received into the fund from State distributions.

The Community Preservation Committee (CPC) is charged with the task of "studying the needs, possibilities and resources of the Town regarding community preservation."

Community Preservation Fund financial status

	Actual			Revised Estimate	Estimated
	FY12	FY13	FY14	FY15	FY16
Fund Resources					
1.5% surcharge collections	\$ 897,353	\$ 933,192	\$ 975,622	\$1,015,000	\$1,050,000
State match of surcharge committed	230,656 ^a	241,434 ^a	485,112 ^a	306,163 ^a	203,000 ^a
Fund Revenue	1,128,009	1,174,626	1,460,734	1,321,163	1,253,000
Earnings on available cash balance	6,470	3,664	2,339	1,000	2,000
TOTAL REVENUE	\$1,134,479	\$1,178,290	\$1,463,073	\$ 1,322,163	\$ 1,255,000
Fund Disbursements	1,019,707	1,912,231	1,470,788	1,810,172	1,619,554 ^b
Beginning cash balance	\$1,863,110	\$1,977,882	\$1,243,941	\$ 1,236,226	\$748,217
Ending cash balance	\$1,977,882	\$1,243,941	\$1,236,226	\$748,217	\$ 383,663 ^b

Notes

- (a) State match is based upon the net committed surcharge of the prior fiscal year, paid in November. The amount shown in the FY15 column was received Nov. 2014, a 31.5% match of the FY14 committed surcharge. FY16 estimate assumes a 20% match.
- (b) Ending cash balance estimate represents remaining reserved appropriations (\$309,500) assuming all existing project funding is fully expended by June 30, 2016, plus expected FY15 revenues not yet appropriated (\$74,163).

The Committee prepares an annual Community Preservation Plan. The Committee receives information from the Town's boards, commissions and officials, as well as information from other Town Planning documents, including the Comprehensive Long Range Plan. The Plan is available on the Town of Concord website, www.concordma.gov, at the Town libraries, and at the Planning Department, 141 Keyes Road.

Through the 2013 Town Meeting, \$13.9 million has been appropriated for CPS projects in the following categories:

- Historic Preservation 39%
- Open Space 16%
- Recreation 20%
- Community Housing 23%
- Administration 2%

Recommendations for 2015 Town Meeting, Article 30

The CPC is proposing \$1,802,921 of project appropriations for 11 specific projects, two reservations and \$30,000 to cover direct administrative costs. Of this amount, \$1,253,000 will be appropriated

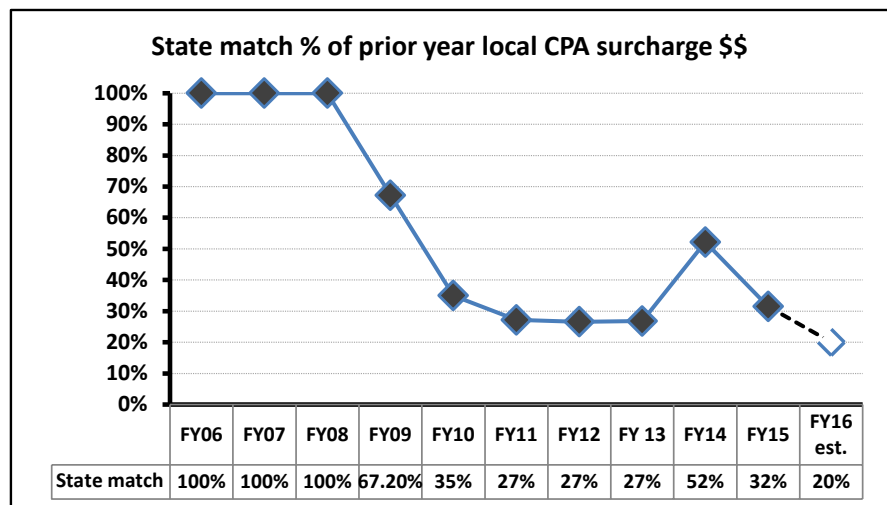
from projected FY16 fund revenues and \$498,178 will be appropriated from the prior year available fund balance. The single largest proposed allocation is \$670,000 toward the renovation of fields at Concord-Carlisle Regional High School. The proposed allocation of FY16 projected fund revenues meets the minimum requirements:

- 18% will support historic preservation;
- 10% will support open space;
- 27% will support community

housing.

In accordance with State law, Town Meeting may affirm, reject or reduce the allocation for any project recommended by the CPC, but may not increase an allocation and may not add a project not already put forward by the CPC.

The Finance Committee recommends Affirmative Action on Article 30 as proposed by the Community Preservation Committee.



APPROPRIATIONS (by Fund Year):	FY12	FY13	FY14	FY15	Proposed FY16
Housing	\$112,801	\$117,463	\$146,073	\$267,500	\$341,061
Historic Preservation	\$637,390	\$799,708	\$660,311	\$133,782	\$220,180
Open Space	\$205,518	\$134,826	\$146,073	\$182,520	\$130,000
Recreation	\$142,300	\$70,129	\$330,616	\$634,198	\$531,759
Undesignated land acquisition	\$0	\$0	\$150,000	\$0	\$0
Administration	\$30,000	\$52,500	\$30,000	\$30,000	\$30,000
TOTAL*	\$1,128,009	\$1,174,626	\$1,463,073	\$1,248,000	\$1,253,000
10% of surcharge and state match:	\$112,801	\$117,463	\$146,073	\$132,116	\$125,300
(minimum amount that must be allocated to Housing, Historic Preservation, Open Space)					

* Includes appropriations from Uncommitted Fund Balance in subsequent years, inclusive of Article 30 of 2015.
FY15 allocations do not include \$74,163 to be appropriated in future from revised FY15 revenue estimate.

Proposition 2 1/2

The levy limit explained

Proposition 2 1/2 refers to an initiative statute adopted by the voters of the Commonwealth in November 1980. Its purpose was to restrict the increase of the property tax levy. It limits the amount by which the taxing capacity of the Town is allowed to increase each year. The allowed growth is 2.5 percent of the prior year's levy limit. For FY16, this allowed increase in the limit will be \$1,888,488 (which is 2.5% of the FY15 levy limit, \$75,539,516).

Added to the levy limit computation is the levy increase attributable to new growth. This represents additions to the base of taxable property, typically as a result of new construction, renovation and minor alterations, or change of use. Permitting the levy limit to be adjusted by new growth recognizes the fact that development creates pressures on Town services over the long term.

The assessment date for each tax year is Jan. 1. The 2001 Annual Town Meeting adopted a State law allowing the physical improvements existing on property through each June 30 to be assessed with the taxable roll of the preceding Jan. 1. Thus, new growth forecasted for FY16 is based on the activity of the current 12-month fiscal year ending June 30, 2015. The budget estimate is \$825,000, equivalent to about 1% of the FY15 total property tax levy.

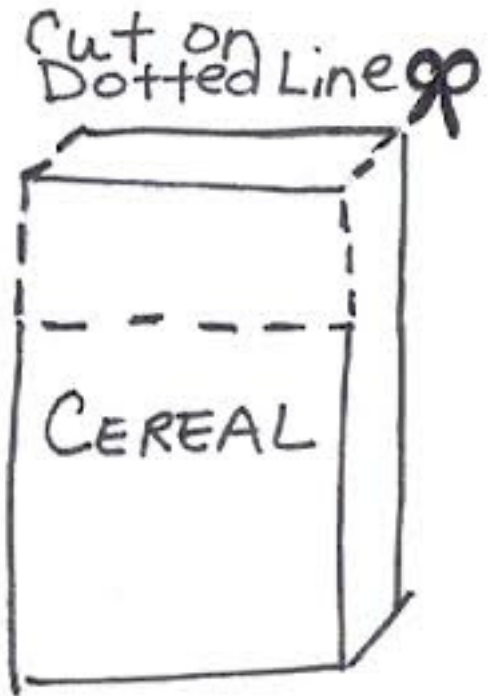
Total growth of the levy limit is therefore attributable to two factors, one that is fixed (+2.5% per year) and one that is variable and subject to economic conditions. The total projected increase in the FY16 levy limit is thus \$2,713,488.

Additionally, the FY16 permitted tax levy will increase due to the added cost of debt service already approved by voters at the ballot box in prior years. The FY16 tax levy increase for excluded debt service excluded from the levy limit is \$480,456. This is net of the proposed allocation from the High School Debt Stabilization Fund (Article 29, \$1,500,000), and the allocation of the Thoreau School grant received from the Mass. School Building Authority in June 2010 (\$409,878 required to be allocated for FY16).

The total increase in the FY16 Budget Plan recommended by the Finance Committee amounts to \$4,975,752 (+5.53%). The increase in excluded debt service associated with the new high school project is \$1,655,588. The increase in the proposed allocation for the OPEB Trust Fund (for retiree health benefit costs) is \$250,000 in the Town budget (Article 21, item 31B) and \$102,966 in Concord's assessment from the Concord-Carlisle Regional School District (Article 26, at 73.71% of a \$139,691 line item increase). The increased cost of snow re-

moval this winter adds \$330,000 to FY16 budget requirements for the expected current year deficit that must be funded in the next tax levy. Net of these items, the remainder of the Budget Plan is up 2.9%.

The property tax levy required to fund the proposed budget level is projected to be under the FY16 levy limit by \$3,271,588, a 4.2% margin, based upon current projections of other revenues and available resources.



Overriding the levy limit

Once at the annual levy limit, the Town may exceed this limit only with a majority vote at a Town-wide special or regularly scheduled election. Voters approved operating overrides for the Town government accounts and the schools for six consecutive years concluding with FY07 (ballot vote of June 6, 2006):

FY02 budget: \$2,249,022
 FY03 budget: \$1,478,773
 FY04 budget: \$1,532,364
 FY05 budget: \$1,858,160
 FY06 budget: \$ 752,480
 FY07 budget: \$ 657,538

Since then, no operating override ballots have been presented to the voters. Without changes to current State laws, development of new municipal revenue sources, or significant amounts of new state aid, override votes are expected again to become an annual consideration in the budget cycle within the five-year forecast period to FY21.

Sixteen debt exclusion ballots have also been approved by the voters since 1980 (see the section Excluded Debt). The most recent approval was a ballot Nov. 2011 for the construction of a new \$92.5 million Concord-Carlisle High School. The total debt exclusion tax levy for FY16 is budgeted at \$5,925,051 (about 7.3% of the total projected tax levy). This is net of the proposed \$1,500,000 allocation from the Town's High School Debt Stabilization Fund (Article 29), and the FY16 allocation of \$409,878 from the \$6.3 million Thoreau School grant received

from the MSBA June 2010. The major portion of this sum, \$3,705,716, about 4.6% of the projected tax bill, is the FY16 property tax share of debt service cost on long-term bonds issued for the Alcott, Thoreau and Willard elementary school projects (net of the Thoreau grant allocation). Between Sept. 2004 and May 2011, a total of \$53,330,000 was issued as long-term debt to finance the construction of the three elementary school buildings. As of June 30, 2016, \$23,810,000 of this debt will have been repaid, 45% of the total.

Forms of overrides

The Town Meeting does not vote on overrides, or specify the ballot questions. By State law, overrides, capital outlay and debt exclusions are voted upon only at a Town-wide election and require a simple majority vote for approval. State law gives the Board of Selectmen the sole authority to determine and specify the ballot questions. The Town Meeting's responsibility is to adopt budgets, and, when necessary, to specify whether and how much of an appropriation is to be contingent upon override or exclusion approval by the town-wide electorate.

Override votes may precede or follow Town Meeting action. A General Override or Capital Exclusion vote will show the amount of the override in the wording of the ballot question. A Debt Exclusion cannot, by State law, show the amount of the debt, but rather can only refer to the debt authorized or to be authorized by a vote of Town Meeting. Autho-

rization of Town debt by the issuance of bonds requires a two-thirds vote in a specified amount at Town Meeting.

There are several permitted forms of a vote to exceed the annual levy limit:

General Override

A majority vote of the Board of Selectmen (3 of 5) is required to place this question on a ballot. The dollar amount of the levy limit increase must be specified and, if approved, the vote permanently increases the limit. The question can be posed with respect to the total budget or by identifying allocations to specific departments.

Capital Outlay Exclusion

A two-thirds vote of the Board of Selectmen (4 of 5) is required to place this question on a ballot. If approved, the dollar amount of the override is effective for one year only. This form of vote can be used to authorize a capital purchase in lieu of a borrowing authorization. It can only be used for an expense that qualifies, under State law, for debt issuance authorization by the Town Meeting.

Debt Exclusion

A two-thirds vote of the Board of Selectmen (4 of 5) is required to place this question on a ballot. If approved, the override is effective only for the duration of the specified loan. The annual debt service amount (principal and interest payment) is added to the otherwise permitted annual levy limit.

Debt Management

Prudent use of debt financing is an important part of the Town's overall fiscal planning. The central objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Pursuit of this objective requires clear strategies regarding the purposes of the borrowing, when to schedule debt-financed projects, and how long to stretch out the repayment. Borrowing is a means of distributing part of a current capital cost to future taxpayers, and therefore should be utilized only when such cost allocation is deemed equitable and the long-term interest costs do not outweigh other benefits.

All debt of the Town is issued as general obligation debt. This means that the full faith and credit of the Town—its promise to repay from any source—is pledged to the bondholder. Debt issued on behalf of the Town's enterprise operations (water, sewer, light) is, however, fully supported by the revenues of the respective enterprise when this is stipulated by the authorizing vote of Town Meeting. The basic rules of debt issuance are set forth in the General Laws of the Commonwealth. Municipalities have no independent authority to develop their own rules or innovations.

Capital financing and debt management policy for Town debt supported by taxation within the levy limit is subject to the following guidelines:

- the total budget allocation for capital needs should be in the range of 7% to 8% of the total budget (town and K-8 schools);
- approximately one-third of capital needs should be met from current resources; the repayment of principal and interest, together with related issuance costs and short-term financing costs (i.e., debt service) should be capped at approximately 5% of the total budget;
- a rapid debt repayment schedule should be maintained, with a goal of 60% principal repayment within five years and 90% repayment within 10 years.

These guidelines are modified for major projects supported by debt exclusion votes. The guidelines for debt to be financed within the levy limit serve several important purposes:

- capital needs are not displaced by the fiscal demands of current operations;
- the Town's approach to borrowing decisions is disciplined;
- the amount of debt service dollars expended for interest cost is minimized; about 21% of total FY16 debt service for long-term debt repayment will be expended for interest;
- the capacity to address ongoing capital needs is quickly and continuously restored.

Revenue-supported debt (water, sewer, light) is subject to different guidelines that consider the useful life of the project and the current interest rates in the marketplace (generally, debt issued for longer periods bears a higher interest rate).

May 28, 2014, in connection with the Town's most recent long-term bond issue, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category. The rating report may be viewed on the Town's website at concordma.gov. The Aaa rating had first been obtained Nov. 1987. The Town's credit rating is a measure of its overall fiscal health.

The benefit of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues. Thus, to the extent that the Town plans to borrow in support of its future capital needs, a strong credit rating is a benefit to the taxpayers. The Town's credit rating supports the CCRSD's Aaa rating. To finance the local share of the new high school, June 2013 a \$32.5 million 25-year bond was sold at a 3.0% interest cost. March 2015 a \$30 million 23-year bond was sold at 2.87%.

Excluded Debt

The FY16 budget for debt service on all excluded debt authorized to date is \$7,834,929. This includes \$3,318,268 as Concord's assessed share of debt service for the new Concord-Carlisle High School. Of the total, \$1,500,000 is proposed to be allocated from the High School Debt Stabilization Fund (Article 29). Additionally, \$409,878 will be the sixth annual allocation from the \$6.3 million Thoreau School grant received from the Mass. School Building Authority in June 2010.

The net FY16 tax levy for excluded debt, \$5,925,051, will be about 7.3% of the total \$80.9 million projected property tax levy. The major portion of this \$5.9 million cost is for the three elementary school projects. The FY16 tax levy will include \$3,705,716 for Alcott, Thoreau and Willard School debt expense (net of the MSBA grant allocation)

Tax Levy for Excluded Debt

projected to FY21, including share of High School debt

Debt Issued:	FY14 Actual	FY15 Budget	FY16 Proposed	FY17	FY18	FY19 PROJECTED	FY20	FY21	Final Fiscal Yr
Concord-Carlisle H.S.	\$ 1,551,843	\$1,858,841	3,514,429	\$3,546,528	\$3,529,762	\$3,339,764	\$3,213,182	\$3,183,450	2038
Harvey Wheeler Building	110,837	107,389	103,694						2016
Alcott School	720,995	701,499	682,442	661,628	641,913	622,147	602,380	582,228	2025
Thoreau School	1,381,397	1,344,761	1,305,061	1,266,311	1,230,148	1,188,619	1,151,491	1,114,364	2026
Willard School	2,309,778	2,240,652	2,128,091	2,087,764	2,033,958	1,813,598	1,771,428	1,729,258	2029
Wastewater Plan, Phase 1	101,450	101,331	101,212	101,089	100,863	100,836	100,706	100,573	2026
subtotal	\$ 6,176,300	\$ 6,354,473	\$7,834,929	\$7,663,320	\$7,536,644	\$7,064,964	\$6,839,187	\$6,709,873	
CCHS not yet issued				24,000	236,000	230,400	224,800	220,200	2037
				\$7,687,320	\$7,772,644	\$7,295,364	\$7,063,987	\$6,930,073	
<i>less Elem. Stabilization Fund</i>	(735,000)								
<i>less HS Stabilization Fund</i>	(230,000)	(500,000)	(1,500,000)	(1,000,000)	(700,000)	(300,000)			
<i>less MSBA Thoreau grant</i>	(409,878)	(409,878)	(409,878)	(409,878)	(409,878)	(407,686)	(407,686)	(407,686)	
NET from property tax levy	\$4,801,422	\$5,444,595	\$5,925,051	\$6,277,442	\$6,662,766	\$6,587,678	\$6,656,301	\$6,522,387	

Following is a summary of the debt exclusion authorizations for which debt service is included in the FY16 budget.

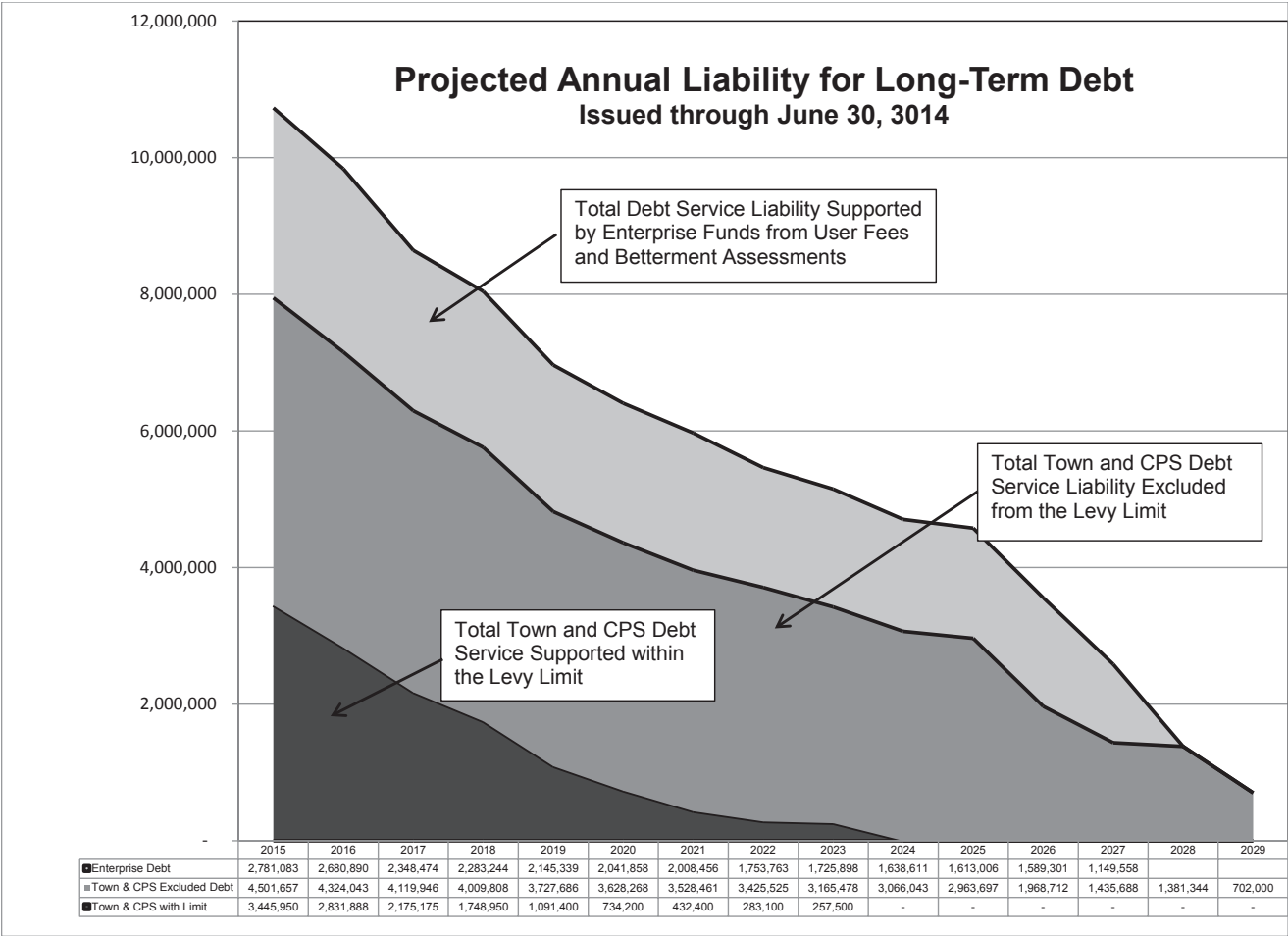
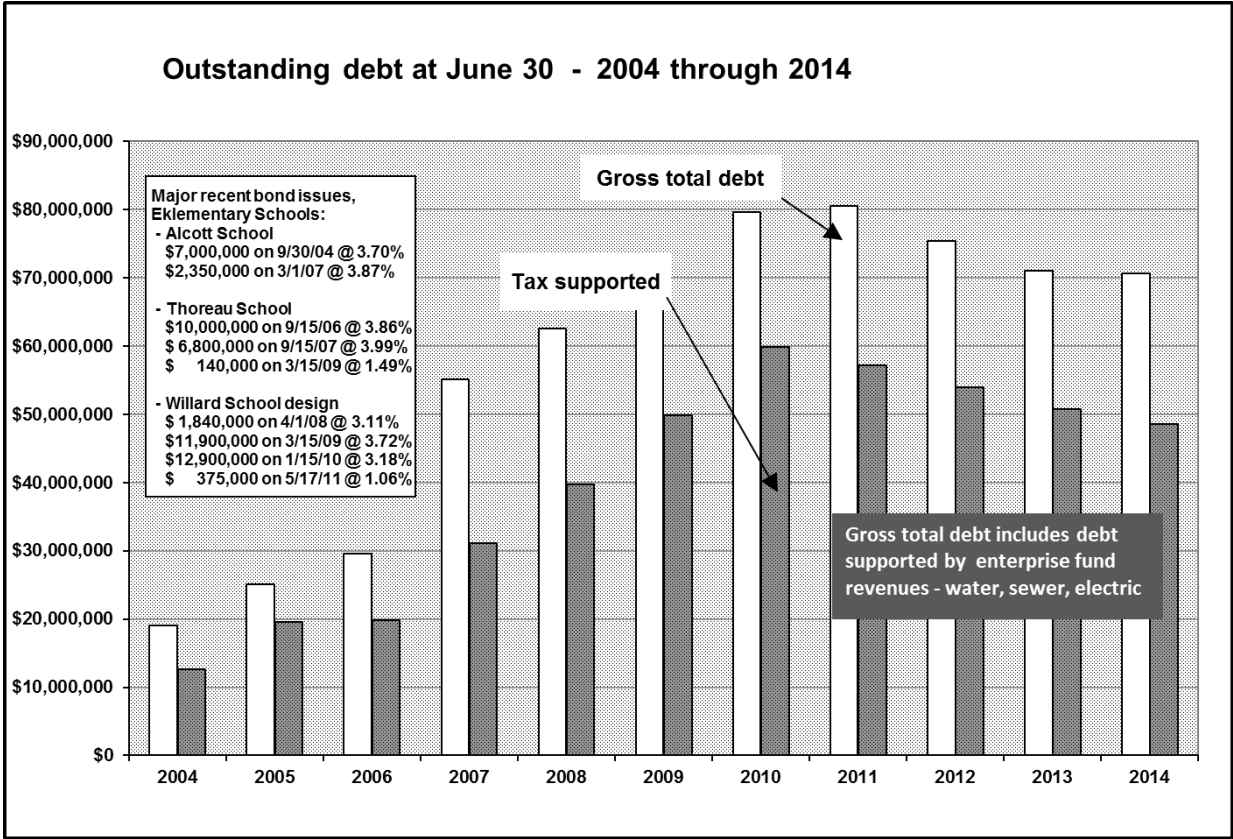
Harvey Wheeler Bldg. (2002): final payment FY16

At a Special Election on May 14, 2002, voters by a vote of 2,759 to 1,062 approved excluding \$1.2 million of debt for the Harvey Wheeler Building renovations, following authorization at the 2002 Annual Town Meeting. This debt was issued Feb. 2004 at a 2.87% interest rate and repayment commenced in FY05.

Alcott School (2002): \$9,365,000 issued, final payment FY25

June 19, 2002, voters approved excluding the debt for construction of the new Alcott School, a \$16.7 million authorization approved at the 2002 Annual Town Meeting. The ballot vote was 2,208 to 1,477. The design and construction portion of this authorization, about \$14.2 million, was audited by the State in the summer of 2006 and received a lump-sum State grant of \$7.2 million Sept. 2006. A 20-year bond for \$7 million, representing the major portion of our anticipated local share for the construction phase, was issued Sept. 2004 at a favorable 3.7% interest rate. The second phase of work, demolition of the original building and site work, commenced in the summer of 2006 following the relocation of Thoreau students to their new school building after two years in temporary residence at the old Alcott School. No further State grant was earned for Phase 2 of the Alcott project. A 15-year bond for \$2.3 million was issued Feb. 2007 at a rate of 3.87%. A one-year bond for \$15,000 was issued March 2009 at a rate of 1.17%.

Continued



Debt Service Schedule

for debt issued through June 30, 2014

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service										Revenue Supported Annual Debt Service									
	Town			School (within levy limit)			School (outside levy limit)			Water			Sewer			Betterment (WPAT loans)			Light (including Telecom)				
	Principal Matures	Interest Payment			Principal Matures	Interest Payment		Principal Matures	Interest Payment		Principal Matures	Interest Payment		Principal Matures	Interest Payment		Principal Matures	Interest Payment		Principal Matures	Interest Payment		
2015	8,444,497	2,284,193		2,275,000	264,920		800,000	106,030		3,005,000	1,237,825		520,000	153,144		613,557	165,398		286,648	34,326		785,000	243,011
2016	7,809,014	2,027,807		1,855,000	195,550		700,000	81,338		2,930,000	1,189,082		520,000	136,681		623,932	150,620		289,187	31,644		730,000	218,825
2017	6,878,822	1,764,773		1,480,000	132,300		505,000	57,875		2,930,000	1,088,857		420,000	115,706		534,516	134,242		271,777	28,908		655,000	188,325
2018	6,483,928	1,558,074		1,250,000	90,200		365,000	43,750		2,920,000	988,844		420,000	101,388		545,314	122,634		274,418	26,116		625,000	168,375
2019	5,609,339	1,355,086		765,000	52,600		240,000	33,800		2,740,000	886,850		345,000	86,213		556,331	110,791		277,111	23,268		600,000	146,625
2020	5,229,744	1,174,582		445,000	28,500		235,000	25,700		2,740,000	787,563		345,000	75,050		567,570	98,709		209,542	20,362		600,000	125,625
2021	4,966,003	1,003,314		235,000	14,700		165,000	17,700		2,740,000	687,888		345,000	63,450		579,036	86,383		212,564	17,398		600,000	104,625
2022	4,626,315	836,074		100,000	7,000		165,000	11,100		2,740,000	585,088		235,000	51,850		590,734	73,808		204,372	14,374		500,000	83,625
2023	4,473,007	675,869		100,000	3,000		150,000	4,500		2,585,000	480,178		235,000	43,050		602,668	60,979		207,287	11,289		500,000	65,625
2024	4,177,635	527,018		0	0		0	0		2,585,000	380,884		235,000	34,250		614,843	47,891		147,860	8,141		500,000	50,625
2025	4,194,962	381,740		0	0		0	0		2,585,000	278,682		235,000	25,300		627,265	34,538		150,847	4,930		500,000	35,125
2026	3,302,637	255,376		0	0		0	0		1,675,000	193,844		235,000	16,275		639,936	20,916		153,895	1,654		500,000	21,625
2027	2,427,865	157,381		0	0		0	0		1,300,000	135,688		175,000	7,175		652,865	7,018		0	0		300,000	7,500
2028	1,300,000	81,344		0	0		0	0		1,300,000	81,344		0	0		0	0		0	0		0	0
2029	675,000	27,000		0	0		0	0		675,000	27,000		0	0		0	0		0	0		0	0
total	70,598,767	14,109,631		8,505,000	788,770		3,325,000	381,793		35,450,000	9,079,617		4,265,000	909,532		7,748,567	1,113,927		2,645,508	222,410		7,395,000	1,459,536

Interest expense as % of total debt service, FY15:

21.3%

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

16.7% as of July 1, 2014

Projected as of June 30, 2014:

5 yrs

10 yrs

Debt Retirement - all

49.9%

83.1%

Debt Retirement - tax supported only

52.3%

84.1%

Thoreau School (2004): \$16,940,000 issued final payment FY25

June 8, 2004, voters approved excluding the debt for new construction and reconstruction (1994 wing) of the Thoreau School, a \$16.8 million authorization approved at the 2004 Annual Town Meeting. The ballot vote was 3,421 to 1,899. A further \$350,000 was authorized by Town Meeting vote April 2006. An 18-year bond for \$10 million was issued Sept. 2006 at a favorable 3.85% interest rate. An 18-year bond for \$6.8 million was issued Sept. 2007 at a 3.99% rate. A 3-year bond for \$140,000 was issued March 2009 at a 1.49% rate, completing the Thoreau School permanent financing.

Wastewater Management Plan, Phase 1 (2004) final payment in FY26

June 8, 2004, voters approved excluding the debt for construction of sewer system extensions in the West Concord and Elm Brook neighborhoods. The ballot vote was 3,392 to 1,851. A debt authorization of \$4,190,000 was approved by the 2004 Annual Town Meeting, the debt to be issued through the state Water Pollution Abatement Trust at a subsidized interest rate of 2%. The Town meeting voted to allocate this debt among the General Fund, the Sewer Fund and betterments. The property tax share of the debt is approximately \$1,640,000. The debt was executed with the State Nov. 2005 and principal repayment commenced on a 20-year schedule beginning July 2006.

Willard School Design (2006): \$1,840,000 issued final payment in FY18

March 28, 2006, voters approved excluding the debt for design cost of a new Willard elementary school. The ballot vote was 2,080 to 1,747. Town Meeting subsequently authorized \$1,840,000 for this purpose. This amount was financed as part of the April 1, 2008 bond issue, with a 10-year maturity schedule at a 3.11% interest rate.

Concord-Carlisle High School (2006 and 2007) final payment in FY18

June 6, 2006, voters approved a debt exclusion for Concord's share of \$1,200,000 for renovations at the regional high school, pursuant to the vote of the 2006 Annual Town Meeting. The ballot vote was 1,209 to 778. March 27, 2007, voters approved a debt exclusion for Concord's share of \$1,245,000 for renovations at the regional high school, by a vote of 959 to 514. This debt was subsequently authorized at the April 2007 Annual Town Meeting. These authorizations were combined and issued by the district as a 10-year \$2.445 million bond Dec. 15, 2007, at a 3.33% interest rate.

Willard School construction (2007): \$25,175,000 issued, final payment in FY28

Nov. 14, 2007, voters approved \$29.4 million for construction of a new Willard Elementary School, by a vote of 2,160 to 1,200. The project is scheduled for fall 2009 completion. A 19-year bond was issued for \$11.9 million March 2009 at a 3.72% interest rate. A second 19-year bond was issued for \$12.9 million Jan. 2010 at a 3.18% interest rate. A 4-year bond was issued for \$375,000 May 2011 at a 1.06% rate, completing the Willard permanent financing.

Concord-Carlisle High School (2010 and 2011)

June 8, 2010, voters approved a debt exclusion for Concord's share of \$1,300,000 for a feasibility study and schematic design of a renovated or new CCHS building. The ballot vote was 1,809 to 450.

Nov. 15, 2011, voters approved a debt exclusion for Concord's share of a \$92,578,000 new high school, following the MSBA approval of a maximum facilities grant Sept. 28, 2011, at 35.58% of eligible costs. The ballot vote was 3,571 to 659. This vote incorporated the earlier \$1.3 million debt authorization. The projected net local cost of the project is approximately \$64.5 million. A \$32.5 million serial maturity bond was issued by the Regional School District June 4, 2013 at a 3.00% interest rate, with final maturity in FY38. Principal repayment began in the FY14 budget period. A \$30 million serial maturity bond was issued March 15, 2015 at a 2.87% interest rate, with final maturity in FY38. Permanent financing will be completed in 2016 after all site work and the MSBA audit is completed.

State Aid

State aid is received for general Town purposes and is not restricted in use, although it is often discussed as if earmarked for school aid and general or non-school aid. Chapter 70 school aid and the distribution of the net lottery proceeds are the major components of Concord's aid. Concord receives a minimum statutory Chapter 70 allocation, due to its income and property wealth measures.

State Aid and the State's fiscal position

State Aid is a significant component of the State budget, equivalent to about 22% of own-source State revenues. Aid is distributed to the cities and towns through a variety of formulas, most of which provide aid to communities based upon relative need as measured by property and income characteristics. On av-

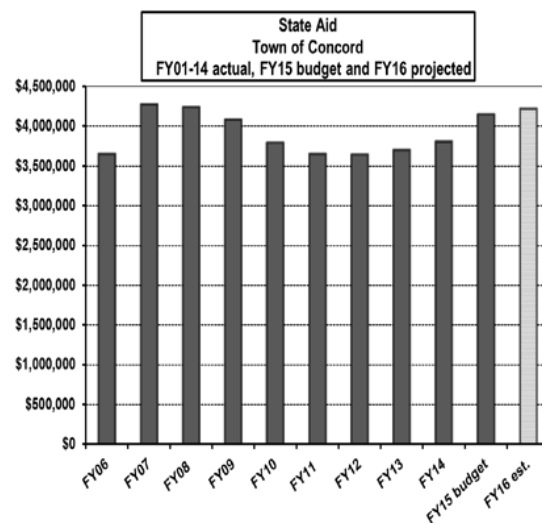
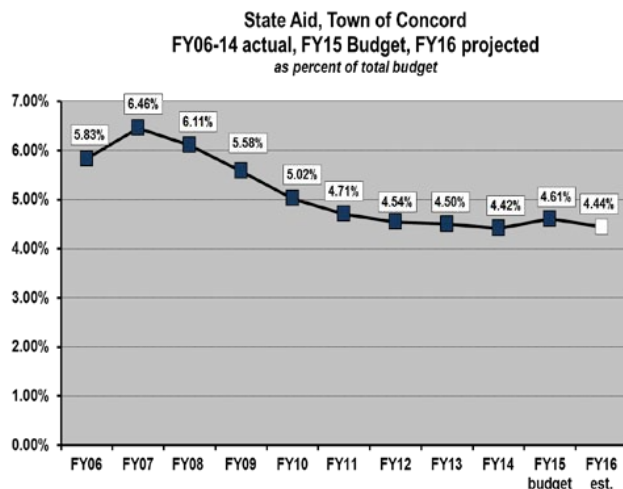
erage, about 20% of all local General Fund spending is supported from State Aid while property taxes support 57% of local spending (FY14 estimated). Funding received by Concord in FY14 represented about 4.4% of the Town's total \$86.2 million General Fund budget (town departments and education combined) while property taxes supported 86% of the budget.

After peaking in fiscal year 2009, State Aid to municipalities and regional school districts weathered a cut of about 12% statewide over the next two years. Five years later, after gradual increases, Governor Baker's FY16 proposal to increase State Aid by 2.1% would finally regain the dollar level last seen in FY09. Concord's recent State Aid history reflects a steeper drop, from \$4.5 million as the initial FY09 allocation

(before a mid-year cutback) to \$3.64 million received in FY12, a drop of almost 20%.

The Governor's March proposal for the FY16 State budget proposed a modest increase State Aid for most communities for the coming year, a 1.8% increase for Concord. While action by the legislature will not be completed until June, early indications of the intent of Beacon Hill are favorable.

The financial plan being presented for Concord's Town Meeting therefore incorporates a FY16 State Aid estimate of \$4,222,000, a \$75,000 increase based on the Governor's proposal, or 4.4% of the Finance Committee's proposed budget plan. Even with this increase, State Aid would remain below what the Town received in FY07, almost a decade ago.



Free Cash

Article 39 Free Cash Use to reduce tax levy

Article 24 Free Cash appropriation for CPS bus replacement

Stabilization Funds

Article 29 High School Debt Stabilization Fund

Article 38 Emergency Response Stabilization Fund

Free Cash

The accumulation and use of Free Cash, which is available undesignated fund balance of the General Fund, is an important component of the Town's overall financial management policies. These policies maintain the Town's ability to respond to emergencies, promote the stability of service levels and control the rate of tax levy change.

The undesignated fund balance may be appropriated in either of two forms: (1) for specific expenditures or (2) to reduce the tax levy that otherwise would be required. The available amount is calculated and certified each year by the Commonwealth's Department of Revenue based upon the balance sheet submitted by the Town.

The General Fund Balance, sometimes referred to as "surplus" or "surplus revenue", is the amount by which cash and receivables exceed current liabilities and commitments. In a business sense, this might be thought of as 'liquidity'. In a personal sense, it can be thought of as "available savings"—at least the portion of savings that cannot be claimed by any other creditor and

that is available without requiring the sale of property or other fixed assets.

It is customary for the Annual Town Meeting to allocate some portion of the General Fund Balance to the support of the ensuing year's expenditure plan. In some years these savings used are more than replenished from operations, while in other years the year-end return from unexpended appropriations and from revenues over estimates (if any) is insufficient to fully restore the Town's accumulated reserves. The sums voted by each annual Town Meeting for use in the ensuing fiscal period are deducted and reserved prior to each June 30 certification.

Free Cash allocated to FY16 budget support

The Finance Committee's Budget Guideline plan recommends an allocation of \$950,000 to support the FY16 operating budgets. The Committee annually reviews the Free Cash policy and has reaffirmed the commitment to keep the unused Free Cash Balance in a range of 5% to 10% of the total ensuing budget, a level deemed essential to enable the Town to cope with unexpected

circumstances. The Town's actual Free Cash level has been above this range in recent years due to positive operating results and has been an important factor in the maintenance of the Town's "Triple A" credit rating through the recession and slow recovery period.

Any favorable budget variances from current year operations (actual revenues in excess of the FY15 budget estimate, and/or any FY15 appropriations that remain unspent at year end) will become part of the June 30, 2015 Free Cash balance. This balance will be available to the next Annual Town Meeting in 2016 for allocation in support of future budgets. The results of FY15 operations are presently expected to restore all or most of the Free Cash balance proposed for allocation to FY16 budget support at the 2015 Town Meeting. The Committee is recommending allocation of \$950,000 (Article 39).

High School Debt Stabilization Fund

The Special Town Meeting Nov. 7, 2011 approved the borrowing authorization of \$92.5 million for a new high school building as voted by the Regional School Dis-

trict Committee. The Massachusetts School Building Authority is covering 35.58% of the eligible portion of this cost, based on an Estimated Facilities Grant of \$27 million, reimbursing the district as construction bills are incurred. This, the Regional School District will be financing with permanent debt just the local share of the “eligible cost” plus 100% of costs not eligible for MSBA participation. This exclusion encompasses 100% of the cost of the second gym. The total local share of the project cost is projected at about \$64.5 million. Thus far, \$62.5 million of the local share has been permanently financed through the issuance of long-term bonds.

Debt service on this borrowing will be assessed annually to Concord and Carlisle based on the same student population ratio as is used to allocate the net operating budget costs. This ratio will change each year. Long-range student enrollment projections are subject to uncertainty but indicate at this point that Concord’s

share will average about 73.5% over the next five years (FY16-20), but could average a 76% share for the five-year period after that (FY21-25). These assumptions were used in updating the Finance Committee’s five-year forecast. The maximum tax bill impact of the high school debt is projected to occur in FY18, when debt service on the high school bonds will be about 3.5% of the total tax bill.

Recognizing the significant tax increase that results from the project, the Concord Selectman and Finance Committee in 2011 proposed the establishment of a new Debt Stabilization Fund, modeled on the Fund created in 2008 to address the Elementary School (Alcott, Thoreau and Willard) debt impact. At the 2012 Annual Town Meeting, \$2,000,000 was voted to be appropriated for this purpose from the Free Cash balance of July 1, 2011. The 2013 and 2014 Town Meetings each approved adding an additional \$750,000 to this fund from the Free Cash balance.

Again at the 2015 Town Meeting, the Finance Committee is proposing to add another \$750,000 to this fund, an action made possible by the strength of the Town’s current reserves.

The present plan, represented in the table appearing on the Excluded Debt page in this Report, is to allocate the Stabilization Fund remaining balance (about \$3.5 million including the new recommended addition) over the next four years as follows:

FY16	\$ 1,500,000 (Article 29)
FY17	\$ 1,000,000
FY18	\$ 700,000
FY19	\$ 300,000

These allocations will make the annual tax bill adjustments more uniform while also lowering the peak impact on taxpayers. The Finance Committee is recommending affirmative action on Article 29 in the amount of \$750,000 appropriated from Free Cash to be added to the fund, and in the amount of

Free Cash						
Undesignated Fund Balance						
BALANCE			USES			
at June 30	Certified	next budget	Fiscal Year	for budget support	for Stabilization funds	for specific appropriations
2009	\$8,471,337	11.2%	2011	\$600,000		\$34,430
2010	8,635,340	11.1%	2012	850,000		24,822
2011	9,567,656	11.9%	2013	850,000	\$2,000,000	
2012	9,357,662	11.3%	2014	850,000	750,000	
2013	9,664,489	11.2%	2015	850,000	750,000	
			Proposed			
2014	\$ 11,084,916	12.3%	2016	\$950,000	\$750,000	\$625,000

Continued

\$1,500,000 appropriated from the High School Debt Stabilization Fund to reduce the FY16 tax levy that would otherwise be required for Concord's assessed share of CCRSD debt service.

Emergency Services Stabilization Fund

The 2012 Annual Town Meeting created a new Stabilization Fund and allocating the \$1,000,000 payment that had been made by the developer of the Concord Mews in compliance with the Development Agreement. This fund was to be used to mitigate the impact of the project on the Town's public safety and emergency response capacity. Subsequently an internal Fire Department study of ambulance service carried out in 2012 led to inclusion in the FY15 proposed budget of four new firefighter positions to staff a daytime ambulance out of the West Concord station. The ambulance itself was acquired with funding from a generous gift of a Town resident Audrey Mold.

In order to manage the impact on

the General Fund budget, the plan to finance this service expansion was to draw upon the Stabilization Fund over a period of three years, at successively decreasing amounts of \$200 thousand, \$100,thousand and \$50,000, while increasing the General Fund budget gradually accordingly. A total of \$350,000 is therefore intended to be committed from the Stabilization Fund over three years, subject to Town Meeting votes each year. Article 38 proposes the Year 2 allocation.

Free Cash appropriations

June 30, 2014, the Town's certified Free Cash of \$11,084,916 is equal to 12.3% of the FY15 budget total. This is an increase of \$1.4 million from the prior year and was the result of a number of favorable financial developments in FY14. The Free Cash position gives the Town greater flexibility to address spending requirements on the Town Meeting warrant. Specifically the Finance Committee recommends that \$600,000 requested for the replacement of six buses

for the Concord Public Schools (Article 25) be funded from Free Cash rather than through the issuance of long-term debt. Also, the Finance Committee recommends that \$25,000 requested for the immediate needs of the White Pond Management Plan (Article 56) be funded from the Free Cash balance.

The proposed Free Cash uses will bring the balance to about 9% of the FY16 budget level before consideration of any positive results from current year operations.



Reserve Fund transfers

The Reserve Fund is an appropriated contingency account. It is part of the Town Government budget (item 28 of Article 21, proposed at \$225,000) and is counted within the Finance Committee's budget guideline for Town Government operations (Article 21, items 1-30). It is allocated during the budget year by vote of the Finance Committee pursuant to the request of the Town Manager. By State law, its use is restricted to "extraordinary or unforeseen expenditures". In FY14, \$64,388 was allocated and \$160,612 was returned unexpended at the end of the budget year.

The Town budget is adopted as a series of separate appropriations (Article 21, items 1-35). Funds are not transferred from one appropriation account to another except

by Town Meeting action. Only the Reserve Fund appropriation may be used during the fiscal year to supplement other appropriation accounts, except that in the final three months of the budget year any appropriation balance may be transferred by joint approval of the Finance Committee and the Board of Selectmen. This latter provision was added by State law in 2003 as a safety valve for communities that exhaust their Reserve Fund account. Concord has never used this provision of State law.

The budget contingency process works differently for the Concord Public Schools budget (Article 22). State law gives the School Committee the "bottom line" power to authorize transfers within its appropriation total voted by Town Meeting.

At the end of each fiscal year, funds in appropriation accounts that are not spent are returned to the General Fund balance.

The FY16 Reserve Fund appropriation recommendation, \$225,000, is about six-tenths of one percent of the total Article 21 recommendation. State law allows the Reserve Fund appropriation to be as much as 5% of the previous tax levy; this would permit a Reserve Fund appropriation of \$3.8 million. The Concord Finance Committee has not felt that such a large contingency account would be consistent with the objective of fostering tight expenditure control by Town and School administrations.

Reserve Fund Uses, FY2014

Town Account	Amount	Purpose
Veteran's Benefits	14,000	Additional beneficiaries, mandated payments
Police Department	40,000	Funding for internal investigation
Street Lighting	2,600	Rate impact
Social Security	7,788	employer share for employees not in state retirement system

Observer reports

Each member of the Finance Committee is assigned to observe the work of one or more town committees or functional areas. The reports included in this section comment upon specific articles appearing on this year's Town meeting Warrant or on long-range issues that may have future impact on Town finances.

Assessors

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with State statutes and regulations. The five-member Board of Assessors, appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations. Assessments for the purposes of taxation are required to be at market value each year. All local boards of assessors in Massachusetts are overseen and subject to the rules and regulations set forth by the State's Bureau of Local Assessment. The valuation process and statistical validation must be certified by that agency each year (with on-site review triennially). This past year included an on-site review by the State.

Each year's valuation is based upon market sales in the calendar year preceding the valuation date. Thus, the valuations used for the current year (FY15) tax billing, the year July 1, 2014 through June 30, 2015, is based upon a valuation date of Jan. 1, 2014 and the actual sales occurring in calendar year 2013. The FY15 assessment included some minor shifts in market factors and a 10% increase in the base and excess land values, town-wide.

Based on the most recent biennial survey of Concord residents conducted in the fall of 2014, 66% of Town residents felt that their properties were "fairly assessed" or "under assessed", while 27% felt their properties were "over assessed" and 7% expressed no opinion.

Following the Tax Classification Public Hearing Nov. 17, 2014, the Board of Selectmen voted to support the Board of Assessor's FY15 recommendations that all classes of property (residential, commercial, industrial, personal) be taxed at a uniform tax rate, and that no discounts for open-space, small commercial, or residential exemptions be adopted. This recommendation has been applied consistently since FY98.

For FY15 (valuation date Jan. 1, 2014), the total assessed value of real estate in Concord is \$5.4 billion. This represents an increase of 5.5% over FY14; new growth—the taxable value attributable to new construction—accounted for approximately a fifth of the increase, and existing properties accounted for the remaining increase in value.

The Board of Assessors calculates the uniform tax rate, which is the overall tax levy required to balance the Town budget divided by the total Town's assessed value. For FY15, the tax rate decreased to \$14.29 per \$1,000 of assessed value (from \$14.45 in FY14). The property tax levy is subject to an annual levy limit. Exceeding the levy limit requires majority approval of the voters at a Town-wide election (not at Town Meeting). Concord's FY15 tax levy is below its current levy limit by about \$3.6 million, or about 5%.

The actual tax paid by individual homeowners is based on the tax rate and on the assessed value of their home relative to other properties in town. In FY15, homes in certain parts of Town and homes in certain price ranges (particularly the price range of \$500,000-\$800,000) rose in market value more than others, and their resultant tax bill increased more than others on a relative basis. Comparing individual tax bills in FY15 to FY14, approximately 45% of homeowners saw their tax bill increase less than 5%, 27% saw it increase between 5-8%, and approximately 28% saw their tax bill increase more than 8%. In approximately 10% of residential properties in town, renovations and construction occurring during calendar year 2014 contributed to the assessed value increase.

Council on Aging

The Council on Aging (COA) is a nine-member advisory board appointed by the Town Manager. This Committee works with the COA Director to develop and implement programs and services designed to improve the quality of life of Concord's citizens who are age 60 and over.

The COA Department has a staff of 8.5 full-time equivalent employees and a FY16 recommended budget of \$410,937, of which 80% (\$328,996) is supported from the General Fund. 9% is supported through an annual State grant and 11% is supported from non-governmental grants, gifts and bequests. Programs include Meals on Wheels, outreach workers, van drivers, wellness and various other support groups. In the most recent Town survey, 93% of male respondents and 94% of female respondents rate the COA services as excellent or good.

Concord now has over 4,500 citizens who are age 60+, which is about 28% of the Town's population. As the Town's population ages, demand for the services provided through the COA is increasing and straining resources. Many programs are now restricted to Concord citizens, and sometimes even they cannot all be accommodated. In the past, it has been the practice for area towns in the region to make their programs available to area seniors without restriction. In coming years, it can be anticipated that there will be increased demand for staff hours and related expenses. In recognition of these trends, the Finance Committee created a new Observer position this year for the COA.

The new position of Facilities Manager included in the Town Manager's Proposed Budget should be helpful to the COA Director and other department heads who currently have building management responsibilities. Without this responsibility, the COA Director will be able to focus more time and energy on direct client services and program development.

Concord-Carlisle High School Building Committee

Nov. 2011, voters in Concord and Carlisle overwhelmingly supported the construction of a new high school, authorizing \$92.6 million to be spent by the Concord-Carlisle Regional School District (CCRS) to design, construct and equip a new building and to perform related work. The Massachusetts School Building Authority (MSBA) agreed to fund 35.58% of the eligible project costs (initially estimated at \$80.3 million of the total \$92.6 million project). State reimbursement occurs during the course of the project and to date the MSBA

Continued

has reimbursed CCRSD approximately \$20 million.

At the outset the CCHS Building Committee appointed by the CCRSD School Committee was charged with three objectives: the project should be on budget (\$92.6 million), on time (completion by Dec. 2015), and on scope (design features as reflected in the established budget). During fiscal years 2014-2015 the CCRSD Building Committee as a whole met on a regular basis, typically monthly. Other subcommittees met to devote time to specific program areas. In addition to committee members, the meetings were attended by citizens, representatives of KVA Associates serving as the owner's project manager, representatives of the architectural firm The Office of Michael Rosenfeld, and representatives of the construction firm Turner Construction. The Concord Finance Director was appointed to the High School Building Committee in Nov. 2012, and a member of the Finance Committee observes all building committee meetings.

The project now nears completion of Phase I the construction of the new school building. Feb. 10, 2015 the building received a temporary Certificate of Occupancy. The move from the old building will occur over the April school break and the first day of school in the new building is scheduled for April 28, 2015.

Phase II, abatement of the old building, will begin within a week of the school opening and is scheduled to be completed by the end of June 2015. As the abatement is completed, the old building will be demolished and final site work will continue through the summer and fall. The last aspect of the building project, the new parking lot, should be completed by Dec. 2015.

The funds for the project were allocated to:

<u>Category</u>	<u>Amount</u>	<u>percent of total</u>
Feasibility study agreement	\$ 1,213,001	1%
Administration	\$ 2,164,000	2%
Architectural/engineering	\$ 6,758,283	7%
Pre-construction services	\$ 204,327	0%
Construction trades	\$ 58,128,055	63%
Other construction	\$ 13,776,106	15%
Alternate gym	\$ 3,085,757	3%
Miscellaneous	\$ 125,000	0%
Construction contingency	\$ 3,701,711	4%
Furnishings, fixtures & equipment	\$ 2,940,000	3%
Owners contingency	\$ 482,284	1%
TOTAL	\$ 92,578,524	100%

The building design has a clear focus on sustainability, and many building elements reflect this feature. The finished building will have one of the highest sustainability ratings in the State.

From the outset, the CCHS Building Project has been carefully managed financially. As of Feb. 2015, there is \$0.7 million remaining in the budget to complete Phase I of the building

project (construction of the new building), and \$6.9 million is available for Phase II (the demolition of the old building and associated site work). Against these amounts, the construction contingency balance is a healthy \$2.1 million (28%).

Construction risk has been well managed and the greatest risk remaining is the abatement of the old building. While there has been extensive testing of the old building for hazardous materials and the present budget has an allowance of \$1.6 million to cover the cost of abatement, until the abatement is complete this risk remains. The Building Committee has targeted \$2 million in contingency to cover any unexpected Phase II developments.

The assumed tax impact to residents, computed in 2011, has remained unchanged. In summary, the CCHS Building Project is on budget, on time, and within the scope presented at Town Meeting.

Minuteman High School

Since 1970 Concord has had the benefit of being a member of the Minuteman Regional Technical High School District. As a member, the Town is able to offer Concord students an alternative to the Concord-Carlisle Regional High School that broadens the students' educational experience to include the development of vocational and technical skills along with academics. State law requires that vocational education be made available to all students, either directly through the municipality's high school or through a regional district such as Minuteman. Minuteman's mission is to collaborate with parents, communities and business leaders to serve a diverse student body with multiple learning styles. Through a challenging, integrated curriculum, students develop the academic, vocational, and technical skills necessary to be productive members of a global community. Minuteman promotes lifelong learning that fosters personal and professional development, in a safe and respectful environment. Minuteman is committed to preparing all students for success.

Each year the Town is asked to approve the budget for Minuteman and Concord's share of the annual operating budget. The total FY16 budget presented in Article 28 is \$19,831,003, an increase of less than 1%. The 16 member towns, including Concord, are assessed a portion of this budget weighted on the number of each town's students that attended the school as of the preceding October 1, adjusted by a relative wealth factor setting forth a minimum assessment in accordance with the 1993 State Education Reform law (Chapter 71 of the Acts of 1993). Concord's assessed share of the 2015-2016 Minuteman budget will be \$407,939. Concord's assessments have varied over the years from a high of \$590,682 in FY11, based on 26 Concord students enrolled as of Oct. 1, 2009, to a low of \$191,689 for FY15, based on seven students enrolled as of Oct. 1, 2013 (1.62% of the 16-member town enrolment).

In anticipation of a new school building with a lower target enrollment of 628 students, Minuteman High School will begin the implementation of program consolidation in FY16. Over the next several years, this will involve adding some programs while removing or combining others. This does not have an impact on students enrolled in the existing programs, but will reduce the program offerings for new students in FY16. Other changes affecting Minuteman in the future are the impact of several proposed state regulations. One regulation would put a cap on the pricing of non-resident tuitions, adversely affecting Min-

uteman's finances. On the positive side, another proposed regulation would allow for a capital fee to be added to the non-resident tuition rate, thereby ensuring that municipalities with students from outside the Minuteman assessment district would still be required to make a capital contribution to the cost of a new or renovated school building. In addition, tuition increments may be allowed for non-resident special education services.

The Minuteman proposed building project is not covered in warrant article 28. Minuteman will conduct public meetings in all 16 member towns in March and April 2015 to solicit opinions from citizens regarding renovating or reconstructing its building. The proposal contains five options including:

- State-funded options
 - o renovation
 - o renovation and addition
 - o new school
- self-funded options
 - o repairs with improvements
 - o repairs only

The Committee encourages all Concord citizens to participate in these upcoming meetings to give Minuteman opinions on their proposal. After Minuteman receives this information, Minuteman will make a response to the Massachusetts School Building Authority (MSBA) in May. MSBA will determine its preferred option in July. This final option will be presented at town meetings for all 16 member towns in the spring of 2016.

Public Safety

Two articles on the Town Meeting Warrant relate directly to critical aspects of Concord Fire Department operations.

Article 38: Emergency Response Stabilization Fund Appropriation: \$100,000 for Operation of West Concord Ambulance in FY16

Increased development activity, particularly in West Concord, has resulted in increased demands on the Town's infrastructure and operations, including police and fire services. The Town acquired, equipped and staffed an additional ambulance, based in West Concord, as of July 1, 2014, an action included in the FY2015 Town budget voted at the May 2014 Annual Town Meeting. The total cost of this added service, \$330,000 was partially offset in the first year by allocation of \$200,000 from the Emergency Services Stabilization Fund. This fund, initially \$1,000,000 was received from the developer of the Concord Mews and established in this Stabilization Fund by Town Meeting vote in 2012, pursuant to the terms of the Development Agreement between the Town and the developer. Article 38 proposes a second installment, lower than last year, in order that the General Fund share of this new cost can be added to the budget gradually over a three-year period.

The objective in expanding the town Fire Department's ambulance service was to improve response times for the increasing numbers of emergency calls and to handle more of our own calls rather than rely upon response from surrounding towns. The Fire Department has analysed the data for the period July—Dec. 2014, compared to the data for July—Dec. 2013 and report the following initial results:

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TOWN OF CONCORD

MODERATOR'S NOTES & PROCEDURES

FOR

THE 2015 ANNUAL TOWN MEETING

One guiding principle for Concord Town Meeting is “keep it simple.” We follow procedures set forth in Town Meeting Time, a book published by the Mass. Moderators Assn. and available at town libraries. “Concord Town Meeting Traditions and Procedures” (Feb. 2015 edition) provides more information and is available at the Town House, online at www.concordma.gov and in the lobby during Town Meeting (printed on green paper).

PART 1: IMPORTANT THINGS TO KNOW

CIVILITY IN DEBATE All speakers must address all remarks to the Moderator. Our Concord Town Meeting has a long tradition of vigorous, civil and respectful debate. This means that we stick strictly to the issue, avoid impugning the motives of any person or group, and avoid any personal attacks or references to other speakers by name. Any speaker who fails to honor this tradition will be ruled out of order.

Civility enables all participants to speak and be heard without interruptions or demonstrations, such as clapping, hissing, booing, or cheering. All participants are expected to listen to all presentations carefully. The Moderator has the obligation to ensure that the meeting proceeds in an orderly and respectful manner, so that thoughtful deliberation and decision-making may occur.

PARLIAMENTARY PROCEDURE & TIME LIMITS ON SPEAKING All speakers must stick to the indicated time limits. This year, as for the past several, the limits are *five minutes* for presenting a main motion, and *two minutes* for speaking pro or con on a motion. Any additional time must have the Moderator’s advance permission. Sometimes providing a handout with more comprehensive information can be the best way to communicate your point of view effectively.

DOCUMENTS YOU WILL NEED Please be sure you have a copy of the Finance Committee Report, which indicates the recommendations of the Board of Selectmen, Finance Committee, and other town boards and committees (when available). If a Selectmen or Finance Committee affirmative action recommendation is indicated in the FinCom Report, they may not come to the microphone solely to repeat this. Also, please pick up copies of handouts provided on the tables outside the hall, as the Moderator may not read articles or motions which are printed on a handout. When a handout is available, the Moderator usually notes this at the start of debate.

VOTING SLIP All registered voters receive a separate Voting Slip each day when they check in with Election Officials in the lobby. Please keep your Voting Slip handy, and raise it during a vote by show of hands. When a standing vote is being counted by the Tellers, you must show your Voting Slip in order to be counted by the Tellers responsible for counting the section where you are seated. In the event the Meeting decides to vote on a matter by secret ballot, you will be instructed by the Moderator how to detach your ballot. Please note that the ballots are not transferrable, so if you leave the Meeting early, please take your Voting Slip with you. ***A different slip is used during each night of Town Meeting.***

SMOKING Smoking is not permitted in any part of the premises.

VISITORS: NON-RESIDENTS & RESIDENTS NOT ELIGIBLE TO VOTE Anyone not registered to vote in Concord must check in at the door to the high school, sign the guest list, and receive a Visitor's badge. The badge must be worn while in attendance at the Meeting. Separate seating for persons in these categories is provided to avoid confusion in counting votes. A resident not registered to vote, or anyone not residing in Concord, may speak *only with the prior specific permission of the Moderator.*

TOWN & SCHOOL EMPLOYEES NOT RESIDENTS OF THE TOWN Town or school employees who are not residents of the Town may sit with their respective boards and committees and may be granted prior permission to speak by the Moderator.

REFRESHMENTS Food and drinks may only be consumed in the cafeteria or the hallways. They may not be brought into the auditorium, except for water.

CELL PHONE USE, BROADCASTING & PRIVATE VIDEOTAPING Cell phones may not be used to make or receive calls in any meeting hall, and all cell phones must be placed in vibrate only mode. The Meeting is cablecast live by Comcast Channel 9. Private videotaping is not permitted without prior permission of the Moderator.

HEARING ASSISTANCE Hearing assistance devices are available in the lobby.

EMERGENCY EVACUATION OF THE BUILDING In the event we need to evacuate the building, please exit promptly and carefully through the nearest designated exit. If you have children in the Childcare Center, do not attempt to go for them. They will be safely cared for by the people in charge.

RECYCLING Recycling barrels are available in the lobby for materials you do not wish to take home. Copies of the Warrant, FinCom Report, and "Town Meeting Traditions & Procedures" pamphlet should be replaced on a lobby document table for reuse by another voter.

PART 2: TOWN MEETING PROCEDURES IN A NUTSHELL

TO VOTE Have your Voting Slip handy—you will need it for all votes.

TO MAKE A MOTION

1. Stand at a microphone and wait to be recognized by the Moderator.
2. Give your name and address and wait for acknowledgment by the Moderator.
3. State your motion: "I move that ..."
4. Your motion must be seconded by another voter saying: "I second the motion."

TO AMEND A MOTION

1. Stand at a microphone until recognized by the Moderator. State your name and address.
2. Have **two written copies** of your amendment ready to give to the Moderator. The Moderator will not accept an amendment that is not in writing. All voters thinking about amendments are encouraged to discuss them with the Moderator as early in the Town Meeting process as possible, preferably long before coming to Town Meeting, so that your proposed amendment may be shown on the screen at Town Meeting. Please put your name and address on your amendment to help the Town Clerk keep an accurate record of the Meeting.
3. Say: "I move to amend the motion as follows: ..." [then read your amendment].
4. Every motion to amend must be seconded by another voter.
5. Every amendment must be within the scope of the article under debate.
6. Debate will then proceed on your amendment until the Meeting decides whether to accept it and amend the Main Motion, or to reject your amendment.
7. Only two amendments may be "on the floor" (considered by the Meeting) at the same time.

TO END DEBATE AND CALL FOR A VOTE

1. Stand at a microphone until recognized by the Moderator. State your name and address.
2. Say: "I move the previous question" or "I move to call the question." **YOU MAY NOT MAKE ANY OTHER STATEMENT regarding the merits of the matter being discussed.**
3. Your motion must be seconded and is not debatable. It requires a 2/3 vote to pass.
4. If an amendment is being discussed, you must state whether your motion applies to the amendment only, or to the amendment and the Main Motion.
5. Concord tradition allows the Moderator to ask a mover to hold this kind of motion until a reasonable amount of debate pro and con has occurred. Before moving the question, please consider whether you believe that there has been a reasonable amount of debate.

TO QUESTION THE MODERATOR'S DECLARATION (ANNOUNCEMENT) OF A VOTE

1. After the Moderator declares the result of any voice vote or a show of hands, any seven voters may question the announced result. (Mass. Gen. Laws, Ch.39, §15).
2. To do this, stand and say: "I question the Vote." This **MUST BE DONE IMMEDIATELY** after the declaration of the vote being questioned.
3. If seven voters question a vote, tellers must count a re-vote by a standing, counted vote.
4. Once a standing vote has been counted by tellers, it may not be challenged.

TO CALL FOR A PAPER BALLOT

1. Stand at a microphone until recognized by the Moderator. State your name and address.
2. State your motion: "I move that we vote on this matter by paper ballot."
3. This motion must be seconded and is debatable.
4. The meeting then decides by majority vote whether to vote by paper ballot (unless a different procedure has been adopted by a previous vote of the Meeting).

TO TAKE AN ARTICLE OUT OF ORDER

1. Stand at a microphone until recognized by the Moderator (when no other business is pending on the floor). When recognized, state your name and address.
2. Then say: "I move that the Meeting take up Article__ at __" (the time when article is to be taken up).
3. This motion requires a second, is debatable, and may be amended.
4. The Meeting decides this motion by majority vote.

TO RAISE A QUESTION OF DECORUM OR A POINT OF ORDER

1. Stand at a microphone until recognized by the Moderator. State your name and address.
2. State your point of order, or question, as succinctly as possible.
3. No second is required. The Moderator will respond to, or rule on, the matter you raise.

TO RECONSIDER A VOTE

1. Concord Town Meeting has traditionally limited reconsideration to situations where new information, not previously available, becomes available to be considered by the Meeting.
2. A motion to reconsider must be seconded, is debatable, and requires a majority vote.
3. The Concord Town Meeting Bylaw on Reconsideration of a Vote at the Same Town Meeting governs the limited timing when a motion for reconsideration may be brought:
 - [A] To move reconsideration of a motion at the same session where the original motion passed, a motion to reconsider must be made within 20 minutes of the declaration of the vote to be reconsidered.
 - [B] To move reconsideration of a motion passed at a previous session, notice must be given to the Moderator before adjournment of that previous session at which the vote to be reconsidered was taken.
 - [C] Apart from the above two timing and notice requirements, the Selectmen or Finance Committee may consent to reconsideration of a motion at any time before a meeting dissolves. However, Town Meeting itself must still vote on the merits of whether to reconsider. (See also: Concord Town Meeting Traditions and Procedures).

TO ADJOURN

1. Stand at a microphone until recognized by the Moderator. State your name and address.
2. Say: "I move that the Meeting adjourn (to a specific time, if one has not been set)."
3. A motion to adjourn must be seconded, and is debatable and amendable. A majority vote is required. A motion to adjourn may be made at any time and takes precedence over all other pending business on the floor at the time.
4. If the time and place to which to adjourn has not been fixed by a previous vote at the Meeting, the Moderator will ask that this be done before the Meeting votes on the Motion.
5. A motion to "dissolve" (end Annual Town Meeting altogether) is not in order if there are any undisposed warrant articles remaining.

TO LAY ON THE TABLE

Concord Town Meeting does not use this kind of motion as a means of terminating debate.

Reduction in the need for mutual aid ambulance responses from other towns.

Mutual aid ambulance responses into West Concord have been reduced to 10 in the 2014 time period from 86 in 2013.

2. Reduction in response times.

Town-wide there has been a decrease in response times of just under one minute. Even more impressive has been the improvement in West Concord. The average response time decreased more than 1.5 minutes, from an average of 6.03 minutes in 2013 to 4.35 minutes in the 2014 time period.

Article 57: Fire Engine # 7 Replacement, \$550,000 debt authorization

Article 57 proposes to authorize a borrowing in the amount of \$550,000 to fund replacement of a 25- Fire Pumper that has been in service for 25 years. This replacement has been scheduled in the five-year capital plan and is consistent with the overall plan for replacement of major critical apparatus for town departments. Fire Engine E7 was purchased in 1990 funded by a state grant received in connection with a state project that year to expand the capacity of the Concord prison.

The Concord Fire Department's routine apparatus replacement objectives include:

Replacement of the fire pumpers every 20 years;

Refurbishment on all major fire apparatus at mid-life.

This pumper has exceeded the useful life target and did not have a mid-life refurbishment. The estimated repair cost for full refurbishment now would be \$95,000, including body work, NFPA safety upgrades, radiator and pump work. Under that option, we would have a vehicle aged 26 years with likely continued significant maintenance and repair cost due to age. The Town's practice has been to decide upon replacement at this age rather than bear the heightened cost of further repair and unreliability.

Recreation Commission

The Recreation Commission is appointed by the Town Manager and is responsible for setting policy directions for the Concord Recreation Department. The Recreation Department operates a number of programs to provide year-round recreational opportunities for members of the community, and last year provided services to over 8,000 children and adults. Major services include swim and fitness programs at the Beede Swim and Fitness Center, preschool and after-school childcare serving children between the ages of three and 11, summer day camp, a musical theater program, and a wide variety of sports programs and activities for children and adults.

The Department has over 70 employees and oversees an annual operating budget of approximately \$4 million. Recreation programs are funded primarily through user fees and are intended to be self-supporting, requiring no additional funding from taxpayers.

The Beede Center

The Beede Center is operated as the Swim and Fitness Enterprise Fund, established by a Town Meeting vote in 2005. Located on the campus of the Concord Carlisle Regional High School, the facility opened in April 2006. Now in its ninth year, the Center continues to be a vital and popular community resource, serving over 4,000 community members. The Center, which has approximately 60 full and part-time employees, offers a number of popular swim and fitness programs, personal training, and a Concord Otters youth swim team program. Satisfaction with the Beede Center is positive given the high rate of membership renewals. There is, however, some concern over the price of membership as revealed by the biennial Town Government Survey completed in the fall, where 56% of respondents found the price of membership to be “excessively priced”.

The enterprise fund structure allows the Town to operate the facility as a financially self-supporting enterprise without a need for tax revenues. As an enterprise fund, the Beede Center has an accounting structure under which membership, user and program fees are used to meet its expenses. The enterprise fund structure allows the Center to recognize asset depreciation expense as part of its operating budget and thereby to accumulate capital reserves for building maintenance and future capital equipment and facility replacement costs. The Beede Center has an annual capital budget pursuant to which it replaces equipment and infrastructure to keep the facility in top condition.

The fiscal year that ended June 30, 2014 was a financial success, with total operating revenues of \$2,450,179, and net income of approximately \$95,000. As of June 30, 2014, the Beede Center had an Operating Fund balance of \$1,557,876. This amount is added to in years with positive net income, and is drawn down in years with negative net income. For FY15, operating revenues are expected to decrease 3.4% to \$2,366,398, with a projected operating loss of approximately \$209,000, due in part to an increase in depreciation expense but also due to the disruption of the construction project last summer and fall and the severe winter impact on patronage these past few months.

As of June 30, 2014, the Center had a Depreciation Fund Balance of \$1,839,152, most of which has been used in the current fiscal year for the dehumidification and hot water systems renovation project. Maintaining a sufficient depreciation reserve ensures that the Center will

be able to finance needed capital equipment replacements and maintain the condition of the facility with its own resources, as has been accomplished this year.

The Enterprise Fund budget for the Beede Center is Article 51 on the Warrant for Town Meeting. The proposed budget for FY16 is \$2,741,330 for operating expenses and \$277,000 for capital expenses, of which \$2,441,368 will be funded from estimated FY16 revenues and \$576,962 will be funded from the certified undesignated fund balance as of July 1, 2014.

Recreation Services

The Recreation Department offers a wide variety of popular child and adult recreation programs. These programs are funded primarily through user fees and are intended to be self-supporting for all direct program expenses. The General Fund covers capital and operating expenses related to buildings and facilities. The Town Manager's FY16 proposed budget also includes \$50,000 in General Fund support expressly for recreation programming.

For the fiscal year that ended June 30, 2014, program revenues were \$1,839,495 and net income recorded in the Recreation Fund was \$178,235. Concord citizens are generally satisfied with the services the Department provides. In the recent Town Government Survey completed in the fall of 2014, 83% of respondents felt that the price of Recreation Programs was either a "good bargain" or "reasonably priced". The major programs are detailed below.

The Department provides childcare services for children between the ages of three and 11, accounting for approximately \$751,000 in program fees. These services include the Carousel Preschool program at the Harvey Wheeler Center, the Before School program at each elementary school, and the After-School and school-vacation programs at Harvey Wheeler and the Hunt Gym.

The Department runs many popular summer programs, including the day-camp summer program at the Hunt Gym and Emerson Field, which generated program revenues of approximately \$536,000. During FY14, the Department provided over \$140,000 of scholarship assistance to families in need. Funding for the scholarships is raised annually from generous individuals, businesses and organizations, including the Concord Carlisle Community Chest, the Silent Fund (a Town Trust Fund), the Concord Open Golf Tournament, the Shamrock Ball and the Middle School Halloween Party.

Throughout the year, over 6,200 children and adults participate in recreation programs that the Department runs, including youth musical theater, basketball, tennis and skiing programs. The Department also organizes and supports several popular community-wide events including the Fourth of July Picnic in the Park and the Minuteman Classic Road Race. In addition to its own programming, the Recreation Department works with other sports organizations in Concord to provide and coordinate the use of time and space on the Town's recreational facilities.

The entire Recreation budget is intended to be self-supporting. As of the end of FY14, the Recreation Revolving Fund balance, which is the sum total of prior years' successful operations, had a balance of \$602,342.

Future Projects

The Department recently completed a comprehensive strategic study to assess the current

infrastructure and projected active and passive recreational needs to guide future recreation decisions and capital planning. The Town will begin implementing many of these recommendations in FY16. A copy of the study can be found on the Town's website.

Retirement Board

The Town of Concord's Contributory Retirement System for public employees and retirees is administered by the Retirement Board, in accordance with State law, MGL Chapter 32. State law establishes all of the procedural rules and benefit formulas. Concord Public School and Concord-Carlisle Regional School District teachers participate in a separate contributory retirement system administered by the State Teachers' Board. The Town Retirement Board has five members: the Town accountant (who serves ex-officio), one member appointed by the Board of Selectman, two members elected by the Town employees and retirees, and one member chosen by the other four. While the Town accountant serves continuously, the remaining members serve for a term of three years. Concord's Contributory Retirement System is overseen by the Massachusetts Public Employee Retirement Commission (PERAC), which has oversight of all public contributory retirement systems in the Commonwealth.

The most recent actuarial valuation of the Town of Concord's Contributory Retirement System was published in Oct. 2014. As of Jan. 1, 2014, the Actuarial Value of the Retirement System's assets was \$115.3 million, and the Actuarial Value of its Accrued Liability was \$142.4 million. The market value of the plan assets was \$122.2 million at Jan. 1, 2014. With an actuarial funded ratio of 81%, the Concord system ranks sixth highest for its funded status among the 105 contributory retirement systems in the Commonwealth based on information currently available at www.Mass.gov/perac. The present Funding Schedule reaches full funding in FY2030, based upon an assumed earnings rate of 7.50% per year.

Concord's Contributory Retirement System assets earned a 15.47% one-year investment return for calendar year 2013. For the most recent 10-year period, the Concord Board's fund earned 7.08% annualized. This compares to a 15.57% one-year and 7.08% 10-year return for the composite benchmark of all 105 retirement boards in the Massachusetts system.

The expected annual appropriation for the employer's share of pension costs to be paid from the Town of Concord's General Fund is proposed to be budgeted at \$3.22 million for FY16, and is projected to increase by 3% annually. Concord's pension cost is approximately 3.5% of the total FY15 General Fund Budget, as compared to 4.0% in FY02.

Tax Fairness Committee

The mission of the Concord Tax Fairness Committee (formerly the Local Option Local Income Tax Committee) is to research the impact of Town property taxes on senior and other citizens on a fixed or limited income and recommend means to alleviate the tax burden on this group to promote sustainability and economic diversity in the Town. The Committee has been meeting regularly to understand and analyze the sustainability of current property taxes. The initial goal of the Committee was to secure enabling legislation permitting Massachusetts municipalities to enact a local income tax option to replace in part the residential property tax by working to amend provisions in the Massachusetts Constitution that have been interpreted as preventing such a local tax. The basic thrust was to reduce the residential real estate tax by roughly half and to replace that half with a local income tax. The general concept is that higher income home owners would on balance pay more and those with lower incomes would pay less.

After holding several meetings, including meetings with our State senator and representative, and after considerable analysis and debate it was determined that the goal was too ambitious to be enacted into law. Subsequently, the Committee's focus turned to establishing a tax relief fund to be managed by the Town, providing tax relief to the selected group of citizens impacted by the tax burden or due to other economic hardship. Upon approval at a Town Meeting, the Town of Concord could file a home rule petition similar to the one approved in 2012 by Massachusetts General Court for the Town of Sudbury, with one change that would eliminate the age 60 threshold eligibility requirement in Sudbury's Act. Following further discussions along these lines, consistent with the goal of providing tax relief to affected citizens, the Tax Fairness Committee developed a proposal to create a Property Tax Bill Assistance Fund to be funded as part of the annual budget. The Committee drafted a warrant article to be presented at the 2015 Town Meeting (Article 32). However, prior to the Feb. 23 public hearing the Committee decided that additional time was needed to consider the details of this plan and the Committee has therefore decided not to move Article 32 at the 2015 Annual Town Meeting.

The current plan is to take additional time to research the issue and collect relevant data on the impact of property taxes on the decision of residents to move out of the Town. The goal is to use the data to formulate a tax relief plan that directly addresses the issue of property tax sustainability while preserving economic diversity.

Continued

ARTICLE 2 CONSENT CALENDAR

Ms. Rovelli moves: that the 2015 Annual Town Meeting advance for consideration Articles 3, 4, 5, 13, 14, 16, 29, 33, 38, 39, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, and 57, and take action on such Articles without debate on any of such Articles, provided, that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Article 3	MEETING PROCEDURE Affirmative Action Recommended By: Finance Committee and Board of Selectmen Motion: That the Town take affirmative action on Article 3 as printed in the handout applicable to the Article. Reason: Routine and noncontroversial; the motion will be identical to a motion passed annually and unanimously for more than fourteen years.
Article 4	RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS Affirmative Action Recommended By: Finance Committee, Board of Selectmen and Personnel Board Motion: That the Town take affirmative action on Article 4 as printed in the Warrant. Reason: Routine and noncontroversial.
Article 5	CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS Affirmative Action Recommended By: Finance Committee, Board of Selectmen and Personnel Board Motion: That the Town take affirmative action on Article 5 as printed in the Warrant. Reason: Routine; noncontroversial generally 1.5% increase.
Article 13	ZONING BYLAW AMENDMENT – EARTH REMOVAL & PERSONAL WIRELESS COMMUNICATION Affirmative Action Recommended by: Planning Board, Board of Selectmen Motion: That the Town take affirmative action on Article 13 as printed in the Warrant. Reason: Ministerial; adds reference to Town Wetlands Bylaw.
Article 14	ZONING BYLAW AMENDMENT – WETLANDS CONSERVANCY DISTRICT Affirmative Action Recommended by: Planning Board, Board of Selectmen Motion: That the Town take affirmative action on Article 13 as printed in the Warrant. Reason: Ministerial; conforms Bylaw to definition contained in the Town Wetlands Bylaw.
Article 16	ZONING BYLAW AMENDMENT – PLANNED RESIDENTIAL DEVELOPMENT OPEN SPACE Affirmative Action Recommended by: Planning Board, Board of Selectmen Motion: That the Town take affirmative action on Article 16 as printed in the Warrant. Reason: Ministerial; adds explicit reference to Town Wetlands Bylaw.
Article 29	HIGH SCHOOL DEBT STABILIZATION FUND Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: That the Town take affirmative action on Article 29 as printed in the Warrant. Reason: Noncontroversial for third year, uses stabilization fund monies to lessen high school bond impact on tax rate and adds to fund for future mitigation.
Article 33	DEBT RESCISSION Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: That the Town take affirmative action on Article 33 as printed in the Warrant. Reason: Noncontroversial; past Town House restoration completed without need to borrow full authorized amount.
Article 38	EMERGENCY RESPONSE STABILIZATION FUND Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: That the Town take affirmative action on Article 38 as printed in the Warrant. Reason: Noncontroversial; year two of three-year plan to use designated funds to help pay for expanded West Concord ambulance service.

Article 39	FREE CASH USE Affirmative Action Recommended By: Finance Committee, Board of Selectmen Motion: That the Town take affirmative action on Article 39 to authorize and direct the Assessors to take \$950,000 from free cash to reduce the tax levy for the fiscal year ending June 30, 2016. Reason: Routine and noncontroversial; reduces future property tax rate; the specific amount is recommended by the citizen Finance Committee and is explained in the FinCom Report (p.).
Article 42	2016 ROAD PROGRAM Affirmative Action Recommended by: Board of Selectmen, Finance Committee and Public Works Commission Motion: That the Town appropriate the sum of \$1,200,000 to be expended under the direction of the Town Manager for the design, repair, reconstruction or renovation of roads and streets within the town, including drainage and sidewalk improvements, and costs incidental or related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, be authorized to borrow \$1,200,000 under the provisions of Chapter 44, §7 of the Massachusetts General Laws, or any other enabling authority; and further to authorize the Town Manager to apply for, accept and expend state grants as may be available for the same purpose and to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow up to the amount stipulated in such grant or grants under the provisions of Chapter 44, §§ 6 and/or 6A, of the Massachusetts General Laws, in anticipation of reimbursement of such amount; and that the Board of Selectmen and Town Manager are authorized to take any actions necessary or convenient to carry out this vote. Reason: Routine annual approval. Noncontroversial at hearing. Part of Town Manager five-year capital plan. Voted unanimously annually multiple years.
Article 43	ROAD REPAIR REVOLVING FUND EXPENDITURES Affirmative Action Recommended By: Finance Committee, Board of Selectmen and Public Works Commission Motion: That the Town take affirmative action on Article 43 as printed in the Warrant, in an amount not to exceed \$165,000. Reason: Routine and noncontroversial (revolving fund, voted last seven years on consent calendar).
Article 44	REGIONAL HOUSING SERVICES REVOLVING FUND Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: That the Town take affirmative action on Article 44 as printed in the Warrant Reason: Noncontroversial at hearing. In year two of Concord's three-year term as lead community, amends spending authorization to reflect addition of funds from new member community Burlington.
Article 45	LIGHT PLANT PAYMENT IN LIEU OF TAXES Affirmative Action Recommended by: Finance Committee, Board of Selectmen and Light Board Motion: That the Town take affirmative action on Article 45 as printed in the Warrant in the sum of \$472,400. Reason: Routine and noncontroversial (on consent calendar past seven years).
Article 46	LIGHT PLANT EXPENDITURES Affirmative Action Recommended By: Finance Committee, Board of Selectmen and Light Board Motion: That the Town take affirmative action on Article 46 as printed in the Warrant. Reason: Routine and noncontroversial (voted in previous years on consent calendar).
Article 47	SOLID WASTE DISPOSAL FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Board of Selectmen, and Public Works Commission Motion: That the Town take affirmative action on Article 47 as printed in the Warrant. Reason: Routine and noncontroversial (enterprise fund, voted last seven years on consent calendar).
Article 48	SEWER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Board of Selectmen, and Public Works Commission Motion: That the Town take affirmative action on Article 48 as printed in the Warrant. Reason: Routine and noncontroversial (enterprise fund, voted last seven years on consent calendar).

Continued

Article 49	SEWER IMPROVEMENT FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Board of Selectmen, and Public Works Commission Motion: That the Town take affirmative action on Article 49 as printed in the Warrant. Reason: Routine and noncontroversial (enterprise fund, voted last seven years on consent calendar).
Article 50	WATER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Board of Selectmen and Public Works Commission Motion: that the Town take affirmative action on Article 50 as printed in the Warrant. Reason: Routine and noncontroversial (enterprise fund, voted last seven years on consent calendar).
Article 51	BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: that the Town appropriate \$2,741,330 for operating expenses and \$277,000 for capital expenditures including building improvements and equipment replacements of the Beede Swim and Fitness Center for the fiscal year beginning July 1, 2015, said funds to be expended under the direction of the Town Manager; and that to meet this appropriation the amount of \$2,441,368 is appropriated from the estimated fiscal year 2016 revenues and \$576,962 is appropriated from the certified undesignated fund balance as of July 1, 2014 of the Community Pool Enterprise Fund. Reason: Routine and noncontroversial (self-supporting enterprise fund, previously on consent calendar) plus needed refurbishing and equipment replacement.
Article 52	RIDEOUT AND EMERSON PLAYGROUND IMPROVEMENTS Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: that the Town take affirmative action on Article 52 as printed in the Warrant. Reason: Noncontroversial at hearing. Funding primarily for refurbishment of Rideout tennis and basketball courts last refurbished in 1999.
Article 57	FIRE ENGINE #7 REPLACEMENT Affirmative Action Recommended by: Finance Committee, Board of Selectmen Motion: that the Town take affirmative action on Article 57 as printed in the Warrant. Reason: Noncontroversial. Provides funds to replace a 25-year old West Concord pumper fire truck as provided in the Town Manager's five-year capital plan.

SPECIAL NOTICE:

THE TOWN MODERATOR HAS SCHEDULED DISCUSSION OF ARTICLES 21 THROUGH 30 CONCERNING TOWN AND SCHOOL BUDGET MATTERS TO BE HEARD ON MONDAY, APRIL 13.

THE COMMONWEALTH OF MASSACHUSETTS WARRANT FOR THE ANNUAL TOWN MEETING 2015

Middlesex, ss.

To any of the Constables of the Town of Concord, in said County, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify the legal voters of said Town of Concord, qualified to vote at Town Meeting for the transaction of Town affairs, to meet at 7:00 AM on Tuesday, the thirty-first day of March next, as follows, all in said Concord:

Those residing in Precinct 1 – at the Dept. of Planning & Land Management, 141 Keyes Road;

Those residing in Precincts 2 and 3 – at the Harvey Wheeler Community Center, 1276 Main Street;

Those residing in Precinct 4 – at the Ripley School Building, 120 Meriam Road;

Those residing in Precinct 5 – at the Hunt Gymnasium, 90 Stow Street;

By posting a printed copy of this Warrant, by you attested, at the Town House and in at least one public location in each precinct in Concord, at least seven days before the thirty-first day of March, then and there to act on the following articles:

ARTICLE 1. To bring their votes on one ballot for the following Town Officers:

One for Moderator	for one year
Two for Board of Selectmen	for three years
Two for School Committee	for three years
One for Housing Authority	for three years (to fill an unexpired term)

You are further required in the name of the Commonwealth of Massachusetts to notify the legal voters of said Town of Concord, as aforesaid, to meet at the Concord-Carlisle Regional High School at 500 Walden Street, in said town, on Sunday, the twelfth day of April 2015, at 1:00 pm in the afternoon, then and there to act upon the following Articles:

CHOOSE TOWN OFFICERS

ARTICLE 1. To choose all necessary Town Officers and Committees.

HEAR REPORTS

ARTICLE 2. To hear and act upon the reports of Town Officers and Committees.

MEETING PROCEDURE

ARTICLE 3. To determine whether the Town will adopt a rule of the meeting governing requirements on Motions and amendments to Motions made at this meeting under Articles concerned with expenditures, in order to assure compliance with the requirements of Chapter 59, Section 21C of the Massachusetts General Laws (generally referred to as "Proposition 2½"), or take any other action relative thereto.

The motion to be made by the Finance Committee will specify that every motion to appropriate funds will be required to identify the source of funding. This meeting procedure has been adopted by Town Meeting for a number of years.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

ARTICLE 4. To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows:

1. Delete the title "Deputy Town Manager" from Grade MP-8 and replace it by adding the title "Assistant Town Manager" to Grade MP-7 effective December 19, 2014.
2. Add the title "Facilities Manager" to Grade MP-5 effective December 19, 2014.
3. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 5, 2015, and April 12, 2015.

or take any other action relative thereto.

The Town Manager has authority to create and modify positions throughout the fiscal year; titles and salary ranges are determined using the Town's established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Two actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 5. To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2015, or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2015

ADMINISTRATIVE-CLERICAL

Grade Number & Class Title		Minimum	Mid-Point	Maximum
AC-1	Hourly	15.83	19.04	22.24
Receptionist/Clerk Recreation Clerk				
AC-2	Hourly	17.68	21.26	24.83
Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk				
AC-3	Hourly	20.05	24.11	28.16
Senior Account Clerk Senior Department Clerk				
AC-4	Hourly	21.66	26.04	30.41
Administrative Assistant Collections Assistant Retirement Assistant Treasury Assistant				
AC-5	Hourly	23.15	27.83	32.50
Assistant Town Clerk Human Resources Assistant Senior Administrative Assistant				
AC-6	Hourly	23.94	28.79	33.64
Finance Assistant				
AC-7	Hourly	26.46	31.82	37.17
Executive Assistant to the Town Manager				

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1	Hourly	15.62	18.89	22.15
Building Custodian				
TCL-2	Hourly	17.65	21.33	25.01
Building Maintenance Custodian				
Laborer/Truck Driver				
TCL-3	Hourly	19.41	23.47	27.53
Cemetery Specialist				
Equipment Operator				
Park & Tree Specialist				
Water/Sewer System Maintainer				
TCL-4	Hourly	21.73	26.28	30.83
Equipment/Line Operator				
Master Mechanic				
Park & Tree Specialist (Aerial)				
Senior Park & Tree Specialist				
TCL-5	Hourly	24.06	29.09	34.12
Cemetery Supervisor				
Crew Leader				
Senior Master Mechanic				
Treatment Systems Operator				
TCL-6	Hourly	27.02	32.68	38.33
Fleet Supervisor				
Senior Treatment Systems Operator				
TCL-7	Hourly	29.98	36.26	42.54
Public Works Supervisor				

MANAGERIAL-PROFESSIONAL

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

Grade Number & Class Title	Minimum	Mid-Point	Maximum	
MP-1	Annual	43,005	53,939	64,872
Aquatics Supervisor				
Associate Engineer				
Engineering Technician				
Recreation Supervisor				
MP-2	Annual	48,531	60,868	73,205
Administrative & Special Projects Coordinator				
Assistant Aquatics Coordinator				
Assistant Local Inspector				
Assistant Natural Resources Director				
Budget Analyst				
COA Program Supervisor				
Environmental Health Inspector				
Environmental & Regulatory Coordinator				
Field Lister				
GIS Technician/Analyst				
Information Systems Technician				
Office Accountant				
Public Health Inspector				
Senior Engineering Technician				
Telecommunications Network Technician				
Utility Software Coordinator				
Water Conservation Coordinator				
MP-3	Annual	57,265	71,824	86,382
Aquatics Coordinator				
Assistant Human Resources Director				
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant to the Water/Sewer Superintendent				
Assistant Town Accountant				
Assistant Treasurer				
Civil Engineer				
Customer Service Administrator				
Energy Conservation Coordinator				
Facilities Maintenance Supervisor				
Fitness Coordinator				
Local Inspector				
Management Analyst				
Recreation Coordinator				
Retirement System Administrator				
Senior Budget & Operations Analyst				
Senior Environmental & Regulatory Coordinator				
Senior Planner				

MP-4	Annual	61,222	76,786	92,350
Assistant Recreation Director				
Budget & Purchasing Administrator				
Council on Aging Director				
Environmental Services Program Administrator				
Financial Administrator				
GIS & Application Integration Program Manager				
Natural Resources Director				
Operations Engineer				
Public Works Engineer				
Telecommunications Coordinator				
MP-5	Annual	65,853	82,593	99,333
Assistant Library Director				
Deputy Fire Chief				
Deputy Treasurer/Collector				
Facilities Manager				
Highway & Grounds Superintendent				
Police Lieutenant				
Public Health Director				
Town Clerk				
Town Planner				
MP-6	Annual	72,571	91,020	109,468
Building Commissioner				
Deputy Police Chief				
Human Resources Director				
Town Accountant				
Town Assessor				
Town Engineer				
Water/Sewer Superintendent				
MP-7	Annual	83,098	104,223	125,348
Assistant Town Manager				
Chief Information Officer				
Director of Planning & Land Management				
Library Director				
Recreation Director				
MP-8	Annual	92,579	116,115	139,651
Fire Chief				
Police Chief				
Public Works Director				
MP-9	Annual	101,463	127,259	153,054
Finance Director				

ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1	Hourly	17.22	20.83	24.43
Meter Reader				
EL-2	Hourly	21.85	26.43	31.00
Lineworker, Grade 3				
Meter Technician				
EL-3	Hourly	27.73	31.35	34.96
Lineworker, Grade 2				
Utility Electrician				
EL-4	Hourly	34.42	38.92	43.42
Lineworker, Grade 1				
EL-5	Hourly	36.05	40.76	45.46
Lead Lineworker				
EL-6	Hourly	38.82	43.89	48.96
Line Supervisor				

ELECTRICAL MANAGEMENT

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1	Annual	58,620	70,474	82,328
Meter Supervisor				
EM-2	Annual	68,938	82,877	96,816
Electrical Engineer				
EM-3	Annual	82,003	98,584	115,164
Assistant CMLP Director				
Power Supply & Rates Administrator				
EM-4	Annual	108,180	130,053	151,926
CMLP Director				

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1	Hourly	9.00	34.50	60.00
Swim/Fitness Specialist				

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
HS-1	Hourly	15.23	22.84	30.45
Human Services Specialist				
HS-2	Hourly	15.23	27.92	40.60
Child Care/Education Specialist				

With annual adjustments and periodic comprehensive reviews, the Classification & Compensation Plan keeps Town salaries competitive in the employment market, maintains internal equity of salary ranges, maintains comparability with salaries of unionized employees, and keeps pace with changes in the cost of living. This article does not control the amount of the actual salary increases to be received by employees in FY16. The Town Manager and Personnel Board set actual salary increase amounts after Town Meeting, based upon the approved budget.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

TOWN CHARTER AMENDMENT – IDENTIFYING OPEN TOWN MEETING AS THE TOWN'S LEGISLATIVE BODY

ARTICLE 6. To determine whether the Town will vote to authorize the Board of Selectmen to petition the Massachusetts General Court to amend Chapter 280 of the Acts of 1952 by adding immediately before Section 1 thereof a Preamble reading "Preamble: The legislative body of the Town is an open town meeting, open to all registered voters of the Town," or take any other action thereto.

Adoption of this Article would implement the recommendation of the Town Governance Study Committee to amend the Town Charter to specifically identify open town meeting as the Town's legislative body.

Board of Selectmen recommends affirmative action.

TOWN CHARTER AMENDMENT – GENDER-NEUTRAL LANGUAGE

ARTICLE 7. To determine whether the Town will vote to authorize the Board of Selectmen to petition the Massachusetts General Court to amend Chapter 280 of the Acts of 1952, as amended, by substituting for the term "board of selectmen," and for the word "selectmen," in each and every place either one appears, the term "select board" or "member of the select board", by substituting the words "his or her" for the word "his" in

each and every place where it appears, and by substituting the term “member of the select board” for the word “selectman” in each and every place where it appears, or take any other action relative thereto.

Adoption of this Article would implement the recommendation of the Town Governance Study Committee (TGSC) to amend the Town Charter to reflect gender-neutral language. The TGSC has not proposed specific language for this purpose.

Board of Selectmen recommends affirmative action.

TOWN CHARTER AMENDMENTS – (A) ELIMINATE THE PROVISION FOR PERIODIC REVIEW AND REVISION OF THE TOWN BUILDING CODE and (B) INCREASE THE NUMBER OF DAYS PRIOR TO TOWN MEETING WITHIN WHICH TO SUBMIT A PETITION TO REVOKE ACCEPTANCE OF THE CHARTER

ARTICLE 8. To determine whether the Town will vote (A) to authorize the Board of Selectmen to petition the Massachusetts General Court to amend Section 2(B)(1) of Chapter 280 of the Acts of 1952, as amended, by deleting from the end the words “and revising the building code of the town;” and, (B) to amend Section 21 of Chapter 280 of the Acts of 1952 by changing the word “sixty” in the first sentence of that section to “one-hundred-twenty,” or take any other action relative thereto.

Adoption of this Article would implement the Town Governance Study Committee’s recommendation that the Town make two housekeeping changes to the Charter recommended by the 2006 Bylaw Recodification Committee: (A) eliminating the provision for periodic review and revision of the town building code by the Board of Selectmen in recognition that the provision was superseded by the state Legislature’s adoption of a state-wide building code in 1972; and (B) increasing the number of days prior to an annual town meeting within which a petition must be submitted to revoke acceptance of the charter from “sixty” to “one-hundred-twenty,” in recognition of the typical practice of closing the warrant approximately 110 days in advance of Annual Town Meeting.

Board of Selectmen recommends affirmative action.

TOWN CHARTER AMENDMENT – PROVISION FOR DEPUTY MODERATOR

ARTICLE 9. To determine whether the Town will vote to authorize the Board of Selectmen to petition the Massachusetts General Court to amend Section 1(C) of Chapter 280 of the Acts of 1952, as amended, by inserting immediately before the final sentence thereof, “In the event that the Moderator is absent, disabled from performance of his or her duties, or has recused him or herself, the deputy moderator elected at the Annual Town Meeting shall act as moderator; in the event of a vacancy in the position of moderator, the deputy moderator shall act as moderator until the next regularly elected moderator takes office,” or take any other action relative thereto.

Adoption of this Article would implement the recommendation of the Town Governance Study Committee to amend the Town Charter to provide for substitution of the Deputy Moderator when the Moderator is not available to perform his or her duties or leaves office before term expiration.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

BY PETITION RECALL OF ELECTED TOWN OFFICIALS

ARTICLE 10. To determine whether the Town will vote to instruct the Board of Selectmen to submit a bill to the state legislature, in order to grant Concord voters the power to recall elected town officials.

PETITIONER'S EXPLANATION: *Recall is a process which allows voters to remove an elected official prior to the completion of his/her term of office. Approximately 150 communities in Massachusetts have recall provisions. A municipality obtains recall by both approval of Town Meeting and action of the State Legislature authorizing recall in the community. The petitioners will submit a motion under the article entitled, "An Act Providing for Recall Elections in the Town of Concord," which would be submitted to the State Legislature if approved at Town Meeting. The proposed motion under the article is based upon recent legislation, which was passed by the Senate and House of Representatives, authorizing recall elections in multiple Massachusetts communities.*

Finance Committee recommends No Action.

ZONING BYLAW AMENDMENT – BOARDING HOUSE

ARTICLE 11. To determine whether the Town will vote to amend the Zoning Bylaw **Classification of Principal Uses Section 4.2.8 Boarding house** as follows:

- insert the phrase "(lodging for more than 30 days) are let to four or more persons not within second degree of kindred" following the phrase "in which permanent lodging",
- insert the phrase "and shall include fraternity houses and dormitories of educational institutions, but shall not include dormitories of charitable or philanthropic institutions or convalescent or nursing homes or rest homes or group residences licensed or regulated by agencies of the Commonwealth" following the phrase "to the owner or proprietor", and
- delete the phrases "is provided for consideration to more than three (3) persons unrelated" and "The term "boarding house" shall include dormitories" so that Section 4.2.8 reads as follows:

4.2.8 Boarding house: A single-family detached dwelling in which permanent lodging (lodging for more than 30 days) are let to four or more persons not within second degree of kindred to the owner or proprietor, and shall include fraternity houses and dormitories of educational institutions, but shall not include dormitories of charitable or philanthropic institutions or convalescent or nursing homes or rest homes or group residences licensed or regulated by agencies of the Commonwealth.

or take any other action relative thereto.

No Motion is expected.

ZONING BYLAW AMENDMENT – LOT WIDTH

ARTICLE 12. To determine whether the Town will vote to amend the Zoning Bylaw **Interpretation Section 6.2.5 Lot Width** to insert the phrase "in addition to the required frontage," before the phrase "a width of not less" in Section 6.2.5 so that the section reads as follows:

Lot width: Each lot shall have, in addition to the required frontage, a width of not less than eighty (80) percent of the required frontage at all points between the sideline of the right-of-way along which the frontage of the lot is measured and the nearest point on the front wall of the dwelling upon such lot and, that the angle formed by the intersection of the side lot line and the sideline of the right-of-way shall not be less than 45 degrees. Such width shall be measured along lines, which are parallel to such sideline.

or take any other action relative thereto.

The Planning Board has been made aware that although this section of the Zoning Bylaw includes a table (shown below) listing the required frontage for each residential district and corresponding 80% lot width and a graphic to illustrate the table, the language of Section 6.2.5 does not specifically state that a lot has to have the required frontage when using Section 6.2.5

Lot Width. By adding the words “in addition to the required frontage,”, the language in the bylaw matches what is shown on the table and the graphic example.

Existing Table

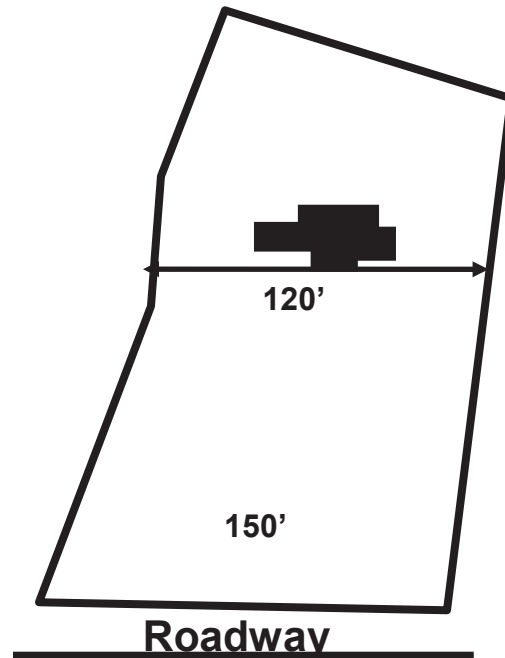
Lot Frontage:

Res. AA	200'
Res. A	150'
Res. B	125'
Res. C	80'

Lot Width:

Res. AA	160'
Res. A	120'
Res. B	100'
Res. C	64'

Res. A Example



Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – EARTH REMOVAL & PERSONAL WIRELESS COMMUNICATION

ARTICLE 13. To determine whether the Town will vote to amend the Zoning Bylaw to insert reference to the Town’s Wetlands Bylaw in **Section 7.5 Earth Removal** and **Section 7.8 Personal Wireless Communication Facility** as follows:

Amend **Earth Removal Section 7.5.2.3 Wetlands Protection Act** to insert twice the phrase “and the Town’s Wetlands Bylaw” following the phrase “Wetlands Protection Act” so that Section 7.5.2.3 reads as follows:

Section 7.5.2.3 Wetlands Protection Act and the Town’s Wetlands Bylaw: Removal pursuant to an order of conditions issued under the Wetlands Protection Act (G.L. c.131, sec.40) and the Town’s Wetlands Bylaw when such removal is incidental to a use permitted without review by the Board in the Flood Plain Conservancy District.

Amend **Personal Wireless Communication Facility Section 7.8.4.2(j) iv. General Requirements** to insert at the beginning of the Section the word “Town,” and delete the word “a” prior to the word “Massachusetts” so that Section 7.8.4.2(j) iv. reads as follows:

Section 7.8.4.2(j) iv. Town, Massachusetts or federally regulated bordering vegetated wetland;

or take any other action relative thereto.

The proposed amendments incorporate reference to the Town’s Wetland Bylaw, which was adopted after each of these sections in the Zoning Bylaw.

Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – WETLANDS CONSERVANCY DISTRICT

ARTICLE 14. To determine whether the Town will vote to amend the Zoning Bylaw **Wetlands Conservancy District Section 7.3.1 Definition** and **Section 7.3.2 Purpose** as follows:

Amend **Section 7.3.1 Definition** to insert the words “hydrology, and” after the words “wetland soils”, to insert the word “wetland” after the phrase “the presence of”, to insert the phrase “can tolerate” prior to the phrase “the presence of water”, to insert the phrase “have been mapped as” prior to the last word “wetlands”, to strike the word “or” prior to the phrase “the presence of”, to strike the word “require” following the phrase “plant communities, which”, to strike the phrase “the growing season, or for seven (7) to nine (9) months of” following the phrase “for a significant portion of”, and to strike the word “are” following the phrase “areas within the Town, which” so that Section 7.3.1 reads as follows:

Section 7.3.1 Definition: Wetlands are wet meadows, marshes, swamps, bogs, and areas of flowing or standing water. Wetlands are characterized by the presence of wetland soils, hydrology, and the presence of wetland plant communities, which can tolerate the presence of water at or near the ground surface for a significant portion of the year. The Wetlands Conservancy District consists of areas within the Town, which have been mapped as wetlands.

Amend **Section 7.3.2 Purpose** to insert the phrase “Town’s Wetlands Bylaw and the” following the phrase “wetlands in accordance with the” and the phrase “and/or Town Wetland Bylaw” at the end of the Section so that Section 7.3.2 reads as follows:

Section 7.3.2 Purpose: The purpose of the Wetlands Conservancy District is to provide preliminary wetlands information in a zoning context for planning purposes without the requirement of delineating actual wetlands in accordance with the Town’s Wetlands Bylaw and the Commonwealth of Massachusetts Wetlands Protection Act. Development of a site or property that has wetlands located thereon shall be required to comply with any Order of Conditions issued under the Wetlands Protection Act and/or Town Wetland Bylaw.

or take any other action relative thereto.

This Bylaw amendment brings the definition into conformance with the definition established in the Town’s Wetland Bylaw. Additionally, the Purpose in the Wetlands Conservancy District Bylaw does not reference the Town’s Wetland Bylaw, which was adopted subsequent to the Wetlands Conservancy District.

Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – RESIDENTIAL CLUSTER DEVELOPMENT OPEN SPACE

ARTICLE 15. To determine whether the Town will vote to amend the Zoning Bylaw **Residential Cluster Development Section 9.2.4 Open Space** to insert at the end of that Section the phrase “At least 50% of the area of open space shall be upland (land that is not within the Flood Plain Conservancy District or freshwater wetlands as defined under the Town’s Wetlands Bylaw and the Wetlands Protection Act)” so that Section 9.2.4 reads as follows:

9.2.4 Open Space. The area of the open space shall equal at least fifty (50) percent of the total area of the Residential Cluster Development tract. At least 50% of the area of open space shall be upland (land that is not within the Flood Plain Conservancy District or freshwater wetlands as defined under the Town’s Wetlands Bylaw and the Wetlands Protection Act).

or take any other action relative thereto.

The purpose of the Residential Cluster Bylaw is to encourage the conservation of significant open space and the efficient use of land in harmony with its natural features. The proposed amendment ensures that the Bylaw protects upland open space, not only wetlands that would not be built upon under the Wetlands Protection Act and Wetlands Bylaw. This Bylaw amendment is also consistent with the requirements of the Planned Residential Development Bylaw and includes compliance with the definition of a wetland as established in the Town’s Wetlands Bylaw, which was adopted after the Residential Cluster Development Bylaw.

Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – PLANNED RESIDENTIAL DEVELOPMENT OPEN SPACE

ARTICLE 16. To determine whether the Town will vote to amend the Zoning Bylaw **Planned Residential Development Section 10.2.9 Common Open Space** to insert at the end of that Section the phrase “and the Town’s Wetlands Bylaw” and **Section 10.3.4.2(a) Preliminary Site Development and Use Proposal** to correct the section reference from Section 10.3.1.1 to Section 10.4.1.1 so that each section reads as follows:

10.2.9 Common Open Space: All land within the PRD tract which is not covered by buildings, roads, driveways, parking areas or service areas, or which is not set aside as yards, patios, gardens, or similar areas for exclusive or shared use by the residents, shall be common open space. The area of the common open space shall equal at least twenty-five (25) percent of the total area of the PRD tract. At least 50% of the area of common open space shall be upland (land that is not within the Flood Plain Conservancy District or freshwater wetlands as defined under the Wetlands Protection Act and the Town’s Wetlands Bylaw.

10.3.4.2 Preliminary Site Development and Use Proposal: Any person who desires to submit an Alternative PRD proposal to Town Meeting shall prepare a development statement and plans consisting of the following:

- (a) A development statement consisting of a preliminary written proposal meeting the requirements of Section 10.4.1.1;

or take any other action relative thereto.

The amendment to the Common Open Space is to add a reference to the Town’s Wetlands Bylaw, which was adopted after the Planned Residential Development Bylaw. The amendment to the Preliminary Site Development is to correct the section reference, which was printed incorrectly in the warrant in 2001.

Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – RESIDENCE A & AA BUILDING HEIGHT & DIMENSIONAL TABLE

ARTICLE 17. To determine whether the Town will vote to amend the Zoning Bylaw **Section 6.2.11 Height and Table III Dimensional Regulations** as follows:

Amend **Section 6.2.11 Height** to insert in the third and fourth paragraph the phrase “Residence AA, Residence A” prior to the phrase “Residence C and Residence B Districts” so it reads as follows:

6.2.11 Height: The height of a building shall be measured as the vertical distance from the mean ground level of each side of the building to either the highest point of the exterior in the case of a flat roof or to the mean average finished grade between the plate and the ridge in the case of a pitched roof. Chimneys, spires, towers, and other projections not used for human occupancy or storage may extend above the height limits herein fixed except wind turbine facilities, which can only exceed the maximum height requirement by special permit granted by the Board.

In the Medical-Professional District south of Route 2, no portion of a building shall exceed thirty-five (35) feet in height unless such portion sets back from each street and such Medical-Professional District boundary line an amount equal to the sum of (1) the applicable minimum yard requirement and two (2) feet for each foot of height in excess of thirty-five (35) feet, provided that in no case shall any portion of a building exceed one hundred ten (110) feet in height.

In the Residence AA, Residence A, Residence C and Residence B Districts, the height of a building shall be measured as the vertical distance from the ‘base elevation’ to the peak of the roof, or the highest point of the exterior in the case of a flat roof. The ‘base elevation’ is the average of the elevations of the ground where the two corners of the lowest foundation wall of any existing structure meet the ground. In the absence of an existing structure, the base elevation shall be the average elevation (measured as indicated in the previous sentence) of the ground at the location on the site where the new building is to be placed, prior to any grading or mounding.

The Board may grant relief from the above definition for the height of a building in the Residence AA, Residence A, Residence C and Residence B Districts provided the Board finds that a literal application of this requirement would be unreasonable because there are no reasonable alternatives available and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

In the Residence C and Residence B Districts any part of the principal structure that extends into the three (3) foot side yard exception as defined in subsection 6.2.7 shall be no greater than fifteen (15) feet in height.

In the West Concord Business and West Concord Village Districts, the minimum height of the side and rear portions of a principal building shall be fifteen (15) feet; the front façade shall have a minimum height of eighteen (18) feet.

Amend **Table III Dimensional Regulations** to insert Footnote #2 in the Maximum Height in Feet Column for Residence AA and Residence A and amend Footnote #2 to include Residence AA and Residence A so it appears as follows:

CONCORD ZONING – TABLE III – DIMENSIONAL REGULATIONS

*Maximum
Height*

Zoning Districts in Feet

Residence AA	35 ²
Residence A	35 ²

² Refer to Zoning Bylaw Subsection 6.2.11 for Residence AA, A, B and Residence C Districts

or take any other action relative thereto.

In 2011 and 2013, Town Meeting amended the Zoning Bylaw for the Residence C and Residence B Zone District respectively for how the height of a structure is measured so that it is measured from the base elevation to the peak of a pitched roof or the highest point of a flat roof. The base elevation is an average elevation of the ground for an existing structure or, for a new building it is the average elevation of the ground prior to any grading or mounding. This amendment is proposed to change the way the height of a structure is measured in the Residence A and Residence AA Zone Districts to be the same as the Residence C and B Zone Districts.

The bylaw amendment allows the Zoning Board of Appeals to grant relief from the height definition if there are no reasonable alternatives to the proposed height available, provided the relief from the height requirements is not substantially detrimental to the neighborhood.

Having the same requirement for measuring building height in all four of the residential zone districts simplifies the interpretation for residents and architects, promotes consistency in enforcement, further protection of adjacent properties and preservation of neighborhood character.

Currently in the Residence A and Residence AA, the height of a structure is measured as the vertical distance from the mean ground level of each side of the building to either the highest point of a flat roof or to the mean average finished grade between the plate and the ridge in the case of a pitched roof. Below is an illustration for determining the height of a pitched roof house.



What this illustration does not show is the fact that the current language for determining the height of a structure in the Residence A and AA Zone Districts does not establish a 'base elevation', or require the height to be measured prior to any grading or mounding (such as for a septic system in areas of high groundwater). As development in Town continues, property owners and developers are bringing in fill to raise the elevation or expand the footprint of a house into an area that was previously avoided because of steep slopes or to mound a septic system. While these homes technically meet the 35-foot height limitation, they often are out of scale and character with the existing neighborhood and can appear to tower over adjacent homes.

Board of Selectmen recommends affirmative action.

ZONING BYLAW AMENDMENT – DEFINITIONS & DIMENSIONAL REGULATIONS

ARTICLE 18. To determine whether the Town will vote to amend the Zoning Bylaw as follows:

1. Insert the terms "Floor area ratio" and "Gross living area" to **Definitions Section 1.3** as follows and renumber subsequent definitions accordingly:
 - 1.3.10 Floor area ratio (FAR):*
 - (a) For residential structures in residential districts, the gross living area of all buildings on the lot divided by total lot area.
 - (b) For all others: Gross floor area of all buildings on the lot divided by total lot area. Any portion of a basement not used for storage, parking or building mechanicals shall be included in determining the floor area ratio.
 - 1.3.14 Gross living area:* the gross floor area of finished, above-grade residential space.
2. Amend **Dimensional Regulations Section 6.2.13 Maximum floor area ratio** to delete the words "maximum square footage per acre of lot area as noted" and insert the phrase "values listed" after the phrase "shall not exceed" and insert at the end the sentence "In the residential districts, the Board may grant relief from the maximum floor area ratio if the proposed structure is consistent with the size, scale and character of other structures in the neighborhood" so that it reads as follows:

6.2.13 Maximum floor area ratio: The total gross floor area of all buildings on a lot shall not exceed the values listed in Section 6, Table III, except as provided in G.L. c.40A, sec. 9C for a child care facility as an accessory use. In the residential districts, the Board may grant relief from the maximum floor area ratio if the proposed structure is consistent with the size, scale and character of other structures in the neighborhood.
3. Amend **Table III Dimensional Regulations** to insert in the column Maximum Floor Area Ratio for Residence A, Residence B and Residence C the following numerical values as follows:

CONCORD ZONING – TABLE III – DIMENSIONAL REGULATIONS

<i>Zoning Districts Ratio</i>	<i>Maximum Floor Area</i>
-------------------------------	-------------------------------

Residence A	0.20
Residence B	0.25
Residence C	0.30

or take any other action relative thereto.

No motion is expected.

BY PETITION ALTERNATIVE PRD PRELIMINARY SITE DEVELOPMENT AND USE PROPOSAL FOR LOT 6F AND PARCEL 6B FOREST RIDGE ROAD

ARTICLE 19. To determine whether the Town will vote pursuant to Section 10.3.4 of the Zoning Bylaw to approve the Black Birch Alternative PRD Preliminary Site Development and Use Proposal for Lot 6F and Parcel 6B Forest Ridge Road dated December 18, 2014 as filed with the Town Clerk and Planning Board or take any other action relative thereto.

PETITIONER'S EXPLANATION: Concord's Long-Range Plan and Housing Production Plan have set goals for the Town to facilitate development of housing options for residents looking to downsize. Town Meeting approval of the Black Birch Alternative PRD Preliminary Site Development and Use Proposal will enhance these housing opportunities and is the same type of approval voted in 2001 under Article 41 for the residences at Riverbend. Approval of this Article is based upon: a maximum of 25 units each occupied by at least one individual who is 55 years or older; the provision of three affordable units; and the establishment of not less than 8 acres of Common Open Space.

Finance Committee recommendation will be made at Town Meeting.

Board of Selectmen recommends affirmative action.

BY PETITION RELEASE OF RESIDENTIAL RESTRICTION APPLICABLE TO LOT 6F PARCEL 6B FOREST RIDGE ROAD

ARTICLE 20. To determine whether the Town will vote to authorize the Board of Selectmen to enter into an agreement to release Lot 6F Forest Ridge Road containing 14.99± acres and Parcel 6B Forest Ridge Road containing 0.58 ± acres both as shown on a plan entitled "Plan of Land in Concord, Massachusetts, Owned by: Todd A. Pulis, Trustee of Thoreau Realty Trust" dated September 30, 2011 and recorded with the Middlesex South District Registry of Deeds as Plan No. 722 of 2011 from a certain Easement and Restrictive Covenant Agreement dated September 19, 1990 and recorded with said Deeds in Book 20781, Page 75 and to agree that said Lot 6F and Parcel 6B may be used for residential purposes as a primary use, or take any other action relative thereto.

PETITIONER'S EXPLANATION: This Article requests Town Meeting to vote to authorize the Board of Selectmen to enter into an agreement to release Lot 6F and Parcel 6B Forest Ridge Road from a 1990 covenant and agree that this property may be used for residential purposes. This request is the same type of approval voted in 2001 under Article 42 wherein Lot 2 Forest Ridge Road was released from the covenant in order to allow the residences at Riverbend to be developed as an Alternative PRD.

Board of Selectmen recommends affirmative action.

TOWN BUDGET

ARTICLE 21. To determine whether the Town will vote to raise and appropriate money for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2016, or take any other action relative thereto:

General Fund Operating Budget

Item No.	Department	Fiscal 2014 Expenses	Fiscal 2015 Appropriation	Fiscal 2016 Proposal
General Government				
\$2,702,467 is 7.2% of Total				
1	Town Manager's Office			
	A. Town Manager	\$ 320,198	\$ 341,188	\$ 366,308
	B. Human Resources	198,015	202,606	215,367
	C. Town-Wide Building Maint. Fund	180,000	200,000	220,000
	D. Resource Sustainability Fund	40,000	75,000	75,000
	E. Visitor's Center and Restroom	24,329	24,924	27,426
	Subtotal	762,542	843,718	904,101
2	Legal Services	217,788	225,000	225,000
3	Elections and Registrars			
	A. Elections	15,270	40,368	52,164
	B. Registrars	5,765	8,031	8,103
	Subtotal	21,035	48,399	60,267
4	Town Meeting and Reports	75,366	81,550	81,550
5	Planning			
	A. Planning Administration	310,283	349,345	439,629
	B. Natural Resources	190,302	228,737	205,256
	C. Inspections	387,395	395,662	422,087
	D. Health	261,600	286,582	291,209
	Subtotal	1,149,580	1,260,326	1,358,181
6	141 Keyes Road	74,095	74,817	73,368
	Total General Government	\$ 2,300,406	\$ 2,533,810	\$ 2,702,467
Finance and Administration				
\$2,116,924 is 5.6% of Total				
7	Finance Committee	2,581	3,410	3,410
8	Finance			
	A. Finance Administration	264,887	273,539	275,831
	B. Treasurer-Collector	265,003	272,135	281,056
	C. Town Accountant	137,037	143,171	150,769
	D. Assessors	384,092	396,632	392,676
	E. Town Clerk	223,261	232,427	233,879
	Subtotal	1,274,280	1,317,904	1,334,211
9	Information Systems	693,084	639,133	675,933
10	Town House	87,341	104,757	103,370
	Total Finance and Administration	\$ 2,057,286	\$ 2,065,204	\$ 2,116,924

Item No.	Department	Fiscal 2014 Expenses	Fiscal 2015 Appropriation	Fiscal 2016 Proposal
Public Safety				
\$8,703,216 is 23.1% of Total				
11	Police Department	4,106,647	4,157,814	4,217,360
12	Fire Department	3,793,889	4,058,386	4,143,072
13	West Concord Fire Station	35,750	36,697	60,062
14	Police-Fire Station	228,495	227,034	234,812
15	Emergency Management	6,444	12,810	22,810
16	Animal Control Officer	21,750	25,100	25,100
	Total Public Safety	\$ 8,192,975	\$ 8,517,842	\$ 8,703,216
Public Works and Facilities				
\$3,927,312 is 10.4% of Total				
17	Public Works			
	A. CPW Administration	178,912	182,363	181,462
	B. Engineering	348,498	374,595	373,062
	C. Highway Maintenance	1,239,559	1,279,897	1,281,986
	D. Parks and Trees	649,873	666,670	633,992
	E. Cemetery	60,401	61,100	67,380
	Subtotal	2,477,243	2,564,625	2,537,882
18	Snow and Ice Removal	825,362	555,000	570,000
19	Street Lighting	71,052	73,463	73,463
20	CPW Equipment	277,000	288,000	250,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	100,000
23	Road Improvements	90,000	90,000	90,000
24	133/135 Keyes Road	109,058	109,414	100,967
	Total Public Works and Facilities	\$ 4,154,715	\$ 3,985,502	\$ 3,927,312
Human Services				
\$2,680,690 is 7.1% of Total				
25	Library	1,866,975	2,003,016	1,995,097
26	Human Services			
	A. Human Services Administration	-	-	9,000
	B. Recreation Programs	100,543	106,471	50,000
	C. Hunt Recreation Center	87,742	91,481	95,623
	D. Council on Aging	284,373	311,881	328,996
	E. Harvey Wheeler Community Center	144,642	117,717	117,079
	F. Veterans	59,679	55,771	60,889
	G. Ceremonies and Celebrations	21,696	24,006	24,006
	Subtotal	698,675	707,327	685,593
	Total Human Services	\$ 2,565,650	\$ 2,710,343	\$ 2,680,690

Item No.	Department	Fiscal 2014 Expenses	Fiscal 2015 Appropriation	Fiscal 2016 Proposal
Unclassified \$983,404 is 2.6% of Total				
27	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	267	2,500	2,500
	C. Employee Assistance Program	7,003	7,500	7,500
	Subtotal	97,270	100,000	100,000
28	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$64,388 were made to other accounts in Fiscal Year 2014.				
29	Salary Reserve**	56,000	211,312	643,404
**Transfers totaling \$417,679 in Fiscal Year 2014 and \$344,123 (to date) in Fiscal Year 2015 were made to other accounts.				
30	Land Fund	10,000	15,000	15,000
	Total Unclassified	\$ 163,270	\$ 551,312	\$ 983,404
SUBTOTAL FOR REFERENCE ONLY Account 1-30		\$19,434,302	\$ 20,364,013	\$21,114,013
Joint (Town - CPS) \$16,610,500 is 44.0% of Total				
31	Insurance			
	A. Group Insurance	4,650,000	4,650,000	4,650,000
	B. OPEB - Transfer to Trust Fund	650,000	900,000	1,150,000
	C. Property/Liability Insurance	200,000	225,000	225,000
	Subtotal	5,500,000	5,775,000	6,025,000
32	Unemployment/Workers' Comp.			
	A. Unemployment Compensation	67,100	100,000	100,000
	B. Workers' Compensation	85,579	100,000	100,000
	Subtotal	152,679	200,000	200,000
33	Retirement	3,035,000	3,125,000	3,220,000
34	Social Security and Medicare	647,788	685,000	740,000
35	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,497,868	2,527,576	2,534,050
	CPS Principal and Interest	810,896	899,281	979,838
	Subtotal	3,308,764	3,426,857	3,513,888
	Interest on Short-Term Notes	3,104	38,143	51,112
	Issuance Expense	13,082	35,000	40,000
	Subtotal Within Levy Limit	3,324,950	3,500,000	3,605,000
	B. Excluded Debt			
	Town Principal and Interest	212,286	208,720	204,906
	CPS Principal and Interest	4,412,168	4,286,912	4,115,594
	Less: Use of Stabilization Funds	- 965,000	- 500,000	-1,500,000
	Subtotal Excluded Debt	3,659,454	3,995,632	2,820,500
	Total Debt Service	6,984,404	7,495,632	6,425,500
	Total Joint (Town - CPS)	\$16,319,871	\$17,280,632	\$16,610,500
	Total Appropriation	\$35,754,173	\$37,644,645	\$37,724,513

That the appropriation for equipment under these various line items is to be expended by the Town Manager. The Town Manager is authorized to turn in or sell at public auction the surplus equipment, the amount allowed or received therefor to be applied against the purchase of new equipment;

That the sum of \$11,000, state aid to libraries, be transferred to the use of the Library Committee for the purchase of books, periodicals, and subscriptions;

That the Town appropriate and transfer the sum of \$500 from the dog inoculation fees reserve account for the cost of the Board of Health's rabies clinic;

That the appropriation for salary reserve under line item 26 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2015 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfers shall be reported periodically by the Town Manager to the Board of Selectmen and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year;

That the Town authorize the following sums to be expended from the Title 5 Septic Loans Betterments reserve account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY 2016.

<u>Amount</u>	<u>Loan #</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$10,828.73	T5-97-1070	\$200,000	12/22/99	FY21	Art. 46 (1997)
\$70,317.00	T5-05-1243	\$703,170	03/18/09	FY19	Art. 50 (2004)
\$29,572.00	T5-05-1243-A	\$296,830	06/13/12	FY23	Art. 50 (2004)
\$32,472.00	T5-05-1243-B	\$324,715	05/22/13	FY23	Art. 42 (2009)
\$19,745.70	T5-05-1243-C	\$197,457	01/07/15	FY25	Art. 42 (2009)

The Town budget article provides for all General Fund (tax-supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation to be presented for Town Meeting approval meets the spending guideline set by the Finance Committee in November 2014.

Finance Committee recommends affirmative action in the amount of \$37,724,513.

Board of Selectmen recommends affirmative action in the amount of \$37,724,513.

PUBLIC SCHOOL BUDGET

ARTICLE 22. To determine whether the Town will vote to raise and appropriate money for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2016, or take any other action relative thereto:

SCHEDULE A - PUBLIC SCHOOL BUDGET				
	Department	Fiscal 2014 Adopted	Fiscal 2015 Adopted	Fiscal 2016 School Committee Vote of Dec. 9, 2014
1	Concord Public Schools Budget/Appropriation	\$31,140,538	\$32,440,538	\$34,542,735

This article provides the annual operating budget for the Concord Public Schools. The appropriation to be presented for Town Meeting approval of \$34,542,735 is at the Concord School Committee adopted budget level voted on December 9, 2014.

Finance Committee recommends affirmative action in the amount of \$33,840,538, which is \$702,197 less than the School Committee's recommendation.

Board of Selectmen recommends affirmative action in the amount of \$33,840,538.

CONCORD PUBLIC SCHOOLS RENOVATIONS

ARTICLE 23. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow money by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$650,000, or any other sum, to be expended under the direction of the School Committee for remodeling, constructing, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School facilities, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$650,000 for construction, renovations, repairs, and related work at various Concord Public School facilities. This borrowing is part of the Town Manager's five-year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$650,000 from borrowing.
Board of Selectmen recommends affirmative action in the amount of \$650,000 from borrowing.

CONCORD PUBLIC SCHOOL BUS DEPOT

ARTICLE 24. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$950,000, or any other sum, to be expended under the direction of the Town Manager, for the purpose of designing, constructing and originally equipping a transportation facility to be located at 214Y Main Street (Assessors parcel #2322) including facilities for vehicle repair, storage and parking, and related activities, and including design, engineering, testing and other related work, or take any other action relative thereto.

The funding requested under this article will be combined with a \$925,000 expenditure authorized under Article 12 of the 2014 Annual Town Meeting to provide sufficient funds to construct a new school transportation facility on land currently owned by the WR Grace Company which the Town has been authorized to acquire. Progress has been made in the negotiations for the purchase of the property, and constructing this facility will enable the school department to avoid costly lease payments, fuel costs, and travel time associated with storing and repairing school vehicles at a leased facility on Route 27 in Acton. Use of the new facility by the Concord-Carlisle Regional School District will be subject to a rental fee to be paid to the Town.

Finance Committee recommends affirmative action in the amount of \$950,000 from borrowing.
Board of Selectmen recommends affirmative action in the amount of \$950,000 from borrowing.

CONCORD PUBLIC SCHOOLS BUS REPLACEMENT

ARTICLE 25. To determine whether the Town will vote to raise and appropriate or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow money by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$600,000, or any other sum, to be expended under the direction of the School Committee for school bus replacements and related equipment, or take any other action relative thereto.

This article provides for the immediate replacement of CPS school buses. It is anticipated that this funding will support the purchase of six buses.

Finance Committee recommends affirmative action in the amount of \$600,000 from Free Cash.
Board of Selectmen recommends affirmative action in the amount of \$600,000 from Free Cash.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

ARTICLE 26. To determine whether the Town will vote to raise and appropriate the sum of \$20,070,650, or any other sum, as set forth below, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2016, or take any other action relative thereto.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET				
	Department/Description	Fiscal 2014 Adopted	Fiscal 2015 Adopted	Fiscal 2016 School Committee Vote of Dec. 9, 2014
1	Concord-Carlisle Regional High School Budget Assessment	\$26,305,603 \$16,908,064	\$27,437,330 \$17,715,062	\$30,643,037 \$20,070,650*
*(includes \$16,556,221 assessment for operating budget and \$3,514,429 assessment for debt exclusion)				

This article provides Concord's assessed share of the annual operating budget for the Concord-Carlisle Regional High School. The appropriation to be presented for Town Meeting approval meets the spending guideline set by the Concord Finance Committee in November 2014.

Finance Committee recommends affirmative action in the amount of \$20,070,650, Concord's assessment share.

Board of Selectmen recommends affirmative action in the amount of \$20,070,650.

CCRSB SCHOOL BUS REPLACEMENT

ARTICLE 27. To determine whether the Town will vote to approve \$400,000, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for school bus replacements and related equipment, or take any other action relative thereto.

This article provides for the cost for replacement of Concord-Carlisle Regional School District buses. It is anticipated that this funding will support the purchase of four buses. In accordance with state law, the Regional School Committee has approved the debt authorization by a two-thirds vote of the Committee. Approval of the school Committee's vote is by a simple majority vote at Town Meetings in Concord and Carlisle.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

ARTICLE 28. To determine whether the Town will vote to raise and appropriate the sum of \$406,353, or any other sum, as set forth below, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2016, or take any other action relative thereto.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET				
	Department/Description	Fiscal 2014 Adopted	Fiscal 2015 Adopted	Fiscal 2016 Assessment
1	Minuteman Regional High School Budget Assessment	\$18,547,097 \$227,033	\$19,645,065 \$191,689	\$19,831,003 \$406,353 (est. @ 1/7/15)

This article provides Concord's assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Concord's assessment increase is due primarily to increased enrollment. At October 1, 2013, enrollment was 7 high school students. At October 1, 2014, enrollment was 12 high school students and 4 post-grad students. Each of the 16 member town assessments is done by a formula established pursuant to the regional agreement.

After the Town Meeting Warrant was issued in January, Minuteman has provided a final calculation for the FY16 Concord assessment. The motion will be made in the sum of \$407,041.

Finance Committee recommends affirmative action in the amount of \$407,041.

Board of Selectmen recommends affirmative action in the amount of \$407,041.

HIGH SCHOOL DEBT STABILIZATION FUND ADDITION AND USE

ARTICLE 29. To determine whether the Town will vote to appropriate and transfer from Free Cash the sum of \$750,000, or any other sum, to be added to the Stabilization Fund established by vote under Article 2 of the November 7, 2011 Special Town Meeting for the purpose of reserving funds to be used to lower the tax levy impact of the Town's assessed share of principal and interest payment on bonds issued and to be issued by the Concord-Carlisle Regional School District for the new District High School construction project, said transfer to occur at the earliest opportunity following the conclusion of the Town Meeting; and further, to determine whether the Town will vote to appropriate the sum of \$1,500,000, or any other sum, from said Fund, to be expended under the direction of the Town Manager, to pay a portion of Concord's share of debt service costs excluded from the property tax levy limit due and payable during fiscal year 2016; or take any other action relative thereto.

This article provides that \$750,000 of the Uncommitted Fund Balance ("Free Cash") be added to the Town's existing High School Debt Stabilization Fund, and further that the third year of a planned multi-year allocation be made to mitigate the FY16 property tax increase that would otherwise occur due to payment of the Town's apportioned share of debt service on the Concord-Carlisle Regional School District bonds issued and to be issued in connection with the construction of the new high school building.

Finance Committee recommends affirmative action in the amount of \$750,000 appropriated and transferred from Free Cash into the Fund prior to June 30, 2015 and in the amount of \$1,500,000 appropriated from the Fund for use in FY2016.

Board of Selectmen recommends affirmative action in agreement with the Finance Committee.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

ARTICLE 30. To determine whether the Town will vote to appropriate the sum of \$1,802,921, or any other sum, from the Concord Community Preservation Fund, of which up to \$498,178 shall be appropriated from the undesignated fund balance as of June 30, 2014; \$51,743 shall be appropriated from the Community Housing Reserve Fund; and up to \$1,253,000 shall be appropriated from projected Fiscal Year 2016 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as follows:

Item	Project/Description	Total Amount Recommended	Category	Community Housing Reserve Fund	Prior Year Fund Balance	FY16 CPA Fund Revenues
A	Town of Concord – Regional Housing Services Program	27,000	Community Housing			27,000
B	Concord Housing Development Corporation – Junction Village Affordable Assisted Living	45,000	Community Housing			45,000
C	Concord Housing Authority – Peter Bulkeley Terrace, Phase II	370,804	Community Housing	51,743	50,000	269,061
D	The Trustees of Reservations - Old Manse Interior Restoration, Phase II	74,500	Historic Preservation			74,500
E	Dept. of Corrections – MCI Concord Fountain Restoration	60,680	Historic Preservation			60,680
F	First Parish Church, Trustees of Donations – Wright Tavern Restoration of Windows, Gutters and Door	75,000	Historic Preservation			75,000
G	Town of Concord – Archaeology Program Administration	10,000	Historic Preservation			10,000
H	Town of Concord - Bruce Freeman Rail Trail Phase 2B and 2C in Concord	125,000	Open Space			62,500
			Recreation			62,500
I	Town of Concord - Warner's Pond Dredging Feasibility Study	65,000	Open Space			32,500
			Recreation			32,500
J	Concord Carlisle at Play, Inc. – Fields Renovation Project at Concord Carlisle High School	670,000	Recreation		263,178	406,822
K	Concord Children's Center – Phase II Infrastructure and Accessible Elements for the Natural Playscape at Ripley	64,937	Recreation			64,937
L	Open Space Reserve Fund (reserve for future appropriation)	35,000	Open Space		35,000	
M	Land Acquisition Fund (reserve for future appropriation)	150,000	Unassigned		150,000	
N	Town of Concord – Staff and Technical Support	30,000	Administrative			30,000
		\$1,802,921		\$51,743	\$498,178	\$1,253,000

or take any other action relative thereto.

This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects as listed in the above chart and allowed under the Community Preservation Act (CPA). These projects will expend a total of \$442,804 for Community Housing, \$220,180 for Historic Preservation, \$130,000 for Open Space, \$829,937 for Recreation, \$30,000 for Administration, and will set \$150,000 aside for future land acquisition projects in any category. Under the CPA statute, Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee, provided, however, that the CPA requires that a minimum of 10% of the annual revenues of the Community Preservation Fund be either appropriated to or reserved for future spending for each of three categories: Community Housing, Historic Preservation and Open Space purposes.

Finance Committee recommends affirmative action in the amount of \$1,802,921.

Board of Selectmen recommends affirmative action in the amount of \$1,802,921.

AUTHORIZE ACQUISITION OF THE 2229 MAIN STREET PROPERTY

ARTICLE 31. To determine whether the Town will vote to authorize the Board of Selectmen to acquire or take by eminent domain, under terms and conditions agreeable to the Selectmen, fee, easement and/or other property interests in, on, over, across, under and along all or any portion of the property at 2229 Main Street in West Concord formerly operated by Nuclear Metals, Inc. and Starmet, Inc., shown on the assessors maps as parcel #2970-1, containing 46.4 acres more or less, for municipal purposes, upon the completion of the on-going work of the US Environmental Protection Agency to abate the contamination on the site, provided that prior to such acquisition the Selectmen shall hold a public hearing at which time the specific terms and conditions of the acquisition shall be disclosed and discussed publicly, or take any other action relative thereto.

The property at 2229 Main Street was formerly owned by the Starmet Corporation and its predecessors and is contaminated with a variety of hazardous materials, including depleted uranium, Volatile Organic Compounds (VOCs) and 1, 4 dioxane. In 2001, the site was declared a US Superfund Site, and the US Environmental Protection Agency is currently engaged in a clean-up process including the removal of existing structures on the property. This effort will be followed by a clean-up of the soil, which is expected to leave some contamination encapsulated in-place below ground. When the clean-up is completed, it is expected that it will be possible to reuse the site for various activities, including commercial enterprise, recreation and solar power generation. Having the property in public ownership could speed the completion of the clean-up and the planning for re-use of the property. This article gives the community an opportunity to consider the future use of a large parcel of property in West Concord.

No motion will be made under this Article. A revised article appears on the warrant for the April 14, 2015 Special Town Meeting.

RULE PETITION TO ESTABLISH A CONCORD PROPERTY TAX ASSISTANCE FUND

ARTICLE 32. To determine whether the Town will request home rule legislation in the following form to establish a Concord Property Tax Assistance Fund.

Appropriation for the purpose of providing property tax payment assistance

Section 1: Notwithstanding any other provision of the Massachusetts General Laws, the Town of Concord is hereby authorized to establish a special revenue fund to be titled "Property Tax Assistance Fund".

Section 2.1: The Property Tax Assistance Fund (PTAF) is authorized to receive funds pursuant to private gifts and donations, and appropriations made from taxation within the levy limit or from any available funds of the town by affirmative vote of Town Meeting, without limitation as to amounts.

Section 2.2: The PTAF shall be authorized to disburse funds to qualified homeowners for property tax relief. The income qualifications for this purpose shall be based on those set forth for the State Income Tax Circuit Breaker for the calendar year preceding the start of the town's next fiscal year.

Section 2.3: The PTAF shall be segregated and maintained by the Town Accountant as a separate town account on the Town's books.

Section 3: A town bylaw enacted by majority vote at an Annual Town Meeting shall be required prior to implementation of this Act. The bylaw shall establish a five-member committee to oversee the implementation of the Bylaw and the PTAF to be appointed by the Board of Selectmen subject to such term limits and other provisions as the Selectmen shall deem necessary and sufficient. The bylaw shall set forth the rules and procedures to be followed in determining recipients and amounts of assistance to be granted, but in no event shall aggregate assistance be granted in excess of the amount certified by the Town Accountant to be available in the fund, inclusive of prior commitments made but not yet disbursed from the fund, at the time such determinations are made by majority vote of the committee.

Section 4: Meetings of the Committee shall be subject to the provisions of the Open Meeting Law. The Committee shall be authorized to review and discuss financial information and documents pertaining to individual assistance determinations in executive session, and such records shall not be subsequently available as public records, but the names and amounts of taxpayers receiving assistance shall be retained in the custody of the Town Treasurer and be made available for audit examination by the firm or individual retained to perform the annual audit examination of the Town.

Section 5: In the event of the dissolution of the Committee, any funds remaining in this account shall be transferred to the Hugh Cargill Fund in order to maintain the tax exempt status of gifts made to the PTAF.

Section 6: Acceptance of this Act shall be by affirmative vote of a majority of the voters at any regular or special town election at which the question of acceptance has been placed on the ballot. This act shall become effective on the thirtieth day following an affirmative vote.

or take any other action relative thereto.

This article asks the Town to request our state senator and representative to file legislation allowing Concord to establish a Property Tax Assistance Fund. This fund would aid homeowners of modest means with payment of a portion of their property tax. The fund could receive appropriations from taxation as well as gifts and donations. If state legislation is approved, the Bylaw establishing the fund would have to be enacted by Town Meeting and the Act would have to be approved by a majority of voters at a Town election.

No motion is expected under this article.

DEBT RESCISSION

ARTICLE 33. To determine whether the Town will vote to rescind the following unused borrowing authorization:

Article 55 of the 2013 Annual Town Meeting –
 Town House Exterior Renovations \$200,000

(original authorization of \$950,000 reduced by \$125,000 Bond Anticipation
 Note redemption made from unused Note proceeds; \$625,000 bond issued
 June 1, 2014)

The Town House exterior renovation project cost was substantially under original estimates. This article removes from the town's accounting records a debt authorization that will no longer be required to accomplish the purpose of the original article. This is routine fiscal practice.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

BY PETITION CLEAN WATER RESOLUTION

ARTICLE 34. To determine whether the Town will urge the Board of Health to discontinue the fluoridation of all public water supplies with sodium fluorosilicate or sodium fluoride.

PETITIONER'S EXPLANATION: This article urges the Board of Health to discontinue fluoridation of town water using a known neurotoxin, now established as an endocrine disruptor, which damages the pineal gland, thyroid gland, and reproductive systems. When fluoridation was approved in 1969, proof of toxicity and the nature of the fluoride were less well understood. Our town water now includes "sodium fluoride," which does not exist in nature and is a waste product of manufacturing collected from smokestack scrubbers contaminated with arsenic, lead, and cadmium. It is purchased from a Chinese company (Solvay Fluorides) in powdered form. In liquid form, this material is correctly labeled "hydrofluorosilicic acid."

Based on recent scientific articles from The Lancet, USEPA, the Union of Concerned Scientists, and Harvard, the Board can use the Precautionary Principle to remove these toxic materials.

Board of Selectmen recommends No Action.

BY PETITION PLASTIC BAG REDUCTION BYLAW

ARTICLE 35. To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw for the reduction of plastic checkout bags, as follows:

Section 1. Purpose and Intent

The production and use of thin-film single-use plastic checkout bags have significant impacts on the environment, including, but not limited to: contributing to the potential death of marine animals through ingestion and entanglement; contributing to pollution of the land environment; creating a burden to solid waste collection and recycling facilities; clogging storm drainage systems; and requiring the use of millions of barrels of crude oil nationally for their manufacture.

The purpose of this bylaw is to eliminate the usage of thin-film single-use plastic bags by all retail and grocery stores in the Town of Concord, on or after January 1, 2015.

Section 2. Definitions

- 2.1 *Checkout bag:* A carryout bag provided by a store to a customer at the point of sale. Checkout bags shall not include bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or checkout area of the store.
- 2.2 *Grocery Store:* A retail establishment where more than fifty percent (50%) of the gross floor area is devoted to the sale of food products for home preparation and consumption, which typically also offers home care and personal care products.
- 2.3 *Retail Store:* An establishment that offers the sale and display of merchandise within a building.
- 2.4 *Reusable checkout bag:* A bag, with handles, that is specifically designed for multiple use and is made of thick plastic, cloth, fabric or other durable materials.
- 2.5 *Thin-film single-use plastic bags:* Typically with plastic handles, these are bags with a thickness of 2.5 mils or less and are intended for single-use transport of purchased products.

Section 3. Use Regulations

- 3.1 Thin-film single-use plastic bags shall not be distributed, used, or sold for checkout or other purposes at any retail or grocery store within the Town of Concord.
- 3.2 Customers are encouraged to bring their own reusable or biodegradable shopping bags to stores. Retail or grocery stores are strongly encouraged to make reusable checkout bags available for sale to customers at a reasonable price.

- 3.3 Thin-film plastic bags used to contain dry cleaning, newspapers, produce, meat, bulk foods, wet items and other similar merchandise, typically without handles, are still permissible.

Section 4. Enforcement Process

Enforcement of this bylaw shall be the responsibility of the Town Manager or his/her designee. The Town Manager shall determine the inspection process to be followed, incorporating the process into other town duties as appropriate. Any retail or grocery store distributing plastic grocery bags in violation of this bylaw shall be subject to a non-criminal disposition fine as specified in Appendix A of the Regulations for Enforcement of Town Bylaws under M.G.L. Chapter 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended. Any such fines shall be paid to the Town of Concord.

And to amend Appendix A of the Non-Criminal Disposition Bylaw by adding the following:

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
Plastic Bag Reduction Bylaw	1 st offense 2 nd offense 3 rd & each subsequent offense	Warning \$25.00 \$50.00	Town Manager's Designee

or take any other action relative thereto.

PETITIONER'S EXPLANATION: *This Article furthers Concord's commitment to sustainability by eliminating the use of thin-film plastic checkout bags by retailers.*

Please note: when the Article is submitted at Town Meeting, the effective date (in Section 1) will be January 1, 2016.

Board of Selectmen recommends affirmative action.

AUTHORIZE LONG-TERM LEASE FOR MUNICIPAL BUILDING ROOFTOP AND GROUND-MOUNTED SOLAR PANELS

ARTICLE 36. To determine whether the Town will vote to authorize the Town Manager to enter into long-term leases, licenses, agreements for payment in lieu of taxes and/or other contractual agreements, subject to terms and conditions approved by the Board of Selectmen, for all or portions of the following municipal properties: 22 Monument Street - Town House (parcel 0844), 133/135/141 Keyes Road - Public Works and Planning facilities (parcel 1682), Bedford Street Wastewater Treatment Plant site (parcels 1195, 1196, 1197, 1198, 1199, 1200, 1201, 1249, 1249-2), Light Plant Operations Center (parcel 1999-1), Harvey Wheeler Community Center (parcel 2247), Hunt Gym (parcel 0154), Walden St. Police/Fire Station (parcels 0240, 0238-1), and the West Concord Fire Station site (parcel 2456), for the purposes of installing and operating solar energy generating facilities and supplying solar energy, including rooftop, ground-mounted and other solar facilities, and further to authorize the Selectmen and Town Manager to take such action as may be necessary under State law to effectuate said agreements, or take any other action relative thereto.

It has long been a goal of the Town and the Concord Municipal Light Plant to increase the amount of energy the Town purchases from renewable sources. By contracting with third party solar energy providers to place solar energy generating facilities on municipal land, the Town can support the development of renewable solar power without making the large capital investment required of a major solar energy generating installation. This project will build upon the successful lease of the former Landfill site on Walden Street, which is currently generating about 1.5% of the Town's electric energy needs.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

ACCEPTANCE OF GENERAL LAW CHAPTER 44, SECTION 53F ³/₄
– TO CREATE PEG ACCESS AND CABLE-TELEVISION RELATED FUND and AUTHORIZE TOWN
MANAGER TO ENTER INTO PEG ACCESS SERVICES CONTRACT

ARTICLE 37. To determine whether the Town will vote to accept the provisions of G.L. c. 44, §53F ³/₄ and to authorize the Town Accountant to create a separate account on the Town's books to be known as the PEG Access and Cable-Related Fund to which shall be credited funds received in connection with the cable television franchise agreement between the Town and Comcast Corporation (Comcast), or any other cable provider, said funds to be used only for cable-related purposes consistent with the franchise agreement; and further, to appropriate the sum of \$180,000, or any other sum estimated to be received from Comcast during the fiscal year commencing July 1, 2015 (FY16); and further to appropriate and transfer from Free Cash into said Fund the equivalent amount received from Comcast in FY15 prior to the establishment of this Fund and to appropriate as a current year appropriation said amount from the Fund, to be expended under the direction of the Town Manager for such PEG access services; and further to authorize the Town Manager to enter into a long-term contract of up to ten years or such lesser term as the Town Manager shall determine to be in the best interest of the Town for the provision of PEG community access television services; or take any other action relative thereto.

In 2004, the Town signed a ten-year cable television franchise agreement with Comcast Corporation, which required Comcast to pay to the Town or its designee 4.5% of the total annual revenue of the company from Concord ratepayers. However, there was no mechanism in State law for this revenue to be reserved for PEG Access services (Public, Educational, and Governmental local cable channels). The Town directed Comcast to send payment to our local PEG access provider, Concord-Carlisle TV (CCTV). This left the Town out of the decision-making process concerning use of the funds. The Massachusetts legislature recognized this as a problem in many communities, and adopted in 2014 a new law that allows the Town to receive the money from Comcast, and to pay it out for local cable access services and to have some involvement in deciding how the funds will be used. The intent is NOT for the Town to determine local programming decisions, but to play a role in expanding services offered via local cable television.

Finance Committee recommends affirmative action, appropriating \$180,000 as the estimated FY16 revenue to be received from Comcast and such current year amount as shall be specified in the Motion as having been received or expected to be received for the current fiscal period ending June 30, 2015.

Board of Selectmen recommends affirmative action in agreement with the Finance Committee.

EMERGENCY RESPONSE STABILIZATION FUND APPROPRIATION - \$100,000 FOR OPERATION OF
WEST CONCORD AMBULANCE IN FY 2016

ARTICLE 38. To determine whether the Town will vote to appropriate \$100,000, or any other sum, to be expended under the direction of the Town Manager, from the Emergency Response Stabilization Fund for the purpose of partially paying the second year operating costs of the Fire Department for the deployment of an ambulance in West Concord, including salaries, protective gear, equipment, fuel and related expenses, or take any other action relative thereto.

In 2012, the Town voted under Article 29 on the Annual Town Meeting warrant to create the Emergency Response Stabilization Fund and to transfer \$1,000,000 into the fund in accordance with the Development Agreement between the Town and the developer of the Concord Mews project on Nathan Pratt Drive. The funds were intended to be used to improve emergency responsiveness in West Concord. This article provides for the second year of a three-year plan to phase in the General Fund cost of the augmented ambulance service operated out of the West Concord Fire Station.

Finance Committee recommends affirmative action in the amount of \$100,000.

Board of Selectmen recommends affirmative action in the amount of \$100,000.

FREE CASH USE

ARTICLE 39. To determine whether the Town will vote to authorize and direct the Assessors to take \$950,000, or any other sum, from free cash to reduce the tax levy for the fiscal year ending June 30, 2016, or take any other action relative thereto.

This article seeks Town Meeting approval to allocate a portion of the available General Fund balance to support the FY2016 budget. The proposed amount is consistent with the Finance Committee's FY2016 Guideline Budget Plan.

Finance Committee recommends affirmative action in the amount of \$950,000.

Board of Selectmen recommends affirmative action in the amount of \$950,000.

UNPAID BILLS

ARTICLE 40. To determine whether the Town will vote to raise and appropriate or transfer from available funds in the Treasury, monies to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

If there are unpaid bills of a prior fiscal year, state law requires that such bills be presented to the Town Meeting.

No Motion is expected under this Article

PROPERTY TAX EXEMPTIONS

ARTICLE 41. To determine whether the Town will vote to accept the provisions of Section 4 of Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988, and further to act under the aforesaid statutes to increase by 100% the amount of property tax exemption granted to persons who qualify for said exemption under clauses 17D, 22, 22A, 22B, 22C, 22D, 22E, 37A, and 41C of Section 5 of Chapter 59 of the Massachusetts General Laws, or take any other action relative thereto.

State law establishes property tax exemptions, reimbursed by the State, for disabled veterans, blind persons, and elderly citizens who meet income and asset limitation requirements. State law also allows towns, by annual votes, to increase state-set exemption amounts up to 100%, although without state reimbursement. Since 2001, Concord Town Meeting has voted this, for example, increasing the \$500 state-set senior exemption to \$1000 each year since 2005.

No motion will be made under this Article. A revised article appears on the warrant for the April 14, 2015 Special Town Meeting.

2016 ROAD PROGRAM

ARTICLE 42. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow the sum of \$1,200,000, or any other sum, for the repair, reconstruction, renovation or design of roads and streets within the town including drainage and sidewalk improvements; and that to meet said appropriation, the Treasurer with the approval of the Board of Selectmen be authorized to borrow the sum of \$1,200,000, or any other sum, under the provisions of Chapter 44 of the Massachusetts General Laws; said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state grants as may be available for the same purpose, and that the Treasurer, with the approval of the Board of Selectmen, be authorized to borrow up to the amount stipulated in such grant or grants under the provisions of Chapter 44 of the Massachusetts General Laws, in anticipation of reimbursement of this amount, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$1,200,000 for the repair, reconstruction or renovation of Concord's roads. Combined with expected state road aid and \$90,000 proposed under Article 23, item 23, funds will be used to protect and replace Concord's 107 miles of public roads including drainage and sidewalk construction and renovation. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$1,200,000 from borrowing.

Board of Selectmen recommends affirmative action in the amount of \$1,200,000 from borrowing.

ROAD REPAIR REVOLVING FUND EXPENDITURES

ARTICLE 43. To determine whether the Town will vote that the income from fees paid by applicants to the Town for permits to dig up, alter, or disturb a public way in accordance with the Motion passed under Article 47 of the 1992 Annual Town Meeting, in an amount not to exceed the sum of \$165,000, or any other sum, be expended without further appropriation for the purpose of repairing, restoring, maintaining and inspecting public ways, to be managed and expended by the Town Manager in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws, or take any other action relative thereto.

Pursuant to Article 47 of the 1992 Annual Town Meeting, this article authorizes up to \$165,000 of fees collected through the Town's Right-of-Way Street Permit Program to be used in fiscal year 2016 for repairing, restoring, maintaining and inspecting the Town's public ways. This is a routine annual action, with the amount of the authorization dependent upon the available unreserved balance of the Fund at the time of the vote.

Finance Committee recommends affirmative action in the amount of \$165,000.

Board of Selectmen recommends affirmative action in the amount of \$165,000.

REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES

ARTICLE 44. To determine whether the Town will vote that the fees paid by member towns into the Regional Housing Services Revolving Fund, in an amount not to exceed \$180,000 be expended for the fiscal year ending June 30, 2016 without further appropriation under the direction of the Town Manager, for the purposes of continuing the operation of a multi-town consortium set up to assist member communities in managing affordable housing resources, in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws; and further, that the vote under Article 35 of the 2014 Annual Town Meeting for the operation of the Regional Housing Services Office for the fiscal year ending June 30, 2015 be amended by changing the sum of \$150,000 to \$180,000 on account of the addition of the Town of Burlington to membership during the current year; or take any other action relative thereto.

In 2011, the Boards of Selectmen in Concord, Lexington, Lincoln, Sudbury and Weston approved an inter-municipal agreement to jointly operate a Regional Housing Services Office (RHSO). The RHSO provides a variety of affordable housing-related services including monitoring of developer/owner compliance with affordable housing requirements; consulting with affordable housing supporters and committees to develop community-sensitive housing; developing ready-buyer and ready-renter list to ensure maximum availability of affordable housing units; exploring regional solutions to affordable housing challenges. In 2012, Lincoln left the consortium and Acton joined the group. Sudbury served as lead community for the first three years of operation through June 30, 2014. This year, the Town of Burlington has joined the consortium. Concord serves as lead community for FY15 through FY17.

Finance Committee recommends affirmative action to amend the FY2015 appropriation by addition of \$30,000 and to appropriate the amount of \$180,000 the amount of \$180,000 for FY2016.

Board of Selectmen recommends affirmative action in agreement with the Finance Committee.

LIGHT PLANT PAYMENT IN LIEU OF TAXES

ARTICLE 45. To determine whether the Town will vote to authorize a transfer of \$472,400, or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2016, or take any other action relative thereto.

This article authorizes the transfer of \$472,400 from the Operating Fund of the Light Plant to the General Fund as a Payment In Lieu of Taxes (or PILOT) for fiscal year 2016. The amount is determined as the product of the net plant investment of the Light Plant on the previous June 30 and the property tax rate of the current fiscal year. This makes the PILOT equivalent to the amount an investor-owned utility with the same physical plant would pay in property taxes, thus avoiding any indirect subsidy from property taxpayers to the Municipal Light Plant.

Finance Committee recommends affirmative action in the amount of \$472,400.

Board of Selectmen recommends affirmative action in the amount of \$472,400.

LIGHT PLANT EXPENDITURES

ARTICLE 46. To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for said fiscal year, as defined in Section 57 of Chapter 164 of the Massachusetts General Laws; and/or for other plant extensions, enlargements, additions, renewals and reconstruction, or take any other action relative thereto.

This article authorizes the Town Manager, as Manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity along with other departmental income to be used for the purposes of operating the department for the Fiscal Year. This is a routine annual action.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

SOLID WASTE DISPOSAL FUND EXPENDITURES

ARTICLE 47. To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue in fiscal year 2016 to be used to operate the Town's "pay-as-you-throw" curbside solid waste and recycling collection and disposal program. The Program consists of two major components: curbside collection and disposal including recycling and Drop-Off Days; and the operation and maintenance of the Town's composting site including the former landfill. This has been a routine annual action.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

SEWER SYSTEM EXPENDITURES

ARTICLE 48. To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2016 revenue for the operation and maintenance and improvement of the Town's sewer system. Similar to the Town's Water and Light Plant Funds, the Sewer Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. This has been routine annual action.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

SEWER IMPROVEMENT FUND EXPENDITURES

ARTICLE 49. To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable state enabling statutes, or take any other action relative thereto.

Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund) and fiscal year 2016 fees for constructing and expanding the Town's sewer lines and treatment facility capacities. Sewer improvement fees are charged to certain properties connecting to the sewer system. This has been a routine annual action.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

WATER SYSTEM EXPENDITURES

ARTICLE 50. To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 38 of the 1974 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2016 revenue for the operation and maintenance and improvement of the Town's water system. Similar to the Town's Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. Almost all of Concord's residences and businesses/institutions are connected to the Town's municipal water system. This has been a routine annual action.

Finance Committee recommends affirmative action.

Board of Selectmen recommends affirmative action.

BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

ARTICLE 51. To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year beginning July 1, 2015 (FY2016) for the operation of the Community Pool, in accordance with Chapter 44, section 53F½ of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article enacts the operating budget for the Community Swim and Fitness Center, which is self-supporting from its own revenues. State law applicable to this enterprise fund, adopted by the 2005 Town Meeting, requires that a budget be enacted by Town Meeting. No tax funds are involved. As presented at the March 16th Enterprise Budgets Hearing, the FY16 proposed budget is: \$2,741,330 for operating expenses and \$277,000 for capital expenses.

Finance Committee recommends affirmative action in the amount of \$2,741,330 for operating expenses and \$277,000 for capital expenses.

Board of Selectmen recommends affirmative action.

RIDEOUT AND EMERSON PLAYGROUND IMPROVEMENTS

ARTICLE 52. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$600,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of replacement, renovation, and any other work related to the improvement of playing fields, courts and related recreation equipment and facilities at Rideout and Emerson Playgrounds, or take any other action relative thereto.

The tennis and basketball courts at Rideout Field were last reconstructed in 1999 and are in need of renovation. In addition the natural grass surface of the playing fields at both Rideout and Emerson Playgrounds are in need of rehabilitation. The courts at Emerson Playground were renovated in 2008 so the bulk of these funds will be expended at Rideout, but some work will be undertaken at Emerson other than the basketball and tennis court areas.

Finance Committee recommends affirmative action in the amount of \$600,000 from borrowing.

Board of Selectmen recommends affirmative action.

PARKING MANAGEMENT PLAN IMPLEMENTATION

ARTICLE 53. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$250,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of purchasing and installing new parking meters, and related equipment, markings, signage, and technology, including any related design and consulting services, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

The Town completed a Parking Management Study in the spring of 2013 which includes a variety of recommendations to better utilize on-street and off-street public parking in Concord. Public parking is a significant resource that must be managed to support the business community and promote public convenience. Some low-cost measures recommended in the Study have already been implemented. However, several key recommendations require the purchase of new equipment and technology to meet the needs of the travelling public. This article would enable the Town to implement recommended parking improvements. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$250,000 from borrowing.

Board of Selectmen recommends affirmative action.

TOWN HOUSE INTERIOR RENOVATIONS

ARTICLE 54. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$700,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of remodeling, reconstructing or making extraordinary repairs to the Town House at 22 Monument Square, including design, engineering, construction original equipment, and other related work, or take any other action relative thereto.

In 2013, the Town completed the restoration of the exterior of the Town House, including the restoration of brickwork and brownstone elements. This article would provide funding to undertake improvement inside this historical structure, including up-grading the public meeting spaces, improving handicapped accessibility, and improving building security. The building provides work and meeting spaces for the Selectmen, Town Manager, Finance Department, Town Clerk and Human Resource operations. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$700,000 from borrowing.
Board of Selectmen recommends affirmative action.

37 KNOX TRAIL BUILDING RENOVATIONS AND SITE WORK

ARTICLE 55. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$200,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of remodeling, reconstructing or making extraordinary repairs to the building at 37 Knox Trail in Acton, including design, engineering, construction original equipment, site work, and other related work, or take any other action relative thereto.

The Town purchased the property at 37 Knox Trail in Acton in November of 2014 for the primary purpose of gaining access to the adjacent 79.9 acres of land in Concord owned by the WR Grace Corporation. The Town was authorized to purchase the WR Grace property in 2012, however, legal access to the site had been a challenge. 37 Knox Trail includes a 9,000 sq. ft. office building which the Town intends to use of administrative offices. However, the structure does not meet current building code and energy efficiency requirements and the requested funds will be used to up-date mechanical systems, replace windows and carpeting, and create a second means of egress from the top floor. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$200,000 from borrowing.
Board of Selectmen recommends affirmative action.

FUNDING FOR WHITE POND MANAGEMENT

ARTICLE 56. To determine whether the Town will vote to raise and appropriate or transfer from available funds in the treasury, the sum of \$25,000 or any other sum, to be expended under the direction of the Town Manager to implement management improvements concerning the use and care of public lands and facilities adjacent to White Pond, including recommendations contained in the "White Pond Management Plan", the "Recreation Master Plan", and the "Parking Management Plan", or take any other action relative thereto.

Town Meeting voted in 1991 to purchase 40.5 acres of land abutting White Pond for municipal purposes. The Town owns nearly 35 additional acres reserved for conservation and water supply purposes. These lands have attracted swimmers, hikers and other users for many years, but there are only 3 authorized parking spaces. Neighbors in the area have complained about violations of parking restrictions and other rules. There has been a lack of public trash barrels, sanitary facilities, and proper trail maintenance to prevent erosion into the pond. The Board of Selectmen has encouraged a dialogue among interested parties on these issues, and the requested funds would enable the Town to begin to implement recommended solutions to the problems experienced in that area over the years.

Finance Committee recommends affirmative action in the amount of \$25,000 from Free Cash.
Board of Selectmen recommends affirmative action in the amount of \$25,000 from Free Cash.

FIRE ENGINE #7 REPLACEMENT

ARTICLE 57. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$550,000, or any other sum, for the purchase of a new Fire Pumper Truck and any necessary related equipment, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article would provide funding to replace a 1990 pumper truck housed in West Concord. Engine 7 is twenty-five years old, is in fair condition, and would require extensive costly repairs to maintain it in serviceable condition. The Town's fire engine replacement program calls for rehabilitation of fire engines after 10 years of use and replacement after twenty years. Replacement of engine 7 has been included in the Five-Year Capital Plan. It is the practice of the Fire Department to purchase high quality, durable, good value apparatus without expensive customizable upgrades. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the amount of \$550,000 from borrowing.
Board of Selectmen recommends affirmative action.

FIREFIGHTER RESIDENCY

ARTICLE 58. To determine whether the Town will vote to authorize the Board of Selectmen to petition the Massachusetts Legislature to adopt special legislation permitting Concord firefighters to reside in such communities as may be mutually agreed by the Town and the Firefighters union through the collective bargaining process, notwithstanding the requirements of MGL c. 41, section 99A, or take any other action relative thereto.

Massachusetts General Laws Chapter 41, section 99A requires municipal firefighters hired after 1978 to reside within 15 miles of the community in which they work. The Town and the firefighters union believe that this rigid residency requirement works to the disadvantage of both the employer and the employee and have therefore agreed to work together to seek special legislation that would allow the parties to negotiate via the collective bargaining process an appropriate distance within which a Concord firefighter should reside.

Board of Selectmen recommends affirmative action.

Hereof fail not and make due return of this Warrant with your doings thereon, to the Town Clerk, at or before the time of meeting aforesaid. Given under our hands this 9th day of February in the year two thousand-fifteen.

Steven Ng

Alice Kaufman

Michael Lawson

Carmin C. Reiss

Elise F. Woodward

BOARD OF SELECTMEN

Commonwealth of Massachusetts Middlesex, ss.

Concord _____
Date

By virtue of this warrant I have notified the legal voters of the Town of Concord to meet at the times and places and for the purposes within named as directed.

Constable of Concord

ATTENTION CITIZENS

The Town of Concord depends upon the immense talent pool possessed by our citizens and we are always seeking interested townspeople to serve on citizen boards and committees, and also to carry out short-term projects. If you are willing to serve your Town on a voluntary basis and desire to participate in shaping the Town's future, please indicate your interest by filling out a "Green Card". Green cards are short forms for listing your areas of interest and any skills relevant to committee or project participation. The form is reproduced on the following page. You may fill it out, and return it to the Administrative Assistant to the Board of Selectmen in the Town House. Additional copies of the form are also available at the Town House, or will be mailed upon request (call 978-318-3001 or 978-318-3000).

You will find the Town Report useful for information on specific activities and responsibilities of the various boards and committees. For further information or to discuss your participation in town government in more detail, please feel free to talk with any member of the Board of Selectmen.

Please understand that, happily, we often have more interested citizens than vacancies on particular committees. For that reason, you may find that you may not be matched up immediately or matched up with a committee that is your top priority. Nonetheless, your indication of interest is strongly encouraged and appreciated.

COMMITTEE LISTING

KEY: + APPOINTED BY MODERATOR
 = APPOINTED BY BOARD OF SELECTMEN
 # APPOINTED BY TOWN MANAGER WITH APPROVAL OF THE BOARD OF
 SELECTMEN
 * APPOINTED BY TOWN MANAGER

=	AGRICULTURAL COMMITTEE
=	BOARD OF APPEALS
#	BOARD OF ASSESSORS
=	BRUCE FREEMAN RAIL TRAIL COMMITTEE
=	CABLE TV COMMITTEE
*	CEMETERY COMMITTEE
=	COMMUNITY PRESERVATION COMMITTEE
#	COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE
=	CONCORD CULTURAL COUNCIL
*	CONCORD MUNICIPAL LIGHT BOARD
*	COUNCIL ON AGING BOARD
+	FINANCE COMMITTEE
=	HANSCOM FIELD ADVISORY COMMISSION REPRESENTATIVE & ALTERNATE
*	BOARD OF HEALTH
#	HISTORICAL COMMISSION
=	HISTORIC DISTRICTS COMMISSION
=	HUGH CARGILL TRUST COMMITTEE
=	LIBRARY COMMITTEE
=	MASSPORT COMMUNITY ADVISORY COMMITTEE
*	MAPC REPRESENTATIVE
=	MBTA REPRESENTATIVE
+	MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL REPRESENTATIVE
#	NATURAL RESOURCES COMMISSION
=	PERSONNEL BOARD
=	PLANNING BOARD
=	PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE
*	PUBLIC WORKS COMMISSION
=	RECORDS & ARCHIVES COMMITTEE
*	RECREATION COMMISSION
=	BOARD OF REGISTRARS
*	RETIREMENT BOARD
=	TAX FAIRNESS COMMITTEE
=	TAX RELIEF COMMITTEE
=	TRUSTEES OF TOWN DONATIONS
=	2229 MAIN STREET COMMITTEE
=	WHITE POND ADVISORY COMMITTEE
=	YOUTH COORDINATOR ADVISORY BOARD

LAST NAME:	FIRST NAME:	PRECINCT #:	TOWN OF CONCORD COMMITTEE INTEREST		
STREET ADDRESS:			INDICATE COMMITTEE PREFERENCE		
E-MAIL ADDRESS:			1.		
PHONE – HOME:		OFFICE:	2.		
FAX #:		CELL#:	3.		
PLACE OF EMPLOYMENT:			DATE APP'T	COMMITTEE	TERM EXPIRED
PROFESSION/TITLE:					
RELEVANT EXPERIENCE, EDUCATION:					
RELEVANT DEGREES, PROFESSIONAL CERTIFICATES:					

PLEASE CHECK THE ANNUAL TOWN REPORT FOR A COMPLETE LISTING OF COMMITTEES AND COMMITTEE REPORTS, THEIR APPOINTIVE AUTHORITIES, AND TERMS OF OFFICE.

ADDITIONAL COMMENTS:

CARDS WILL BE IN ACTIVE FILE FOR 5 YEARS.

MAIL COMPLETED CARD TO: ADMINISTRATIVE ASSISTANT
BOARD OF SELECTMEN
TOWN HOUSE
PO Box 535
CONCORD, MA 01742

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Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2014

Fiscal Year	Total Assessed Value	Absolute Levy Limit	Annual Levy Limit	Actual Levy		Uniform Tax Rate	Actual Tax Rates			Unused Levy Limit	
				Within Limit	Debt Exclusion		Residential	Open Space	Commercial	"C/P" ratio	\$ as % of Limit
1980	\$371,034,400			\$13,060,411		\$35.20					
1981	\$383,133,677			\$15,248,720		\$39.80					
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	100.0	\$536,405 3.43%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	100.9	\$871,027 5.37%
1984	\$784,563,443	\$19,614,086	\$17,006,633	\$15,465,780		\$19.71	19.25	16.36	22.63	114.8	\$1,540,853 9.06%
1985	\$801,293,191	\$20,032,330	\$17,780,870	\$15,648,020		\$19.53	19.13	16.26	22.00	112.6	\$2,132,850 12.00%
1986	\$822,949,238	\$20,573,731	\$18,605,674	\$16,125,650		\$19.59	19.25	16.36	21.71	110.8	\$2,480,024 13.33%
1987	\$1,464,903,743	\$36,622,594	\$19,600,366	\$17,296,129		\$11.81	11.47	9.75	13.95	118.1	\$2,304,237 11.76%
1988	\$1,510,487,280	\$37,762,182	\$20,651,135	\$18,392,726		\$12.18	11.89	10.11	14.04	115.3	\$2,258,409 10.94%
1989	\$1,547,164,362	\$38,679,109	\$21,574,623	\$19,908,672		\$12.87	12.61	10.72	14.60	113.4	\$1,665,951 7.72%
1990	\$2,188,108,438	\$54,702,711	\$22,609,017	\$21,603,000		\$9.87	9.72	8.27	10.82	109.6	\$1,006,017 4.45%
1991	\$2,185,289,176	\$54,632,229	\$23,486,987	\$23,083,329		\$10.56	10.21	8.68	12.87	121.9	\$403,658 1.72%
1992	\$1,863,767,794	\$46,594,195	\$24,325,878	\$24,324,345		\$13.05	12.62	10.73	15.91	121.9	\$1,533 0.01%
1993	\$1,831,121,461	\$45,778,037	\$25,229,582	\$24,770,829		\$13.53	13.27	11.28	15.57	115.1	\$458,753 1.82%
1994	\$1,842,884,146	\$46,072,104	\$26,148,398	\$25,639,506	\$435,498	\$14.15	13.98	11.89	15.57	110.0	\$508,892 1.95%
1995	\$1,853,888,132	\$46,347,203	\$27,110,678	\$26,562,285	\$504,753	\$14.60	14.49	12.32	15.62	107.0	\$548,393 2.02%
1996	\$2,246,615,332	\$56,165,383	\$28,513,798	\$27,531,054	\$279,059	\$12.40	12.42	10.56	12.40	100.0	\$982,744 3.45%
1997	\$2,273,535,628	\$56,838,391	\$29,574,375	\$28,652,539	\$544,685	\$12.84	12.86	10.93	12.84	100.0	\$921,836 3.12%
1998	\$2,288,809,124	\$57,220,228	\$30,582,585	\$29,804,080	\$545,529	\$13.26					\$778,505 2.55%
1999	\$2,704,003,171	\$67,600,079	\$32,061,277	\$31,406,074	\$772,688	\$11.90					\$655,203 2.04%
2000	\$2,742,122,055	\$68,553,051	\$33,421,403	\$32,453,928	\$725,749	\$12.10					\$967,475 2.89%
2001	\$2,783,643,972	\$69,591,099	\$34,827,754	\$34,225,525	\$681,370	\$12.54					\$602,229 1.73%
2002	\$3,974,434,046	\$99,360,851	\$38,958,156	\$38,226,458	\$842,228	\$9.83					\$731,698 1.88%
2003	\$4,408,301,807	\$110,207,545	\$42,171,555	\$41,782,825	\$713,204	\$9.64					\$388,730 0.92%
2004	\$4,411,852,520	\$110,296,313	\$45,336,664	\$45,161,214	\$1,560,304	\$10.59					\$175,450 0.39%
2005	\$5,117,100,515	\$127,927,513	\$48,886,984	\$48,293,261	\$1,854,324	\$9.80					\$593,723 1.21%
2006	\$5,207,535,371	\$130,188,384	\$51,679,906	\$50,786,544	\$2,486,543	\$10.23					\$893,362 1.73%
2007	\$5,309,253,831	\$132,731,346	\$54,523,353	\$53,363,359	\$2,702,361	\$10.56					\$1,159,994 2.13%
2008	\$5,498,736,316	\$137,468,408	\$57,254,951	\$55,919,464	\$3,026,989	\$10.72					\$1,335,487 2.33%
2009	\$5,264,591,702	\$131,614,793	\$59,634,076	\$58,717,305	\$3,931,336	\$11.90					\$916,771 1.54%
2010	\$5,026,552,229	\$125,663,806	\$62,197,127	\$61,284,932	\$4,512,636	\$13.09					\$912,195 1.47%
2011	\$5,045,140,030	\$126,128,501	\$64,569,355	\$62,529,967	\$4,015,430	\$13.19					\$2,039,388 3.16%
2012	\$5,090,058,629	\$127,251,466	\$67,047,174	\$65,053,133	\$4,069,863	\$13.58					\$1,994,041 2.97%
2013	\$5,054,970,094	\$126,374,252	\$69,911,104	\$67,034,708	\$4,088,721	\$14.07					\$2,876,396 4.11%
2014	\$5,130,493,662	\$128,262,342	\$72,879,506	\$69,334,221	\$4,801,422	\$14.45					\$3,545,285 4.86%
2015	\$5,412,298,562	\$135,307,464	\$75,539,516	\$71,897,151	\$5,444,595	\$14.29					\$3,642,365 4.82%

Town of Concord
Town House
Concord, MA 01742

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TOWN MEETING

SUNDAY, APRIL 12, 2015 • 1PM
CONCORD-CARLISLE REGIONAL HIGH SCHOOL

MONDAY, APRIL 13 • 7PM
DISCUSSION OF ARTICLES 21 THROUGH 30 CONCERNING TOWN AND SCHOOL BUDGET

