



TOWN OF CONCORD MASSACHUSETTS

Town Manager's Proposed Budget FY2017

For the Fiscal Year
July 1, 2016 - June 30, 2017



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January 22, 2016

Town Government Mission Statement:

The mission of Concord's Town Government is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

Town Manager's Budget Goals**1: Preserve the Health and Safety of Residents and Visitors and Protect their Property**

- Police Services (see pages 170-173) & Fire Services (see pages 174-177)
- Enhanced Emergency Medical Services with addition of 2nd Ambulance in West Concord (see page 177)

2: Enhance Residents' Quality of Life

- Human Services Division to assist with the social needs of the community (see pages 230-233)
- Healthy Communities Initiative (see pages 136-139)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Senior Services Division (see pages 234-237)
- Library Services at Main Library and Fowler Branch (see pages 226-229)
- Veterans Services & Benefits (see pages 244-247)

3: Preserve the Town's Character

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection. Beginning new Long Range Plan, and updating the Subdivision Rules & Regulations (see pages 120-139)
- Additional Inspections staffing to keep up with increased development (see pages 132-135)

4: Promote Sustainability of Resources

- Energy Conservation Coordinator as part of the Resource Sustainability Fund (see pages 104-109)
- Use of renewable energy by Concord Municipal Light Plant;
- Green Communities Grant (see pages 104-109)
- Greening Your Heat Program (GYHP) (see page 104-109)
- Individual Building Energy Reports (throughout Section II)

5: Ensure Quality Operational & Financial Management

- Town Manager: Quality & Cost Effectiveness of Town Services (see page 97)
- Finance Department's fiscal management : AAA Bond Rating (see page 147), Free Cash Level (see page 3), Unused Levy Capacity (see page 11), Stabilization Funds (see page 20), Tax Collection Rate (see page 151)
- Town Clerk: Effectively Managing Town Records & Elections (see pages 160-163)
- Human Resources: Managing Town Personnel Issues & Improve Management with new HRIS (see pages 98-101)

6: Maintain the Town's Infrastructure

- Concord Public Works programs for roads, sidewalks, and drainage (see pages 186-223)
- New Facilities Manager for supervision of townwide building maintenance (see pages 102-103)
- Update Information Technology systems to improve Town services (see pages 164-167)



TOWN OF CONCORD

TOWN MANAGER'S OFFICE
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CHRISTOPHER WHELAN, TOWN MANAGER

January 21, 2016

The Honorable Select Board:

I herewith submit for your review the Town Manager's Proposed General Fund Budget for Fiscal Year 2017 (July 1, 2016 - June 30, 2017) in accordance with the requirements of the Town Charter. With the presentation in this Budget Book, I am pleased to report that this proposed FY17 General Fund Budget is financially sound while funding key priority programs.

Throughout the fall of 2015, the Finance Committee has deliberated on the appropriate funding levels for the Town Government, Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRS). The proposed Town Government budget (Article 7 on the 2016 Annual Town Meeting Warrant), the CPS budget (Article 11), and the CCRSD assessment (Article 12), all comply with the Guidelines adopted by the Finance Committee on November 30, 2015 in the amounts as shown below.

	FY16 Budget	FY17 Proposed (at guideline)	Change from FY16 to FY17	
			Amount	Percent
Town Government ¹	\$21,214,013	\$22,014,013	\$800,000	3.8%
Concord Public Schools	\$34,542,735	\$35,660,111	\$1,117,376	2.2%
Concord-Carlisle RSD	\$16,556,221	\$17,035,005	\$478,784	2.9%
Subtotal	\$72,312,969	\$74,709,129	\$2,396,160	3.3%
All Other Accounts ²	\$24,009,248	\$23,736,536	-\$272,714	- 0.6%
Total Budget Plan	\$96,322,217	\$98,445,665	\$2,123,448	2.2%

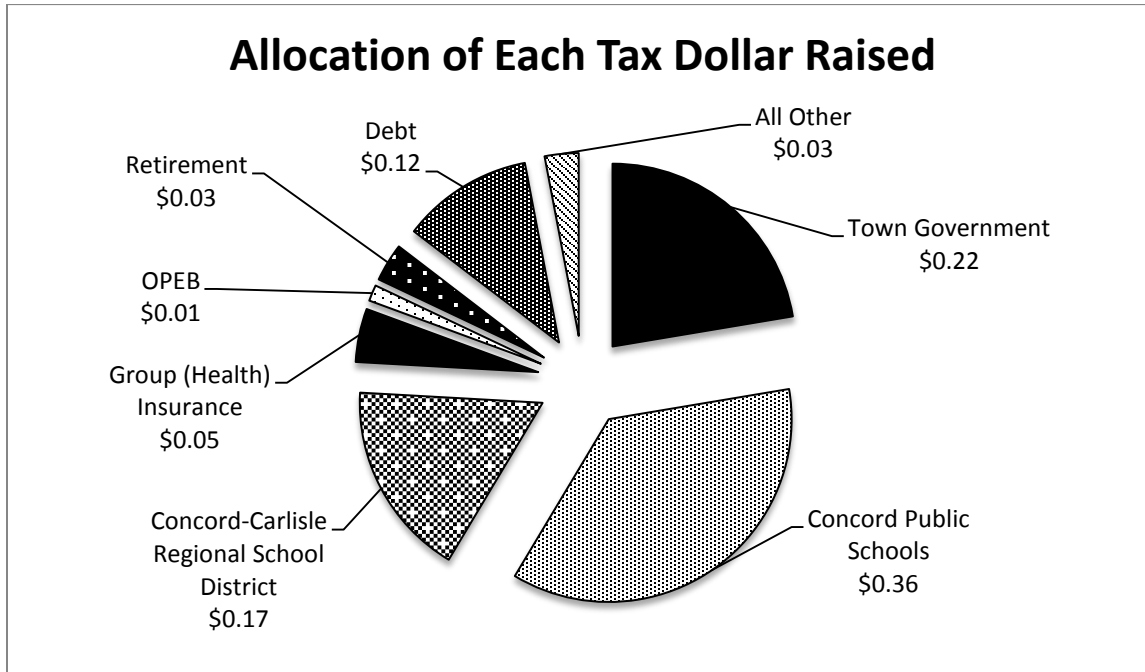
¹ The Town Government Budget has been augmented by \$100,000 in FY16 and \$50,000 in FY17 from the Emergency Response Stabilization Fund to partially fund the four additional firefighters who staff the second ambulance.

² For FY16, an additional appropriation from Free Cash was made to the following purposes: \$600,000 for CPS buses and \$25,000 for White Pond Management. As a result, a one-time expenditure increases the FY16 All Other Accounts line by \$625,000. Without it, the change from FY16 to FY17 would be \$352,286 or 1.4%.

For FY17, All Other Accounts consists of Group Insurance (\$4,650,000), OPEB (\$1,400,000), Retirement (\$3,317,000), Debt Service (\$3,730,000), Town and CCRSD Assessed Excluded Debt Service (\$7,692,536), Accounts not subject to Appropriation (\$1,232,000), Minuteman Career and Technical High School (\$500,000), Social Security / Medicare (\$765,000), Other Fixed & Mandated Accounts (\$450,000).

Total General Fund Budget

The total appropriated budget for Town programs and services, which includes all the operations that are not supported by fee-for-service activities such as those of the Concord Municipal Light Plant, is proposed to be \$98,445,665. For each tax dollar raised to fund the Total General Fund Budget, here is the proposed use:



Revenues

Property taxes account for 86.0% of the revenues needed to fund the Total General Fund Budget. Other sources include State Aid (4.3%), Other Local Revenue (3.7%), Motor Vehicle Excise Tax (2.8%), Transfers from Stabilization Funds (1.1%), Other Transfers (1.9%), and Investment Earnings (0.2%).

The impact of the proposed budget on the property tax bill of existing taxpayers will be on average an increase of 3.0%, though each bill may vary due to the specific property's FY17 assessment. This means that for the median property with a current assessed value of \$798,000 the tax bill will increase by \$333 to \$11,441.

Reserves and Financial Stability

A main financial objective is to make sure that the Town finances are sound and that our Aaa credit rating, the highest possible credit rating from Moody's Investors Service, remains intact. In addition to the budgeting practice of conservatively projecting anticipated revenues, two key criteria demonstrate the Town's continued financial stability: Certified Free Cash and Unused Levy Capacity.

Certified Free Cash -- Each year, the State certifies the level of reserves, also known as Certified Free Cash, which are maintained for cash flow purposes, unexpected events, and

economic downturns. The Town's policy is that Free Cash should be at least 5% of the next year's budget. As of June 30, 2015, the estimated Free Cash was a healthy \$11,057,869 or 11.5% percent of the current year budget. The FY17 budget will maintain this level of Free Cash, while still providing a \$1 million allocation for Town operations to reduce the tax levy.

Unused Levy Capacity --The unused levy capacity, the amount that the projected tax levy is below the allowable Proposition 2 ½ levy limit, is projected to be \$3,208,579 in FY17. This means that the Town has some flexibility in future budgets since we are not at the upper ceiling of the levy limit as determined by an increase of 2 ½ from the previous levy limit plus an allowance for new growth. It should be noted that this proposed budget does not change the level of the unused levy capacity.

Debt

With the construction of three new elementary schools and a new regional high school within the past twelve years, the amount of debt that the Town has taken on has grown. The proposed FY17 debt service cost is as follows: \$3,730,000 for routine, within the levy limit, Town and CPS projects such as road repairs and building renovations; \$4,007,828 for Town and CPS excluded debt projects mostly for new elementary schools, and \$3,684,708 for the CCRSD excluded debt assessment for the new high school.

Fortunately, there are some mitigating factors that help to alleviate some of the debt burden. The Massachusetts School Building Authority (MSBA) has certified that the Thoreau School and the Concord-Carlisle High School qualify for State funds and an annual payment of \$409,878 in FY17 is being applied to decrease the Thoreau debt service, and the State is paying 35.6% of the eligible cost of the high school construction. For FY17, an amount of \$1 million is being proposed from the Town's High School Debt Stabilization Fund to reduce the tax impact of Concord's assessed share of the CCRSD debt service. In addition, in FY16, the Town took advantage of favorable interest rates to refinance some of our debt for an annual savings in decreased debt service of \$109,113 with a total savings of \$1,091,130 over 10 years.

Retirement

From anecdotal stories in the media, municipal retirement systems throughout the country seem to be in trouble. In Concord, this isn't the case. Our policy of funding the employer contribution of \$3,317,000 in FY17, an increase of 3% from the previous year, has placed the Town's retirement system in relatively good shape. As measured by new reporting requirements implemented for June 30, 2015, the Town's Net Pension Liability is estimated to be \$18.1 million and its funded ratio is reported in the Town's audited Financial Statements as 88%, a ratio that is ranked among the top 10 public retirement systems in the State.

Health Insurance

For the past few decades, health care cost and associated health care premiums have risen at a pace greater than inflation. This increase has placed some stress on Town finances as the Town needs to allocate resources to pay for the employer's portion of health care premiums for current employees and current retirees (budgeted under title of Group Insurance) and fund the employer's portion of the future health care liability incurred by past and current

employees and retirees (budgeted under the title of OPEB). Several factors have helped keep these increasing costs manageable. The Town is a member of Minuteman Nashoba Health Group, which is a joint purchasing consortium of 17 area towns that pools risks and self-funds health plans to keep costs down. As compared to other Massachusetts municipalities, the percent of Concord's employer contribution for health care premiums is on the lower side: approximately 55% for active employees and 50% for retirees. In addition, a 2011 State health care reform law enabled the Town to negotiate plan design changes with the stipulation that 25% of the first-year savings were placed in a fund to mitigate subscriber out-of-pocket cost. Nevertheless, the FY17 allocation from the Town for both Group Health and OPEB is projected to be \$6,050,000, more than 6% of the proposed General Fund budget.

General Government Priorities

Last year, I established six budget goals as priorities for the allocation of resources for Town Government programs and services. Since the Concord Public School and the Concord-Carlisle Regional School Committees and the School Superintendent are responsible for their budgets, the remaining portion of this Transmittal Letter focuses on Town Government priorities.

1. Preserve the Health and Safety of Residents and Visitors and Protect their Property

A top priority of the Town is to preserve the health and safety of everyone who lives in or visits the Town. This means adequately funding the Police and Fire Departments. In the FY17 Police budget, I am requesting \$140,000 to replace 4 patrol vehicles and an addition \$25,000 for needed overtime for officers and dispatchers. For the Fire budget, I have prioritized \$150,000 for the refurbishment of Engine 3 and \$50,000 for partially offsetting the additional cost of the four firefighters hired in July 2014 to run the second ambulance out of the West Concord Station from 8AM to 8PM. With an upgrade to the dispatch system, I am proposing to allocate \$30,000 for the maintenance and support of this operating software.

2. Enhance Residents' Quality of Life

There are a variety of ways that the Town enhances residents' quality of life through its social services. In the FY17 budget, I am proposing that the Town take on a greater share of the Community Services Coordinator's salary (+ \$10,000), which has been mainly supported by the generous gift from the Community Chest, increase wages and salaries of the Senior Services Outreach Coordinators (+ \$7,500), increase the General Fund share of the Recreation Director's salary (+ \$25,000), and provide benefits to the increasing number of eligible Veterans (+ \$10,000).

3. Preserve the Town's Character

Concord's unique historic character is of priceless value to residents and visitors. An amount of \$40,000 is included in the budget to fully fund a Comprehensive Long Range Plan to set out a planning vision for the next 10 years and \$65,000 to fully fund the Zoning Bylaw Recodification to make sure that our zoning bylaws are consistent with this vision. With the

number of building permits at record levels, I am proposing \$19,000 for additional hours for Assistant Building Inspectors. Also in the FY17 budget is \$20,000 for White Pond Management.

4. Promote the Sustainability of Resources

The Town Government has several initiatives for moving Concord in the direction of being more energy efficient. The staff member in charge of these efforts is the Energy Conservation Coordinator, whose salary is currently being paid out of the Light Plant budget. In the FY17 budget, I am requesting \$43,000 to fund half of this salary from the General Fund so that allocation of time for efficiency initiatives can be directed to all Town departments.

5. Ensure Quality Operational and Financial Management

The Town Government runs well because of our employees. In order to maintain this highly-qualified workforce, I am proposing \$560,000 for the Salary Reserve Fund to be used for structure and merit/step increases for non-union personnel and personnel associated with our police, dispatch, fire, and library unions. In anticipation of the additional elections expected in FY17, I have set aside an additional \$17,000. An allocation of \$7,000 is proposed for the Treasury Division to cover increased banking and legal fees and \$8,000 for the Accounting Division to be used for increased audit fees as a result of new accounting regulations related to pension liability reporting.

6. Maintain the Town's Infrastructure

Infrastructure is no longer just roads and buildings; it is also information technology systems. For the physical infrastructure, I am proposing \$1.35 million in borrowing for Town road and parking lot reconstruction and \$150,000 for Sleepy Hollow Cemetery road improvement. The Facilities Maintenance Fund is proposed to be \$235,000, up by \$15,000. In order to maintain our vital IT systems, I am requesting that the Information Technology Fund be increased by \$12,000 to \$200,000 to pay for computers, servers and networks. Additional money is being allocated to fund a Geographic Information Systems Position (\$31,000) and an increase in payroll and accounting software licenses (\$14,000) for planned enhancements.

Conclusion

The FY17 General Fund Budget continues Concord's proud tradition of being financially sound while providing funds for important programs and services. I would like to thank all of the Department Heads and their staff members who worked with us throughout this budget process. In addition, I would like to recognize the efforts of Finance Director Anthony T. Logalbo, Budget and Purchasing Administrator Jon Harris, and Senior Budget and Operations Analyst Sean O'Brien, who are principally responsible for this coherent and comprehensive document.

Sincerely,



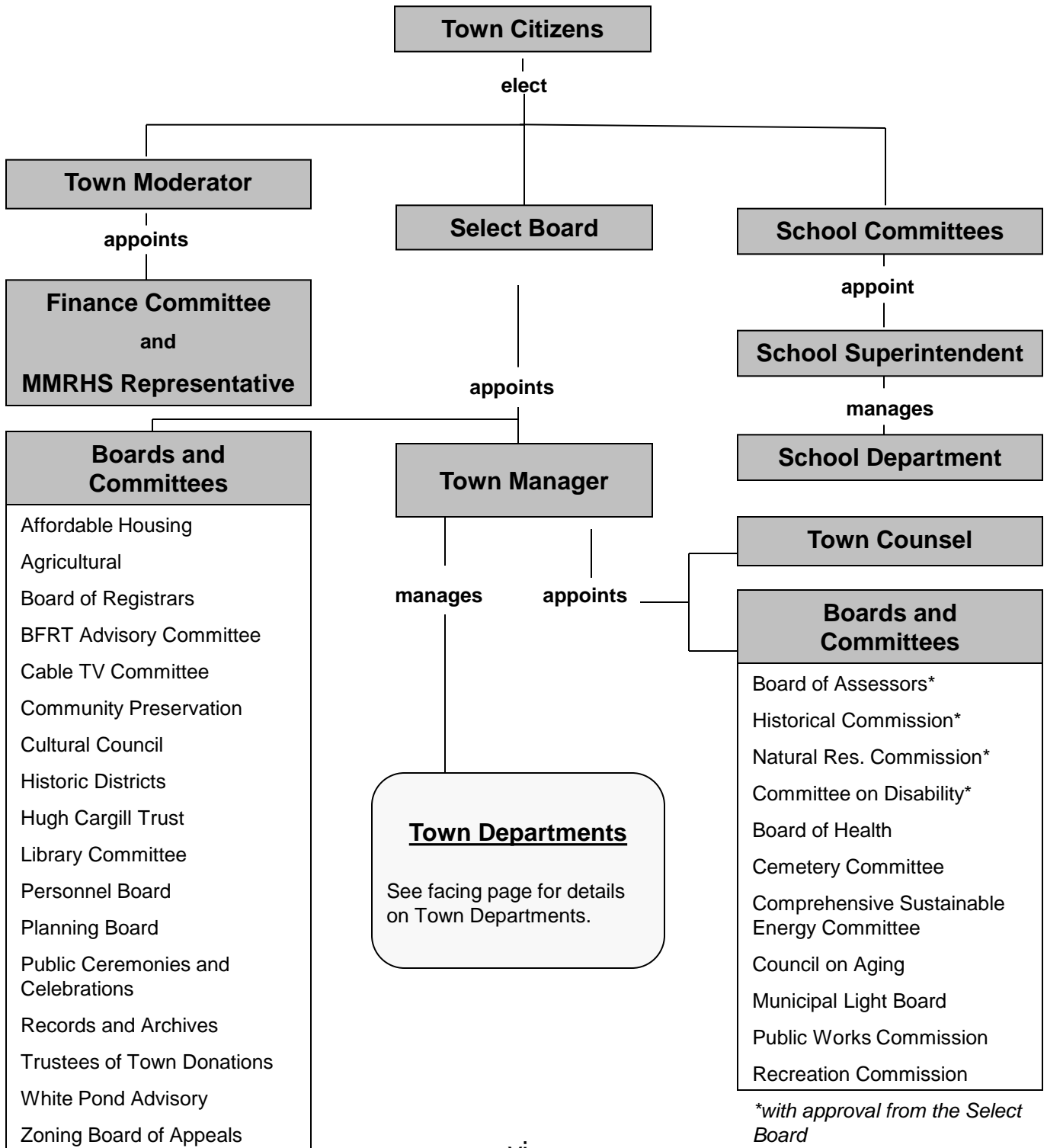
Christopher Whelan
Town Manager

Town Government Mission Statement:

The mission of Concord's Town Government is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

The chart below outlines how Concord citizens, either through elections or by sitting on boards and committees, influence the operations of their government.

On the facing page, the chart shows how Town Government is structured to carry out the wishes of its citizens.



**with approval from the Select Board*

The Town Manager oversees Town Departments, including the enterprise, revolving, and special revenue funds. These other funds include the Concord Municipal Light Plant, the Water Division, the Sewer Division, the Beede Swim & Fitness Center, Solid Waste Disposal, and the Recreation Fund.

More detail on the above departments is available in the Enterprise Budget Book, which will be printed in the spring of 2016.

**Town of Concord, Massachusetts
Organization Chart**

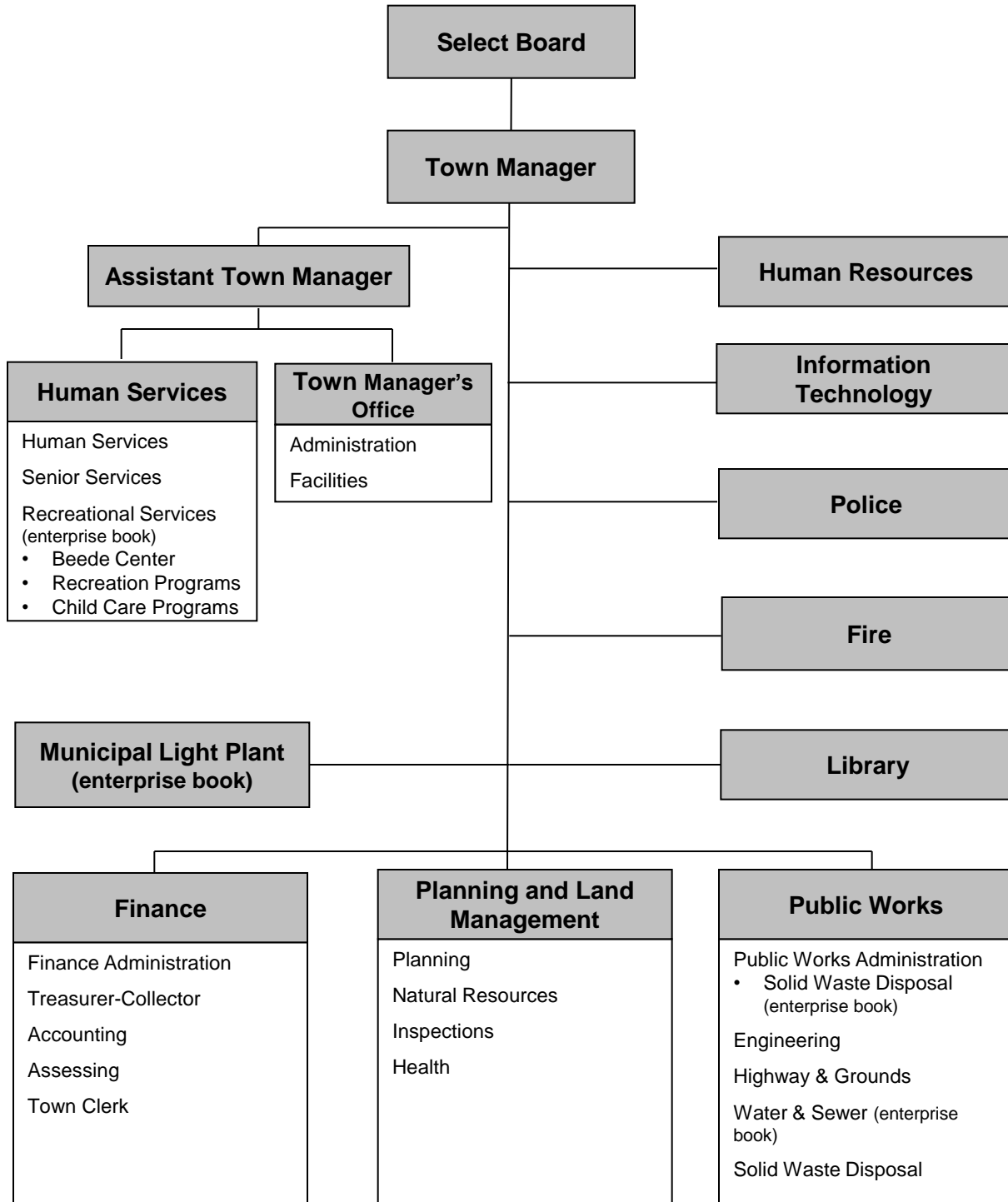


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Section I

Financial Summary

Section I Highlights**1: Overview**

- Proposed appropriations are as follows (see page 8):
 - Town Government: \$22,014,013
 - Concord Public Schools: \$35,660,111
 - Concord-Carlisle Regional School District: \$17,035,005
- Town Credit Rating: Moody's Aaa (see page 2)
- FY15 Free Cash estimate \$11,057,869 (see page 3)

2: Property Taxes

- Property Taxes fund 86% of the FY17 proposed budget (see page 10)
- FY17 Property Tax Levy is projected to increase by 3.0% over FY16 (see page 10)
- FY17 Unused Levy Limit is projected to be \$3,208,579 (see page 11)
- The FY16 Tax Rate is \$13.92 per \$1,000 assessed valuation (see page 12)
- A tax bill for the median valued home of \$798,000 is projected to increase by \$333, from \$11,108 in FY16 to \$11,441 in FY17 (see page 14)

3: Resources

- 86% of the budgeted resources come from property taxes. State Aid 4.3%, Other Receipts 3.9%, Motor Vehicle Excise 2.8%, Interfund Transfers 1.9%, and Stabilization Funds 1.1% make up the remainder of the resources for FY17 (see page 16)
- Moderate Increases are projected for State Aid and Uses of Money & Property (see page 17).

4: Other Resources

- Other Resources provides information on Stabilization Funds, CPA Funds, the Parking Meter Fund, and other funds that support the goals of the Town (see page 20)

5: Expenses

- Total proposed expenses are budgeted at \$98,445,665, a 2.20% increase from FY16 (see page 29)
- Town, CPS, & CCRSD Operating Budgets are proposed to be \$74,709,129 (see page 26)
- Joint accounts (Insurance, Retirement, Social Security, Medicare) are proposed to be \$14,312,000 (see page 28)
- Other obligations (Minuteman Tech., Debt Exclusions) are proposed to be \$8,192,536 (see page 29)
- Unappropriated accounts (State Assessments, Snow Deficits, Overlay) are proposed to be \$1,232,000 (see page 29)

6: Capital Outlay

- Capital outlay expenditures from Town departments is proposed to be \$1,800,000 (see page 42)
- \$3,900,000 is proposed in borrowing for capital purposes, 56% of which is proposed for Road Improvements (\$1,350,000) and Land Acquisition (\$830,000) (see page 43).
- The FY17 capital plan proposes an increase of \$27,500 for building improvements via the following accounts: Facilities Management, 37 Knox Trail, Public Safety Building, and Harvey Wheeler Community Center (see pages 47-49)

7: Debt

- For FY17, Tax Supported Debt Service is \$6,766,877 (see pages 58-59)
- Debt Service within the levy limit \$2,759,050 (see pages 58-59)
- Excluded Debt Service is \$4,007,827. A majority of the excluded debt service is for new Elementary Schools (see pages 58-59)

8: Unfunded Liabilities

- As of FY15, the total major General Fund Liabilities totaled \$80,612,272. Of this amount, \$41,730,401 was for debt, \$13,165,799 for pension, and \$25,716,072 for OPEB (see page 74).
- As of the 1/1/15 actuarial valuation, the employee pension system has been funded at 81% with an unfunded accrued liability of \$29,735,000 (see page 77)
- As of 6/30/15 Concord has a projected Funded Ratio of 24.8% for OPEB. The projected Unfunded Actuarial Accrued Liability (UAAL) at the most recent valuation report, June 30, 2014, is \$26,875,241 (see page 74)

9: Long Range Forecast

- (See pages 80-83)

Section Overview:

This Budget Summary contains charts, schedules, and narratives that describe the Budget and the Town's Finances in general. The level of detail used in this summary section aims to allow the reader to grasp the "big picture" relating to the Town's recent-past, present, and near-future.

The sub-sections found in this summary are:

•Overview	1 to 9
•Property Taxes	10 to 15
•Resources	16 to 19
•Other Resources	20 to 25
•Expenses	26 to 41
•Capital Outlay	42 to 53
•Debt	54 to 73
•Unfunded Liabilities	74 to 79
•Financial Projection	80 to 84

The Town Manager's Budget

The Town Manager's Proposed FY17 Budget totals:

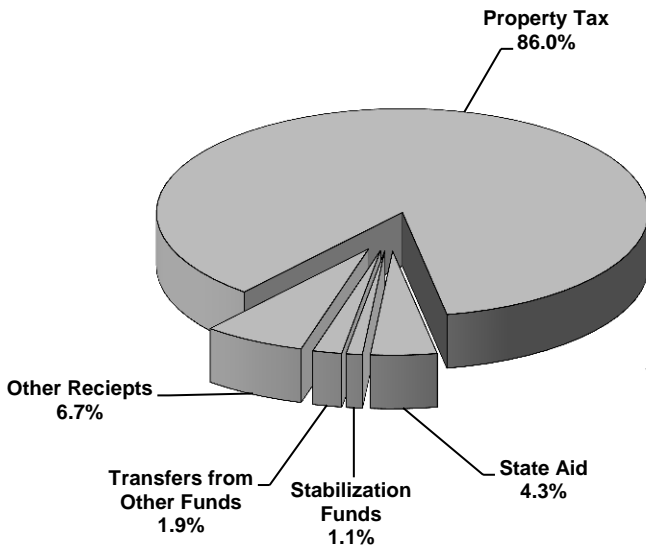
\$98,445,665

This level of appropriation is at the Finance Committee's FY17 Budget Guidelines.

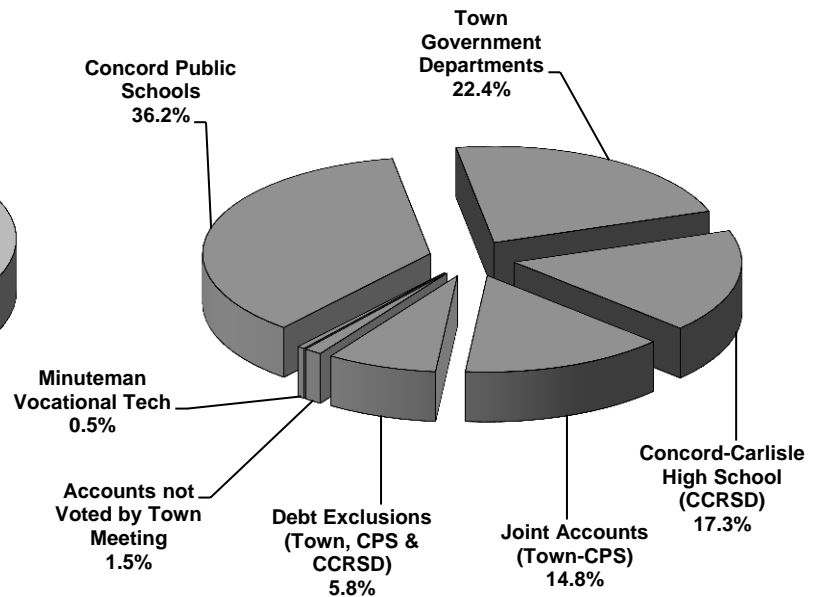
*See page 142 for more on the Finance Committee.

*See page 294 for the Finance Committee Guidelines.

FY17 General Fund Resources
Totaling \$98,445,665



FY17 General Fund Expenses
Totaling \$98,445,665



Fiscal Balance:

This FY17 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$98,445,665. All amounts are shown at the Finance Committee's Budget Guidelines issued November 30, 2015.

Budget Level and Credit Rating:

The information depicted below shows the overall financial health of the Town over the last decade.

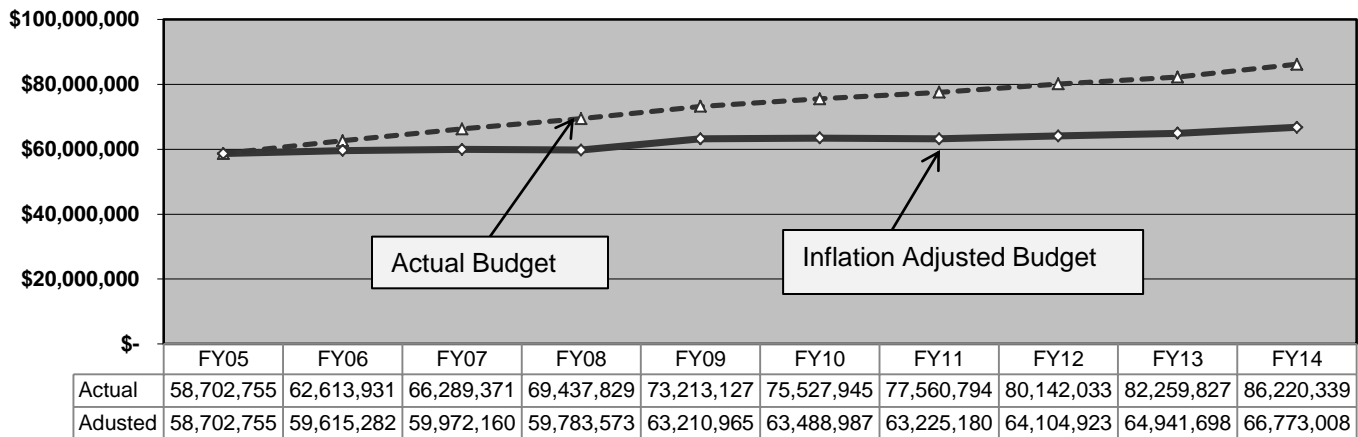
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

The chart on the lower half of the page provides information about the credit rating earned by the Town.

Fiscal Stability

In spite of the economic turmoil during the last several years, the Town Government has maintained its fiscal stability. The budget in real terms (adjusted for inflation) is fairly level. In addition, Moody's Investors Service has continued to reaffirm the Town's Aaa credit rating, the highest possible rating category.

Financial History: Actual vs. Adjusted Town Appropriations - FY05 to FY14
(in year 2005 dollars)



Discussion: The Town's budget has remained very stable when adjusted for inflation. This means that tax dollars are largely being spent to maintain a level of service, rather than to expand the size of Town Government.

*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.9. Implicit Price Deflator for Gross Domestic Product, 2005-2014 (Annual), State and Local governments, viewed: 11/23/2015.

Town Credit Rating History

Concord's credit rating is a measure of the Town's overall fiscal health. Since November 1987, the Town has earned a Aaa credit rating from Moody's Investors Service. This is the highest possible rating category and is a testament to the Town's strong financial management. As a result of the Aaa rating, the Town can borrow funds at more favorable interest rates.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
The Town's Credit Rating (Moody's)	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

The opposite page provides information about the General Fund balance. Data for FY14 and FY15 are actual amounts and for FY16 and FY17 are projections. The FY14 and FY15 column is derived from the "Schedule A" report filed with the Massachusetts Department of Revenue. →

SECTION I: Financial Summary

Overview

General Fund Balance Analysis	FY14	FY15	FY16	FY17
"Schedule A" basis of reporting	Actual	Actual	Budgeted	Proposed
Revenues				
Taxes	\$78,163,998	\$81,849,440	\$85,776,499	\$89,114,387
Charges for Services	\$1,533,171	\$1,484,033	\$1,170,000	\$1,170,000
Licenses, Permits, and Fees	\$1,334,120	\$1,099,041	\$1,090,000	\$990,000
Revenues from Other Governments	\$4,265,387	\$4,198,576	\$4,362,640	\$4,365,000
Miscellaneous Revenues	<u>\$529,972</u>	<u>\$297,827</u>	<u>\$338,200</u>	<u>\$346,400</u>
Current Revenues	\$85,826,648	\$88,928,917	\$92,737,339	\$95,985,787
Expenditures				
Salary and Wages	-\$40,039,126	-\$41,588,756	-\$43,449,940	-\$45,255,816
Expenditures	-\$27,350,967	-\$28,340,539	-\$31,954,934	-\$32,560,021
Capital Outlay	-\$1,607,833	-\$1,391,990	-\$2,309,000	-\$1,800,000
Debt Service	-\$6,969,666	-\$7,440,662	-\$7,925,500	-\$7,737,828
Unclassified	<u>-\$8,397,415</u>	<u>-\$8,527,436</u>	<u>-\$9,532,843</u>	<u>-\$9,692,000</u>
Current Expenses	-\$84,365,007	-\$87,289,383	-\$95,172,217	-\$97,045,665
Net Revenues / Expenditures	\$1,461,641	\$1,639,534	-\$2,434,878	-\$1,059,878
Other Financing Sources (Uses)				
Transfer from Other Funds	\$2,044,593	\$2,095,171	\$3,584,878	\$2,459,878
Transfers to Other Funds	-\$2,560,415	-\$2,525,087	-\$1,150,000	-\$1,400,000
Other Financing Uses	<u>\$0</u>	<u>-\$3,428,068</u>	<u>\$0</u>	<u>\$0</u>
	-\$515,822	-\$3,857,984	\$2,434,878	\$1,059,878
Total Excess (Deficiency)	\$945,819	-\$2,218,450	\$0	\$0
Fund Balance (Beginning of Year)	\$21,190,366	\$22,136,185	\$19,917,735	\$19,917,735
Fund Balance (End of Year)	\$22,136,185	\$19,917,735	\$19,917,735	\$19,917,735
Fund Balance Analysis				
Designated for Thoreau Debt Service	\$4,657,702	\$819,755	N/A	N/A
Reserved for Expenditures	\$850,000	\$1,575,000	N/A	N/A
Reserved for Encumbrances	\$3,558,404	\$4,217,430	N/A	N/A
Snow and Ice Deficit	-\$285,362	-\$310,771	N/A	N/A
Unreserved Fund Balance	<u>\$13,355,445</u>	<u>\$13,616,309</u>	<u>N/A</u>	<u>N/A</u>
	\$22,136,189	\$19,917,723	N/A	N/A
Free Cash Analysis				
Unreserved Fund Balance	\$13,355,445	\$13,616,309	N/A	N/A
Minus: Receivables	-\$698,212	-\$648,207	N/A	N/A
Minus: Deferred Revenue	-\$1,461,123	-\$1,795,789	N/A	N/A
Minus: Miscellaneous	<u>-\$111,193</u>	<u>-\$114,444</u>	<u>N/A</u>	<u>N/A</u>
Certified Free Cash	\$11,084,917	\$11,057,869	N/A	N/A

Fund Balance:

With the implementation of Governmental Accounting Standards Board (GASB) Statement No. 54, the Town's Fund Balance as presented in the audited Financial Statements is separated based on the availability of the funds into the following categories: Nonspendable, Restricted, Committed, Assigned, and Unassigned.

Availability of Fund Balance

Fund Balance is the amount remaining after subtracting all the items that are owed (liabilities) from all the items that are owned (assets). Nevertheless, portions of the Fund Balance have various restrictions on their use. Accordingly, Fund Balance is divided into categories depending the availability of these funds.

Fund Balance

An accounting distinction is made between the portions of fund equity that are spendable and nonspendable. These are broken up into five categories:

1. **Nonspendable fund balance** – includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds (e.g., funds in which the corpus cannot be spent).
2. **Restricted fund balance** – includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include funds which have a restriction through debt covenants, grantors, contributors, or laws or regulation from other governments. The grant from the Massachusetts School Building Authority (MSBA) to mitigate the debt service cost of the Thoreau School is placed in this category.
3. **Committed fund balance** – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority, the Concord Town Meeting. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. Examples are the School Construction Stabilization Funds and Special Revenue Funds such as the Solid Waste Fund.
4. **Assigned fund balance** – comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body, the Concord Town Meeting, or by an official or body to which the governing body delegates the authority, the Concord Town Manager. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund. For the general fund, this amount includes funds encumbered as authorized by the Town Manager or his designee for a specific purpose.
5. **Unassigned fund balance** – is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Fund Balance by Category (as of June 30, 2015)

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable			
Permanent funds	\$ -	\$ 4,929,898	\$ 4,929,898
Total Nonspendable	-	4,929,898	4,929,898
Restricted			
School debt service	819,755	-	819,755
Pension fund	9,471,897	-	9,471,897
Community Preservation	-	1,827,741	1,827,741
Parking	-	174,138	174,138
Cemetery	-	398,484	398,484
PEG Access	-	277,171	277,171
Receipts Reserved for Appropriation	-	780,558	780,558
53 G Review	-	28,651	28,651
Miscellaneous Grants and Contributions	-	67,201	67,201
School Lunch	-	165,144	165,144
Gifts	-	1,359,411	1,359,411
Recreation	-	768,495	768,495
Other Revolving	-	455,920	455,920
Federal Grants	-	33,395	33,395
State Grants	-	572,898	572,898
Solid Waste	-	229,873	229,873
Sawyer Gift Fund	-	211,421	211,421
Capital project funds	-	1,486,384	1,486,384
Permanent funds	-	842,846	842,846
Total Restricted	10,291,652	9,679,731	19,971,383
Committed			
School capital	963,252	-	963,252
School debt	1,912	-	1,912
High school debt	3,535,766	-	3,535,766
Emergency response	805,790	-	805,790
Insurance	1,647,747	-	1,647,747
CPS Bus Replacements	600,000	-	600,000
White Pond Management	25,000	-	25,000
Other	2,971	-	2,971
Total Committed	7,582,438	-	7,582,438
Assigned			
For encumbrances			
General government	1,511,416	-	1,511,416
Public safety	240,000	-	240,000
Education	325,347	-	325,347
Public works	1,402,284	-	1,402,284
Health and human services	157,073	-	157,073
Culture and recreation	328,949	-	328,949
Employee benefits	252,361	-	252,361
For next year's expenditures	950,000	-	950,000
Total Assigned	5,167,430	-	5,167,430
Unassigned	12,366,243	(99,827)	12,266,416
Total Fund Balance	\$ 35,407,763	\$ 14,509,802	\$ 49,917,565

Free Cash:

The narrative and chart below present information about Free Cash, the undesignated Fund Balance available to be appropriated by Town Meeting. The Finance Committee has set a policy to keep the used Free Cash balance at or above 5% of the total ensuing Town budget.

Strong Reserves

The Town's Free Cash exceeds the minimum amount of 5% of the next year's budget. As a result of this policy and other sound management practices, Moody's Investors Service has affirmed Concord's Aaa credit rating on the Town's outstanding debt, as of May 8, 2015.

Free Cash

All municipal governments should maintain reserves which can be used for special purposes or in case of emergencies. Credit rating agencies look at the reserves as a measure to determine whether a city or town is being managed well. As a policy, the Finance Committee has stated that the reserves should be at least 5% of the next year's total Town budget. In recent years, the Finance Committee has sought to maintain a 10% level.

These reserves are officially the Undesignated General Fund Balance, commonly referred to a "Free Cash". They represent the amount of fund balance which the Town has not currently designated for any specific purpose. Each year, the State examines the Town's balance sheet and certifies the amount that the Town has in available reserves or Free Cash. All or part of this amount can be appropriated in the next fiscal year, if the Town Meeting chooses to do so.

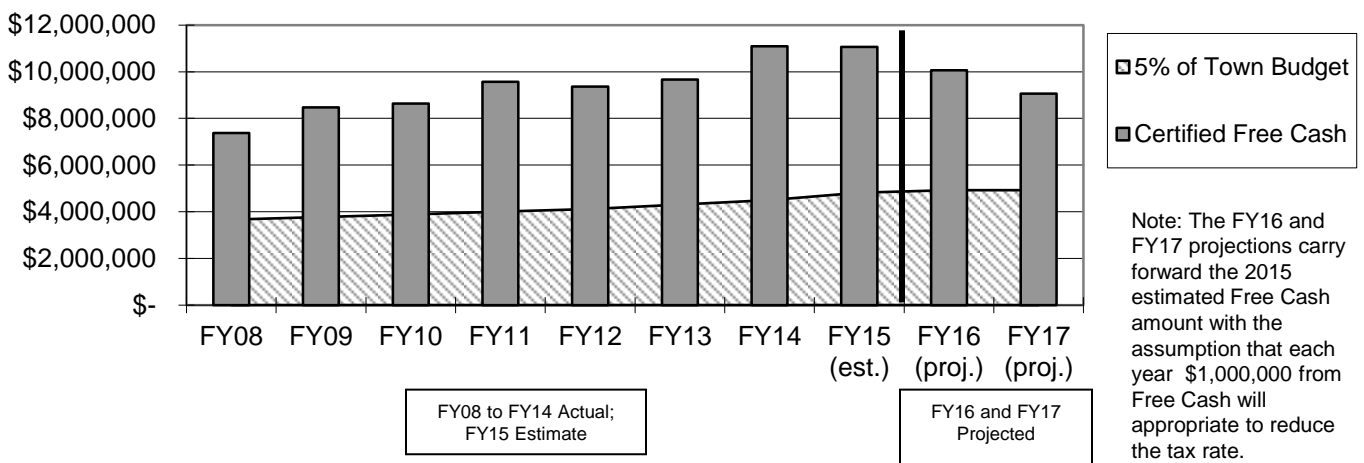
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which are designated for other purposes.

Over the past decade, Free Cash has generally increased from year-to-year as a result of the Town conservatively estimating revenues (i.e., the Town usually collects more revenue than budgeted), and effectively controlling expenses (i.e., the Town spends less money than budgeted).

The chart below shows the annual amount of certified Free Cash identified by the bars and the floor representing 5% of the next year's Town budget identified by the shaded area.

Free Cash at June 30, 2015 is estimated at \$11.1 million, although it has not yet been certified (as of 1/19/16).

Certified Free Cash (Actual for FY08 to FY14, Estimated for FY15 and Projected for FY16 to FY17)



SECTION I: Financial Summary

Overview

Uses of Free Cash:

As appropriated by Town Meeting, the Town's available reserves has been used for various purposes which include decreasing the tax levy and establishing stabilization funds.

Prudent Uses

Over the years, the Finance Committee has proposed and the Town Meeting has adopted, modest allocations of Free Cash in an effort to retain Free Cash at levels which are fiscally prudent.

Town Meeting has appropriated Free Cash for various purposes. An appropriation is routinely approved to reduce the annual property tax levy. For FY17, \$1,000,000 is proposed for this purpose.

In addition, Town Meeting has voted to apply a portion of the Free Cash reserves to create stabilization funds to offset prospective rises in property taxes due to the increased debt service to pay for the construction of public school buildings. At the 2008 Annual Town Meeting, an amount of \$2.5 million was allocated from Free Cash to lower the tax levy impact of debt service payments for the Alcott, Thoreau, and Willard Elementary School Bonds.

At the Special Town Meeting on November 7, 2011, Concord citizens voted to establish a \$2 million stabilization fund from Free Cash to be used to offset future property tax increases resulting from additional debt service associated with the cost for construction of the new Concord-Carlisle High School. Further allocations to this fund were made in the three ensuing years.

It should be noted that the projections for FY16 and FY17 do not take into account likely increases in Free Cash due to the conservative estimation of revenues and expenditures: estimated revenues may be lower than the actual amounts received and budgeted expenditures may not be entirely used. According, the downward trend for projected free cash in FY16 and FY17 do not reflect the positive results from operations for those years.

Availability of Free Cash for Appropriation			Use of Free Cash for Appropriation					
Certification Year (As of June 30th)	Free Cash Available for Appropriation	Percent of Next Year's Budget (from cert. date)	Fiscal Year	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriation from Free Cash	Appropriated for Willard School Borrowing	Total Free Cash Use
2005	4,880,193	7.8%	2007	500,000				500,000
2006	5,730,609	8.6%	2008	500,000				500,000
2007	8,003,063	11.5%	2009	600,000	2,500,000			3,100,000
2008	7,371,061	10.0%	2010	600,000			440,000	1,040,000
2009	8,471,337	11.2%	2011	600,000		34,430		634,430
2010	8,635,340	11.1%	2012	850,000		24,822		874,822
2011	9,567,656	11.9%	2013	850,000	2,000,000			2,850,000
2012	9,357,662	11.3%	2014	850,000	750,000			1,600,000
2013	9,664,489	11.2%	2015	850,000	750,000			1,600,000
2014	11,084,916	12.3%	2016	950,000	750,000	\$ 625,000 (1)		2,325,000
				proposed				
2015	11,057,869 (2)	11.5%	2017	1,000,000				1,000,000

Note: Free Cash is certified by the State as of each June 30th. Once this is done, certified free cash becomes available for Town Meeting appropriation.

(1) CPS Busses (\$600,000; 2015 Town Meeting, Article 24; White Pond Management (\$25,000, 2015 Town Meeting, Article 29)

(2) As of the printing of this book, Free Cash is an estimate and has not yet been certified by the State.

SECTION I: Financial Summary

Overview

Budget - All Accounts , FY13 - FY16 and FY17 Adopted Finance Committee Guideline

Line #		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Guideline	Dollar Change	Percent Change	Percent of Total
Town Government									
1	personal services	\$ 13,937,691	\$ 14,494,368	\$ 15,181,707	\$ 15,721,241	\$ 16,468,178	746,937	4.75%	16.73%
2	O & M	3,126,322	3,234,645	3,332,306	3,458,772	3,470,835	12,063	0.35%	3.53%
3	capital outlay	1,435,000	1,520,000	1,625,000	1,709,000	1,800,000	91,000	5.32%	1.83%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.23%
5	Total General Fund	\$ 18,724,013	\$ 19,474,013	\$ 20,364,013	\$ 21,114,013	\$ 21,964,013	\$ 850,000	4.03%	22.31%
	Emergency Services Stabilization Fund			200,000	100,000	50,000	(50,000)		0.05%
	Total Town Government			\$ 20,564,013	\$ 21,214,013	\$ 22,014,013	800,000	3.77%	
6	Concord Public Schools	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 1,117,376	3.23%	36.22%
7	Concord-Carlisle RSD	\$ 15,066,221	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 17,035,005	\$ 478,784	2.89%	17.30%
9	Total Operating Budgets	\$ 63,545,772	\$ 65,970,772	\$ 68,860,772	\$ 72,312,969	\$ 74,709,129	\$ 2,396,160	3.31%	75.89%
JOINT TOWN & CPS ACCOUNTS									
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 0	0.00%	4.72%
9a	OPEB Trust	400,000	650,000	900,000	1,150,000	1,400,000	250,000	21.74%	1.42%
10	Retirement	2,945,000	3,035,000	3,125,000	3,220,000	3,317,000	97,000	3.01%	3.37%
11	Debt Service	3,300,000	3,400,000	3,500,000	3,605,000	3,730,000	125,000	3.47%	3.79%
11a	Refunding savings, required levy				114,217	0	(114,217)		0.00%
12	Social Security/Medicare	625,000	640,000	685,000	740,000	765,000	25,000	3.38%	0.78%
13	Other Fixed & Mandated	375,000	400,000	425,000	425,000	450,000	25,000	5.88%	0.46%
14	subtotal	\$ 12,295,000	\$ 12,775,000	\$ 13,285,000	\$ 13,904,217	\$ 14,312,000	\$ 407,783	2.93%	14.54%
15	Minuteman Voc Tech	\$ 437,910	\$ 227,033	\$ 191,689	\$ 407,041	\$ 500,000	\$ 92,959	22.84%	0.51%
16	High School Debt Exclusion	254,128	1,551,843	1,858,841	3,514,429	3,684,708	170,279	4.85%	3.74%
17	Town Debt Exclusion	4,719,471	4,624,457	4,495,632	4,206,283	4,007,828	(198,455)	-4.72%	4.07%
	subtotal	\$ 5,411,509	\$ 6,403,333	\$ 6,546,162	\$ 8,127,753	\$ 8,192,536	\$ 64,783	0.80%	8.32%
	Appropriations from Free Cash				625,000	0	(625,000)		0.00%
18	TOWN MEETING VOTE	\$ 81,252,281	\$ 85,149,105	\$ 88,691,934	\$ 94,969,939	\$ 97,213,665	\$ 2,243,726	2.36%	98.75%
19	State assessments	\$ 468,736	\$ 429,403	\$ 511,384	\$ 497,843	\$ 510,000	\$ 12,157	2.44%	0.52%
20	Snow/ice & other deficits	0	101,951	285,362	310,772	172,000	(138,772)	-44.65%	0.17%
21	Overlay	538,810	539,880	555,513	543,663	550,000	6,337	1.17%	0.56%
22	subtotal	\$ 1,007,546	\$ 1,071,234	\$ 1,352,259	\$ 1,352,278	\$ 1,232,000	\$ (120,278)	-8.89%	1.25%
23	TOTAL BUDGET PLAN	\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 96,322,217	\$ 98,445,665	\$ 2,123,448	2.20%	

"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.

SECTION I: Financial Summary

Overview

		FY17 Guideline					Change from FY16 Budget		
		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Guideline	Dollar Change	Percent Change	Percent of Total
24	state aid	\$ 3,717,120	\$ 3,792,628	\$ 4,147,519	\$ 4,272,640	\$ 4,275,000	\$ 2,360	0.06%	4.34%
25	motor vehicle excise tax	2,225,000	2,400,000	2,600,000	2,850,000	2,750,000	(100,000)	-3.51%	2.79%
26	investment earnings	175,000	125,000	100,000	100,000	150,000	50,000	50.00%	0.15%
27	other local revenue	2,899,400	3,094,400	3,436,400	3,723,200	3,691,400	(31,800)	-0.85%	3.75%
28	Appropriations financed from:								
29	Elem. Debt Stabilization Fund	475,000	\$ 735,000	\$ 0	\$ 0	\$ 0	\$ 0		
30	CCHS Debt Stabilization Fund		230,000	500,000	1,500,000	1,000,000	(500,000)	-33.33%	1.02%
31	Emergency Services Stab. Fund			200,000	100,000	50,000	(50,000)	-50.00%	0.05%
32	Free Cash				625,000	0	(625,000)		
33	Transfers to General Fund:								
34	from CMLP (Light Fund)	385,000	\$ 447,800	\$ 458,650	\$ 472,400	\$ 465,500	\$ (6,900)	-1.46%	0.47%
35	Thoreau School MSBA grant	409,878	409,878	409,878	409,878	409,878	0	0.00%	0.42%
36	"free cash" transfer	850,000	850,000	850,000	950,000	1,000,000	50,000	5.26%	1.02%
37	subtotal	\$ 11,136,398	\$ 12,084,706	\$ 12,702,447	\$ 15,003,118	\$ 13,791,778	\$ (1,211,340)	-8.07%	14.01%
Property Tax:									
38	property tax base	\$ 65,851,372	\$ 68,113,587	\$ 71,061,652	\$ 74,224,261	\$ 77,471,229	\$ 3,246,968	4.37%	78.69%
39	new growth	1,183,336	1,220,624	835,499	1,284,004	900,000	(384,004)	-29.91%	0.91%
40	total within the Levy Limit	\$ 67,034,708	\$ 69,334,211	\$ 71,897,151	\$ 75,508,265	\$ 78,371,229	\$ 2,862,964	3.79%	79.61%
41	debt service excluded from Levy Limit	4,088,721	4,801,422	5,444,595	5,810,834	6,282,658	471,824	8.12%	6.38%
42	total property tax	\$ 71,123,429	\$ 74,135,633	\$ 77,341,746	\$ 81,319,099	\$ 84,653,887	\$ 3,334,788	4.10%	85.99%
TOTAL RESOURCES		\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 96,322,217	\$ 98,445,665	\$ 2,123,448	2.20%	

SECTION I: Financial Summary

Property Taxes

Property Taxes:

The total projected property tax levy for FY17 is:

\$84,653,887

This represents 86.0% of the total resources supporting the FY17 budget.

It also represents an increase of 4.10% over the FY16 tax levy of \$81,319,099.

This, however, *does not* mean that the property tax rate will increase by 4.10%, as \$900,000 of the increase is due to projected New Growth (see chart on page 11 for a further break-out of the components of the total levy).

The resulting impact on the property tax rate is projected at:

+ 2.99%

Property Tax Highlights

The FY17 property tax levy is projected to increase by 2.99% over the FY16 levy.

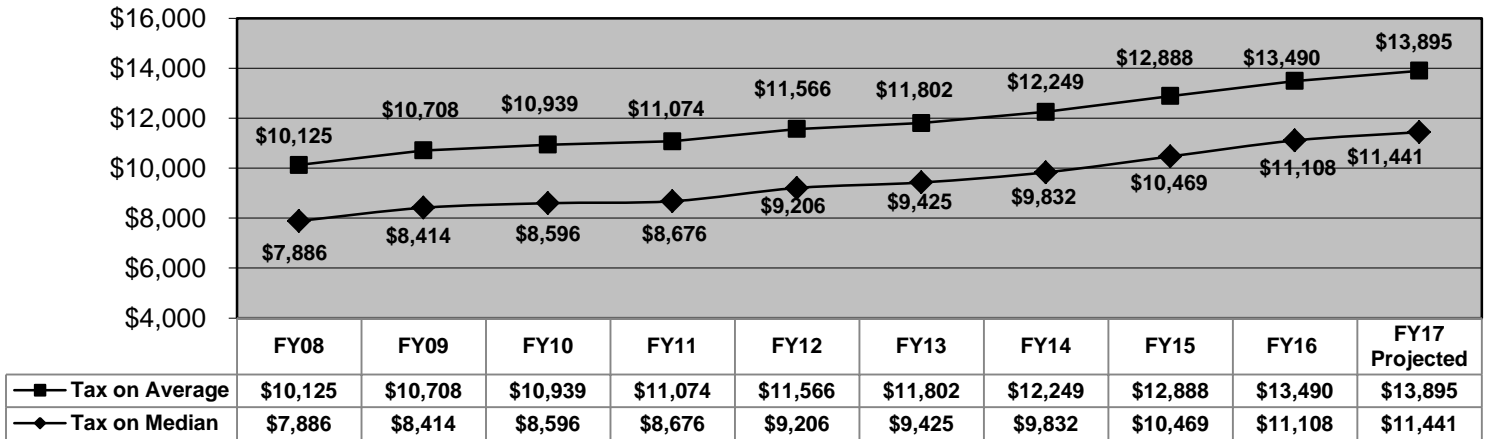
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY17 is projected to increase by \$333 from \$11,108 in FY16 to \$11,441 in FY17 (based on a median assessed value of \$798,000).

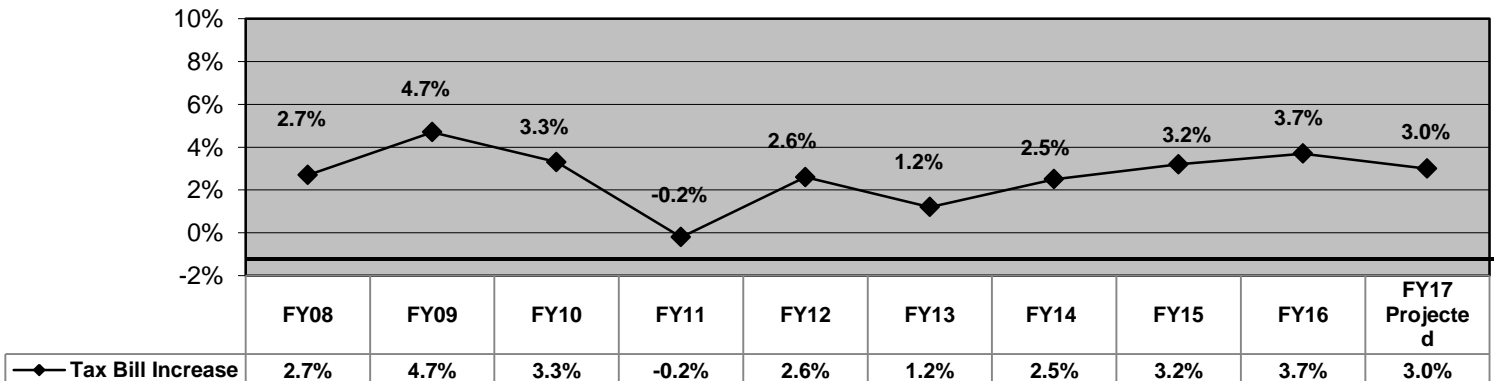
Or...

- The tax bill per \$100,000 of assessed value will increase by \$41, from \$1,392 in FY16 to an estimated \$1,433 in FY17.

Average and Median Tax Bills on Single Family Parcels



Average Tax Revenue Increases (Borne by Existing Taxpayers)



Property Tax Details:

In the area below, there is information that details how the Levy Limit has been calculated (for the proposed budget, as well as for the current and previous fiscal year budgets).

For FY17, the first number shown is the FY16 Levy Limit of \$78,712,008. As authorized by Prop 2½, the FY16 Levy Limit is multiplied by 2.5% to get \$1,967,800. The levy projected from new building construction (New Growth) is estimated to be \$900,000, the sum of these numbers is the new FY17 Levy Limit of \$80,679,808. After adding the levy for payment due on excluded debt of \$6,282,658, the maximum allowable levy equals \$87,862,466.

With the proposed FY17 level of spending requiring a tax levy of \$84,653,887, the result is a levy under the limit and an unused tax levy capacity projected at \$3,208,579.

Proposition 2½

Since 1982, Massachusetts Law has limited property tax increases by municipalities. The law restricts municipalities from increasing their property tax levy limit by more than 2½% each year, and is thus known as Proposition 2½.

It should be noted that property tax revenues resulting from “new growth” do not count towards the limit. This is because Proposition 2½ is intended to limit tax increases on existing taxpayers, while allowing the municipality to expand its services to meet additional needs posed by new growth.

Property Tax Levy Limit Calculation

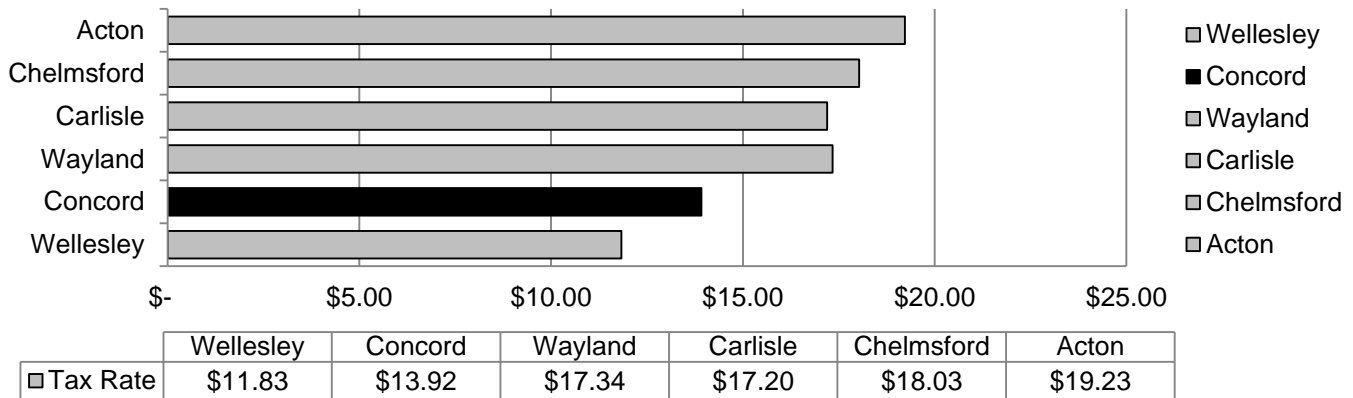
	FY15 Actual	FY16 Actual	FY17 Projected
Previous Levy Limit	\$ 72,879,506	\$ 75,539,516	\$ 78,712,008
New Growth Adjustment	2,462		
Plus 2.5%	<u>1,822,049</u>	<u>1,888,488</u>	<u>1,967,800</u>
Subtotal	74,704,017	77,428,004	80,679,808
New Growth	835,499	1,284,004	900,000
Levy Limit	75,539,516	78,712,008	81,579,808
Excluded Debt Levy	<u>5,444,595</u>	<u>5,810,834</u>	<u>6,282,658</u>
Maximum Allowable Levy	\$ 80,984,111	\$ 84,522,842	\$ 87,862,466
Tax Levy	\$ 77,341,746	\$ 81,319,099	\$ 84,653,887
Unused Levy Limit	\$ 3,642,365	\$ 3,203,743	\$ 3,208,579

	FY16 Tax Rates		FY16 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Acton	\$ 19.23	\$ 19.23	\$ 999,192	1.32%
Andover	14.82	25.99	1,603,771	1.28%
Bedford	15.28	33.50	1,917,996	3.20%
Brookline	10.42	16.99	1,465,716	0.74%
Carlisle	17.20	17.20	2,163,652	8.97%
Chelmsford	18.03	18.03	322,678	0.38%
Concord	13.92	13.92	3,203,743	4.07%
Danvers	14.20	21.37	107,860	0.15%
Lexington	14.60	28.40	18,897	0.01%
Lincoln	13.99	18.39	15,164	0.06%
Needham	11.54	23.02	12,672	0.01%
Newton	11.38	21.94	23,526	0.01%
Sudbury	17.80	25.11	320,332	0.43%
Wayland	17.34	17.34	10,137,828	15.81%
Wellesley	11.83	11.83	100,271	0.01%
Westford	16.30	16.50	8,132	0.01%
Winchester	11.68	11.02	12,168	0.02%

The table presented above provides data on the FY16 tax rates and unused levy capacity for neighboring municipalities. A lower tax rate makes the relative property tax burden less and a higher unused levy capacity shows that the municipality is not taxing at the maximum amount as determined by Proposition 2 ½.

Source: Massachusetts Department of Revenue, Division of Local Services, 12/21/2015

Comparable Municipalities with Uniform Tax Rate



The chart presented above shows the FY16 tax rates of neighboring communities that have a uniform tax rate (e.g., a tax rate that is the same for residential, commercial and industrial property).

Property Tax Rate

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average single family value	impact on existing taxpayers				
						Total Tax Levy	New Growth Levy	Net Levy	% over prior total levy	
Jan. 1, 2006	2007	\$718,550	10.56	\$7,588	\$922,372	\$9,740	\$56,065,720	\$894,270	\$55,171,450	+3.6%
Jan. 1, 2007	2008	735,650	10.72	7,886	944,487	10,125	58,946,453	1,368,514	57,577,939	+2.7%
Jan. 1, 2008	2009	707,100	11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	+4.7%
Jan. 1, 2009	2010	656,700	13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	+3.3%
Jan. 1, 2010	2011	657,750	13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	(0.1)%
Jan. 1, 2011	2012	677,900	13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	+2.6%
Jan. 1, 2012	2013	669,850	14.07	9,425	838,804	11,802	71,123,429	1,183,336	69,940,093	+1.2%
Jan. 1, 2013	2014	680,400	14.45	9,832	847,681	12,249	74,135,633	1,220,624	72,915,009	+2.5%
Jan. 1, 2014	2015	732,600	14.29	10,469	901,857	12,888	77,341,746	835,499	76,506,247	+3.2%
current year	Jan. 1, 2015	\$798,000	\$13.92	\$11,108	\$969,130	\$13,490	\$81,319,099	\$1,284,004	\$80,035,095	+3.5%
projected	Jan. 1, 2016			\$11,441		\$13,895	\$84,653,887	\$900,000	\$83,753,887	+3.0%

notes: (a) valuation certification year, Mass. Dept. of Revenue on-site review

Operating overrides and debt exclusion levy impact

Fiscal Year	Voted Operating Override levy	% incr. in levy	Debt Exclusion Levy	Change from prior year	Total change in tax levy
2007	\$657,538	1.23%	\$2,702,361	\$215,818	\$2,792,633
2008	none		3,026,989	324,628	2,880,733
2009	none		3,982,522	955,533	3,702,188
2010	none		4,512,636	530,114	3,148,928
2011	none		4,015,430	(497,206) *	747,828
2012	none		4,069,862	54,432 *	2,577,600
2013	none		4,088,721	18,859 *	2,000,432
2014	none		4,801,422	712,701 *	3,012,204
2015	none		5,444,595	643,173 *	3,206,113
Budget	2016	none	\$5,810,834	\$366,239 *	\$3,977,353
adopted guideline	2017	none	\$6,282,258	\$471,424 *	\$3,334,788

* FY11 is net of \$1,000,000 appropriated from the Debt Stabilization Fund and \$431,796 Thoreau MSBA grant allocation.
 FY12 is net of \$700,000 appropriated from the Debt Stabilization Fund and \$427,413 Thoreau MSBA grant allocation.
 FY13 is net of \$475,000 appropriated from the Debt Stabilization Fund and \$409,878 Thoreau MSBA grant allocation.
 FY14 is net of \$965,000 appropriated from Debt Stabilization Funds (Elementary and High School) and \$409,878 Thoreau MSBA grant allocation.
 FY15 is net of \$500,000 appropriated from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation.
 FY16 Adopted budget is net of \$1,500,000 appropriated from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation.
 FY17 projection is net of \$1,000,000 proposed from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation (final).

**Proposed FY17 Budgets at Finance Committee Guidelines
Property Tax impact**

incremental and total tax levy and budget changes

	FY16	FY17 at Guidelines		
		plus	at proposed level	% Δ
Town Government operations	\$21,214,013	+\$ 800,000 =	\$ 22,014,013	+3.8%
Concord Public Schools (K-8)	\$34,542,736	+\$ 1,117,375 =	\$ 35,660,111	+3.2%
CCHS assessment:				
without debt exclusion	\$ 16,556,221	+\$ 478,784 =	\$ 17,035,005	+2.9%
debt exclusion	<u>3,514,429</u>		<u>3,684,708</u>	
total assessment	\$ 20,070,650		\$ 20,719,713	
<i>Concord's assessment share:</i>				
FY16: 73.71%				
FY17: 73.61%				
Sum for all operating budgets:			<u>\$ 2,396,159</u>	
<u>Projected Tax rate Impact</u>				+ 3.0%
Tax Bill at median \$798,000 value	\$ 11,108	+ 333 =	\$ 11,441	
Tax Bill per \$100,000 a.v.	\$ 1,392	+ 41 =	\$ 1,433	

SECTION I: Financial Summary

Property Taxes

Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2016

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	"CIP" ratio	\$	as % of Limit
1980	\$371,034,400			\$13,060,411		\$35.20						
1981	\$383,133,677			\$15,248,720		\$39.80					\$536,405	3.43%
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	100.0	\$871,027	5.37%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	100.9		
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%
2016	\$5,841,889,295	\$146,047,232	\$78,712,008	\$75,508,265	\$5,810,834	\$13.92					\$3,203,743	4.07%

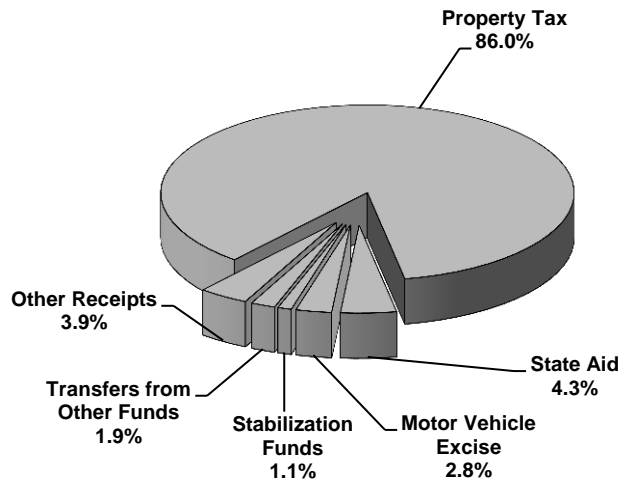
Financial Resources:

The General Fund budget is financed with funds generated from property taxes, local motor vehicle excise taxes, state aid, transfers from other local sources, investment earnings on temporarily available cash balances, and other local fees and charges.

The Resources section contains the following:

- Resource Category Descriptions 16
- Resource Detail (Revenue Detail) 17 to 19

FY17 General Fund Resources
Totaling \$98,445,665



Property Tax – Property taxes constitute about 86% of the total annual resources of the Town budget and may be levied only up to a calculated levy limit (which is certified by the state Department of Revenue). This limit can only increase by 2.5% from the previous year’s levy limit. However, taxes generated from “new growth”, the increased property values resulting from new construction and change of property use, is added to the annual limit. In addition, any override or debt exclusion amount approved by a majority vote of the electorate is added to the annual levy limit (Page 18, Section I).

State Aid – The types of funds provided to Concord by the state government are listed in the Resource Detail – General Fund schedule (Page 17 Section A).

Motor Vehicle Excise Tax – These resources are raised from a tax on each individual vehicle garaged in the Town, according to a schedule of depreciated value set by statute and administered by the State Registry of Motor Vehicles (page 17, Section B, Line 11).

Stabilization Funds – With a two-thirds affirmative vote, the Town Meeting can place funds into a Stabilization Fund and use resources from a Stabilization Fund. Stabilization Funds are often used to smooth over a sharp temporary rise in annual expenditures that could result, for example, from the increase in debt service from constructing a new school (Page 18, section H, Lines 62-64).

Transfers from Other Funds -- The Annual Town Meeting authorizes the Concord Municipal Light Plant to pay a PILOT (Payment in Lieu of Taxes) each year, as well as appropriating the use of Free Cash to reduce the property tax levy. Additional funds are available from the Thoreau School MSBA grant (Page 18, Section H, Lines 58-59).

Other– A detail of these resources can be found in the Resource Detail – General Fund Schedule (Pages 17 through 18, Sections B, C, D, E, F, and G).

SECTION I: Financial Summary

Resources

RESOURCE DETAIL - GENERAL FUND with FY17 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015	ACTUAL FY2015	FY2016 Budget Est Oct. 2015 rev.	Projected FY2017 (Nov. 30, 2015)
A. State Aid:							
1. Abatements:							
Veterans, blind & surviving spouses	31,273	30,775	36,970	30,775	36,113	37,000	
Police Career Incentive ("Quinn")	0	0	0		0		
Elderly Persons Abatements	8,534	6,024	6,024	6,024	4,518	4,488	
School Aid (Ch.70)	1,998,997	2,075,197	2,125,993	2,573,232	2,573,232	2,705,857	
Charter School tuition reimbursement	26,492	13,915	17,703	49,214	15,370	3,243	
State-Owned Land	589,606	589,796	601,459	424,522	424,522	424,522	
Unrestricted General Government Aid	910,291	981,239	1,004,433	1,032,288	1,032,288	1,069,450	
Supplemental unrestricted aid	70,948						
Veterans Benefits	5,687	1,591	14,141	31,464	28,086	28,080	
Total State Aid	\$3,641,828	\$3,698,537	\$3,806,723	\$4,147,519	\$4,114,129	\$4,272,640	\$4,275,000
B. Local Excise Taxes:							
Motor Vehicle Excise	2,338,458	2,529,694	2,730,604	2,600,000	2,866,492	2,850,000	2,750,000
Hotel/Motel Room Excise	277,593	262,590	277,694	275,000	297,886	290,000	350,000
Meals Excise	290,004	296,839	311,555	300,000	333,073	325,000	325,000
Jet Fuel Excise	445,559	392,272	370,248	375,000	328,986	250,000	250,000
Farm Animal & Machinery	603	1,420	1,433	1,000	0	0	0
Total Local Excise	\$3,352,217	\$3,482,815	\$3,691,534	\$3,551,000	\$3,826,437	\$3,715,000	\$3,675,000
C. Fines and Forfeitures:							
Tax Penalties & Interest	121,819	108,530	127,975	100,000	107,274	100,000	100,000
Tax Title Interest	55,592	75,271	114,379	50,000	210,912	50,000	50,000
Tax Deferral Interest			21,820	0	37,930	0	0
Court Fines	113,915	93,419	101,728	90,000	85,447	90,000	90,000
Total Fines & Forfeitures	\$291,326	\$277,220	\$344,082	\$240,000	\$441,563	\$240,000	\$240,000
D. Uses of Money & Property:							
Rental - Nextel tower	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Rental - other wireless towers	180,157	193,148	239,697	215,000	178,955	180,000	180,000
Rental - Ripley Building	19,744	20,258	21,588	20,000	19,262	20,000	20,000
Rental - Harvey Wheeler	13,548	15,698	23,547	18,000	29,763	13,000	20,000
Rental - Marshall farm	9,675	10,747	11,715	12,000	12,897	13,000	14,000
Rental - McGrath Farm			4,652	5,000	16,800	16,800	17,000
Rental - miscellaneous	402	405	1,402	400	8,510	400	400
Investment Earnings	196,510	151,078	86,296	100,000	82,554	100,000	150,000
Total Uses of Money & Prop.	\$440,036	\$411,334	\$408,897	\$390,400	\$368,741	\$363,200	\$421,400
E. Licenses & Permits:							
Building Permits	577,624	526,205	847,659	500,000	620,248	700,000	600,000
Concord Mews building permits	297,173						
Other Health & Inspections	252,318	277,085	321,441	275,000	296,513	300,000	300,000
Alcoholic Beverage	74,850	71,725	81,225	75,000	82,600	80,000	80,000
Miscellaneous	10,469	10,095	45,035	10,000	41,487	10,000	10,000
Total Licenses & Permits	\$1,212,434	\$885,110	\$1,295,360	\$860,000	\$1,040,848	\$1,090,000	\$990,000

SECTION I: Financial Summary

Resources

RESOURCE DETAIL - GENERAL FUND with FY17 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015	ACTUAL FY2015	FY2016 Budget Est Oct. 2015 rev.	Projected FY2017 (Nov. 30, 2015)
F. Departmental Fees:							
37. Town Clerk	108,702	113,734	116,589	100,000	109,791	100,000	100,000
38. Planning	22,614	20,098	14,616	5,000	24,299	5,000	5,000
39. Collector-Treasurer	44,329	51,875	70,653	40,000	108,497	50,000	50,000
40. Fire - Ambulance	557,097	500,510	591,633	650,000	668,222	700,000	700,000
41. Public Safety	79,505	93,996	89,892	80,000	78,192	80,000	80,000
42. Library - Late Fines	45,707	50,327	46,746	45,000	43,482	45,000	45,000
43. School Department -misc	13,501	8,966	42,976	0	69,777	40,000	40,000
44. Kindergarten tuition	84,332	87,365	96,242	80,000	109,082	100,000	100,000
45. Medicaid reimbursements	52,628	13,212	34,769	20,000	28,306	30,000	30,000
46. Miscellaneous	35,080	46,723	29,408	20,000	24,305	20,000	20,000
47. Total Departmental Fees	\$1,043,495	\$986,806	\$1,133,524	\$1,040,000	\$1,263,953	\$1,170,000	\$1,170,000
G. All Other Revenue:							
48. Payments in Lieu of Taxes (PILOT) (Fed. Govt., Housing Authority)	9,759	23,140	21,988	20,000	25,077	20,000	20,000
49. PILOT on sale of town land	1,082	0	0	0	0	0	0
50. Premium on Sale of Bonds & Notes	138,634	87,504	339,823	0	114,455	0	0
51. (41A) Redemptions	57,522	40,768	133,351	0	78,285	0	0
52. (61A) Rollback Tax	0	27,671	40,253	0	0	0	0
53. Supplemental tax on new construction	102,369	77,521	68,306	35,000	116,075	75,000	75,000
54. SREC - Willard School solar	22,496	8,890	10,845	0	15,021	0	0
55. Miscellaneous non-recurring	71,594	115,808	207,181	0	79,375	0	0
56. Total Other Revenue	\$403,456	\$381,302	\$821,747	\$55,000	\$428,288	\$95,000	\$95,000
57. TOTAL LOCAL (B-G)	\$6,742,964	\$6,424,587	\$7,695,144	\$6,136,400	\$7,369,630	\$6,673,200	6,591,400
H. Available Funds							
58. Municipal Light Plant (Electric Fund)	380,000	385,000	447,800	458,650	458,650	472,400	465,500
59. Thoreau School MSBA grant	427,412	409,878	409,878	409,878	409,878	409,878	409,878
60. Free Cash appropriated to reduce tax rate	850,000	850,000	850,000	850,000	850,000	950,000	1,000,000
61. Free Cash appropriated for expenditures	46,822	0	0	0	0	625,000	0
62. Elementary School Debt Stabilization Fund	700,000	475,000	735,000	500,000	500,000	1,500,000	1,000,000
63. High School Debt Stabilization Fund			230,000	200,000	200,000	100,000	50,000
64. Emergency Services Stabilization Fund							
65. TOTAL AVAILABLE FUNDS	\$2,404,234	\$2,119,878	\$2,672,678	\$2,418,528	\$2,418,528	\$4,057,278	\$2,925,378
I. Property Tax:							
66. Base	64,206,150	65,862,787	68,113,587	71,061,652	71,061,652	74,224,261	77,471,229
67. New Growth	863,585	1,183,336	1,220,624	835,499	835,499	1,284,004	900,000
68. Within levy limit	\$65,069,735	\$67,046,123	\$69,334,211	\$71,897,151	\$71,897,151	\$75,508,265	\$78,371,229

SECTION I: Financial Summary

Resources

RESOURCE DETAIL - GENERAL FUND with FY17 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015	ACTUAL FY2015	FY2016 Budget Est Oct. 2015 rev.	Projected FY2017 (Nov. 30, 2015)
Debt Exclusion:							
69.	322,941	184,870	(4,213)	(10,456)	(10,456)	196,161	189,624
70.	116,994	69,258	1,556,056	1,869,297	1,869,297	3,318,268	3,344,920
71.	533,925	114,039	110,837	107,389	107,389	103,694	0
72.	228,633	522,769	509,863	496,519	496,519	439,838	432,645
73.	849,156	217,283	211,132	204,980	204,980	198,829	191,140
74.	602,705	828,392	807,628	786,172	786,172	588,300	566,100
75.	40,800	588,000	573,769	558,589	558,589	541,037	524,435
76.	226,631	0	0	0	0	0	0
77.	1,008,191	221,183	215,734	210,285	210,285	204,363	198,026
78.	1,044,016	995,601	979,864	955,980	955,980	937,245	918,510
79.	101,678	1,027,089	1,013,547	1,000,005	1,000,005	986,463	971,228
80.	109,438	101,565	101,450	101,332	101,332	101,212	101,089
81.		103,550	100,633	74,381	74,381	105,282	104,655
82.							150,164
83.							
84.	\$5,185,108	\$4,973,599	\$6,176,300	\$6,354,473	\$6,354,473	\$7,720,712	\$7,692,536
less:							
85.	(\$700,000)	(\$475,000)	(\$735,000)	(409,878)	(409,878)	(409,878)	(409,878)
86.	(\$427,412)	(\$409,878)	(\$409,878)	(500,000)	(500,000)	(1,500,000)	(1,000,000)
87.	\$4,057,696	\$4,088,721	\$4,801,422	\$5,444,595	\$5,444,595	\$5,810,834	\$6,282,658
88.	\$69,127,431	\$71,134,844	\$74,135,633	\$77,341,746	\$77,341,746	\$81,319,099	\$84,653,887
89.							
90.	\$81,916,457	\$83,377,846	\$88,310,178	\$90,044,193	\$91,244,233	\$96,322,217	\$98,445,665
	4.20%	1.78%	5.92%	1.96%	3.32%	5.57%	2.20%
Increase over prior year							
FY12-16 increase over prior year actual; FY17 increase over FY16 revised estimate							

FY2017 PROJECTED TAX LEVY INCREASE

	Base	Debt Exclusion	New Growth	percent	amount
				2.41%	\$1,962,964
				0.58%	\$471,824
				2.99%	\$2,434,788
				1.11%	900,000
				4.10%	\$3,334,788
"FY2017 Base" minus "FY2016 Within levy limit" change in excluded debt tax levy					
Change in Levy from current taxpayers					
Projected "New Growth" for FY2017					
Change in Total Levy					

SECTION I: Financial Summary

Other Resources

Overview:

To augment current General Fund revenues and earmark funds for future expenditures, the Town has established several stabilization funds, the Sawyer Trust Fund, and an escrow account with funds from the Thoreau School MSBA Grant.

With the adoption of the Community Preservation Act in 2004, the Town places a 1.5% surcharge on all real estate tax bills with an exemption for qualified low and moderate income owner-occupied residents, and an exemption for the first \$100,000 of taxable value of residential real property. When funds are available, the State matches the amount raised by the Town's 1.5% surcharge.

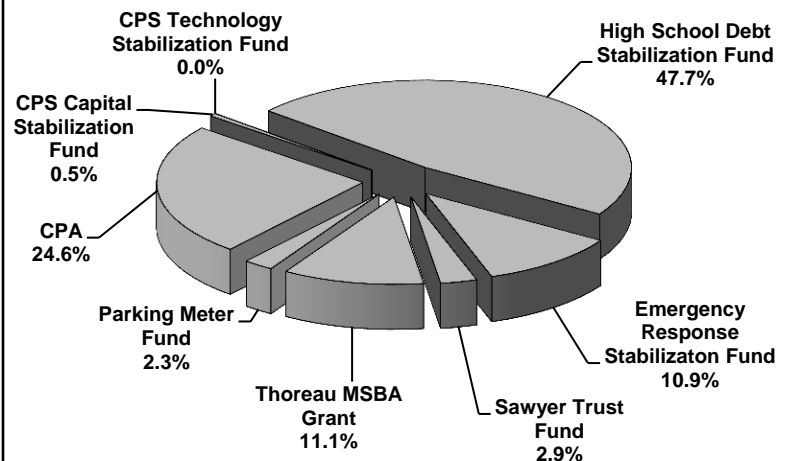
The Parking Meter Fund was established in 1975 to use revenues from parking meters and parking violation fines for the purchase and maintain parking meters and regulate and enforce parking activities.

Available Resources (as of June 30, 2015)

\$4.3 million from Stabilization Funds

\$1.8 million for CPA Projects

\$1.2 for Other Activities



Other Resources

Stabilization Funds (which can be used with a two-thirds positive vote of Town Meeting)

- Elementary School Debt Stabilization Fund – As of June 30, 2015, the fund has \$1,912 remaining from the \$2.9 million earmarked to mitigate increases in debt service cost due to Elementary School Construction.
- Concord Public Schools Capital Needs Stabilization Fund – As of June 30, 2015, the fund has an unencumbered total of \$38,252 with \$925,000 designated for developing a new school transportation facility.
- Concord Public Schools Technology Stabilization Fund – As of June 30, 2015, the fund has a remaining balance of \$691. In 2014, \$75,000 was used for replacement of computers in school classrooms.
- High School Debt Stabilization Fund – As of June 30, 2015, the fund has a total of \$3,535,766 to off-set the debt service cost associated with the construction of the new Concord-Carlisle Regional High School.
- Emergency Response Stabilization Fund – As of June 30, 2015, the fund has \$805,790 to be used to mitigate the impact of the Concord Mews development in West Concord on public safety services.

Sawyer Trust Fund -- For use at the discretion of the Town Manager, the \$1.7 million Sawyer Trust gift has a balance of \$211,421 as of June 30, 2015 for energy conservation initiatives in Town-owned buildings.

Thoreau School Massachusetts School Building Authority (MSBA) Grant Escrow – As of June 30, 2015, the fund has a balance of \$819,755 which is to be used to off-set debt service costs in FY16 and FY17 of bonds issued to fund the construction of the Thoreau Elementary School.

Community Preservation Act Funds – As of June 30, 2015, the amount available to fund Community Preservation Act (CPA) projects is \$1,824,227. These funds can be appropriated by Town Meeting for the purposes of funding community housing, historic preservation, open space, and recreation projects, as well as covering associated administration costs. By statute, the Town must designate at least 10% of annual revenues of the Community Preservation Fund either to be appropriated to or reserved for future spending for each of three categories: community housing, historic preservation, and open space purposes.

Parking Meter Revolving Fund – With revenues derived from the collection of parking meter deposits and the payment of parking violation fines, the Parking Meter Fund has a balance of \$174,137 as of June 30, 2015. This fund is replenished continually with revenue from meter collections and violation payments and in FY15 revenues totaled \$312,459. With the authorization of the Police Chief, FY15 expenditures equaled \$298,552.

Stabilization, Trust, and Escrow Funds as of June 30, 2015*Concord Public Schools Capital Needs Stabilization Fund*

This fund was established at the 2006 Annual Town Meeting with the net proceeds (\$487,956) from the sale of town land at Strawberry Hill Road to fund the Burke land purchase (Old Bedford Road, at Ripley). Subsequent additions totaling \$360,000 were made by the 2010 Town Meeting (\$260,000) and the 2011 Town Meeting (\$100,000) from unexpended CPS appropriations encumbered by the School Committee at June 30, 2009 and June 30, 2010 respectively. To date, \$115,296 of interest, dividends and recorded gains has been added to the fund. \$950,000 was appropriated from this Fund by Article 24 of the 2015 Annual Town Meeting.

Concord Public Schools Technology Stabilization Fund

This fund was established by vote at the 2010 Annual Town Meeting and added to at the 2011 Annual Town Meeting, from unexpended CPS appropriations encumbered by the School Committee at June 30, 2009 (\$25,000) and June 30, 2010 (\$50,000) respectively. To date, \$691 of interest has been added to the fund. \$75,000 was appropriated from this Fund by vote of Article 11 of the 2014 Annual Town Meeting.

High School Debt Stabilization Fund

This fund was established by vote at the April 24, 2012 Special Town Meeting, funded by a \$2.0 million appropriation from Free Cash effective immediately upon the vote. Subsequent transfers from Free Cash have been voted at the 2013, 2014 and 2015 annual town meetings (\$750,000 each year). Interest recorded to date and added to the fund totals \$15,766 and \$730,000 has been drawn from the fund through June 30, 2015. \$1.5 million was appropriated from the fund by Article 29 of the 2015 Annual Town Meeting to be applied to FY16 debt service costs.

Emergency Response Stabilization Fund

This fund was established by vote at the 2012 Annual Town Meeting, funded by a \$1.0 million appropriation from Free Cash effective immediately upon the vote. The Free Cash appropriation was offset by the receipt of the same amount from the developer of Concord Mews as a required Mitigation Payment. In accordance with state law, the Mitigation Payment was recorded as General Fund revenue during FY12; the payment was not legally permitted to be applied and expended directly.

Interest recorded to date and added to the fund totals \$5,791. \$200,000 was drawn from the fund in FY15 and a further \$100,000 was appropriated by Article 38 of the 2015 Annual Town Meeting to be applied to FY16 Fire Department costs for ambulance services. Additionally, \$50,00 had been appropriated by Article 29 of the 2012 Town Meeting for application to emergency access to the Concord Mews site. This appropriation has not yet been acted upon or rescinded.

Sawyer Trust Fund

Special Town Meeting vote of Nov. 5, 2007 accepted this \$1.7 million gift and assigned the custody and investment of the fund to the Trustees of Town Donations. Interest, dividends and gains recorded to date and added to the fund total of \$253,601. To date, the Trustees have transferred \$1,787,815 to the town treasury at the request of the Town Manager. 64 separate projects have been undertaken for the improvement of energy and resource conservation in town government buildings and facilities. \$211,421 remains in the fund.

Thoreau School MSBA Grant Escrow

On June 7, 2010 the Town received a lump sum grant of \$6,336,666 from the MSBA for the state's share of the eligible cost of the new Thoreau School, following an audit of final project expenses. The previous September, three years after the new school had opened, the MSBA had agreed to accept the Thoreau School as a "moratorium project", one of three school buildings statewide that had been initiated and constructed while the prior school building assistance program had been suspended and the new one had not yet been put in place. The audit went back to FY2000 which included original design costs for what was subsequently constructed in FY04-06.

Requirements of the lump sum grant provide that scheduled draws be made to partially offset the property tax levy otherwise needed for debt service on \$16.9 million of bonds issued September 2006 and maturing serially to 2024. At the first bond call date of September 16, 2016, a condition of the MSBA grant required that the remainder of the grant at that time (approximately \$3.4 million) be used to call outstanding bonds in an equal principal amount. While the grant fund would then be extinguished, future debt service would correspondingly be reduced.

Taking advantage of current bond market rates, the Town decided not to wait for the September 2016 call date but rather to execute an advance refunding of \$4,440,000 of the bonds issued September 2006 on bonds originally issued September 2004. This issuance was sold in May 2015. Part of the escrow funding was the allocation of \$3,428,068.36 from the MSBA grant balance. The remaining balance of the grant will be applied to FY16 and FY17 debt service on Thoreau School construction bonds remaining outstanding from the 2006 and 2007 bond issuances.

Status of Stabilization and Other Special Funds at June 30, 2015

Fund #	FUND TITLE	Legal Basis		Initial Funding		Cumulative				Balance at June 30, 2015
				Amount	Date	Additions (after original deposit)	Interest and Dividends	realized and unrealized gains	Funds used or encumbered	
86	Elementary School Debt Stabilization	Article 20 of 2008		\$2,500,000.00	7/1/08		\$257,410.66	\$154,501.24	\$2,910,000.00	\$1,911.90
85	Concord Public Schools Capital Needs	Article 32 of 2006		\$487,955.59	3/31/08	\$360,000.00	\$91,688.05	\$23,608.18	\$925,000.00	\$38,251.82
80	Concord Public Schools Technology	Article 25 of 2010		\$25,000.00	12/7/10	\$50,000.00	\$691.10		\$75,000.00	\$691.10
78	High School Debt	Art. 2, Apr. 24, 2012 Special Town Mtg.		\$2,000,000.00	6/29/12	\$2,250,000.00	\$15,765.63		\$730,000.00	\$3,535,765.63
79	Emergency Response	Article 29 of 2012		\$1,000,000.00	6/29/12	\$2,660,000.00	\$5,790.11		\$200,000.00	\$805,790.11
	SUBTOTAL: STABILIZATION FUNDS			\$6,012,955.59		\$2,660,000.00	\$371,345.55	\$178,109.42	\$4,840,000.00	\$4,382,410.56
Trustees	Sawyer Trust	Art. 4, Nov. 5, 2007 Special Town Mtg.		\$1,730,437.58	1/3/08	\$15,197.12	\$199,692.01	\$53,909.30	\$1,787,814.94	\$211,421.07
General Fund reserved	Thoreau School MSBA grant escrow (General Fund restricted fund balance)	*		\$6,336,666.00	6/7/10		\$341,258.68	\$122,586.67	\$5,516,910.53	\$819,755.47

* Grant reserved (initial funding less funds used)
shaded cells: General Fund revenue

GRAND TOTAL:
Stabilization, Trust and Escrow

\$5,413,587.10

NOTES

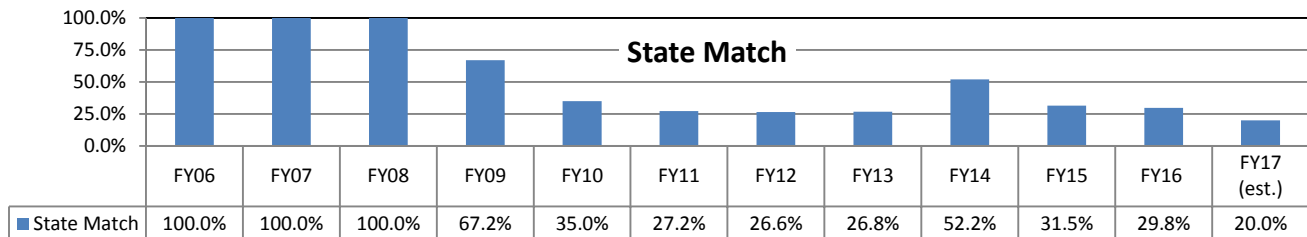
- (a) \$925,000 appropriated for the development of transportation infrastructure, Article 12 of the 2014 Annual Town Meeting
- (b) \$1,500,000 appropriated to be applied to FY16 debt service costs, Article 29 of the 2015 Annual Town Meeting
- (c) \$100,000 appropriated to be applied to FY16 Fire Department costs, Article 38 of the 2015 Annual Town Meeting
- (d) \$50,000 appropriated to be applied to Concord Mews emergency access from Forest Ridge Road; Article 29 of the 2012 Annual Town Meeting
- (d) \$3,428,068.36 applied in FY15 to the call of bonds outstanding for Thoreau School construction (issuances of 2006 and 2007); balance to be applied to FY16 and FY17 debt service.

Community Preservation Act Fund

The Community Preservation Act, M.G.L. c. 44B, allows Massachusetts cities and towns to raise monies through a surcharge of up to 3% of the real estate tax levy on real property. Concord adopted the Community Preservation Act at the 2004 Annual Town Meeting and ratified it at the polls in November 2004. Concord voters agreed to fund the CPA account through a 1.5% surcharge of all real estate property tax bills with two exemptions:

1. Residential property owned and occupied by any person who qualifies for moderate or low-income housing (earning less than 80% of Area Median Income), or low or moderate-income senior housing (earning less than 100% of the Area Median Income and are 60 years of age or older), and
2. The first \$100,000 of taxable value of residential real property.

Funds from the 1.5% surcharge are “matched” from revenues derived from a surcharge placed on all real estate transactions at the State's Registries of Deeds and placed in the CPA Trust Fund. From FY06 to FY08, there were enough funds in the CPA Trust Fund to provide Concord with a 100% match. However, as the number of participating municipalities increased (82 in FY06 to 156 in FY16), the State match percentage has decreased.



The chart below shows the annual revenues, expenditures, and fund balance for Concord's CPA account.

CPA Fund Balance (FY11 to FY15 Actual and FY16 to FY17 Projected)							
	FY11	FY12	Actual FY13	FY14	FY15	Budgeted FY16	Projected FY17
Beginning Fund Balance (@July 1st)	\$1,438,104	\$1,863,110	\$1,977,882	\$1,243,941	\$1,236,225	\$1,824,227	\$402,317
Surcharge Collection (Current Year)	\$856,426	\$891,970	\$921,209	\$964,992	\$1,016,090	\$1,056,000	\$1,098,000
Surcharge Collection (Prior Years)	\$4,319	\$333	\$7,056	\$4,794	\$3,051	\$0	\$0
State Match (of Prior Year net committed)	\$233,141	\$230,656	\$241,434	\$485,112	\$306,163	\$204,000	\$212,000
Earnings on Investment	\$6,708	\$6,470	\$3,664	\$2,340	\$0	\$0	\$0
Tax and Tax Title Penalty Interest	<u>\$5,731</u>	<u>\$5,050</u>	<u>\$4,927</u>	<u>\$5,834</u>	<u>\$8,880</u>	<u>\$0</u>	<u>\$0</u>
Total Fund Revenues	\$1,106,325	\$1,134,479	\$1,178,290	\$1,463,072	\$1,334,184	\$1,260,000	\$1,310,000
Expenditures	\$681,319	\$1,019,707	\$1,912,231	\$1,470,788	\$746,182	\$2,681,910	\$1,480,844
Ending Fund Balance (@ June 30th)	\$1,863,110	\$1,977,882	\$1,243,941	\$1,236,225	\$1,824,227	\$402,317	\$231,473

Parking Meter Fund

With the adoption of Article 65 of the 1975 Annual Town Meeting, the Town established in the Town Treasury a Parking Meter Fund to segregate revenues raised from the collection of parking meter deposits and the payment of parking violation fines. With the authorization of the Police Chief, these funds can be used to pay for costs incurred for the acquisition, installation, replacement, maintenance, and repair of parking meters and for the regulations and enforcement of parking and other traffic activities.

On page 25, there is a Statement of Revenues, Expenditures, and Fund Balance for the fiscal years 2007 to 2015. For this nine-year period, revenues averaged \$325,339 and expenditures averaged \$320,277. The fund balance ranged from a high of \$329,971 in FY12 to a low of \$160,230 in FY14 with the balance being \$174,137 as of June 30, 2015.

SECTION I: Financial Summary

Other Resources

Proposed FY17 CPA Projects (to be voted on at the 2016 Annual Town Meeting)

Project #	Name of Project	Suggested Category	Suggested Amount to Award	Notes
7-15	Regional Housing Services Program	Community Housing	17,500	
13-15	Affordable Housing Buy-Down	Community Housing	120,000	
CHR	Community Housing Reserve Fund	Community Housing	82,500	\$155,757 for Future Community Housing
2-15	Emerson Umbrella Window Restoration	Historic Preservation	138,250	
4-15	Sleepy Hollow Cemetery Improvements	Historic Preservation	225,000	
9-15	Wheeler Harrington House Preservation	Historic Preservation	40,000	
15-15	Main Entrance Steps Repair	Historic Preservation	12,000	With condition on Public Use of Building
11-15	Old Calf Pasture Habitat Restoration	Open Space	36,000	
1-15	Gowings Swamp Improvements	Open Space	14,100	For Removal of Invasive Species Only
5-15	Bruce Freeman Rail Trail Phase 2C	Open Space	62,500	Project Divided 50% Open Space, 50% Recreation
		Recreation	62,500	
12-15	White Pond Restoration Project	Open Space	124,500	Project Divided 75% Open Space, 25% Recreation
		Recreation	41,500	
16-15	USS Concord Bell 2015	Recreation	50,000	*Subject to HDC Review
3-15	Water Fountains for Playing Fields	Recreation	24,494	Reduced Amount
17-15	CCHS Fields Renovation - Phase III	Recreation	150,000	
6-15	Land Acquisition Project Fund	TBD	250,000	\$400,826 in Future Funds
ADM	Staff and Technical Support	Administration	30,000	
Total Requested:			1,480,844	
CPA Funds Available: \$1,705,317 (CPA funding, Open Space Reserve, Community Housing Reserve, Historic Preservation Reserve, and Land Acquisition Fund)				
10% Minimum Amount = \$131,074				

		Percentage of Recommended Funds (including Reserves)	Percentage of FY17 CPA Fund Revenues
Community Housing Recommendations	220,000	15%	15.8%
Historic Preservation Recommendations	415,250	28%	28.7%
Open Space Recommendations	237,100	16%	11.9%
Recreation Recommendations	328,494	22%	23.5%
Administration Recommendations	<u>280,000</u>	19%	20.1%
Current Recommendation Total:	\$1,480,844	100.0%	100.0%
Amount Available in all available CPA Accounts:	<u>\$1,481,234</u>		
Unallocated Existing Funds	\$390		
FY17 Estimated CPA Funds Revenue Available:	\$1,395,817		
Existing Funds in Open Space Reserve Account:	\$70,417		
Existing Funds in Historic Preservation Reserve Account:	<u>\$15,000</u>		
Total Funds Available for the 2016 Town Meeting:	\$1,481,234		

SECTION I: Financial Summary

Other Resources

CONCORD FINANCE DEPARTMENT
PARKING FUND
Statement for Revenues, Expenditures and Changes in Fund Balance
Fiscal Years 2007 to 2015

	Code	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
REVENUES:										
Meter collections		143,504	141,277	138,634	138,067	141,581	144,358	139,460	133,436	128,558
Meter violations		176,275	173,349	154,069	136,284	133,383	135,705	139,787	119,302	118,454
MBTA lot fees		22,003	24,504	30,532	30,666	32,293	34,367	35,999	38,483	42,631
Parking permits		5,358	6,886	7,747	8,090	9,071	9,825	14,639	16,668	22,815
Total revenues		<u>347,141</u>	<u>346,016</u>	<u>330,982</u>	<u>313,107</u>	<u>316,328</u>	<u>324,255</u>	<u>329,884</u>	<u>307,889</u>	<u>312,459</u>
EXPENDITURES:										
Personal services:										
Parking officer	5111	50,827	52,427	54,157	56,083	59,890	60,407	60,747	70,523	62,744
Hearing officer	5120	396	276	359	314	1,688	240	240	260	320
Overtime	5130	44,340	47,010	54,673	61,131	55,638	60,131	56,493	67,437	56,330
Benefits	various	2,313	2,341	2,403	2,451	2,482	2,551	2,551	3,380	2,815
Total personal services		<u>97,876</u>	<u>102,054</u>	<u>111,593</u>	<u>119,979</u>	<u>119,698</u>	<u>123,329</u>	<u>120,031</u>	<u>141,599</u>	<u>122,209</u>
Supplies & services:										
Electricity - traffic lights	5211, 5215	9,416	9,891	9,236	7,693	8,543	9,512	7,807	7,115	7,284
Equipment maintenance	5243	0	154	0	479	874	4,105	1,575	629	
Computer Equipment	5245	7,021	7,441	9,190	8,807	9,781	12,195	11,241	12,039	12,345
Traffic signal maintenance	5246	2,432	2,311	19,166	5,791	4,142	4,097	6,739	51,617	3,834
Vehicular Maintenance	5251	0	226	700	507	0	1,672	90	461	205
Street Painting Marking	5292	38,345	40,559	18,799	22,854	32,635	36,517	38,996	22,147	36,724
Other Property Related	5299	0	0	0	0	0	0	-	330	
Data processing - tickets	5303	13,946	14,382	14,300	12,936	12,349	12,819	10,577	10,359	10,882
Eng./Architect. Svs	5304	600	14,174	27,674	0	0	1,355	-	-	
Other Prof./Tech. Svs	5319	0	0	0	0	0	26,669	64,865	-	10,678
Postage	5342	1,603	2,043	1,459	1,376	1,200	1,443	2,297	1,015	957
Printing	5381	118	4,793	4,490	433	0	0	2,464	2,400	4,598
Advertising	5383	65	0	0	839	0	0	-	-	
Radar Service	5384	0	0	0	1,205	1,831	538	1,632	1,198	723
Gasoline	5411	1,619	4,950	2,079	1,997	2,027	2,542	3,039	2,681	2,226
Printed Forms	5423	0	0	724	834	4,664	860	1,626	1,490	1,104
Office Supplies	5429	0	0	47	0	0	0	-	-	30
Painting supplies	5434	1,018	1,859	1,382	2,075	1,550	1,248	797	1,119	1,469
Other vehicular supplies	5483	0	188	0	38	0	0	-	-	
Other equipment supplies	5484	1,266	710	653	1,221	962	1,732	961	2,091	2,053
Sign materials	5541	404	26	128	56	262	50	56	141	38
Traffic safety devices & signs	5551	245	931	5,488	0	4,830	2,320	2,147	4,459	3,245
Miscellaneous Signs	5553	0	0	0	8	109	0	-	-	628
Other Miscellaneous Supplies	5599	251	30	152	1,923	125	0	-	-	505
Intergovernmental assessmnt	5646	10,362	10,407	14,563	8,792	9,405	9,734	9,465	8,907	10,776
Total supplies & services		<u>88,710</u>	<u>115,074</u>	<u>130,228</u>	<u>79,864</u>	<u>95,290</u>	<u>129,409</u>	<u>166,372</u>	<u>130,196</u>	<u>110,301</u>
Capital outlay:										
Meters (additional & replace.)		0	0	0	0	0	0	-	-	
Coin counter/sorter		0	0	0	0	0	0	-	-	
Striping/Marking equipment		0	0	0	0	0	0	-	-	
Computer software		0	0	0	0	0	0	-	-	
Bicycle		0	0	0	0	0	0	-	-	
Radar units		0	0	0	0	0	0	-	-	
Speed Alert Trailer		0	0	0	0	0	0	-	-	
Handheld Tkt. Comp./Printer		0	0	0	0	0	0	-	-	
Traffic counters	5709	0	0	0	0	0	0	-	-	
Other Equipment Expense	5709	0	0	0	0	0	0	-	-	
Highway Improvements	5841	0	0	0	71,725	0	4,269	81,988	-	
Public Safety Equipment	5857	20,519	0	8,385	10,796	1,850	7,463	1,875	-	
Meter Replacement	5866	0	0	0	9,667	0	0	-	-	3,099
Vehicle	5871	0	0	0	0	0	0	37,725	-	
Public Safety Equip Replace	5877	0	0	0	0	0	0	-	1,495	
Computer Equipment Replace	5879	0	0	0	0	0	4,187	-	-	
MBTA Lot Drainage Improve.		0	0	0	0	0	0	-	-	
Replace. MBTA Lot Boxes		0	0	0	0	0	0	-	-	
Total capital outlay		<u>20,519</u>	<u>0</u>	<u>8,385</u>	<u>92,188</u>	<u>1,850</u>	<u>11,732</u>	<u>125,775</u>	<u>1,495</u>	<u>3,099</u>
Interfund transfers:										
Police - admin. & staffing		15,000	16,600	15,000	15,000	15,000	15,000	15,000	15,000	62,943
Treasurer - ticket collections		22,994	22,673	24,410	25,218	26,162	27,088	28,311	29,126	
Finance Administration		11,584	13,715	15,631	15,321	15,601	16,659	16,876	17,732	
Total interfund transfers		<u>49,578</u>	<u>52,988</u>	<u>55,041</u>	<u>55,539</u>	<u>56,763</u>	<u>58,747</u>	<u>60,187</u>	<u>61,858</u>	<u>62,943</u>
Total expenditures		<u>256,683</u>	<u>270,116</u>	<u>305,247</u>	<u>347,570</u>	<u>273,601</u>	<u>323,216</u>	<u>472,366</u>	<u>335,148</u>	<u>298,552</u>
Net of Revenues & Expenditures		90,458	75,900	25,735	(34,463)	42,727	1,038	(142,482)	(27,260) #	13,907
FUND BALANCE, JULY 1		128,575	219,034	294,933	320,669	286,206	328,933	329,971	187,489	160,230
FUND BALANCE, JUNE 30		<u>219,034</u>	<u>294,933</u>	<u>320,669</u>	<u>286,206</u>	<u>328,933</u>	<u>329,971</u>	<u>187,489</u>	<u>160,230</u>	<u>174,137</u>

SECTION I: Financial Summary

Expenses

Expenses – General Fund Budget:

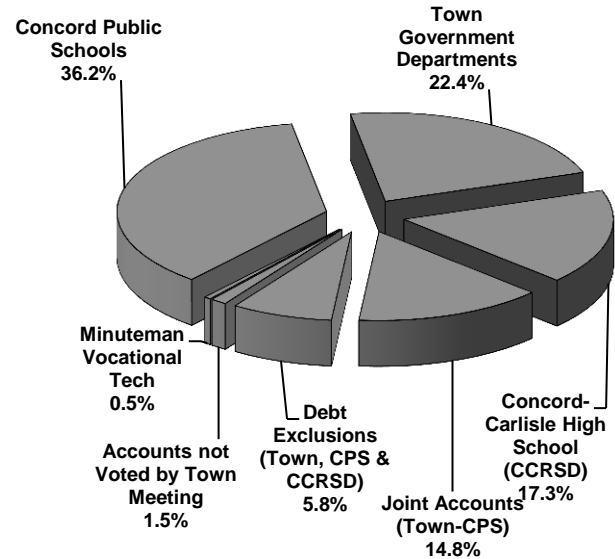
The General Fund budget is organized into 3 major organizational categories:

- Town Government;
- Concord Public Schools; and
- Concord-Carlisle Regional School District.

This section contains the following:

- Major Organizational Categories 26 to 27
- Joint Accounts 28
- Other Obligations 29
- Appropriations (Warrant) 30 to 32
- Town Gov. Budget Summary 33 to 41

FY17 General Fund Expenses **Totaling \$98,445,665**



Town Government (Page 8, line 5 – \$22,014,013 proposed for FY17)

This budget category relates to all sections of Town Government services that are under the direction and control of the Town Manager in accordance with the Town Charter, including general government, finance, public safety, public works, and human services. It should be noted that this number refers only to the amount appropriated by Town Meeting; it does not include resources transferred from other funds. For example, the Concord Municipal Light Plant (CMLP) uses various services of the Finance Department. The cost for these services is charged to the Light (CMLP) Fund. The budget presentation shows these other funding sources but they are not part of the General Fund appropriation.

Concord Public Schools (CPS - Page 8, line 6 - \$35,660,111 Finance Committee Guideline for FY17)

Summary information is found on pages 282-283. Separate School Department documents provide a more detailed analysis of the CPS budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent.

Concord-Carlisle Regional School District (CCRSD - page 8, line 7 - \$17,035,005 Finance Committee Guideline for FY17 as Concord's share of the Districts operating budget)

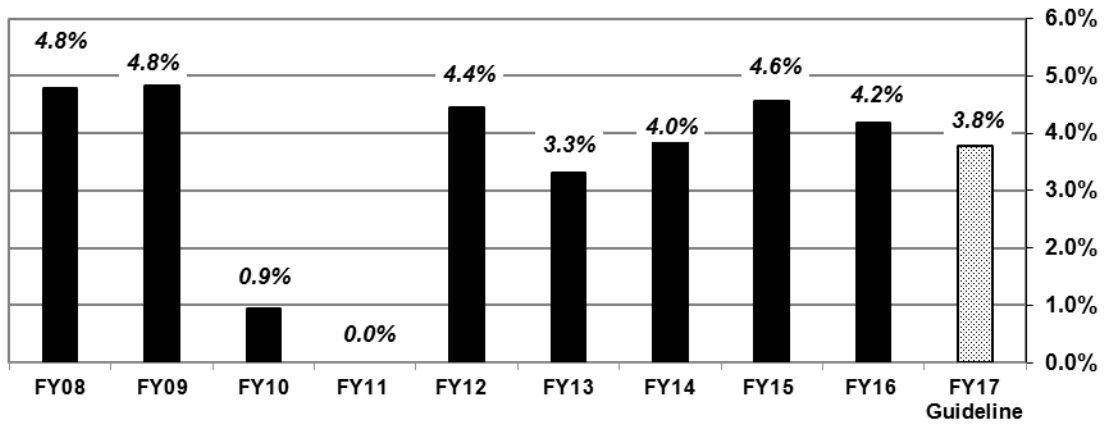
Since the Concord-Carlisle Regional School District (CCRSD) is a separate political subdivision but not a taxing authority, the Town budget includes an assessment payable to CCRSD based on Concord's share of the previous year's enrollment figures. That assessment amount is shown in this category. Summary information is found on pages 284-285. Separate budget documents of the CCRSD provide a more detailed analysis of the Regional School District's budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent. The Joint Superintendency operates a consolidated administration managing both the CPS (grades K-8) and the CCRSD (grades 9-12).

Total of Above Operating Budgets:

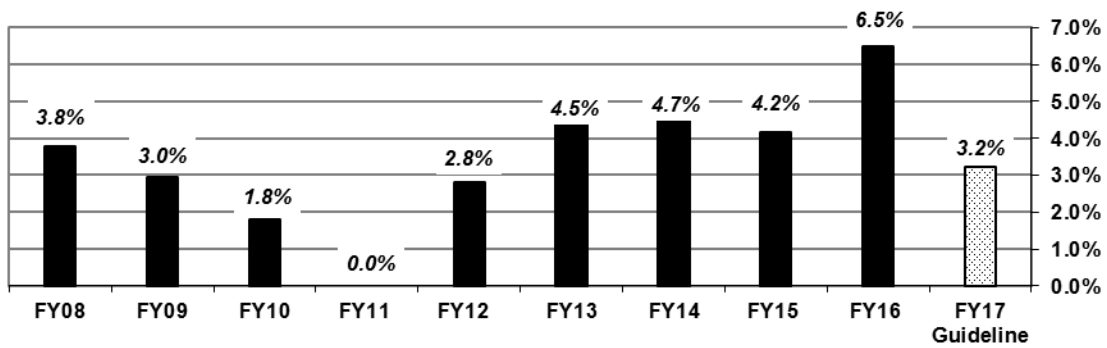
\$74,709,129 (page 8, line 8)

+ 3.31% increase from FY16

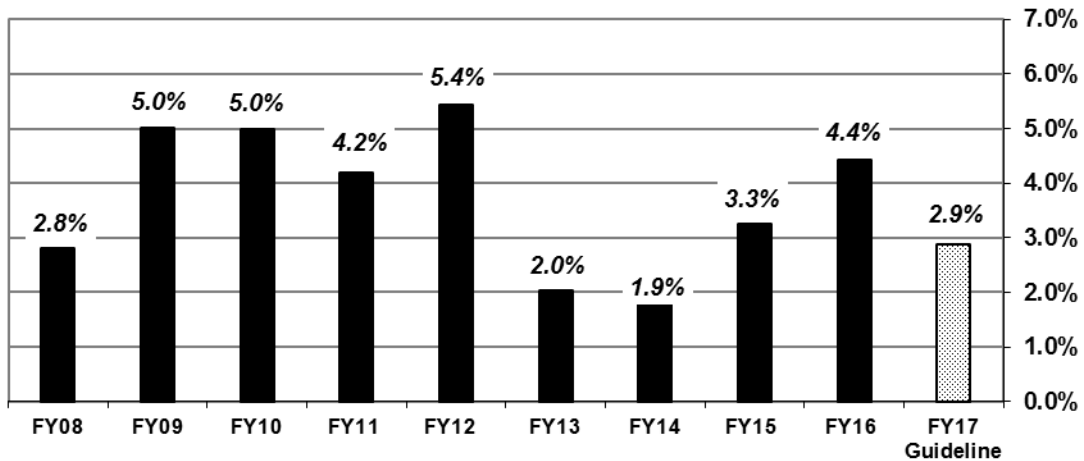
**Town Government operations
percent change in budget**



**Concord Schools (K-8)
percent change in budget**



**CCHS Operating assessment
percent change**



Joint Accounts

To take advantage of efficiencies and economies of scale, certain accounts of the Town Government and the Concord Public Schools are combined into joint accounts and administered by the Town Manager. The Concord-Carlisle Regional School District is not part of these joint accounts because it is a separate political subdivision.

The joint accounts are as follows:

Group Insurance (Page 8, line 9 - \$4,650,000, and line 9a - \$1,400,000)

Group Insurance refers to employee health, dental, and basic life insurance. This account covers the Town's contribution for Town Government and Concord Public School employees and retirees who are enrolled in these programs. The proposed budget also includes \$1,400,000 toward the Annual Net Other Post Employment Benefit (OPEB) obligation which has been estimated at approximately \$1.37 million in FY17.

Retirement (Page 8, line 10 - \$3,317,000)

This account contains the Town's portion of the annual funds transferred to the control of the contributory retirement system. With the exception of teachers, who are part of the State Teachers Retirement System, substantially all municipal employees who work at least 25 hours per week are covered by the Town's contributory retirement system operated in accordance with Chapter 32 of the Massachusetts General Laws.

Debt Service (Page 8, line 11 - \$3,730,000; financed within the levy limit)

The issuance of debt to finance capital expenditures for both the Town Government and the Concord Public Schools is authorized by the Concord Town Meeting (by two-thirds majority vote) and is issued through the Concord Town Treasurer's office. This account covers the portion of annual principal and interest owed on the borrowing that is financed within the property tax levy limit.

Social Security / Medicare (Page 8, line 12 - \$765,000)

All town and school employees hired after April 1, 1986 are subject to the 1.45% Medicare payroll tax. Employees who are not required to be members of the Town's retirement system (part-time employees working fewer than 25 hours per week and other non-permanent employees) are covered by Social Security and are subject to the 6.2% payroll tax. By federal law, the Town must match all employees' contributions and this account provides the matching funds.

Other Fixed & Mandated Items (Page 8, line 13 - \$450,000)

These items are made up of the following: Property & Liability Insurance for the Town Government (not including the School Department); and Unemployment & Workers Compensation for the Town Government and the Concord Public Schools (grades K-8).

Joint Account Subtotal:

\$14,312,000 (page 8, line 14)

+2.93% increase from FY16

Other Obligations

There are also several accounts which are either assessments to other political jurisdictions or payments of debt service authorized by the electorate to be funded outside the constraints of the levy limit ("excluded debt").

- Minuteman Voc Tech (Page 8, line 15 - \$500,000)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 16-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

- High School Debt Exclusion (Page 8, line 16 - \$3,684,708)

As approved by a Proposition 2½ debt exclusion ballot vote of the Concord electorate, the amount to cover the principal and interest on debt issued by the Concord-Carlisle Regional School District and assessed to the Town of Concord is included in this account.

- Town Debt Exclusion (Page 8, line 17 - \$4,007,828)

This budget covers the debt service on bonds issued by the Town of Concord for major capital investments of the Town Government and the Concord Public Schools that have been voted by the electorate to be exempt from the property tax levy limit. Major components of this cost are principal and interest amounts due on borrowings made to finance the new Alcott (2004 and 2007 bonds), Thoreau (2006 and 2007 bonds), and Willard (2009 and 2010 bonds) elementary school buildings.

Other Obligations Subtotal **\$8,192,536**

Budget Subject to Town Meeting Vote: **\$97,213,665**

+2.36% increase from FY16

The total Town budget plan includes some items that are not subject to appropriation by Town Meeting:

- State Assessments (Page 8, line 19 - \$510,000)

By state law, these state charges are not subject to Town Meeting appropriation but must be financed within the property tax levy limit. The largest item is the assessment for the Massachusetts Bay Transit Authority which accounts for 81% of the FY17 budgeted amount.

- Snow/Ice & Other Deficits (Page 8, line 20 – \$172,000)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #18, page 201) is at least as much as the previous year's appropriation. This account provides for added room for a current year deficit which would be required to be added to the next year's tax levy, within the limit. The budget estimate is based upon an average of historical experience. It is subject to wide variation. Only the actual deficit of the current year ending June 30, 2016, if any, will be raised in the FY17 tax levy.

- Overlay (Page 8, line 21 – \$550,000)

The Overlay account is the amount added to the property tax levy in excess of the sum required to meet appropriations, state assessments, and permitted deficits. The Overlay is used to cover property tax abatements and exemptions granted in each tax year by the local Board of Assessors. The proposed amount is based upon historical experience and is added to the tax levy within the levy limit.

Total Budget Plan: **\$98,445,665**

+2.20% increase from FY16

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2015 Expenses	Fiscal 2016 Appropriation	Fiscal 2017 Proposal
General Government \$2,825,910 is 7.2% of Total				
1	Town Manager's Office A. Town Manager B. Human Resources C. Facilities Management D. Resource Sustainability Fund E. Visitor's Center and Restroom F. 37 Knox Trail Subtotal	\$ 336,040 206,258 200,000 75,000 24,489 - 841,787	\$ 376,637 226,842 225,962 75,000 27,426 - 931,867	\$ 369,362 230,271 235,000 118,433 32,635 8,334 994,036
2	Legal Services	174,280	225,000	225,000
3	Elections and Registrars A. Elections B. Registrars Subtotal	25,714 4,646 30,360	52,164 8,103 60,267	34,815 7,967 42,782
4	Town Meeting and Reports	64,522	81,550	44,900
5	Planning A. Planning Administration B. Natural Resources C. Inspections D. Health Subtotal	323,485 228,506 401,364 283,497 1,236,852	452,128 211,537 441,573 299,701 1,404,939	460,857 228,799 461,727 297,156 1,448,539
6	141 Keyes Road	74,560	73,368	70,654
	Total General Government	\$ 2,422,362	\$ 2,776,991	\$ 2,825,910
Finance and Administration \$2,249,414 is 5.7% of Total				
7	Finance Committee	3,404	3,410	3,410
8	Finance A. Finance Administration B. Treasurer-Collector C. Town Accountant D. Assessors E. Town Clerk Subtotal	276,262 269,893 124,032 379,175 231,282 1,280,644	281,410 282,809 155,274 409,151 238,590 1,367,234	284,105 283,744 157,708 405,291 240,696 1,371,544
9	Information Systems	639,125	681,610	768,020
10	Town House	104,672	105,087	106,440
	Total Finance and Administration	\$ 2,027,843	\$ 2,157,341	\$ 2,249,414

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2015 Expenses	Fiscal 2016 Appropriation	Fiscal 2017 Proposal
Public Safety				
\$8,900,701 is 22.7% of Total				
11	Police Department	4,156,906	4,241,558	4,244,504
12	Fire Department	3,833,878	4,279,385	4,299,821
13	West Concord Fire Station	35,692	60,062	40,289
14	Police-Fire Station	227,409	234,812	275,011
15	Emergency Management	12,216	22,810	15,077
16	Animal Control Officer	23,452	25,100	26,000
	Total Public Safety	\$ 8,289,552	\$ 8,863,728	\$ 8,900,701
Public Works and Facilities				
\$4,054,201 is 10.3% of Total				
17	Public Works			
	A. CPW Administration	181,338	184,968	184,155
	B. Engineering	374,537	389,847	383,244
	C. Highway Maintenance	1,277,325	1,298,187	1,288,605
	D. Parks and Trees	646,590	647,670	663,288
	E. Cemetery	61,336	68,114	66,684
	Subtotal	2,541,125	2,588,786	2,585,975
18	Snow and Ice Removal	868,268	570,000	597,500
19	Street Lighting	64,955	73,463	73,463
20	CPW Equipment	288,000	250,000	300,000
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	109,202	101,305	102,263
	Total Public Works and Facilities	\$ 4,266,550	\$ 3,978,554	\$ 4,054,201
Human Services				
\$2,838,078 is 7.2% of Total				
25	Library	1,978,038	2,034,562	2,081,963
26	A. Human Services	-	9,000	21,217
	B. Senior Services	310,949	336,889	343,870
	C. Recreation Services	104,356	50,000	73,175
27	Harvey Wheeler Community Ctr.	117,348	117,945	119,340
28	Hunt Recreation Ctr.	91,241	96,976	104,147
29	Veterans	67,581	60,889	69,990
30	Ceremonies and Celebrations	23,944	24,006	24,376
	Total Human Services	\$ 2,693,457	\$ 2,730,267	\$ 2,838,078

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2015 Expenses	Fiscal 2016 Appropriation	Fiscal 2017 Proposal
Unclassified				
\$1,095,708 is 2.8% of Total				
31	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	157	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	Subtotal	97,334	100,000	100,000
32	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$10,000 were made to other accounts in FY15				
33	Salary Reserve**	56,000	267,133	755,708
**Transfers totaling \$502,134 in FY15 and \$376,271 (to date) in FY16 were made to other accounts				
34	Land Fund	10,000	15,000	15,000
	Total Unclassified	\$ 163,334	\$ 607,133	\$ 1,095,708
TOWN GOVERNMENT SUBTOTAL (Accounts 1-34)		\$ 19,863,100	\$ 21,114,013	\$ 21,964,013
Joint (Town - CPS)				
\$17,319,828 is 44.1% of Total				
35	Insurance			
	A. Group Insurance	4,650,000	4,650,000	4,650,000
	B. OPEB	900,000	1,150,000	1,400,000
	C. Property/Liability	225,000	225,000	250,000
	Subtotal	5,775,000	6,025,000	6,300,000
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	100,461	100,000	100,000
	B. Workers' Comp.	54,433	100,000	100,000
	Subtotal	154,894	200,000	200,000
37	Retirement	3,125,000	3,220,000	3,317,000
38	Social Security and Medicare	660,297	740,000	765,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,539,919	2,551,988	2,751,725
	CPS Principal and Interest	906,030	940,113	883,375
	Subtotal	3,445,949	3,492,101	3,635,100
	Interest on Notes	-	72,899	54,900
	Other Debt Expense	8,567	40,000	40,000
	Subtotal Within Levy Limit	3,454,516	3,605,000	3,730,000
	B. Excluded Debt			
	Town Principal and Interest	208,721	204,906	101,089
	CPS Principal and Interest	3,787,529	4,115,594	3,906,739
	Less: Use of Stabilization Funds	(500,000)	(1,500,000)	(1,000,000)
	Subtotal Excluded Debt	3,496,250	2,820,500	3,007,828
	Debt Service Subtotal	6,950,766	6,425,500	6,737,828
	Total Joint (Town - CPS)	\$ 16,665,957	\$ 16,610,500	\$ 17,319,828
TOTAL APPROPRIATION (Accounts 1-39)		\$ 36,529,057	\$ 37,724,513	\$ 39,283,841

SECTION I: Financial Summary

Expenses

Town Government Operations (accounts 1-34)

Proposed Budget Changes

The Town Manager, in accordance with Finance Committee guidelines, is recommending a Town government General Fund appropriation at \$21,964,013 (the budgets of accounts 1-34 are collectively known as “the Town Government Budget”). The budget consists of several basic expense categories: personnel services; operations and maintenance (O&M); capital; and reserve (the reserve fund is overseen by the Finance Committee). The table below provides a summary of the Town government budget by these expense categories. It also presents the budget in further detail by functional area.

Town Government Operations - General Fund Appropriations

Accounts 1 - 34

By Expense Category

	FY16 Adopted	FY17 Proposed	FY16 to FY17	
			\$Δ	%Δ
Personnel Services	\$ 15,721,241	\$ 16,468,178	\$ 746,937	4.8%
O&M	3,458,772	3,470,835	12,063	0.3%
Capital	1,709,000	1,800,000	91,000	5.3%
Reserve	225,000	225,000	-	0.0%
Total (Accts. 1-34)	\$ 21,114,013	\$ 21,964,013	\$ 850,000	4.0%

By Functional Area

	FY16 Adopted	FY17 Proposed	FY16 to FY17	
			\$Δ	%Δ
General Government				
Personnel	\$ 1,688,676	\$ 1,838,282	\$ 149,606	8.9%
O&M	566,291	\$ 525,129	(41,162)	-7.3%
Capital	447,500	\$ 462,500	15,000	3.4%
Subtotal	\$ 2,702,467	\$ 2,825,910	\$ 123,443	4.6%
Finance & Administration				
Personnel	\$ 1,296,739	\$ 1,364,314	\$ 67,575	5.2%
O&M	623,185	\$ 670,100	46,915	7.5%
Capital	197,000	\$ 215,000	18,000	9.1%
Subtotal	\$ 2,116,924	\$ 2,249,414	\$ 132,490	6.3%
Public Safety				
Personnel	\$ 7,763,291	\$ 7,964,184	\$ 200,893	2.6%
O&M	667,925	\$ 681,518	13,593	2.0%
Capital	272,000	\$ 255,000	(17,000)	-6.3%
Subtotal	\$ 8,703,216	\$ 8,900,702	\$ 197,486	2.3%
Public Works				
Personnel	\$ 2,146,591	\$ 2,190,203	\$ 43,612	2.0%
O&M	1,000,721	\$ 1,016,497	15,776	1.6%
Capital	780,000	\$ 847,500	67,500	8.7%
Subtotal	\$ 3,927,312	\$ 4,054,200	\$ 126,888	3.2%
Human Services				
Personnel	\$ 2,082,540	\$ 2,255,487	\$ 172,947	8.3%
O&M	585,650	\$ 562,591	(23,059)	-3.9%
Capital	12,500	\$ 20,000	7,500	60.0%
Subtotal	\$ 2,680,690	\$ 2,838,078	\$ 157,388	5.9%
Unclassified				
Personnel	743,404	855,708	\$ 112,304	15.1%
O&M	15,000	15,000	\$ -	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 983,404	\$ 1,095,708	\$ 112,304	11.4%
Total	\$ 21,114,013	\$ 21,964,013	\$ 850,000	4.0%

Town Government Operations**Proposed Budget Changes****Staffing changes in the Town Manager's Proposed Budget:**

For FY17, the main **tax-supported** proposed staffing changes are as follows. Total FTE is 230.00

- Facilities Management is proposing additional limited status hours for the Town Electrician 0.02 FTE.
- The Resource Sustainability account is proposing to fund 0.50 FTE of the Energy Conservation Coordinator's salary. Previously this position was funded exclusively through the Concord Municipal Light Plant.
- The Visitors' Center proposes a slight decrease of limited status services (-0.09 FTE) in order to cover the annual expense of additional contracted cleaning services.
- For the building at 37 Knox Trail an addition of 0.02 FTE is proposed for Town Electrician hours.
- In the Elections account, it is proposed that the FY17 staffing level be increased by 1,023 hours for Election Officers and Technicians, due to the expectation that there will be 3 elections scheduled during FY17.
- Natural Resources is proposing an additional 100 hours for the Intern position.
- The Inspections Division is proposing increased hours for the part-time Inspector as well as 140 additional hours for Assistant Plumbing, Gas, and Electrical Inspectors, due to increased demand, a total increase of 0.28 FTE.
- The 141 Keyes Rd. facility proposes to switch to a part-time Custodian instead of contracting out 0.50 FTE.
- The Assessors Division is proposing 75 hours to cover the expense of the clerk for compiling minutes.
- The Information Systems account proposes to add a GIS Analyst/Technician, a net increase of 0.41 FTE.
- The Parks & Trees Division proposes a decrease of (-0.18 FTE) due to staff support for the Cemetery.
- The Cemetery Division is proposing a decrease of 1280 hours for Temporary workers and an addition of 695 hours of staff support from Parks & Trees, netting to a decrease of (-0.28 FTE).
- The Library is proposing an increase of 0.73 FTE to fund additional Library Assistants and substitute staffing.
- Senior Services is proposing 271 additional hours for the Outreach Coordinators, this nets to an increase of 0.13 FTE.
- The Recreation Services Division is proposing to fund the Recreation Director position from the General Fund which would add 0.25 FTE. Additionally, funds from the Beede and Recreation funds will support this position.

Budget Changes

The principal actions recommended in this budget for each appropriation account are as follows:

Acct # - Account Title (Refer to Article 7 on the 2016 Town Meeting Warrant)**1A Town Manager**

The Town Manager's operating appropriation represents a 4.4% increase from FY16. The Town Manager's Office is staffed by the Town Manager, Assistant Town Manager, Public Information Officer, Executive Assistant to the Town Manager and an Administrative Assistant. There is a proposed addition of funding for Sister Cities (\$1,000), and the management of White Pond (\$20,000).

1B Human Resources

The Human Resources operating appropriation is proposed to increase by 1.0% in FY17 due to additional OT needed to complete the Human Resources Information Systems project.

1C Facilities Management

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 FY17 of \$235,000. The five-year Capital Outlay plan raises this funding target to \$340,000 by FY21. In FY11, a Facilities Maintenance Supervisor was hired and this position is funded within the Facilities Management account. The Facilities Manager provides oversight for Town buildings, which will also be funded within the Facilities Management Account.

1D Resource Sustainability Fund

With this new account initiated in FY13 with funding of \$25,000, an amount of \$118,433 is proposed to be allocated in FY17 for resource sustainability and energy conservation projects. The additional funds will cover part of the salary for the Energy Conservation Coordinator.

1E Visitors Center

The FY16 operating appropriation for the Visitors Center is proposed to increase by 21.0% primarily due to additional cleaning services.

1F 37 Knox Trail

The FY17 appropriation for the 37 Knox Trail office building is new to FY17 and is proposed to cover the utility and capital costs associated with the building.

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 FY17 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 that are held in a given year. In FY17, it is expected that there will be three elections. Each election costs the Town approximately \$12,000. Aside from the state and local elections, there will be a Presidential election as well.

3B Registrars

There are no significant proposed changes in the Registrar account. This account provides resources to register voters, conduct the Annual Town Census, and certify nomination papers and petitions.

4 Town Meeting and Reports

The current budget allows for a four-session Annual Town Meeting in April 2016. A Special Town Meeting is scheduled on February 4, 2016. It has been common in the past several years for one to take place, but funds are not budgeted for this purpose.

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 FY17 operating appropriation for the Planning Division is proposed to decrease by 0.4%. Funding for the completion of the Long Range Plan and Zoning Bylaw Codification is covered in the capital plan and included in this account.

5B Natural Resources Division, DPLM

The proposed Natural Resources budget represents approximately a 1.0% decrease in the appropriation from that of the FY16 budget. This budget is proposed to provide \$5,000 for Pond and Stream Management.

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 Inspectors (2.60 FTEs), and Administrative Assistant. Due to demand for services and associated staffing needs, the operating appropriation is proposed to increase 4.6%.

5D Health Division, DPLM

This budget represents a 0.7% decrease in the operating appropriation from that of FY16. 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, \$7,500 is proposed to fund the Healthy Communities Initiatives.

6 141 Keyes Road, DPLM

The FY17 proposed operating appropriation represents a 4.3% decrease from FY16 to provide funding for utility, maintenance, and custodial costs for the Victorian-era brick building at 141 Keyes Road.

7 Finance Committee

Funding for support of the Finance Committee is included in this budget, which represents no change to the costs from that of the FY16 budget.

8A Finance Administration Division, Finance Department

The Finance Administration Division operating appropriation is proposed to increase by 1.0% from that of FY16. The budget will provide funding for the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.

8B Treasurer-Collector, Finance Department

The Treasurer-Collector operating appropriation is proposed to increase by 0.1% in FY17. This account includes funding for much of the Town's postage expenses (\$58,650) and banking service charges (\$89,500). The increase in this budget is primarily a result of higher banking expenses.

8C Town Accountant, Finance Department

The FY17 operating appropriation is proposed to increase by 0.7%. The proposed budget also includes \$65,000 to cover the cost of the Town's annual external audit.

8D Assessing Division, Finance Department

The Assessing proposed operating appropriation represents a 0.9% decrease from FY16. The Assessing Division is located at the Town-owned 24 Court Lane building, adjacent to the Sleepy Hollow Cemetery.

8E Town Clerk, Finance Department

The Town Clerk operating appropriation is proposed to rise by 0.9% from FY16. This budget provides funding for the Town Clerk, Assistant Town Clerk and Senior Department Clerk positions.

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 operating appropriation is proposed to increase by 13.6% in FY17. This increase is due to an additional GIS Analyst as well as the increased costs for the payroll and financial systems.

10 Town House

The FY17 proposed appropriation is reduced by 1.3% from that of FY16. This budget include costs for maintaining and cleaning the Town House and the Assessing Division office space at 24 Court Lane.

11 Police Department

The FY17 operating appropriation proposes a 0.1% decrease. However, there is about \$25,000 in additional funds proposed for Officer and Dispatch overtime.

12 Fire Department

There is a proposed 0.5% decrease in the Fire Department's FY17 operating appropriation. Of note, the Emergency Response Stabilization Fund will cover \$50,000 worth of operating expenses for this account, down from \$100,000 provided in the FY16 budget.

13 West Concord Fire Station

This budget funds the operations of the West Concord Fire Station located at 1201 Main Street. This account has a proposed 0.8% increase in the operating appropriation for FY17.

14 Police/Fire Station

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY17 budget proposes a 16.0% increase in the operating appropriation. A majority of the additional funding will go toward the annual maintenance contract for the Dispatch communication system.

15 Emergency Management

With the funding for the Emergency Management Plan updated in FY16, there is a proposed decrease in the operating appropriation in FY17 of 33.9%.

16 Animal Control Officer

With the enactment of State legislation in 2012, each municipality was required as of October 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 FY17 budget has a slight increase to \$26,000.

17A Public Works Administration, CPW

The FY17 operating appropriation reflects a 0.4% decrease from that of FY16. Public Works Administration includes the CPW Director, Management Analyst, Administrative and Special Projects Coordinator, and an Administrative Assistant.

17B Engineering, CPW

The Engineering Division's operating appropriation is proposed to have a 0.3% decrease from FY16 to FY17. The Engineering Division has a Town Engineer, Assistant Town Engineer, 3 Assistant Public Works Engineers, GIS/IT Program Analyst, and an Administrative Assistant.

17C Highway Maintenance, CPW

The operating appropriation is proposed to decrease by 0.7% from FY16. This account includes catch-basin cleaning (\$17,900) and infrared patching of street openings (\$10,000).

17D Parks & Trees, CPW

The FY17 Parks & Trees operating appropriation is proposed to have a 0.3% decrease from FY16. Funding of \$7,460 is proposed for tree removal services.

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 FY17 operating appropriation is a decrease of 2.1% due to savings from inter-divisional staffing between the Park & Tree and Cemetery accounts.

18 Snow Removal, CPW

The snow removal budget is proposed to be funded at \$597,500, an increase of \$27,500 from that of FY16. The amount budgeted for road salt is funded at \$232,380. If the actual FY16 expenditure exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY17 budget plan provides room for a \$172,000 overrun of the \$570,000 FY16 appropriation (See Account #103).

19 Street Lights, CPW

The FY17 proposed Street Light appropriation is \$73,463, the same as FY16.

20 Public Works Equipment, CPW

The Public Works Equipment budget of \$300,000 funds the Town's well-planned schedule of equipment replacement. This represents an increase of \$50,000 from FY16.

21 Drainage, CPW

The FY17 funding plan includes \$105,000 for drainage improvements, \$100,000 for culvert improvements.

22 Sidewalk Management, CPW

The proposed FY17 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 \$678,500 expected from the State (Chapter 90 Funds) and \$1,350,000 in borrowing, the total FY17 amount for road improvements is recommended to be \$2,118,500.

24 133 and 135 Keyes Road, CPW

For FY17, there is a proposed increase of 1.0% in the operating appropriation due to additional funds for building maintenance.

25 Library

As set forth in a long-standing agreement, the Trustees of the Concord Free Public Library Corporation, which owns the Main library and the Fowler Branch, are responsible for maintenance and capital improvements of the buildings and grounds; the Town covers the operating costs. For FY17 operations, the Library operating appropriation is proposed to have an increase of 2.1% from FY16 to FY17. The proposed budget allows for funding of the Sr. Administrative Assistant, and \$5,000 for substitute staffing.

26A Human Services

Human Services covers the staffing costs for the Community Services Coordinator, and the Youth Services Coordinator. The FY17 budget of \$79,821 covers those salaries as well as office supplies. The General Fund contribution to the salary of the Community Services is proposed to increase from \$9,000 to \$21,217 in FY17.

26B Senior Services

The FY17 operating appropriation for Senior Services is proposed to increase by 2.1%. The increase is due in part to moderate raises for limited status employees.

26C Recreation Services

The FY17 operating appropriation for Recreation Services is proposed to increase by 46.4% due to an increase in General Fund support for the Recreation Director's salary.

27 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 FY17 there is a proposed 1.0% decrease in the operating appropriation due to a slight reduction in utility expenses.

28 Hunt Recreation Center

It is proposed that the FY17 operating appropriation for the Hunt Recreation Center increase by 7.4% from the FY16 budgeted level. The increase is due to increased building maintenance.

29 Veterans Services

The FY17 proposed operating appropriation represents a 15.0% increase from that of FY16. This increase is a result of the predicted rise in veterans' benefits costs from \$35,000 to \$45,000 to accommodate additional beneficiaries as well as additional hours for the Veterans' Services Agent.

30 Ceremonies and Celebrations

The FY17 proposed operating appropriation represents a 1.5% increase from FY16.

31 Town Employee Benefits

The proposed budget provides \$90,000 to cover unused sick leave buyback for some employees at retirement. This payment is restricted to non-union employees hired prior to July 1, 1992 and to uniformed Police and Fire personnel subject to the collective bargaining agreements. In all eligible cases, the benefit is capped at 62 days (65 for firefighters). This account also funds the Employee Assistance Program and certain medical costs for police and fire retirees for accidental disability expenses.

32 Reserve Fund

As budgets remain tight due to the economic situation and there are fewer resources available to cover unexpected events, the Reserve Fund appropriation becomes 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 FY16.

33 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, 2016. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Select Board in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be funded at \$755,708 in order also to provide resources for such compensation adjustments for union and non-union staff.

34 Land Fund

The budget is level funded at \$15,000 for FY17 which is used for the acquisition of land.

35A Group Insurance

The budget anticipates no increase in the appropriation required for FY17 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 directly reflects actual claims experience.

35B Other Post-Employment Benefits (OPEB)

With the FY13 budget, Other Post-Employment Benefits (OPEB) has been separated into its own line item due to the increasing importance of recognizing and funding this liability. The OPEB liability primarily consists of 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. This liability is referred to as the Town Government's Annual Net OPEB Obligation (NOO).

In FY17, the General Fund share of the NOO is projected to be about \$1.37 million. In an effort to fund this liability and continue the effort to catch up on past unfunded liability, it is proposed that the Town budget \$1,400,000 for this purpose, an increase of \$250,000.

35C Property & Liability Insurance

This account funds property insurance coverage for all Town-owned buildings and contents, vehicles, boilers and machinery; liability coverage for Town officials; and special risk coverage for police and fire personnel. Insurance policies cover the Concord Public Schools, the Concord-Carlisle Regional High School, 51 Walden Street (Friends of the Performing Arts in Concord - "FOPAC"), the Emerson Building ("Emerson Umbrella"), and all properties of Town departments including assets of the Town enterprises (Light, Water, Sewer, Beede Pool). For FY17, General Fund support is increased by \$25,000, to \$250,000,

36 Unemployment & Workers Compensation

An amount of \$100,000 is proposed for the Unemployment Compensation account. The Town pays only for actual claimants, not as a percent of payroll (since the minimum available "experience rating" percentage would be in excess of our actual historical costs). In addition, an amount of \$100,000 is proposed for Worker's Compensation costs; this amount funds a stop-loss reinsurance policy covering wage and other claims and the payment of miscellaneous medical expenses resulting from employee injury on the job. Coverage of unemployment and workers compensation applies to both Town and Concord Public School employees.

37 Retirement

Following the sharp economic downturn in the financial markets during the fall of 2008, assets of the Concord Retirement System have recovered from their previous peak reached in October 2007. At the most recent biennial actuarial valuation as of January 1, 2015, the revised Funding Schedule had been maintained to reach full funding status by the year 2030.

In FY17, the General Fund appropriation is projected at \$3,317,000, an increase of 3.0% from FY16 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 average annual covered pay and years of service (highest five years for members on and after April 2, 2012).

38 Social Security & Medicare

The General Fund cost for the Town's share of Medicare coverage is increased 4.9%, to \$640,000, reflecting both a higher payroll tax base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service. Social Security coverage applies to those Town and School employees not members of the Town's retirement system. The General Fund cost is projected to be \$125,000.

39 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 FY17 budget proposes allocating \$6,737,828, which includes \$3,730,000 for debt service within the levy limit and \$4,007,828 for excluded debt. The excluded debt is net of the amount proposed to be contributed by the Stabilization Funds. The excluded debt to pay for the construction of the new high school is budgeted as part of the assessment from the Concord-Carlisle Regional School District.

SECTION I: Financial Summary

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Definition

Capital Expenditure: The use of funds to acquire or enhance productive assets, such as structures, land, and equipment (including related plans, designs, and studies), which have a life expectancy of at least 2 years and a cost of at least \$5,000, and procured with the intention of increasing service capacity or efficiency.

The Capital Section includes the following:

- Capital Overview 42
- FY17 Capital Plan 43
- FY17–21 Capital Outlay Plan 44 to 46
- FY17 Capital by Account 47 to 49
- FY17 Capital Summary 50 to 53

Capital Improvement Plan

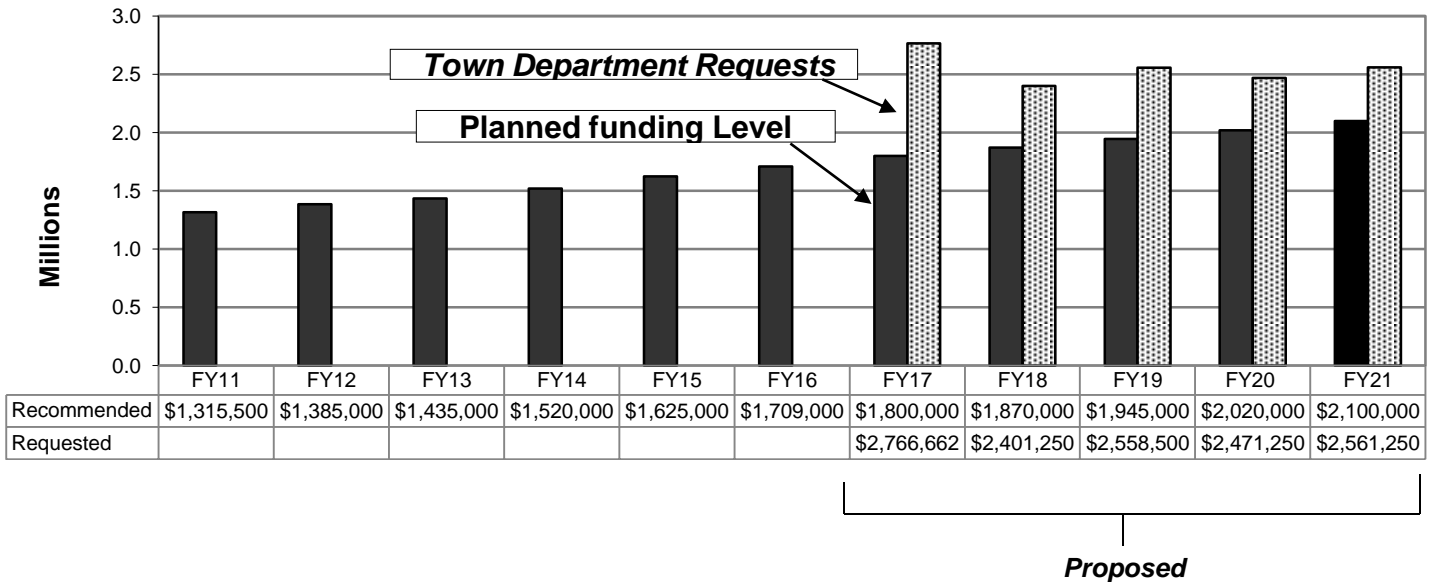
Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):

\$1,800,000

Capital Expenditures Within the Levy Limit Supported via FY17 Debt Authorizations:

\$3,900,000

**Town Government Departments
Capital Outlay Expenditures within the Levy Limit**



Capital Improvement Program FY17 – FY21

FY17 General Fund Budget Component

1. Borrowing authorizations submitted to the 2016 Annual Town Meeting

- *General Fund only*
- *Future tax-supported debt service to be funded within the Levy Limit*

Warrant Article	Description	Recommended New Borrowing Authorization
ART 12	Concord Public School Renovations	\$870,000
ART 21	Emerson Track Resurfacing	\$100,000
ART 22	Harvey Wheeler Roof Repair	\$150,000
ART 22	Hunt Gym Renovations	\$50,000
ART 23	Land Acquisition	\$830,000
ART 24	Engine #3 Refurbishment (2010) Pumper	\$150,000
ART 25	Cemetery Roads Improvements	\$150,000
ART 26	Road and Parking Lot Reconstruction	\$1,350,000
ART 55	Rail Trail Design – Phase 2B	<u>\$250,000</u>
Total		\$3,900,000

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account (#39). These authorizations are not proposed to be subject to a Proposition 2½ Debt Exclusion vote.

2. Capital Outlay - expenditures for capital purposes funded from current resources

Town Government Departments (accounts #1-34):	\$ 1,800,000
Concord Public Schools:	\$ 1,004,618

Capital Financing Policy

General Fund – within the Levy Limit

Target: 7% to 8% of the total budget net of excluded debt levy

- Total Guideline Budget appropriation proposed at **\$98,445,665**
less \$7,692,536 excluded debt = \$90,753,129 net
- 7% to 8% target range equals **\$6,352,719 to \$7,260,250**
- **FY17 Proposed Budget for capital expenditure financing:**

Debt service budget (“within levy limit” portion)	\$3,730,000
Capital outlay, Town Departments	1,800,000
Capital outlay, Concord Public Schools	1,004,618
Total	\$6,534,618

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **7.20%**

FY2017-2021 Capital Outlay Plan (General Fund)

Acct #	Ref #	CODE	Item	REFERENCE ONLY		ANNUAL PLANS													
				FY2016		FY2017		FY2018		FY2019		FY2020		FY2021					
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended				
			PUBLIC WORKS																
			Facilities & Systems																
24	J-1		Building Improv - 133/135 Keys	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000		
17B	J-2		GIS System	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
			Public Ways																
23	J-1		Road Reconstruction	95,000	90,000	95,000	95,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
17B	J-2		Traffic Control Devices	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000		
17C	J-3		Guardrail Replacement	20,000	10,000	20,000	10,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000		
17C	J-4		Small Equipment	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000		
21	J-5		Drainage Improvements	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000		
21	J-6		Culvert Improvement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
17B	J-7		Sustainable Drainage Impmt	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
17B	J-8		NPDES Permit Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
22	J-9		Sidewalks - Maintenance	125,000	100,000	125,000	102,500	125,000	110,000	125,000	115,000	125,000	125,000	125,000	125,000	125,000	125,000		
17B	J-10		Street sign replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
			Park & Tree																
17D	K-1		Public Shade Trees	25,000	20,000	25,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		
17D	K-2		Turf Improv. / Park Rehab.	100,000	0	100,000	15,000	100,000	52,500	100,000	62,500	100,000	62,500	100,000	62,500	100,000	62,500		
17D	K-3		Small Equipment	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000		
			Equipment																
20	L-1		Vehicles and Heavy Equipment	300,000	250,000	348,000	300,000	350,000	325,000	350,000	325,000	350,000	325,000	350,000	325,000	350,000	325,000	350,000	
			Library																
25	M-1		Computer Equipment	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
			Human Services																
26A	N-1		Vehicle			14,000													
			Senior Services																
26B	O-1		Building Improv - Harney Wheeler	10,000	7,500	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
26B	O-2		HWCC Exterior Trim Painting			12,000													
			Recreation Services																
26C	P-1		Hunt Gym Improvements			49,000													
26C	P-2		Hunt Gym Exterior Trim Painting	10,000	0	40,000													
26C	P-3		Emers on Pool Bathing Facility																
26C	P-4		105 Everett ADA Ramp			5,000													
26C	P-5		Pool Shed Replacement	25,000	0														
			GENERAL FUND TOTAL	2,791,750	1,709,000	2,786,662	1,800,000	2,386,250	1,805,000	2,543,500	1,945,000	2,461,250	2,020,000	2,551,250	2,020,000	2,551,250			

**Capital Outlay and Special Project Accounts
(General Fund only)**

Acct #	Category	Budget FY16	Dept. Request FY17	Town Mgr Proposed FY17	\$ Change FY16 Budget to FY17 Proposed
1A	Town Manager				
	Redesign of Town Website	-	15,000		
	ADA Compliance	5,000	10,000	5,000	-
	Total - account #1A	5,000	25,000	5,000	-
1C	Facilities Management				
	Building Improv - Townwide Fund	220,000	400,000	235,000	15,000
	Total - account #1C	220,000	400,000	235,000	15,000
1D	Resource Sustainability Fund				
	Resource Efficiency	75,000	225,000	75,000	-
	Total - account #1D	75,000	225,000	75,000	-
1E	Information/Visitors Center:				
	Building Improv - Info Center	2,500	5,000	2,500	-
	Total - account #1E	2,500	5,000	2,500	-
1F	37 Knox Trail				
	Building Improv - 37 Knox Trail	-	10,000	5,000	5,000
	Total - account #1F	-	10,000	5,000	5,000
3A	Elections				
	Voting Machines	35,000	-	-	(35,000)
	Total - account #3A	35,000	-	-	(35,000)
5A	Planning Department				
	Zoning Bylaw recodification	35,000	65,000	65,000	30,000
	Long Range Plan	60,000	40,000	40,000	(20,000)
	Total - account #5A	95,000	105,000	105,000	10,000
5B	Natural Resources				
	Pond & stream management	5,000	15,000	5,000	-
	Vehicle Replacement	-	25,000	20,000	20,000
	Agricultural fields improvements	-	10,000	-	-
	Total - account #5B	5,000	50,000	25,000	20,000
6	141 Keyes Road Building				
	Building Improv - 141 Keyes Road	10,000	10,000	10,000	-
	Total - account #6	10,000	10,000	10,000	-
9	Information Systems				
	Town-wide Technology Fund	182,000	325,000	200,000	18,000
	Telephone System (via Internet)	-	-	-	-
	Total - account #9	182,000	325,000	200,000	18,000
10	Town House				
	Building Improv - Town House	15,000	15,000	15,000	-
	Total - account #10	15,000	15,000	15,000	-
11	Police Department				
	Police Vehicles	105,000	140,000	140,000	35,000
	Public Safety Equipment	20,000	20,000	20,000	-
	EMD Card System	-	40,712	-	-
	Bulletproof Vest Replacement	-	25,000	-	-
	Night Vision Devices	-	13,200	-	-
	AED Replacement	-	-	-	-
	Computer Upgrade	5,000	5,000	-	(5,000)
	Ballistic Helmets	-	7,000	-	-
	Rifle Sight Upgrade	-	5,500	-	-
	Rifle Lights	-	6,000	-	-
	Card Access System	-	-	-	-
	Taser Equipment	-	-	-	-
	911 Replay System	13,000	-	-	(13,000)
	Office Copiers	10,000	-	-	(10,000)
	Total - account #11	153,000	262,412	160,000	7,000

Capital Outlay and Special Project Accounts (General Fund only)					
Acct #	Category	Budget FY16	Dept. Request FY17	Town Mgr Proposed FY17	\$ Change FY16 Budget to FY17 Proposed
12	Fire Department				
	Miscellaneous Equipment	20,000	25,000	25,000	5,000
	Vehicle Replacement (Shift Cmd)	20,000	-	-	(20,000)
	Vehicle Replacement (Deputy)	-	45,000	25,000	
	Upgrade Community AED's	10,000	-	-	(10,000)
	Turnout Gear Replacement	15,000	15,000	15,000	-
	SCBA	-	5,000	-	-
	Supply Hose Replacement	9,000	-	-	(9,000)
	EMS Equipment	-	-	-	-
	Total - account #12	74,000	90,000	65,000	(9,000)
13	West Concord Fire Station				
	Building Improv - W. Concord	10,000	10,000	10,000	-
	Exhaust System Upgrade	20,000	-	-	(20,000)
	Total - account #13	30,000	10,000	10,000	(20,000)
14	Police/Fire Station (Walden Street)				
	Office Design/Renovation	-	-	-	-
	Card Access System	-	30,000	-	-
	Building Improv - Walden St	15,000	20,000	20,000	5,000
	Total - account #14	15,000	50,000	20,000	5,000
17B	Engineering				
	GIS System	20,000	20,000	20,000	-
	Traffic Control Devices	10,000	20,000	10,000	-
	Drainage Improvements	25,000	25,000	25,000	-
	NPDES Permit Compliance	10,000	10,000	10,000	-
	Street Sign Replacement	20,000	20,000	20,000	-
	Total - account #17B	85,000	95,000	85,000	-
17C	Highway Maintenance				
	Guardrail Replacement	10,000	20,000	10,000	-
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17C	15,000	27,500	15,000	-
17D	Parks & Trees				
	Public Shade Trees	20,000	25,000	22,500	2,500
	Turf Improv./Park Rehab.	-	100,000	15,000	15,000
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17D	25,000	132,500	42,500	17,500
20	Public Works Equipment				
	Vehicles and Heavy Equipment	250,000	348,000	300,000	50,000
	Total - account #20	250,000	348,000	300,000	50,000
21	Drainage				
	Drainage Improvements	105,000	105,000	105,000	-
	Culvert Improvement	100,000	100,000	100,000	-
	Total - account #21	205,000	205,000	205,000	-
22	Sidewalks				
	Sidewalks - Maintenance	100,000	125,000	100,000	-
	Total - account #22	100,000	125,000	100,000	-
23	Road Improvements				
	Road Reconstruction	90,000	95,000	90,000	-
	Total - account #23	90,000	95,000	90,000	-
24	133/135 Keyes Road building:				
	Building Improv - 133/135 Keyes	10,000	16,250	10,000	-
	Rolling Storage Shelves	-	-	-	-
	Total - account #24	10,000	16,250	10,000	-

**Capital Outlay and Special Project Accounts
(General Fund only)**

Acct #	Category	Budget FY16	Dept. Request FY17	Town Mgr Proposed FY17	\$ Change FY16 Budget to FY17 Proposed
25	Library				
	Computer Equipment	5,000	10,000	10,000	5,000
	Total - account #25	5,000	10,000	10,000	5,000
26A	Human Services				
	Vehicle	-	14,000	-	-
	Total - account #26A	-	14,000	-	-
26C	Hunt Recreation Center				
	105 Everett ADA Ramp		5,000		
	Hunt Gym Improvements		49,000	-	
	Hunt Gym Trim Painting		40,000	-	
	Total - account #26B	-	94,000	-	-
26E	Harvey Wheeler Building:				
	HWCC Exterior Trim Painting		12,000		
	Building Improv - Harvey Wheeler	7,500	10,000	10,000	2,500
	Total - account #26E	7,500	22,000	10,000	2,500
	TOTAL	\$ 1,709,000	\$ 2,766,662	\$ 1,800,000	\$ 91,000

Capital Outlay and Special Projects Accounts General Fund Recommended Items

Highlights

The following are recommendations for the capital outlay and special projects items:

Acct # - Account Title

1A Town Manager

To be able to comply with the Americans with Disabilities Act, the Town provides money in this account for improvements to Town-owned buildings. In FY17, it is proposed that the funding level is \$5,000, the same as in FY16.

1C Facilities Management

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 FY17 of \$235,000. The five-year Capital Outlay plan raises this funding target to \$340,000 by FY21. For FY17, this account will fund the Facilities Manager and the Facilities Maintenance Supervisor.

1D Resource Sustainability

Being established in FY13, the purpose of this new account is to provide supplemental funding for town-wide energy efficiency projects and improvements. In FY17, it is proposed that this account be funded at \$75,000.

1E Visitors Center

For routine building repairs, a budget of \$2,500 is being proposed.

1F 37 Knox Trail

Acquired by the Town in FY15, \$5,000 is proposed for routine building improvements in FY17.

5A Planning

For FY17 the completion of the partial funding of two major projects is proposed including \$65,000 for zoning bylaw recodification and \$40,000 for the long range plan. The projected cost of each project is \$100,000.

5B Natural Resources Division, DPLM

Funding of \$5,000 is being proposed for pond and stream management. \$20,000 is proposed for a new vehicle which would assist in ranger patrols and conservation work.

6 141 Keyes Road, DPLM

For routine building repairs, a budget of \$10,000 is being proposed.

9 Information Systems

The proposed funding level for the Town-wide Technology Fund is \$200,000. This fund is crucial in maintaining current technology throughout the Town departments. In addition, funds go toward supporting the basic network infrastructure linking all town buildings and connecting more than 250 desktop computers to the network with a secure and reliable system.

10 Town House

For routine building repairs, a budget of \$15,000 is being proposed.

Capital Outlay and Special Projects Accounts General Fund Recommended Items

11 Police Department

Funding is being proposed for the replacement of four police cruisers (\$140,000), and the upgrade and maintenance of public safety equipment (\$20,000).

12 Fire Department

For the Fire Department, \$25,000 in funding is being proposed for miscellaneous equipment, \$25,000 for the replacement of Car 2 (2008) and \$15,000 for turnout gear.

13 West Concord Fire Station

For routine building repairs, a budget of \$10,000 is proposed.

14 Police/Fire Station

For routine building repairs, a budget of \$20,000 is being proposed. This amount is split equally between the Police Department and the Fire Department.

17B Engineering, CPW

The following items are being proposed for the Engineering Division: \$20,000 for continued enhancements of the Town's Geographic Information System (GIS), \$10,000 for the upgrade of traffic control devices for the Town's street intersections, \$10,000 for NPDES permit compliance, \$25,000 for sustainable drainage improvements and \$20,000 for the federal/state mandated street sign replacement.

17C Highway Maintenance, CPW

For the Highway Maintenance account, it is proposed that \$10,000 be allocated for guardrail replacement, and \$5,000 for small equipment.

17D Parks & Trees, CPW

A total of \$132,500 was requested by the Department for the following items: public shade trees (\$25,000), turf improvement / park rehabilitation (\$100,000), and small equipment (\$7,500). Due to budget constraints, only \$22,500 is proposed for shade trees, \$15,000 for turf improvements and \$5,000 for small equipment.

20 Public Works Equipment, CPW

The proposed Public Works Equipment budget of \$300,000 funds the Town's well-planned schedule of equipment replacement. This represents an increase of \$50,000 from FY16.

21 Drainage, CPW

The FY17 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

22 Sidewalk Management, CPW

The proposed FY17 budget calls for level funding for the 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 \$678,500 expected from the State (Chapter 90 Funds) and \$1,350,000 in borrowing, the total FY17 recommended amount for road improvements is \$2,118,500.

**Capital Outlay and Special Projects Accounts
General Fund Recommended Items****24 133 and 135 Keyes Road, CPW**

For routine building repairs, a budget of \$10,000 is being proposed.

25 Library

The FY17 CIP proposes to provide the Library with \$10,000 for public-access computer equipment replacement.

26B Harvey Wheeler Community Center

For routine building repairs, a budget of \$10,000 is being proposed.

26C Hunt Recreation Center

The Recreation Department requested \$94,000 for building improvements at the Hunt Gym and 105 Everett Street. Article 22 of the 2016 Annual Town Meeting proposes \$50,000 for Hunt Gym renovations.

SECTION I: Financial Summary

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Debt:

At the end of FY15 (June 30, 2015), the Town of Concord's outstanding tax-supported long-term debt is **\$41,730,401**.

This total represents 0.77% of assessed value, or \$2,362 of debt per capita.

The Debt Section includes the following:

- Debt Overview 54
- FY17-21 Debt Authorization 55 to 56
- Potential Future Debt Projects 57
- Debt Service Projection 58 to 59
- Historical Debt & Charts 60 to 62
- Debt Service Projection Chart 63
- Excluded Debt Detail 64 to 69
- Excluded Debt Service Charts 70 to 71
- Authorized and Unissued Debt 72 to 73

Rapid Debt Repayment

The Town aims for a rapid debt repayment schedule for tax-supported debt, with a goal (for "within the levy limit" debt) of 60% repayment within 5 years and 90% repayment within 10 years.

This policy serves the following purposes:

- To hold down the amount expended in the form of interest costs;
 - To provide new capacity for debt issuance on a regular basis and thereby enable newly recognized capital needs to be addressed annually;
 - To maintain the Town's credit rating of Aaa, which reduces the cost of borrowing.
- See page 270 for details on the Town's annual Debt Service account.**

Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2015

Paid Down Percentage Starting on June 30, 2015	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/15	\$11,580,000		\$30,150,401		\$20,866,325		\$62,596,726	
In 5 years	\$1,295,000	89%	\$16,369,251	46%	\$10,777,899	48%	\$28,442,150	55%
In 10 Years	\$0	100%	\$5,048,806	83%	\$2,656,694	87%	\$7,705,500	88%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%
In 20 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

Note: The Town's excluded tax-supported debt is primarily associated with the construction of the three Elementary Schools. Excluded debt associated with the construction of the new High School is assessed to the Town separately by the Concord-Carlisle Regional School District and is budgeted separately .

GENERAL OBLIGATION DEBT POLICIES

1. As a general policy, the threshold for an item for debt financing shall be an expenditure of at least \$100,000 and a useful life in excess of 5 years.
2. The term of long-term debt shall not exceed the expected useful life of the capital asset being financed, and in general it shall not exceed 20 years.
3. A rapid debt repayment schedule shall be maintained, with a goal of 60% principal repayment within 5 years and 90% repayment within 10 years, for tax-supported non-excluded debt.
4. Debt supported outside the levy limit—that is, through a debt exclusion—may be above the 7-8% allocation limit, and may be structured for a longer repayment schedule; such debt shall be reserved for large capital improvements, generally those costing over \$1 million and bonded for 10 years or more.
5. For all debt exclusion proposals, the impact on property tax rates shall be calculated prior to the vote.
6. All debt of the Town shall be issued as general obligation debt. As a policy, debt for enterprises may be paid for from fee revenue rather than through taxes.

SECTION I: Financial Summary

Debt

**FY17-21 Capital Program
DEBT AUTHORIZATION PLAN**

	PROPOSED					FY17-21 Total
	adopted FY2016 2015	warrant FY2017 2016	FY2018 2017	FY2019 2018	plan FY2020 2019	
Fiscal Year of Planned Long-term Debt Issuance Annual Town Meeting Year						
General Fund - Financing within Levy Limit	\$5,100,000	\$3,900,000	\$5,400,000	\$3,600,000	\$4,900,000	\$3,900,000
<i>Town Manager</i>						
37 Knox Trail renovations, site work	200,000					\$0
Town House Interior Renovations (incl. elevator)	700,000					\$0
Renovation/Construction/acquisition of office space			2,100,000	725,000	1,150,000	\$3,975,000
Land acquisition for municipal purposes				300,000		\$300,000
School Transportation Facility	950,000					\$0
<i>Planning</i>						
Land Acquisition, open space		830,000	265,000	250,000	250,000	\$1,920,000
Trail Improvements				75,000		\$75,000
Warner's Pond Improvements					500,000	\$500,000
Rail Trail Design - Phase 2B		250,000				\$250,000
Parking Management Plan, Phase 1	250,000					\$0
Pedestrian Bridge Over Assebet River in W. Concord					800,000	\$800,000
<i>Public Safety</i>						
Engine #3 Refurbishment (2008)		150,000				\$150,000
Engine #4 Refurbishment (2010) Pumper				150,000		\$150,000
Engine #5 Replacement (1989) Brush Truck					350,000	\$350,000
Engine #6 Replacement (2006) Brush and Utility Vehicle					200,000	\$200,000
Engine #7 Replacement (1990) Pumper and equipment	550,000					\$0
Engine #8 Replacement (1988)			575,000			\$575,000
Ambulance #1 Replacement (2008)			260,000			\$260,000
Ambulance #2 Replacement (2011)					275,000	\$275,000
<i>Public Works</i>						
Road and Parking lot Reconstruction	1,200,000	1,350,000	1,350,000	1,200,000	1,200,000	\$6,300,000
Sidewalk extensions - phase 2					500,000	\$500,000
Cemetery Roads Improvements		150,000				\$150,000
<i>Human Services</i>						
Rideout Master Plan improvements, Emerson Field improvements	600,000					\$0
Harvey Wheeler Roof Repair		150,000				\$150,000
Harvey Wheeler Parking Lot					100,000	\$100,000
Hunt Gym renovations		50,000				\$50,000
Emerson Track resurfacing		100,000				\$100,000
Subtotal - Town Projects	4,450,000	3,030,000	4,550,000	2,700,000	3,950,000	\$17,130,000

Projected Amount Available for Authorization

**FY17-21 Capital Program
DEBT AUTHORIZATION**

Fiscal Year of Issuance Annual Town Meeting Year	PROPOSED					FY17-21 Total
	adopted		warrant			
	plan	2015	2016	2017	2018	
CMS Middle School feasibility assessment study		175,000				\$175,000
Peabody		39,500				\$3,219,500
Sanborn	545,000	454,000				\$5,559,000
Alcott		20,000		135,000		\$500,000
Thoreau	40,000	210,000		75,000		\$520,000
Willard		54,000		40,000		\$444,000
Ripley Administration Building	65,000	90,000		600,000	1,290,000	\$2,230,000
Gross subtotal, CPS buildings	650,000	1,042,500		850,000	7,345,000	\$12,647,500
less: Unfunded		(172,500)		(6,445,000)		(\$8,077,500)
Subtotal - School Projects allocation	\$650,000	\$870,000		\$850,000	\$900,000	\$4,570,000
General Fund Projected Total debt supported within levy limit	\$5,100,000	\$3,900,000		\$5,400,000	\$3,600,000	\$21,700,000

General Fund - Financing subject to Debt Exclusion Ballot

Keyes Road Campus - Site Reconstruction						20,000,000	\$20,000,000
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Water Enterprise Fund

Reservoir Improvements	\$980,000						980,000
Nagog Pond - Intake design	\$1,400,000						1,400,000
Keyes Road site & covered storage					\$500,000		500,000
Nagog filtration plant	\$6,585,000						6,585,000
Land Acquisition	\$800,000						800,000

Sewer Enterprise Fund

Keyes Road site & covered storage					\$100,000		100,000
Enterprise Funds Projected Total	\$0	\$9,765,000	\$0	\$0	\$600,000	\$0	\$10,365,000

GRAND TOTAL	\$5,100,000	\$13,665,000	\$5,400,000	\$3,600,000	\$25,500,000	\$3,900,000	\$52,065,000
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Potential Debt Exclusion projects

In addition to the General Fund portion of the Five-Year debt plan shown on the preceding pages, to be financed within the property tax levy limit, there are projects under active consideration or emerging in long-range planning which would need to be considered for funding subject to debt exclusion ballot approval – where the property tax levy to cover debt service would be apart from and in addition to the Levy Limit.

Tax-supported Debt Principal forecast without new debt exclusions

Projecting the Town’s tax-supported outstanding debt position over the next five years indicates a drop of about \$8 million, primarily the result of principal payments on the elementary school construction bonds. This projection suggests some room for new debt exclusions without adverse impact on the Town’s credit rating.

Outstanding as of June 30, 2015	New Issues Planned through FY21	Projected Maturing through 6/30/21	Projected Outstanding as of June 30, 2021	<i>*Note: Date for Town of Concord only. Not inclusive of assessed share of CCRSD debt.</i>
\$41,730,402	FY16: \$6,035,000 FY17-21: \$21,700,000	\$35,705,554	\$33,759,848	

I. Near-Term Projects: 1 to 5-year period. FY17-21

1. Concord Middle School

Investment will be needed to extend the useful life of the Peabody and Sanborn buildings. A \$6 million Peabody/Sanborn renovation project could be presented to Town Meeting as soon as the 2017 Annual Town Meeting, to fund the most urgent needs of the Concord Middle School buildings, extending the useful life of the existing buildings for an additional 15-20 year period. The specific purposes might include:

	Peabody	Sanborn	Total
HVAC systems	\$650,000	\$1,025,000	\$1,675,000
Domestic Water Piping replacement	\$350,000	\$550,000	\$900,000
Sanborn Boiler replacement		\$575,000	\$575,000
Classroom partitions, Peabody	\$450,000	\$1,500,000	\$450,000
	\$2,350,000	\$3,650,000	\$6,000,000

2. Keyes Road Municipal Complex, Public Works and Planning Departments

Article 30 of the 2014 Town Meeting Warrant voted \$150,000 for a feasibility study regarding the future use of the Keyes Road site, one of the few possible locations for additional town office space and an intensely utilized site for public works equipment maintenance and storage. A complete reconstruction of town facilities could involve an investment of \$15-20 million, based on the cost of facilities recently constructed in neighboring communities.

3. School Transportation Facility

The 2016 Warrant includes a proposed debt authorization of \$1,950,000 as a debt exclusion to provide the balance of financing for a \$4.1 million project to construct a new school bus depot and maintenance facility on 6 acres at the W.R. Grace parcel acquired in August 2015.

II. Intermediate Term Projects: 6 to 10-year period, FY22-26

1. West Concord Fire Station

This project would involve expansion of the building’s capacity for staff and equipment , possibly involving some acquisition of surrounding land. A \$5 million price-tag is the present rough estimate of what this project might cost.

Debt Service Schedule

for debt issued through June 30, 2015

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service									
				Town (within levy limit)		Town (outside levy limit)		School (within levy limit)		School (outside levy limit)			
				Principal M atured	Interest Payment	Principal M atured	Interest Payment	Principal M atured	Interest Payment	Principal M atured	Interest Payment		
2015			62,596,726										
2016	8,643,760	1,901,041	53,952,966	2,305,000	246,988	180,895	24,067	850,000	90,113	3,020,000	984,377		
2017	7,618,568	1,659,905	46,334,398	1,905,000	183,675	82,529	18,560	605,000	65,375	3,000,000	906,738		
2018	6,718,674	1,447,043	39,615,724	1,630,000	129,500	84,196	16,767	445,000	48,550	2,550,000	819,088		
2019	5,804,085	1,246,562	33,811,639	1,140,000	80,575	85,897	14,939	300,000	36,500	2,355,000	736,775		
2020	5,369,490	1,070,682	28,442,150	810,000	45,375	87,632	13,073	295,000	26,600	2,335,000	658,388		
2021	4,845,749	908,764	23,596,401	425,000	23,250	89,403	11,170	165,000	17,700	2,310,000	580,288		
2022	4,486,061	755,074	19,110,340	290,000	9,850	91,209	9,229	165,000	11,100	2,290,000	499,738		
2023	4,017,753	613,619	15,092,587	100,000	3,000	93,052	7,248	150,000	4,500	2,110,000	417,928		
2024	3,697,381	488,968	11,395,206	0	0	94,932	5,227	0	0	2,085,000	342,834		
2025	3,689,704	368,903	7,705,502	0	0	96,850	3,165	0	0	2,060,000	265,845		
2026	3,302,637	255,376	4,402,865	0	0	98,806	1,062	0	0	1,675,000	193,844		
2027	2,427,865	157,381	1,975,000	0	0	0	0	0	0	1,300,000	135,688		
2028	1,300,000	81,344	675,000	0	0	0	0	0	0	1,300,000	81,344		
2029	675,000	27,000	0	0	0	0	0	0	0	675,000	27,000		
total	62,596,726	10,981,662		8,605,000	722,213	1,085,401	124,507	2,975,000	300,438	29,065,000	6,649,875		

Interest expense as % of total debt service, FY16: **18.0%**

Interest expense as % of total debt service to final maturity: **14.9%** as of July 1, 2015

Projected as of June 30, 2015:

	5 yrs	10 yrs
Debt Retirement - all	54.6%	87.7%

	57.7%	87.9%
Debt Retirement - tax supported only	57.7%	87.9%

SECTION I: Financial Summary

Debt

Revenue Supported Annual Debt Service								<i>subtotals</i>		
<i>Water</i>		<i>Sewer</i>		<i>Betterment (WPAT loans)</i>		<i>Light (including Telecom)</i>		Tax-supported		
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	<i>within Limit</i>	<i>Excluded</i>	Revenue- supported
								0	0	0
520,000	136,681	686,432	159,483	288,933	31,644	792,500	227,688	3,492,101	4,209,339	2,843,361
420,000	115,706	597,016	143,430	291,523	28,908	717,500	197,513	2,759,050	4,007,827	2,511,596
420,000	101,388	607,814	129,946	294,164	26,116	687,500	175,688	2,253,050	3,470,051	2,442,616
345,000	86,213	618,831	116,229	296,857	23,268	662,500	152,063	1,557,075	3,192,611	2,300,961
345,000	75,050	617,570	102,459	229,288	20,362	650,000	129,375	1,176,975	3,094,093	2,169,104
345,000	63,450	629,036	88,633	232,310	17,398	650,000	106,875	630,950	2,990,861	2,132,702
235,000	51,850	640,734	74,558	224,118	14,374	550,000	84,375	475,950	2,890,176	1,875,009
235,000	43,050	602,668	60,979	227,033	11,289	500,000	65,625	257,500	2,628,228	1,745,644
235,000	34,250	614,843	47,891	167,606	8,141	500,000	50,625	0	2,527,993	1,658,356
235,000	25,300	627,265	34,538	170,589	4,930	500,000	35,125	0	2,425,860	1,632,747
235,000	16,275	639,936	20,916	153,895	1,654	500,000	21,625	0	1,968,712	1,589,301
175,000	7,175	652,865	7,018	0	0	300,000	7,500	0	1,435,688	1,149,558
0	0	0	0	0	0	0	0	0	1,381,344	0
0	0	0	0	0	0	0	0	0	702,000	0
3,745,000	756,388	7,535,010	986,080	2,576,316	188,084	7,010,000	1,254,077	12,602,651	36,924,783	24,050,955

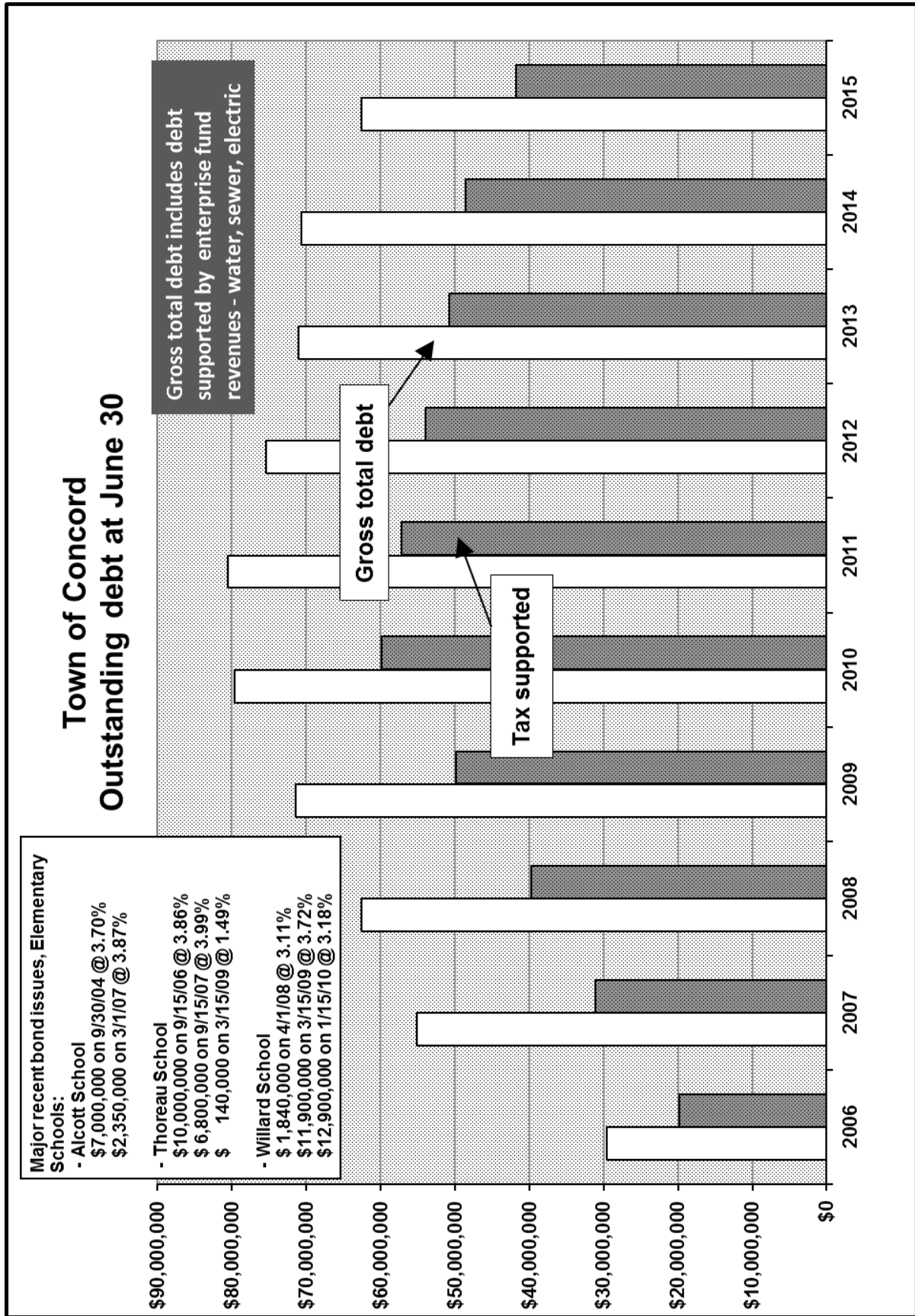
TOWN OF CONCORD, LONG-TERM DEBT STATISTICS

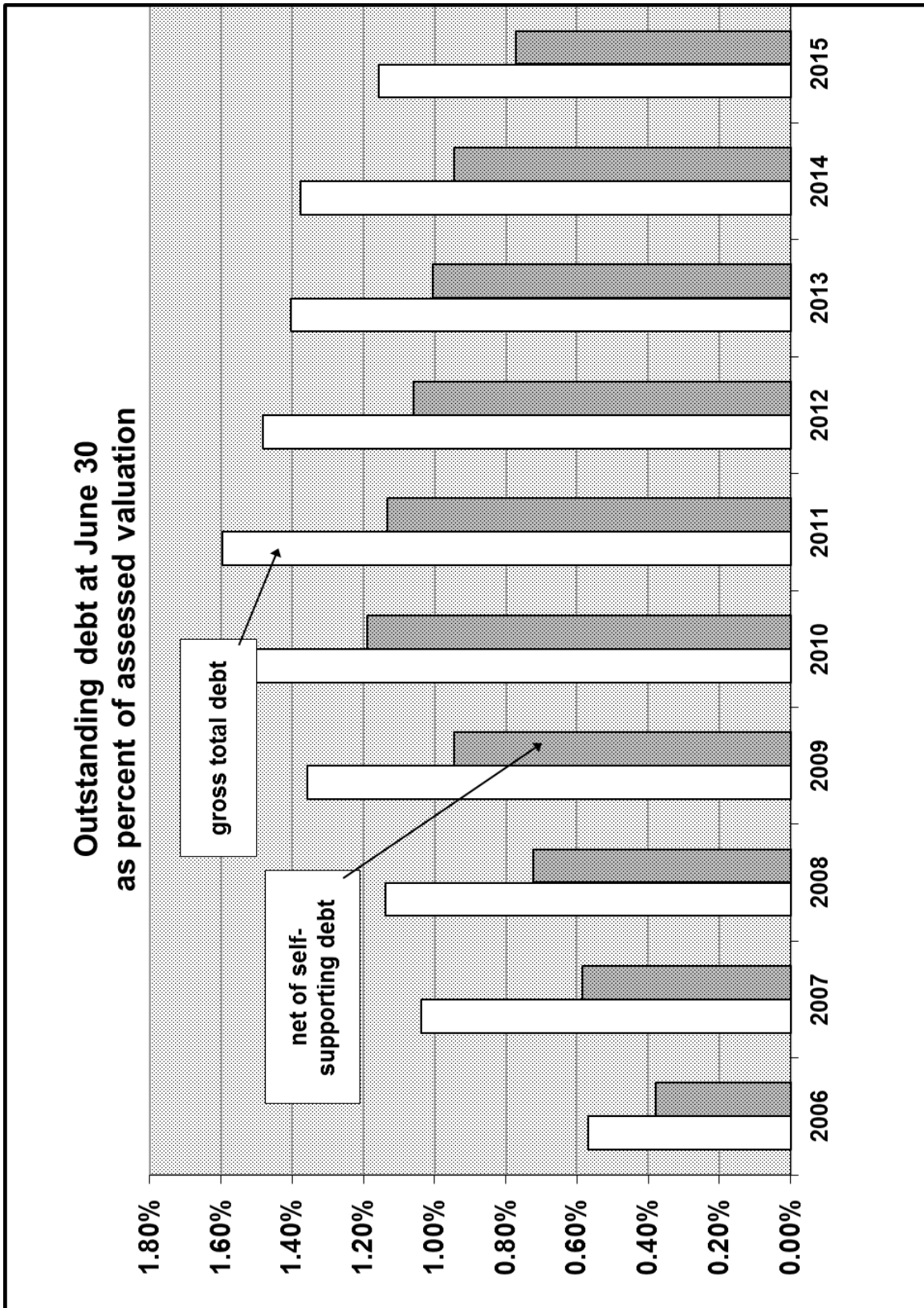
Direct Debt - June 30, 2006 to June 30, 2015

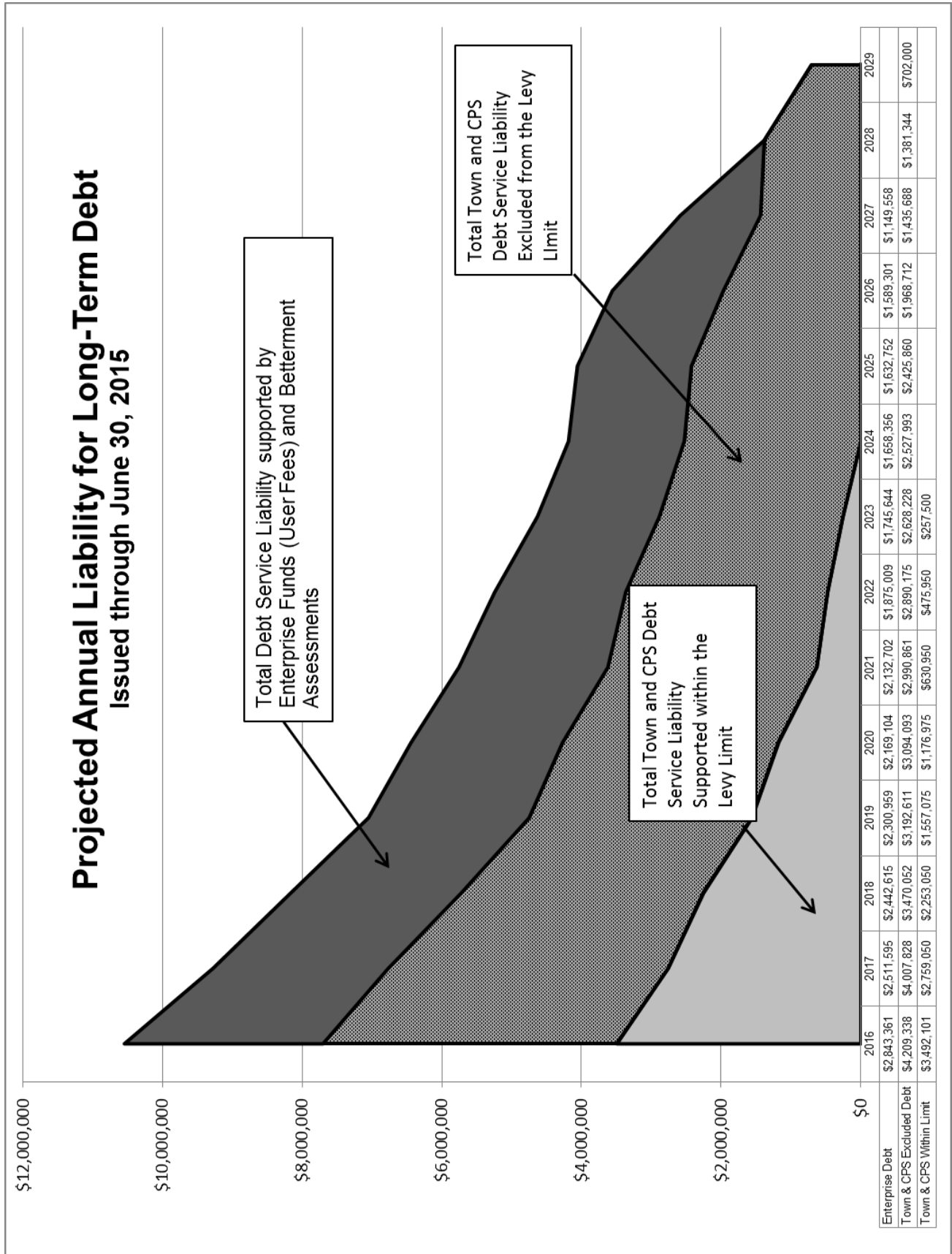
@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%
2015	\$5,412,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%

"Net debt" is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town's Equalized Valuation (EQV) is set by the state biennially. The value set at Jan. 1, 2014 is \$5,540,602,300. This EQV is used in various state formulas for FY15 and FY16. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's gross outstanding debt as of June 30, 2015 is 1.13% of EQV.







Excluded Debt

Projected to June 30, 2016	Principal		FY17 Debt Service			Amortized Premium
	Initial Issuance	Remaining Balance	Remaining Percent	Principal	Interest	
<u>Outstanding Town-Issued Excluded Debt</u>						
Wastewater Management (Phase 1) <i>Nov. 2005 (2.00% - WPAT Loan)</i>	\$1,638,290	\$904,507	55.2%	\$82,529	\$18,560	\$1,325
Alcott School <i>Mar. 2007 (3.91%), May 2015 (1.40%; refunding)</i>	\$9,365,000	\$4,080,000	43.5%	\$503,000	\$120,785	\$285
Thoreau School <i>Sept. 2006 (3.86%), Sept 2007 (3.99%) May 2015 (1.40%; refunding)</i>	\$16,940,000	\$8,755,000	51.7%	\$1,007,000	\$188,190	\$703
Willard School <i>Apr. 2008 (3.11%), Mar. 2009 (3.72%), Jan. 2010 (3.09%)</i>	\$27,025,000	\$16,685,000	61.6%	\$1,490,000	\$597,764	\$1,730
Town Excluded Debt - Total	\$54,968,290	\$30,424,507	55.3%	\$3,082,529	\$925,299	\$4,043
MSBA Grant				(\$409,878)		
Net Town Exempt Excluded Debt	\$54,968,290	\$30,424,507	55.3%	\$2,672,651	\$925,299	\$4,043
<u>Outstanding CCRSD-Issued Exempt Debt</u>						
Existing High School						
New High School (\$32.5 million issued June 2013, 3.00%)					\$257,606	
New High School Bond (\$30 million issued in March 2015, 2.87%)					\$2,280,986	
Projected Bond Issuance (spring 2016)					\$2,299,500	
Less: Credits					\$208,000	
					(\$40,375)	
Total Assessable					\$5,005,717	
Concord Share @ 73.61%					\$3,684,708	
Less: Stabilization fund appropriation					(\$1,000,000)	
Net CCRSD Excluded Debt					\$2,684,708	
Net Levy for the Total Town and CCRSD Exempt Debt					\$6,282,658	

Details of Town-Issued Excluded Debt Cost

Alcott School Construction

The Massachusetts School Building Authority paid a lump-sum grant to the Town on September 25, 2006, in the amount of \$7,175,997 (about 43% of total project expenses). The grant was used to redeem short-term project notes that came due September 30, 2006. The Town received the maximum grant for which it was eligible, based upon a per square foot maximum allowable cost of \$173, a building constructed area of 78,011 square feet, and a nominal 50% state grant (the percentage applies to allowable costs, not gross actual costs).

As approved by the 2002 Annual Town Meeting (Article 60) and at subsequent town-wide vote in June 2002, a \$2.35 million bond was issued on March 1, 2007 at an interest cost of 3.91%. A similarly approved bond in September 2004 at 3.70% was refunded at 1.4% in May 2015

The total Alcott debt expense in the FY17 budget is \$623,785 (0.74% of the projected tax levy).

\$2.35 million Bond issued March 2007:

Principal	\$ 155,000
Interest	<u>36,140</u>
	\$ 191,140 (net of \$285 amortized premium)

\$3.3 million Bond issued May 2015 (refunding of Bond issued September 2004):

Principal	\$ 348,000
Interest	<u>84,645</u>
	\$ 432,645

The total Alcott project cost was about \$16.8 million. The new school opened in September 2004.

Thoreau School Construction

Authorization to issue bonds to fund the construction of the Thoreau School was approved by the 2004 Town Meeting (Article 27) and town-wide ballot vote in June of 2004. A \$10 million bond issued in 2006 at an interest cost of 3.86% was advance refunded at 1.4% in May 2015. An additional \$6.8 million bond was issued September 2007 at 3.99% with a final maturity on September 2025.

\$10 million Bond issued September 2006 (last payment due to refunding in May 2015):

Principal	\$ 555,000
Interest	<u>11,100</u>
	\$ 566,100

\$6.8 million Bond issued September 2007:

Principal	\$ 380,000
Interest	<u>144,435</u>
	\$ 524,435 (net of \$703 amortized premium)

\$1.2 million Bond issued May 2015 (refunding of Bond issued September 2006):

Principal	\$ 72,000
Interest	<u>32,655</u>
	\$ 104,655

For FY17, the total tax-supported Thoreau debt expense is \$1,195,190 which is reduced by a \$409,878 allocation from the MSBA project grant for a net amount of \$785,311 (0.93% of the projected tax levy).

The total Thoreau project cost was \$16.8 million. The new school opened in September 2006.

Willard School Design and Construction

An amount of \$1,840,000 was authorized by the 2006 Annual Town Meeting and by a subsequent debt exclusion ballot vote in June 2006 for the design of a new Willard Elementary School. Additionally, at the Special Town Meeting of November 5, 2007 and the ballot vote of November 14, 2007, \$30.025 million was authorized for construction of the new Willard School.

A 10-year bond in the principal sum of \$1,840,000 was issued April 1, 2008 at an interest cost of 3.11%, with a final maturity on April 1, 2018. A 19-year bond in the principal sum of \$11,900,000 was issued March 15, 2009 at an interest cost of 3.72%. A 19-year bond in the principal sum of \$12,900,000 was issued January 15, 2010 at an interest cost of 3.18%. A 4-year bond in the principal sum of \$375,000 was issued May 17, 2011 at an interest cost of 1.06% and fully paid off in FY15.

The total Willard debt expense provided in the FY17 budget is \$2,087,764 (2.47% of the projected tax levy).

\$1.84 million Bond issued April 2008:

Principal	\$ 185,000
Interest	<u>13,026</u>
	\$ 198,026 (net of \$243 amortized premium)

\$11.9 million Bond issued March 2009:

Principal	\$ 625,000
Interest	<u>293,510</u>
	\$ 918,510 (net of \$240 amortized premium)

\$12.9 million Bond issued January 2010:

Principal	\$ 680,000
Interest	<u>291,228</u>
	\$ 971,228 (net of \$1,247 amortized premium)

The new school opened September 2009. The final construction cost was about \$27.2 million, significantly under the authorized allocation of \$30,025,000. Article 58 of the 2011 Town Meeting Warrant rescinded the unused borrowing authorization.

The Willard School project has not yet been selected by the MSBA for a possible state grant. The Town is permitted to renew its application annually.

Wastewater Management, Phase 1

A \$4,190,000 debt authorization was voted at the 2004 Town Meeting and the debt for this sewer extension project was approved by ballot on June 8, 2004. This debt is secured through the Water Pollution Abatement Trust (WPAT), Commonwealth of Massachusetts, at a subsidized interest rate of 2%. The long-term loan was executed in November 2005. The budgeted cost for FY16 is the tenth year of a twenty-year payment schedule, with the final maturity on July 15, 2025. The General Fund and Betterment funded shares for FY17 are:

General Fund (39.1%)	\$ 101,089
Betterment funded (60.9%)	\$ 157,450

Town-Issued Excluded Debt Budgetary Offsets

MSBA Grant

The new Thoreau School opened in September 2006. Subsequently, the Massachusetts School Building Authority (MSBA) notified the Town that the Thoreau School project would be eligible as a “moratorium project”, having been constructed during a period when the state was not accepting school building assistance applications and before the legislature enacted the statute creating the new MSBA. An audit of the project expenses incurred from the initial design work in 2000 to final completion in 2006 was completed in the spring of 2010 and a grant of \$6,336,666 (40% of eligible costs) was received in June 2010. Since the Town had already issued the long-term debt, regulations of the Massachusetts Department of Revenue require that any MSBA grant be escrowed by the Town and be allocated proportionately to future debt service costs over the life of the bonds. Accordingly, \$409,878 is budgeted to offset the FY17 debt service cost. The available balance of the grant was applied to finance the major part of an advance refunding of the 2006 bonds in May 2015.

Elementary School Debt Stabilization Fund

The 2008 Annual Town Meeting voted to transfer \$2,500,000 from Free Cash (the unreserved General Fund balance) to create a Stabilization Fund for the purpose of reducing the tax impact of future debt service costs of the Alcott, Thoreau and Willard School bonds. Funds were accordingly transferred on July 1, 2008. A two-thirds vote of Town Meeting is required to put monies into a Stabilization Fund or to take monies out. Town Meeting has authorized the disbursements from this Fund to lessen the property tax impact by adopting the following articles: Article 10 of the 2010 Annual Town Meeting Warrant for \$1,000,000; Article 26 of the 2011 Town Meeting Warrant for \$700,000; Article 15 of the 2012 Town Meeting Warrant for \$475,000; and Article 18 of the 2013 Town Meeting for \$735,000.

Under state law, Stabilization Funds carry broader investment authority than general operating funds in the treasury. Interest earnings remain with the Fund. Until October 2014, this stabilization fund was invested in a short-term bond fund account with the Massachusetts Municipal Depository Trust (MMDT). The MMDT is the state pooled cash fund open solely to municipalities, regional districts and state government entities, established by state law with the State Treasurer as the sole trustee and managed under contract to the State Treasurer by Fidelity Investments.

As of June 30, 2015, the status of the Elementary School Debt Stabilization Fund is:

	Original balance (July 1, 2008)	\$ 2,500,000
	Earned to date	257,411
	Realized gains	154,501
Less	Allocated by Town Meeting	<u>- 2,910,000</u>
	Balance at 6/30/2015	\$1,912

Details of CCRSD-Issued Excluded Debt Cost

Existing High School

A long-term bond for renovations of the existing High School was issued December 2007. The FY17 Concord assessment of the debt service is:

Principal	\$ 245,000
Interest	<u>12,606</u>
Total	\$ 257,606 (net of \$1,894 amortized premium)
Concord Assessment (73.61%)	\$ 189,624

New High School

The following is a categorization of the cost for the construction of the new Concord-Carlisle High School. Concord's actual assessment of the cost each year is determined by the annual enrollment proportion of Concord students.

	Project Funding Agreement <u>2nd Amendment (July 24, 2014)</u>
CCRSD	\$ 65,782,775
MSBA Grant	<u>26,795,749</u>
Total Project Cost	\$ 92,578,524

To date, permanent financing of \$62.5 million has been issued by the Regional School District. Concord's FY17 assessed share of the debt service for long-term bonds issued to date is as follows:

Date of Bond Issue	<u>June 4, 2013</u>	<u>March 15, 2015</u>	
Amount Issued	\$32,500,000	\$30,000,000	
Interest Rate (TIC)	3.00%	2.87%	
Final Maturity	2038	2038	
FY17 debt service:			<u>Total</u>
Principal	\$1,350,000	\$1,350,000	\$2,700,000
Interest	930,987	949,500	<u>1,880,487</u>
			\$4,580,487
		Less reserve from FY16 assessment	(40,375)
		Net assessable, FY17	\$4,540,112
		Concord share @ 73.61%	\$3,341,976

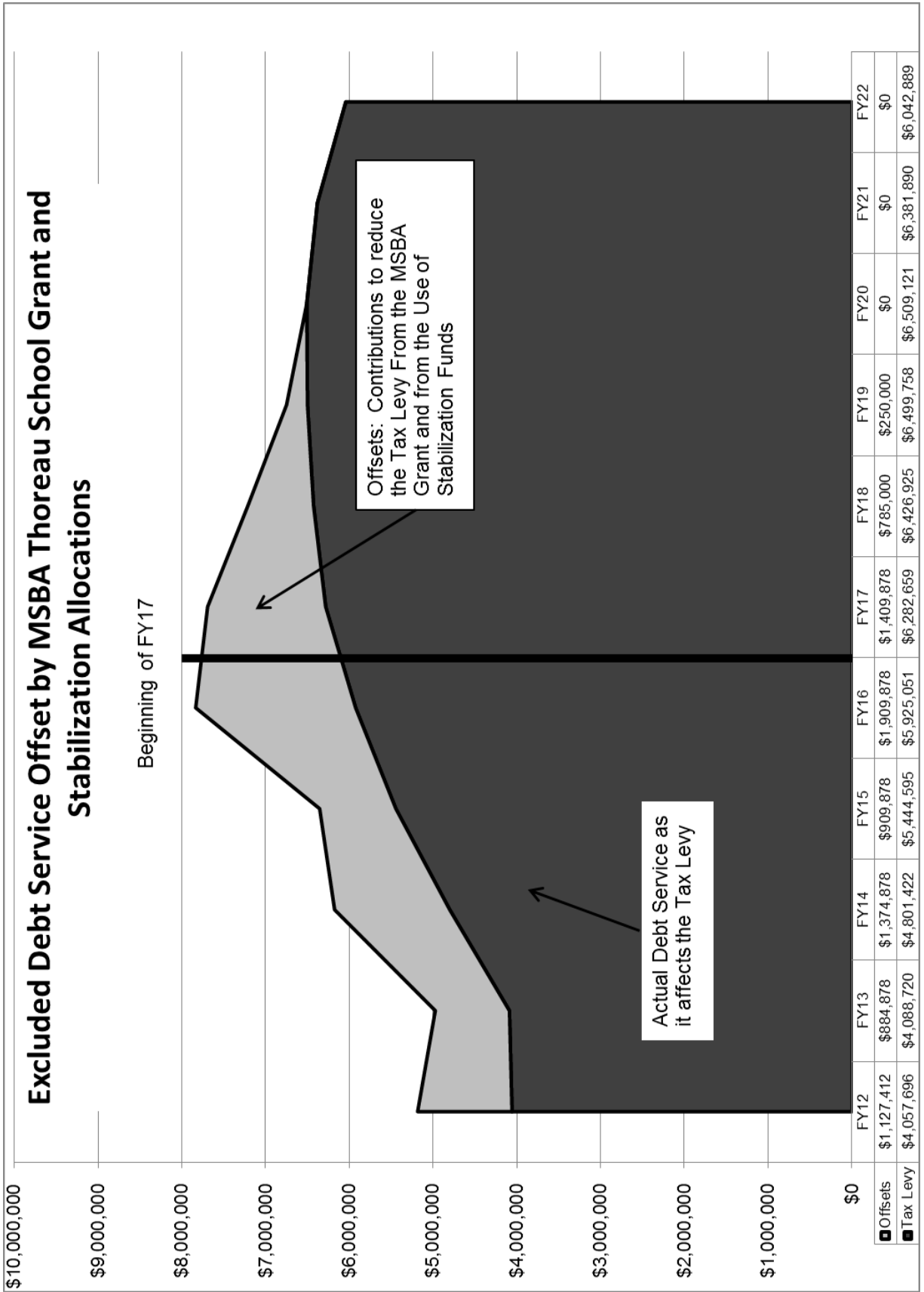
A \$2.0 million short-term note matures on March 16, 2016 and the District plans on February 19, 2016 to issue a 22-year bond in the sum of \$2.5 million. The proceeds of the bond will redeem the note and will fund almost all of the remaining expected local share. A final debt issuance will be executed after the project audit is completed by MSBA and final numbers are known.

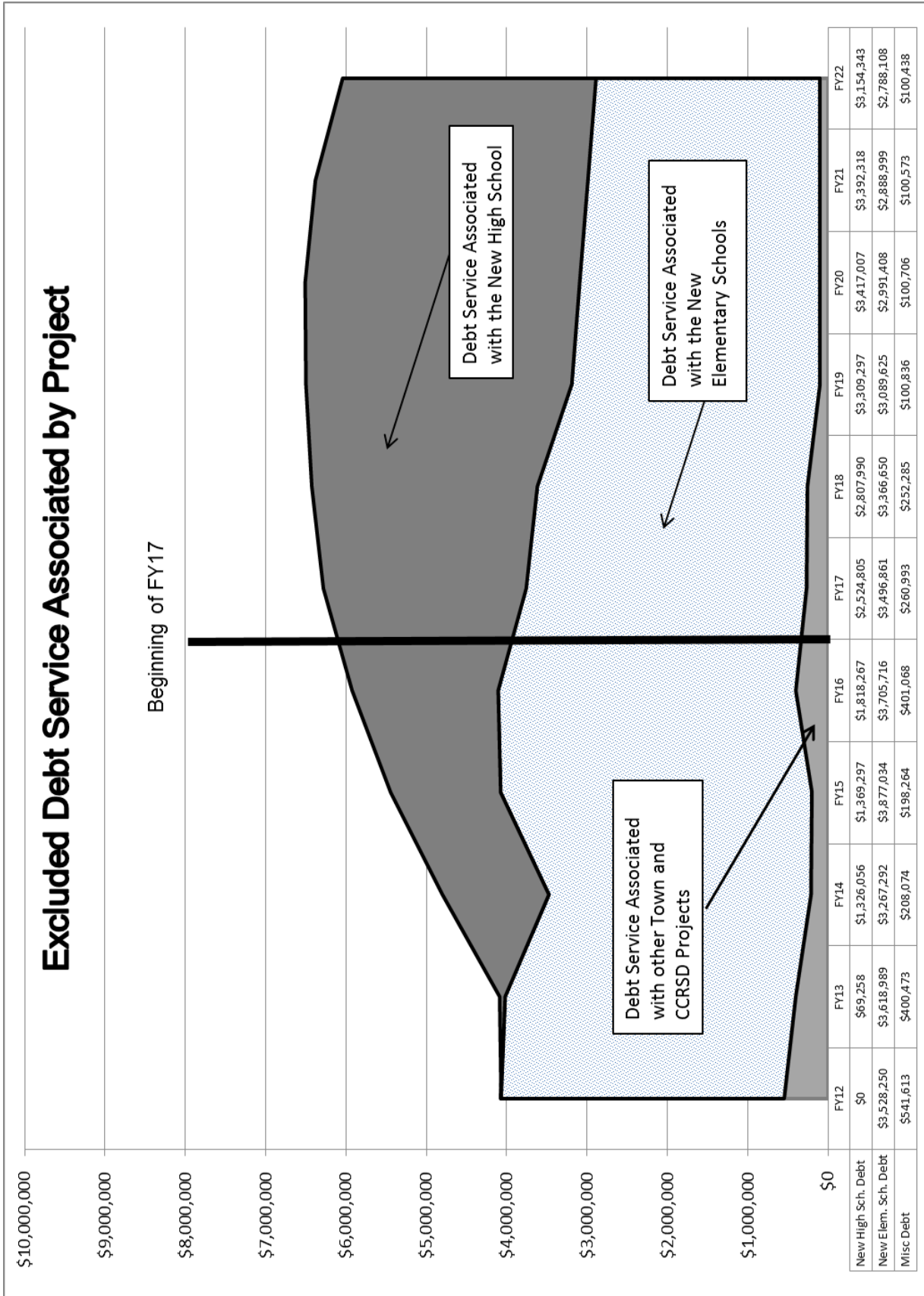
The Town's budget includes an estimated assessed share of \$147,220 for the FY17 debt service on this pending issue. The total FY17 Concord assessment is therefore projected a \$3,489,196 or 4.12% of the projected levy. However, Article 7 of the Town Meeting Warrant proposes to allocate \$1,000,000 from the Town's High School Debt Stabilization Fund reducing the FY17 impact to 2.94% of the projected levy.

Excluded debt tax levy
(FY09 to FY15 Actual, FY16 Budgeted, and FY17 to FY30 Projected)

Fiscal year	Elementary Schools Construction					High School Construction					Other Debt			Summation of Excluded Debt			
	Alcott	Thoreau	Willard	Stabilization Fund	MSBA Thoreau grant	Total CPS Excluded Debt	CCHS New building (1)	NESDEC (2) Enrollment (Oct. 2015)	Concord's Share of CCHS Debt	Stabilization Fund	Total CCHS Excluded Debt	Town	CCHS	Gross Excluded Debt	Offsets (Grants & Stab. Funds)	Adjustments	Net Excluded Debt
FY09 Actual	\$812,599	\$1,570,663	\$693,403			\$2,966,665						\$330,714	\$684,143	\$3,981,522			\$3,981,522
FY10	\$811,335	\$1,578,640	\$1,359,333			\$3,749,308						\$224,089	\$539,239	\$4,512,636		\$100,000 (3)	\$4,612,636
FY11	\$779,408	\$1,540,065	\$2,323,683	(\$1,000,000)	(\$431,796)	\$3,211,370						\$221,616	\$582,444	\$5,447,226	(\$1,431,796)	(\$8,639) (4)	\$4,006,791
FY12	\$762,558	\$1,492,661	\$2,400,443	(\$700,000)	(\$427,412)	\$3,528,250						\$218,672	\$322,941	\$5,197,275	(\$1,127,412)	(\$12,167) (5)	\$4,067,696
FY13	\$740,052	\$1,416,392	\$2,347,423	(\$475,000)	(\$409,878)	\$3,618,989	\$96,500	71.77%	\$69,258	(\$230,000)	\$69,258	\$215,603	\$184,870	\$4,973,598	(\$884,878)		\$4,088,720
FY14	\$720,995	\$1,381,397	\$2,308,778	(\$735,000)	(\$409,878)	\$3,267,292	\$2,135,973	72.85%	\$1,556,056		\$1,326,056	\$212,287	(\$4,213)	\$6,176,300	(\$1,374,878)		\$4,801,422
FY15	\$701,499	\$1,344,761	\$2,240,652		(\$409,878)	\$3,877,034	\$2,557,178	73.10%	\$1,869,297	(\$500,000)	\$1,369,297	\$208,720	(\$10,456)	\$6,354,473	(\$909,878)		\$5,444,595
FY16 Budgeted	\$682,442	\$1,305,061	\$2,128,091		(\$409,878)	\$3,705,716	\$4,501,787	73.71%	\$3,318,267	(\$1,500,000)	\$1,818,267	\$204,906	\$196,162	\$7,834,929	(\$1,909,878)		\$5,925,051
FY17 Projected	\$623,785	\$1,195,190	\$2,087,764		(\$409,878)	\$3,496,861	\$4,788,486	73.61%	\$3,524,805	(\$1,000,000)	\$2,524,805	\$101,089	\$159,904	\$7,692,536	(\$1,409,878)		\$6,282,659
FY18	\$603,253	\$729,439	\$2,033,958			\$3,366,650	\$4,835,788	74.30%	\$3,582,990	(\$785,000)	\$2,807,990	\$100,863	\$151,422	\$7,211,925	(\$785,000)		\$6,426,925
FY19	\$586,181	\$688,846	\$1,813,598			\$3,089,625	\$4,728,706	75.27%	\$3,559,297	(\$250,000)	\$3,309,297	\$100,836		\$6,749,758	(\$250,000)		\$6,499,758
FY20	\$567,169	\$652,811	\$1,771,428			\$2,991,408	\$4,602,030	74.25%	\$3,417,007		\$3,417,007	\$100,706		\$6,509,121			\$6,509,121
FY21	\$543,923	\$615,818	\$1,729,258			\$2,888,999	\$4,475,353	75.80%	\$3,392,318		\$3,392,318	\$100,573		\$6,381,890			\$6,381,890
FY22	\$525,319	\$578,823	\$1,683,966			\$2,788,108	\$4,098,678	76.96%	\$3,154,343		\$3,154,343	\$100,438		\$6,042,889			\$6,042,889
FY23	\$347,850	\$541,652	\$1,636,981			\$2,526,483	\$4,003,731	76.95%	\$3,080,871		\$3,080,871	\$100,300		\$5,707,654			\$5,707,654
FY24	\$333,205	\$503,324	\$1,589,995			\$2,426,524	\$3,908,786	76.96%	\$3,008,202		\$3,008,202	\$100,159		\$5,534,885			\$5,534,885
FY25	\$318,710	\$465,362	\$1,540,602			\$2,324,674	\$3,819,736	76.94%	\$2,938,905		\$2,938,905	\$100,015		\$5,363,594			\$5,363,594
FY26		\$382,456	\$1,485,363			\$1,867,819	\$3,724,789	76.92%	\$2,865,108		\$2,865,108	\$99,869		\$4,832,796			\$4,832,796
FY27			\$1,435,298			\$1,435,298	\$3,652,173	76.96%	\$2,810,712		\$2,810,712			\$4,246,010			\$4,246,010
FY28			\$1,381,092			\$1,381,092	\$3,579,555	76.46%	\$2,736,928		\$2,736,928			\$4,118,020			\$4,118,020
FY29			\$701,885			\$701,885	\$3,506,937	76.46%	\$2,681,404		\$2,681,404			\$3,383,289			\$3,383,289
FY30							\$3,431,962	76.46%	\$2,624,078		\$2,624,078			\$2,624,078			\$2,624,078

- NOTES:
1. The Excluded Debt Service for the new High School extends to FY38.
 2. CCRSD Assessment is based on the November 2015 NESDEC projection of the student enrollment ratio between Concord and Carlisle. The enrollment projection applies to years FY17 to FY26.
 3. An amount of \$100,000 was allocated to paydown a Willard Note.
 4. An amount of \$8,639 was provided from Willard BAN interest.
 5. An amount of \$12,167 was provided from the Willard Bond Issuance (June 2011).





SECTION I: Financial Summary

Debt

Authorized and Unissued Debt @ June 30, 2015

debt category	Town Meeting		Purpose	Debt Amount		Bond or Note Issuance and other comment	Future bond issue and rescission		TOTAL (equals column J)
	Vote	Vote		Authorized & Unissued	Code		Expected future issue	Expected to rescind	
Betterment	Art. 42, 2009		Septic Betterment Loan (Title 5)	1,477,826	18-455-455-0316	Interim Note dated 3/1/15, due 12/31/16	1,477,826		1,477,826
enterprise	Art. 28, 2012		Light Plant expansion	500,000	62-460-460-344	\$3.9M Bond issued 6/12/14	0	500,000	500,000
enterprise	Art. 36, 2012		Land Acquisition (WR Grace)	200,000	62-460-460-345	\$800K bond issued 5/21/15	0	400,000	400,000
				200,000	60-440-440-345				
enterprise	Art. 48, 2013		Telecommunications	900,000	73-0-0-350	\$100K Bond issued 6/12/14 \$400K Note issued 5/21/15 due 5/20/16	400,000	500,000	900,000
within limit	Art. 30, 2014		Keyes Road public works facilities design	150,000	30-426-426-357		150,000		150,000
within limit	Art. 31, 2014		141 Keyes Road renovations (Planning dept)	600,000	30-197-197-358		600,000		600,000
within limit	Art. 32, 2014		Ambulance equipment	75,000	30-220-220-359	funded from gifts	0	75,000	75,000
within limit	Art. 33, 2014		West Concord infrastructure improvements	100,000	30-410-410-360		100,000		100,000
within limit	Art. 34, 2014		Public Safety Bldg security improvements	85,000	30-215-215-361		85,000		85,000
within limit	Art. 34, 2014		Harvey Wheeler Bldg improvements	65,000	30-546-546-362	\$275,000 bond issued 5/21/15	0	65,000	65,000
within limit	Art. 23, 2015		Concord Public Schools renovations	650,000	30-300-300-365		650,000		650,000
within limit	Art. 24, 2015		Concord Public Schools - Bus Depot	950,000	30-122-123-366		950,000		950,000
within limit	Art. 42, 2015		Road Improvements - 2016 Program	1,200,000	30-429-429-367		1,200,000		1,200,000
within limit	Art. 52, 2015		Rideout & Emerson Playground improvements	600,000	30-122-123-368		600,000		600,000
within limit	Art. 53, 2015		Parking Management Plan Implementation	250,000	30-180-175-369		250,000		250,000
within limit	Art. 54, 2015		Town House Interior Improvements	700,000	30-122-123-370		700,000		700,000
within limits	Art. 55, 2015		37 Knox Trail renovations and site work	200,000	30-122-123-371		200,000		200,000
within limits	Art. 57, 2015		Fire Engine Replacement	550,000	30-220-220-372		550,000		550,000
				<u>\$ 9,452,826</u>			<u>7,912,826</u>	<u>1,540,000</u>	<u>9,452,826</u>

Detail: Authorized & Unissued by Funding Source

Tax Supported to be issued	\$ 6,175,000	less \$140,000 to be rescinded
Betterments	1,477,826	
Light Fund (#62)	700,000	to be rescinded
Telecom Fund (#73)	900,000	\$400K Note outstanding
Sewer Fund (#60)	200,000	to be rescinded
	<u>\$ 9,452,826</u>	

SECTION I: Financial Summary

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SECTION I: Financial Summary

Liabilities

Major Liabilities

The Major Liabilities are a result of the following:

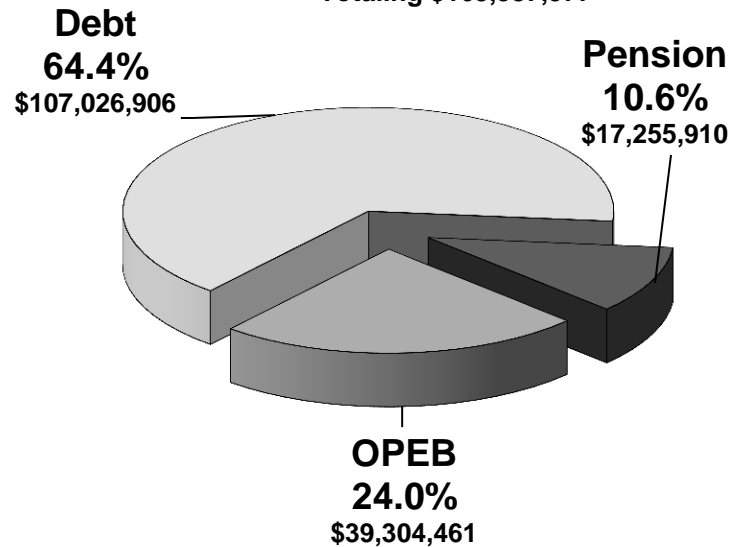
- Debt from the issuance of bonds;
- Pensions; and
- Other Post Employment Benefits (OPEB).

This section contains the following:

• Major Liabilities	74
• Reason for Presenting Major Liabilities	75
• Debt	76
• Pensions	77
• OPEB	78

Major Liabilities at June 30, 2015

(with CCRSD Overlapping Debt)
Totaling \$163,587,577



Major Liabilities (with CCRSD overlapping liability) as of June 30, 2015

<u>FY15 Liabilities</u>	<u>Debt</u>	<u>Pension</u>	<u>OPEB</u>	<u>Total</u>
General Fund	\$41,730,401	\$13,165,799	\$25,716,072	\$80,612,272
Enterprise and Other	<u>\$20,866,325</u>	<u>\$2,346,129</u>	<u>\$1,159,169</u>	<u>\$24,371,623</u>
Total Direct Town Liabilities	\$62,596,726	\$15,511,928	\$26,875,241	\$104,983,895
CCRSD Assessment @73.1%	<u>\$44,430,180</u>	<u>\$1,743,982</u>	<u>\$12,429,520</u>	<u>\$58,603,682</u>
Total	<u>\$107,026,906</u>	<u>\$15,511,928</u>	<u>\$39,304,761</u>	<u>\$163,587,577</u>

Major Liabilities

Major outstanding liabilities are commitments that the Town has made and is required to pay in future periods. There are three categories of major outstanding liabilities: Debt, Pension, and OPEB. Each liability is to be paid from one of three sources: (1) General Fund resources; (2) Enterprise or Other Fund resources which are primarily generated from customer rates and fees; or (3) the assessment to the Town of the separate political entity, the Concord-Carlisle Regional School District (CCRSD); at June 03, 2015, the Town is responsible for 73.1% of all CCRSD expenses and liabilities, the assessment ratio as determined by Concord and Carlisle student enrollment in grades 9-12. This ratio changes each year

Debt: Debt-funded projects have a useful life of many years and costs are appropriately distributed over these years. General Fund and Enterprise & Other Fund debt is guaranteed by the full faith and credit of the Town.

Pension: The Concord Retirement Board administers a defined benefit contributory retirement plan for substantially all municipal employees of the Town, Concord Public Schools, Concord-Carlisle Regional School District, and Concord Housing Authority, who work at least 25 hours per week and who are not covered by the State Teachers Retirement System. All aspects of the system are defined by state law.

OPEB: Other Post-Employment Benefits (OPEB) is the amount that the Town has committed to fund the employer-portion of health care and other benefits for retirees, spouses, or eligible survivors. To comply with new accounting standards, the Town began reporting this liability on the Financial Statements in FY09 and started transferring funds into the OPEB Trust Fund in FY10.

Liabilities and Credit Rating:

Liabilities, the future obligations that a municipality owes to an outside entity, need to be managed carefully. It often easier for a city or town to push off costs into the future or to not fully fund the obligations that have been made. If these liabilities become too large, they can crowd out other expenditures. Accordingly, credit rating agencies are placing greater emphasis on how municipalities manage their liabilities in determining their credit worthiness.

Benefits of a Good Credit Rating

The Town has made a concerted effort to earn and maintain a “Aaa” credit rating from Moody’s Investors Service. This is the highest possible rating and allows the Town to issue long-term bonds to fund its capital expenditures at the lowest possible interest rate, which decreases the cost of borrowing and benefits the taxpayer.

Moody’s Investors Service Methodology

In October 2013, Moody’s Investors Service revised its methodology of how it quantitatively sets the credit rating on bonds issued by cities and towns. To determine the credit worthiness of a municipality, Moody’s has identified the following four broad rating factors (and has assigned weights to each factor):

1. Economy / Tax Base (30%) – The ability of the underlying economy and the tax base to generate financial resources,
2. Finances (30%) – The local government’s fiscal position and available reserves to meet existing and future obligations,
3. Management (20%) – The legal (structural) and practical (political) framework to meet the financial responsibilities, and
4. Debt / Pensions (20%) – The municipality’s liability level as it affects the ability of the city or town to meet future obligations.

Town Credit Rating History

Moody’s Investors Service has examined the Town’s fiscal health using the four factors specified above. Since November 1987, Moody’s has assigned the Town an “Aaa” bond rating, the highest possible municipal rating category.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
The Town’s Credit Rating (Moody’s)	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Importance of Managing Liabilities

Various recent news reports have highlighted the difficulty that some municipalities have had in managing these major liabilities, especially those associated with pensions and OPEB. In fact, a few municipalities around the nation have had to declare bankruptcy, partly due to large unfunded pension obligations.

Due to the increasing importance of managing debt and pension obligations, Moody’s increased the weight of the Debt / Pension factor from 10% to 20% as of October 2013. Currently, Other Post-Employment Benefits (OPEB) obligations are not part of the rating methodology. Nevertheless, for transparency purpose, this section of the budget book provides information about the Town’s OPEB liability.

SECTION I: Financial Summary

Liabilities

Debt Liability:

Since 2002, the Town has undertaken to replace three elementary schools and its regional high school with new buildings, an investment of more than \$125 million. Tax-supported outstanding debt, including \$44.4 million as the Town’s share of CCRSD debt, has increased to \$86,160,581 at June 30, 2015. With the inclusion of enterprise debt which is paid from user fees, the total is \$107,026,906.

Rapid Debt Repayment Policy

The Town aims for a rapid debt repayment schedule for tax-supported debt, with a goal (for “within the levy limit” debt) of 60% repayment within 5 years and 90% repayment within 10 years. This policy allows the Town to properly manage this liability and maintain available debt capacity. Excluded debt and borrowing for enterprise projects generally have a longer payback period.

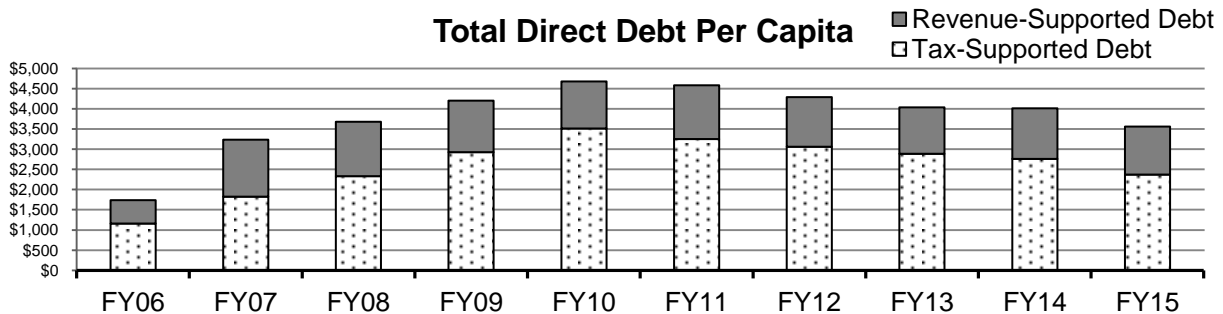
Direct Debt

The Town of Concord borrows money to pay for various capital projects, including the construction of new schools, the purchase of fire apparatus, and the renovation of public buildings and facilities. All borrowed funds are guaranteed by the full faith and credit of the Town, borrowing for enterprise-related projects is expected to be repaid from enterprise user fees rather than from tax-supported resources. Furthermore, some tax-supported debt-funded projects are voted by the electorate as being outside the Proposition 2 ½ tax levy limit constraints referred to as “debt exclusions”).

The chart below shows the amount of outstanding principal by category. For tax-supported debt repaid within the levy limit, the Town follows a rapid principal repayment policy; as of June 30, 2015, 89% of the borrowed principal will be repaid within 5 years and all will be repaid within 10 years. Tax-supported excluded debt has a longer repayment schedule, since almost all of this debt is for the construction of new school buildings which have a long useful life and the cost should be amortized over a longer time. A similar generational matching policy is applied to enterprise debt, employed for relatively long-lasting capital projects. This chart does not show the overlapping debt that the Town is responsible for as a result of the CCRSD assessment.

Outstanding Principal and Percent of Direct Debt to be retired for debt issued as of June 30, 2015								
Paid Down Percentage from June 30, 2015	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/15	\$11,580,000		\$30,150,401		\$20,866,325		\$62,596,726	
In 5 years	\$1,295,000	89%	\$16,369,251	46%	\$10,777,899	48%	\$28,442,150	55%
In 10 Years	\$0	100%	\$5,048,806	83%	\$2,656,694	87%	\$7,705,500	88%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

The graph below shows Direct Debt per capita. With the construction of the new elementary schools, the tax-supported debt began to increase starting in FY06. Debt associated with the Town’s assessment from CCRSD for the new high school is not included. (Source data is found on page 56)



SECTION I: Financial Summary

Liabilities

Pension Liability:

As of the January 1, 2015 actuarial valuation, the Concord Contributory Retirement System's has a estimated Unfunded Liability was \$29,735,292. In FY16, the Town's annual funding to meet current obligations and to pay down this liability is \$4.45 million, of which \$3.3 million is the General Fund share. See pages 264 – 267, Section III.

Pension Funding Policy

The Town's Funding Schedule for the Concord Contributory Retirement System projects full funding status by fiscal year 2030. To achieve this goal, the General Fund appropriation is projected to increase by 3% annually. A discount rate of 7.25% is assumed in the actuarial analysis for the January 1, 2015 valuation.

Pension

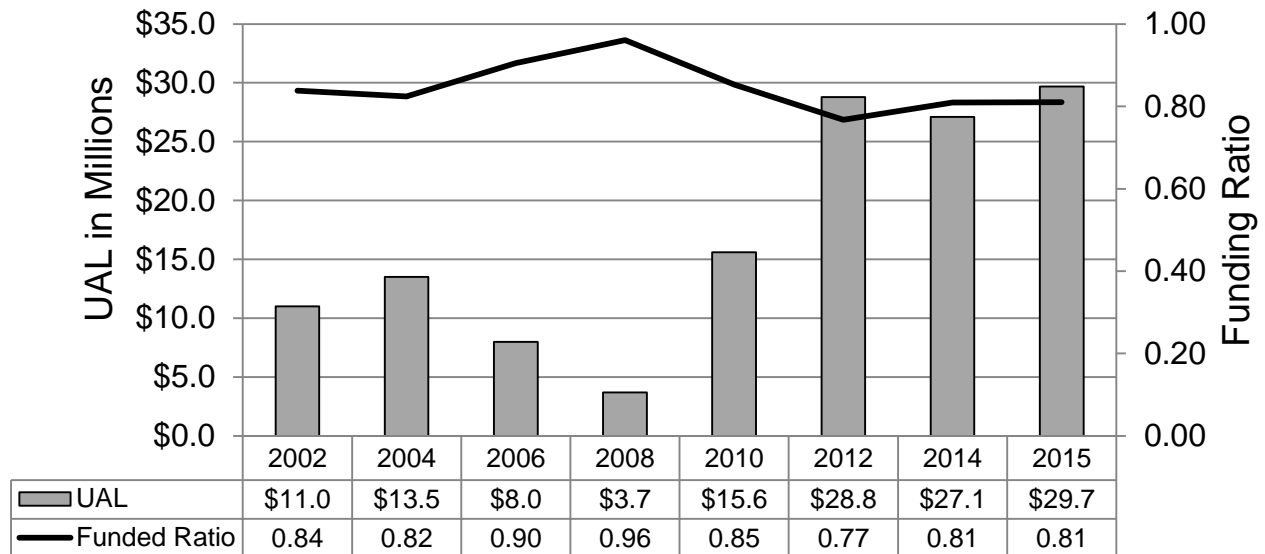
The Concord Contributory Retirement System operates under M.G.L. Chapter 32 to provide retirement benefits to substantially all municipal employees (with the exception of teachers who are covered by the State Teachers Retirement System) who work at least 25 hours per week. *(For a more detailed description of the Retirement Plan, refer to pages 264 - 267.)*

The amount of the Pension Liability, or Unfunded Accrued Liability (UAL) is the difference between the amount that owed to current and future retirees, or Actuarial Accrued Liability (AAL), and the amount that has been set aside to cover this liability, or Actuarial Value of Assets (AVA). The AAL generally increases over time as salaries increase, while the AVA can fluctuate depending on market conditions. The Town's policy is to completely fund this liability by fiscal year 2030.

As of January 1, 2015, the Town's Actuarial Accrued Liability is estimated at \$156,552,131 and the Actuarial Value of Assets \$126,817,000, which results in an Unfunded Accrued Liability of \$29,735,292. The funding status (AVA / AAL) is 81%.

Pension Funding Progress

(as of January 1st)



SECTION I: Financial Summary

Liabilities

OPEB Liability:

As of the most recent actuarial study for a valuation date of June 30, 2014, the Unfunded Actuarial Accrued Liability (UAAL) was \$26,875,241. OPEB Trust Fund assets were \$6,577,046 at that date (at market value) and the funded ratio was 19.7%. The funding schedule is a closed 30-year period beginning with FY09.

OPEB Funding Policy

The Town's policy to fund the OPEB obligation is two-fold. First, the OPEB liability as it is associated with covered enterprise employees is fully funded (about 11% of the total liability). Second, the amount appropriated for the costs associated with other covered Town Government employees has been increased gradually by \$250,000 annually, a process that attains the annual required contribution level in FY17.

Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) consists of health care and other benefits for retirees, spouses, and survivors. *(For a more detailed description of OPEB, refer to pages 258 - 259.)*

As determine by an actuarial study, the OPEB liability, known as the Unfunded Actuarial Accrued Liability (UAAL) is the difference between the amount needed to fund present and future benefits, or the Actuarial Accrued Liability (AAL) and the amount set aside to fund this obligation, or the Actuarial Value of Assets (AVA). Consistent with the applicable accounting standards, the OPEB Trust AVA is always measured at market value.

Many Massachusetts cities and towns are beginning to fund the OPEB liability. There are two metrics useful in determining how municipalities are progressing. First, the Funded Ratio (or AVA divided by the AAL) measures the percentage of the AAL that is funded. As of June 30, 2014, Concord's Funded Ratio is 19.7%. Second, the UAAL per Capita measures this obligation as it relates to the population of the municipality.

The table below provides the most recent available audited information from Concord and neighboring communities about the OPEB liability. As shown, Concord's Funded Ratio ranks well (i.e., a higher funding ratio is better) in comparison with the other municipalities and the Unfunded Actuarial Accrued Liability Per Capital is the lowest.

Town	2013		AAL	AVA	UAAL	Ratio	UAAL
	Population	Date					Per Capita
Acton	22,891	12/31/14	\$21,694,152	\$1,772,069	\$19,922,083	8.17%	\$870
Andover	34,477	06/30/13	\$145,915,338	\$1,101,668	\$144,813,670	0.76%	\$4,200
Bedford	13,975	06/30/14	\$40,975,065	\$4,083,974	\$36,891,091	9.97%	\$2,640
Brookline	59,128	06/30/12	\$202,733,897	\$12,766,296	\$189,967,601	6.30%	\$3,213
Concord	19,285	06/30/14	\$33,452,285	\$6,577,045	\$26,875,240	19.66%	\$1,394
Lexington	32,650	06/30/13	\$131,406,069	\$3,069,273	\$128,336,796	2.34%	\$3,931
Needham	29,736	06/30/13	\$62,345,026	\$15,496,964	\$46,848,062	24.86%	\$1,575
Newton	87,971	06/30/15	\$703,630,000	\$2,118,738	\$701,511,262	0.30%	\$7,974
Plymouth	57,826	12/31/12	\$492,791,214	\$612,214	\$492,179,000	0.12%	\$8,511
Scituate	18,297	07/01/12	\$65,117,566	\$0	\$65,117,566	0.00%	\$3,559
Sudbury	18,367	06/30/12	\$34,276,192	\$128,700	\$34,147,492	0.38%	\$1,859
Wayland	13,444	12/31/14	\$30,087,993	\$12,305,046	\$17,782,947	40.90%	\$1,323
Wellesley	29,090	06/30/14	\$111,075,197	\$32,806,387	\$78,268,810	29.54%	\$2,691
Weston	11,853	07/01/12	\$79,889,296	\$3,510,050	\$76,379,246	4.39%	\$6,444
Winchester	22,079	06/30/13	\$60,106,276	\$751,874	\$59,354,402	1.25%	\$2,688

SECTION I: Financial Summary

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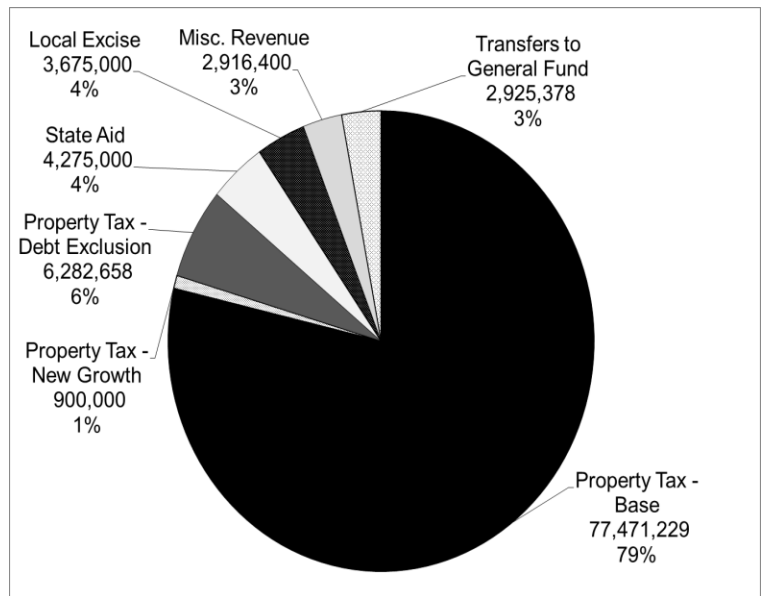
Five-Year Projection

With the adoption of Article 3 of the Special Town Meeting held on November 7, 2011, the Finance Committee was asked to develop a five-year projection of the property taxes likely to be levied on Town residents. This is the fifth year that the analysis has been conducted and the projection is for the period from FY18 through FY22.

This section contains the following:

- Overview 80
- Expenditure Assumptions 81
- Revenue Assumptions 82
- Projection 83

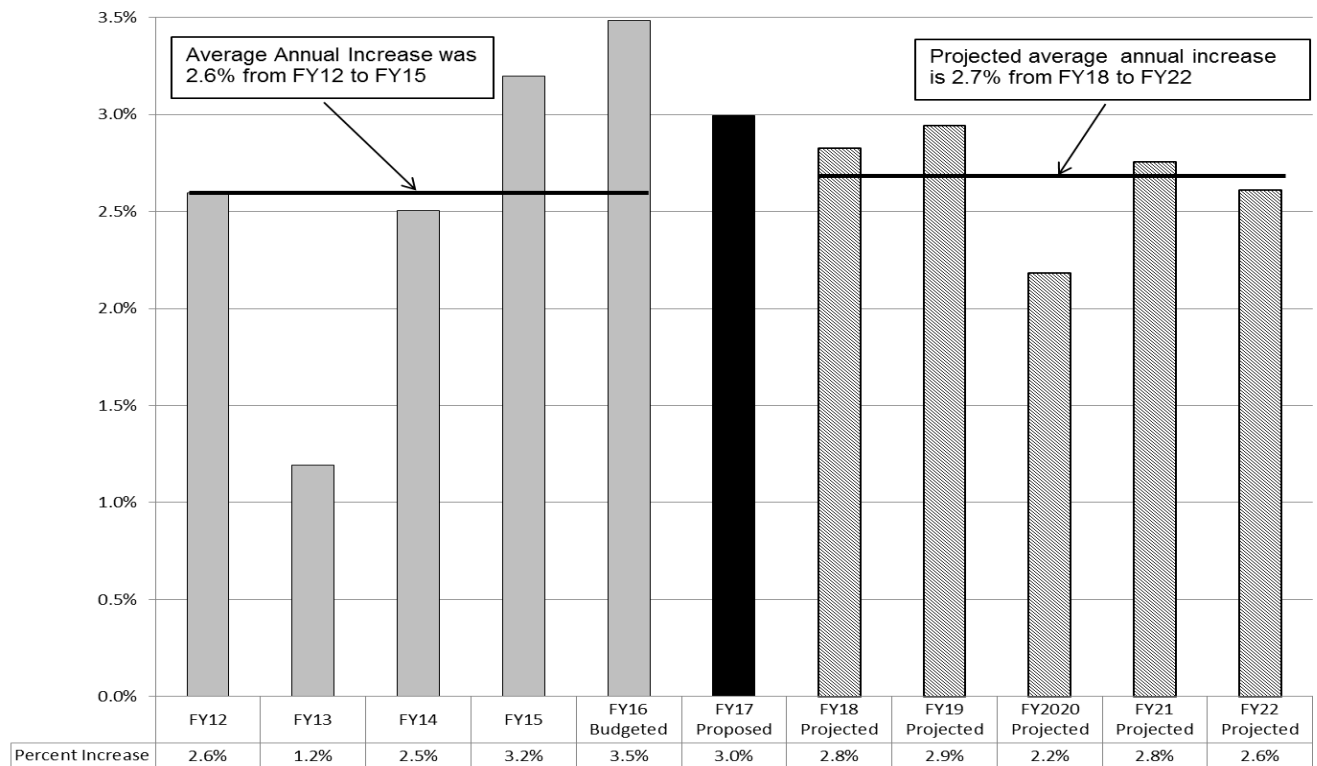
FY17 Sources of Revenues



Projection of Property Tax Increase

An analysis by the Concord Finance Committee projects that the property taxes owed by existing taxpayers would increase in aggregate under a most likely scenario by 2.6% per year. Assumption about the expected expenditures and revenues for this scenario is presented on the following pages.

Property Tax Increase for Existing Taxpayers



SECTION I: Financial Summary

Projection

Expenditure Assumptions:

Under the “most likely” scenario, the percent increase for the Total Budget Plan will increase by 2.8% in FY18, 3.1% in FY19, 2.7% in FY20, 3.5% in FY21, and 3.4% in FY22. It should be noted that the Total Operating Budget is projected to increase at a greater rate. However, due to saving from decreased costs associated with the debt service for the elementary schools and high school, there is a decrease in the Town-CPS Debt Exclusion and the CCRSD Debt Exclusion Assessment, so the effect on the Total Budget Plan is less.

Different Scenarios

The Finance Committee has developed three scenarios depending on projected spending levels. The assumptions presented below reflect the “most likely” scenario.

It should be noted that the model does not make a provision for any new borrowing that might be approved as excluded debt at the ballot

Assumptions of the Expenditure Increases in Major Budgetary Accounts

	Change from FY17 to FY18		Change from FY18 to FY19		Change from FY19 to FY20		Change from FY20 to FY21		Change from FY21 to FY22	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Town	\$732,317	3.3%	\$756,678	3.3%	\$781,850	3.3%	\$807,859	3.3%	\$834,733	3.3%
CPS	\$1,212,444	3.4%	\$1,253,667	3.4%	\$1,296,292	3.4%	\$1,340,365	3.4%	\$1,385,938	3.4%
CCRSD	<u>\$861,619</u>	5.1%	<u>\$1,001,467</u>	5.6%	<u>\$370,476</u>	2.0%	<u>\$1,047,139</u>	5.4%	\$985,060	4.8%
Total Operating Budget	\$2,806,379	3.8%	\$3,011,812	3.9%	\$2,448,617	3.0%	\$3,195,363	3.9%	\$3,205,730	3.7%
Group Insurance	\$232,500	5.0%	\$244,125	5.0%	\$256,331	5.0%	\$269,148	5.0%	\$282,605	5.0%
OPEB Trust	\$70,000	5.0%	\$73,500	5.0%	\$77,175	5.0%	\$81,034	5.0%	\$85,085	5.0%
Retirement	\$99,510	3.0%	\$102,495	3.0%	\$105,570	3.0%	\$108,737	3.0%	\$111,999	3.0%
Debt Service	\$130,000	3.5%	\$140,000	3.6%	\$135,000	3.4%	\$145,000	3.5%	\$150,000	3.5%
Minuteman Tech	\$25,000	5.0%	\$25,000	4.8%	\$25,000	4.5%	\$25,000	4.3%	\$25,000	4.2%
CCRSD Debt Exclusion	(\$70,785)	-1.9%	(\$218,715)	-6.1%	(\$135,611)	-4.0%	(\$23,427)	-0.7%	(\$81,829)	-2.5%
Town Debt Exclusion	(\$540,315)	-13.5%	(\$277,053)	-8.0%	(\$98,346)	-3.1%	(\$103,059)	-3.3%	(\$100,507)	-3.4%
	\$48,940	2.0%	\$49,919	2.0%	\$50,917	2.0%	\$51,936	2.0%	\$52,974	2.0%
Total Budget Plan	\$2,801,229	2.8%	\$3,151,084	3.1%	\$2,864,653	2.7%	\$3,749,732	3.5%	\$3,731,058	3.4%

SECTION I: Financial Summary

Projection

Revenue Assumptions:

Under the “most likely” scenario, most non-property revenue items are not projected to increase. The Property Tax Base (including the levy within the Proposition 2 ½ limit and the levy for excluded debt) is projected to increase by 3.1% in FY18, 3.4% in FY19, 3.0% in FY20, 3.8% in FY21, and 3.7% in FY22.

Different Scenarios

The Finance Committee has developed three scenarios depending on projected spending levels. The assumptions presented below reflect the “most likely” scenario.

Assumptions of the Revenue Increases needed to fund Project Expenditures

	Change from FY17 to FY18		Change from FY18 to FY19		Change from FY19 to FY20		Change from FY20 to FY21		Change from FY21 to FY22	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
State Aid	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Local Excise Taxes	\$91,875	2.5%	\$94,172	2.5%	\$96,526	2.5%	\$98,939	2.5%	\$101,413	2.5%
Fines & Forfeitures	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Misc Income	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Licenses & Permits	\$9,900	1.0%	\$9,999	1.0%	\$10,099	1.0%	\$10,200	1.0%	\$10,302	1.0%
Fees	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
All other	\$30,000	31.6%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Free Cash	\$12,469	1.2%	\$31,511	3.1%	\$28,647	2.7%	\$37,497	3.5%	\$37,311	3.4%
CMLP PILOT	(\$9,310)	-2.0%	(\$9,124)	-2.0%	(\$8,941)	-2.0%	(\$8,762)	-2.0%	(\$8,587)	-2.0%
Em. Svs Stab. Fund	(\$50,000)	N/A	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Property Taxes										
Base (1)	\$2,666,295	3.1%	\$3,005,526	3.4%	\$2,718,943	3.0%	\$3,592,090	3.8%	\$3,570,457	3.7%
New Growth	\$50,000	5.6%	\$19,000	2.0%	\$19,380	2.0%	\$19,768	2.0%	\$20,163	2.0%
Total Resource Plan	\$2,801,229	2.8%	\$3,151,084	3.1%	\$2,864,653	2.7%	\$3,749,732	3.5%	\$3,731,058	3.4%

(1) Property Tax Base included the taxes levied within the Prop 2 1/2 limit as well as those levied as excluded debt.

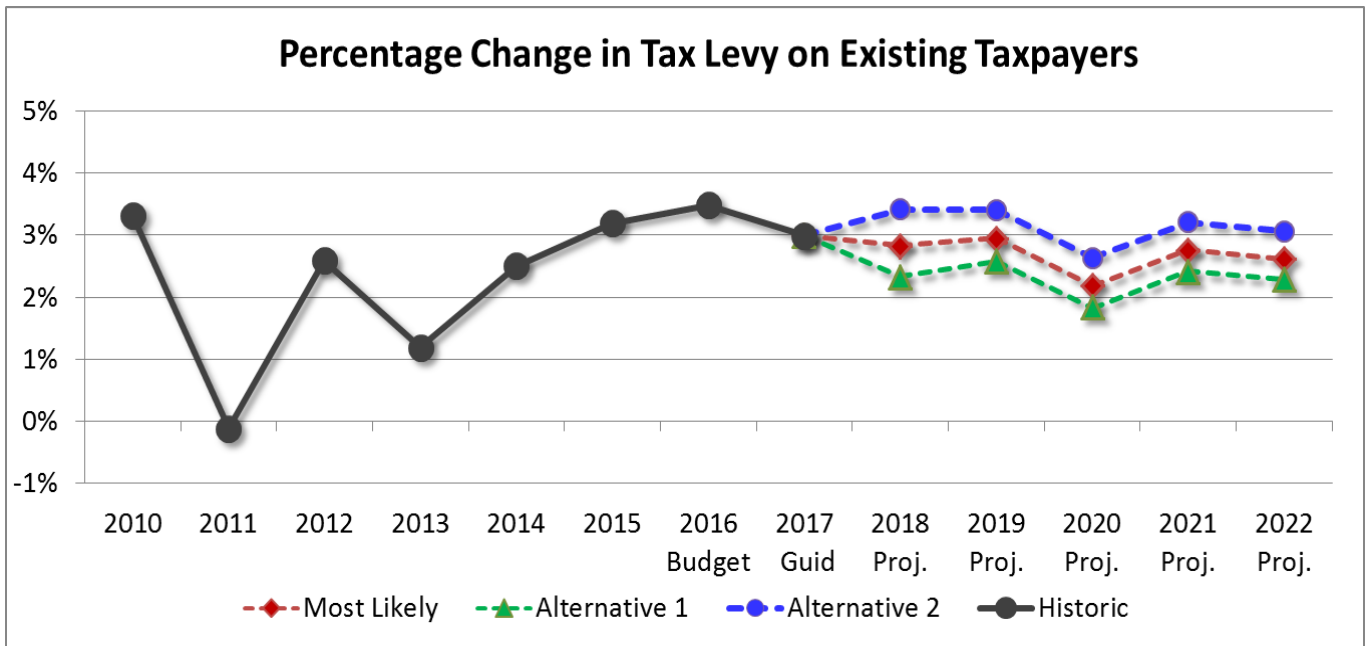
Scenario Analysis

The graph shown below presents the percentage change in Total Tax Levy given three scenarios: most likely scenario, alternative 1, and alternative 2.

Most Likely Scenario (the middle line): Given the assumption shown on the previous two pages, the Most Likely Scenario is the probable percentage increase in the total tax levy by year from FY18 to FY22.

Alternative 1 (the lower line): This scenario projects lower expenditures. For example, in FY18, Town Government Operations are projected to increase by 2.8%, CPS Operations by 2.9%, and the CCRSD Assessment by 4.5%.

Alternative 2 (the upper line): This scenario projects higher expenditures. For example, in FY18, Town Government Operations are projected to increase by 3.8%, CPS Operations by 3.9%, and the CCRSD Assessment by 5.6%.



Assesed Value	FY16	FY17 (est.)	FY18 (est.)	FY19 (est.)	FY20 (est.)	FY21 (est.)	FY22 (est.)
\$100,000	\$1,392	\$1,433	\$1,473	\$1,517	\$1,550	\$1,592	\$1,634
\$250,000	\$3,480	\$3,583	\$3,684	\$3,793	\$3,876	\$3,982	\$4,086
\$500,000	\$6,960	\$7,167	\$7,370	\$7,587	\$7,753	\$7,966	\$8,174
\$750,000	\$10,440	\$10,752	\$11,055	\$11,381	\$11,629	\$11,950	\$12,262
\$1,000,000	\$13,920	\$14,336	\$14,741	\$15,175	\$15,506	\$15,933	\$16,349
\$1,500,000	\$20,880	\$21,504	\$22,112	\$22,763	\$23,260	\$23,900	\$24,524
\$2,000,000	\$27,840	\$28,673	\$29,482	\$30,350	\$31,013	\$31,867	\$32,699

Note: It is assumed that there is no change in property values from those set as of January 1, 2015.

SECTION I: Financial Summary

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Section II

Town Government Accounts

Section II Highlights**1: General Government**

- Funding for White Pond Management (see page 94)
- Sister Cities, and Concord Cultural Council support (see page 94)
- Half of Energy Conservation Coordinator salary covered by the General Fund (see page 104)
- Increased support for the Chamber of Commerce (see page 110)
- Town's share to operate & maintain 37 Knox Trail (see pages 112-113)
- Funding for additional elections anticipated in FY17 (see pages 114-117)

2: Planning & Land Management

- Moderate increase in funding for Regional Housing Services Office (see pages 122-125)
- Increase in hours for Assistant Building Inspectors (see pages 132-135)

3: Finance & Administration

- Banking and legal fees are proposed to increase (see pages 148-151)
- Increase for Audit Services to comply with new GASB rules (see pages 152-155)
- Funding of GIS Analyst position for IT (see 164-167)
- Increase in cost for payroll and accounting software licenses (see page 164-167)

4: Public Safety

- Increase in Overtime for Police Officers & Dispatchers (see pages 170-173)
- 2nd Ambulance Staffing (Decrease in use of Stabilization Fund) (see pages 174-177)
- Funding for new Dispatch Software License (see pages 180-181)

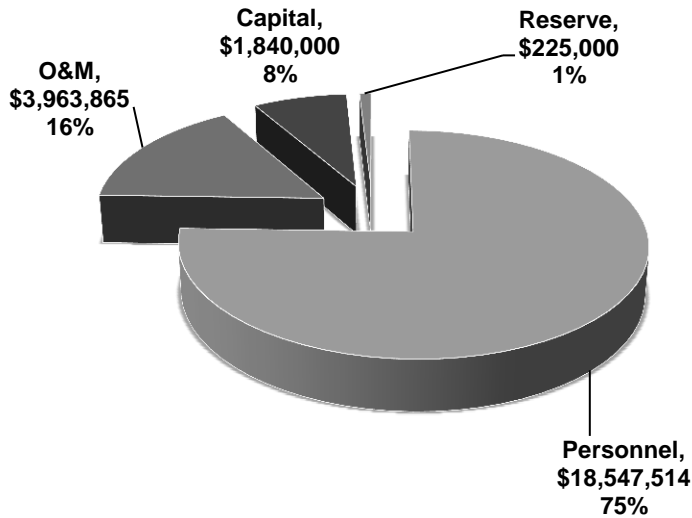
5: Public Works

- Increase for Snow/Ice removal (see pages 206-209)
- Additional capital funding for CPW equipment (see pages 212-213)

6: Human Services

- Substitute Library Staffing (see pages 226-229)
- Additional General Fund support for the Community Services Coordinator (see pages 230-233)
- Moderate increase in wage and hours for Outreach Coordinators (see pages 234-237)
- Increase in the General Fund share of the Recreation Director's salary (see pages 238-239)
- Increase in Veteran benefits due to more beneficiaries (see pages 244-245)

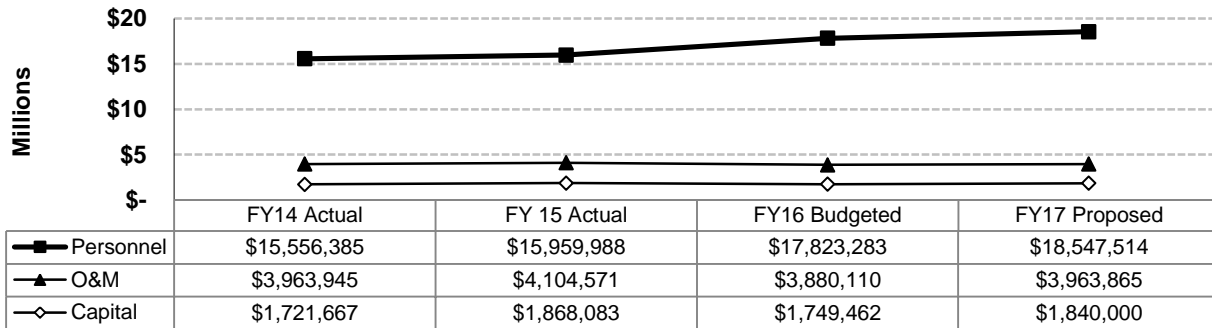
FY17 Proposed Budget Expenses



Budget Highlights:

- The FY17 Town Government General Fund Appropriated Budget is \$21,964,013. After including funds transferred in by the Town’s Enterprise Funds and other sources, the Total Budget is \$24,576,379.
- The FY17 Appropriated Budget is proposed to increase \$850,000 or 4.0%, with personnel expenses increasing by 4.8%, operations and maintenance (O&M) by 0.3%, and capital expense decreasing by 5.3%.
- The FY17 Total Budget is proposed to increase by \$898,524 or 3.8%, with personnel expenses increasing by 4.1%, O&M by 2.2%, and capital expenses by 5.2%.

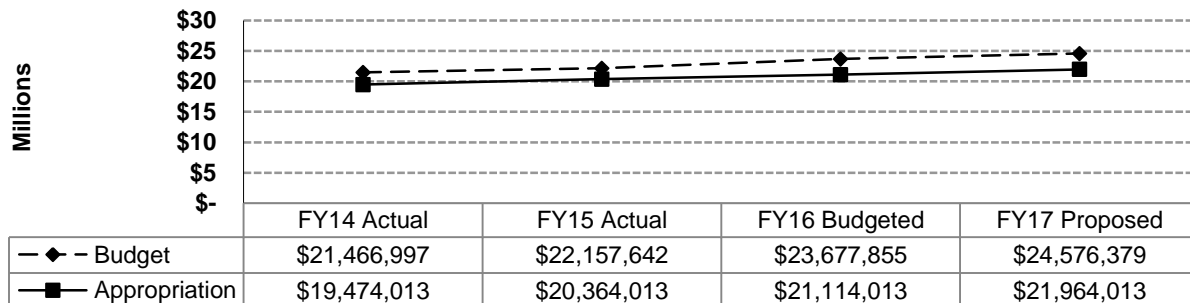
Town Government - Expense Categories History



Discussion: Personnel costs are the largest expense category of Town Government.

In this FY17 budget, Personnel expense represent 75.5% of the total budget, O&M represents 16.1%, and Capital represents 7.5% (the Reserve Fund appropriation of \$225,000 represents the remaining 0.9%).

Town Government - Budget and Appropriation History



Discussion: The Town Government budget and appropriation have generally shown a slight trend upward. The appropriation is funded through property taxes and is voted on at Town Meeting. The portion of the budget over and above the appropriation is funded by other sources, like transfers from the Town’s enterprise activities (Light, Water, Sewer, etc.), State and Federal Grants, or through gifts and donations.

The FTE discussion and analysis below

includes all Town operations other than the Town's business-type activities (i.e., the Electric, Water, Sewer, Solid Waste, and Beede Center funds).

FTE counts include all regular, part-time, temporary, and limited status Town Government employees regardless of funding source.

Overtime hours are not included in the FTE counts.

Full-Time Equivalents

A Full-Time Equivalent, or FTE, is calculated at 2,088 hours of employee service per year (40 hours per week times 52.2 weeks per year). For example:

- 1 employee @ 40 hrs./wk. year-round = 1 FTE
- 2 employees each @ 20 hrs./wk. year-round = 1 FTE.

FTE Discussion:

The FY17 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 2.67 over FY16 budgeted levels. Total Town Government FTEs are proposed to rise from to 227.08 to 229.75.

The changes are as follows:

- Facilities Management is proposing additional limited status hours for the Town Electrician (0.02 FTE).
- The Resource Sustainability account is proposing to fund (0.50 FTE) of the Energy Conservation Coordinator's salary. Previously this position was funded exclusively through the Concord Municipal Light Plant.
- The Visitors' Center proposes a slight decrease of limited status services (-0.09 FTE) in order to cover the annual expense of additional cleaning services.
- For the building at 37 Knox Trail (0.02 FTE) is proposed for Town Electrician hours.
- In the Elections account, it is proposed that the FY17 staffing level be increased by 1,023 hours for Election Officers and Technicians, due to the expectation that there will be 3 elections in FY17.
- Natural Resources is proposing an additional 100 hours for the Intern position.
- Due to an increased number of building permits the Inspections Division proposed to increase the combination of more hours for Part-time Building Inspectors, Assistant Plumbing, Gas, and Electrical Inspectors. This will result in an increase of (0.28 FTE).
- The 141 Keyes Rd. facility proposes to hire a Part-time Custodian, whose work had been done by a contracting cleaning service (0.50 FTE).
- The Assessors Division is proposing 75 hours to cover the expense of the clerk for compiling minutes.
- The Information Systems account proposes to add a GIS Analyst/Technician, a net increase of (0.41 FTE).
- The Parks & Trees Division proposes a decrease of (-0.18 FTE) as a result of staff being utilized by the Cemetery.
- The Cemetery Division is proposing a decrease of 1280 hours for Temporary workers and an addition of 695 hours of staff support from Parks & Trees, netting to a decrease of (-0.28 FTE).
- The Library is proposing an increase of (0.73 FTE) to fund additional Library Assistants and substitute staffing.
- Senior Services is proposing 271 additional hours for the Outreach Coordinators, this nets to an increase of (0.13 FTE).
- The Recreation Services Division is proposing to increase the General Fund support the Recreation Director position from 0.50 FTE to 0.75 FTE. The remaining salary is funded through the Rec. Fund & Beede Center.

Town Government Full-Time Equivalents (FTEs) Detail

Budget Unit	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-FY17 Change
1a Town Manager's Office	6.01	5.53	5.53	0.00
1b Human Resources	4.00	4.00	4.00	0.00
1c Facilities Management	1.00	2.00	2.02	0.02
1d Energy Conservation	0.00	0.20	0.50	0.30
1e Visitors' Center	0.13	0.13	0.04	-0.09
1f 37 Knox Trail	0.00	0.00	0.02	0.02
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.82	0.32	0.81	0.49
3b Registrars	0.10	0.10	0.10	0.00
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.86	3.91	0.05
5c Inspections	4.94	5.39	5.66	0.28
5d Health	4.04	4.16	4.16	0.00
6 141 Keyes Road	0.50	0.00	0.50	0.50
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	5.00	5.00	0.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.25	5.50	5.50	0.00
8d Assessors	4.14	4.40	4.44	0.04
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.25	3.34	3.75	0.41
10 Town House	1.02	1.02	1.01	0.00
11 Police Department	45.30	46.30	46.30	0.00
12 Fire Department	43.90	43.90	43.90	0.00
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.50	0.03	0.03	0.00
15 Emergency Management	0.00	0.00	0.00	0.00
16 Animal Control Officer	0.00	0.00	0.00	0.00
17a CPW Administration	4.00	4.00	4.00	0.00
17b Engineering	7.10	7.00	7.00	0.00
17c Highway Maintenance	13.19	13.28	13.28	0.00
17d Parks and Trees	9.43	9.43	9.25	-0.18
17e Cemetery	1.47	1.47	1.19	-0.28
18 Snow and Ice Removal	1.77	1.77	1.77	0.00
19 Street Lighting	0.00	0.00	0.00	0.00
20 Public Works Equipment	0.00	0.00	0.00	0.00
21 Drainage	0.00	0.00	0.00	0.00
22 Sidewalks	0.00	0.00	0.00	0.00
23 Road Improvements	0.00	0.00	0.00	0.00
24 133 and 135 Keyes Road	1.00	1.00	1.00	0.00
25 Library	27.13	27.12	27.86	0.73
26a Human Services	0.00	1.48	1.48	0.00
26b Senior Services	8.50	8.93	9.06	0.13
26c Recreation Services	1.00	0.50	0.75	0.25
27 Harvey Wheeler Community	1.02	1.02	1.02	0.00
28 Hunt Recreation Center	1.00	1.00	1.00	0.00
29 Veterans' Services	0.38	0.45	0.45	0.00
30 Ceremonies	0.00	0.00	0.00	0.00
Totals	<u>224.20</u>	<u>227.08</u>	<u>229.75</u>	<u>2.67</u>

Town Government (Accounts 1 - 34) - Expense Categories by Function

	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Proposed
General Government				
Personnel	\$ 2,083,101	\$ 2,142,258	\$ 2,261,885	\$ 2,371,508
O&M	\$ 688,525	\$ 688,036	\$ 613,940	\$ 588,869
Capital	\$ 69,914	\$ 128,552	\$ 447,962	\$ 462,500
Subtotal	\$ 2,841,539	\$ 2,958,847	\$ 3,323,787	\$ 3,422,876
Finance & Administration				
Personnel	\$ 1,588,436	\$ 1,618,178	\$ 2,003,784	\$ 2,037,891
O&M	\$ 669,901	\$ 772,322	\$ 731,412	\$ 791,406
Capital	\$ 354,818	\$ 200,907	\$ 197,000	\$ 215,000
Subtotal	\$ 2,613,155	\$ 2,591,407	\$ 2,932,196	\$ 3,044,297
Public Safety				
Personnel	\$ 7,331,917	\$ 7,471,956	\$ 8,109,146	\$ 8,099,528
O&M	\$ 714,325	\$ 720,776	\$ 667,925	\$ 681,518
Capital	\$ 171,526	\$ 320,319	\$ 272,000	\$ 255,000
Subtotal	\$ 8,217,769	\$ 8,513,051	\$ 9,049,072	\$ 9,036,046
Public Works				
Personnel	\$ 2,608,732	\$ 2,697,850	\$ 2,821,599	\$ 2,818,395
O&M	\$ 1,247,185	\$ 1,273,210	\$ 1,200,997	\$ 1,214,769
Capital	\$ 995,242	\$ 1,064,443	\$ 820,000	\$ 887,500
Subtotal	\$ 4,851,159	\$ 5,035,503	\$ 4,842,596	\$ 4,920,664
Human Services				
Personnel	\$ 1,854,208	\$ 1,957,890	\$ 2,259,735	\$ 2,364,484
O&M	\$ 644,009	\$ 640,226	\$ 655,836	\$ 672,303
Capital	\$ 130,168	\$ 153,860	\$ 12,500	\$ 20,000
Subtotal	\$ 2,628,384	\$ 2,751,976	\$ 2,928,071	\$ 3,056,787
Unclassified				
Personnel	\$ 89,991	\$ 71,856	\$ 367,133	\$ 855,708
O&M	\$ -	\$ 10,000	\$ 10,000	\$ 15,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 602,133	\$ 1,095,708
Town Government Total	\$ 21,241,997	\$ 21,932,642	\$ 23,677,855	\$ 24,576,379

Town Government (Accounts 1 - 34) - Funding Plan

	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 21,109,013	89.2%	\$ 21,964,013	89.4%	4.1%
Light Fund	420,408	1.8%	429,880	1.7%	2.3%
Telecom Fund	24,667	0.1%	24,689	0.1%	0.1%
Water Fund	624,916	2.6%	627,909	2.6%	0.5%
Sewer Fund	213,853	0.9%	215,357	0.9%	0.7%
Swim and Fitness Center	69,674	0.3%	84,751	0.3%	21.6%
Solid Waste Fund	134,710	0.6%	135,690	0.6%	0.7%
Parking Meter Fund	128,536	0.5%	128,633	0.5%	0.1%
Recreation Fund	42,408	0.2%	89,138	0.4%	110.2%
Cemetery	169,503	0.7%	166,846	0.7%	-1.6%
Retirement	121,657	0.5%	126,070	0.5%	3.6%
Misc.	518,509	2.2%	533,403	2.2%	2.9%
Stabilization Fund	100,000	0.4%	50,000	0.2%	-50.0%
Totals	\$ 23,677,855	100.0%	\$ 24,576,379	100.0%	3.8%

Account Summary - General Government

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
1a Town Manager's Office	\$ 568,300	\$ 592,965	4.3%	\$ 376,637	\$ 369,362	-1.9%
1b Human Resources	358,567	362,294	1.0%	226,842	230,271	1.5%
1c Facilities Management	225,962	235,000	4.0%	225,962	235,000	4.0%
1d Resource Sustainability	75,000	118,433	57.9%	75,000	118,433	0.0%
1e Visitors' Center	27,426	32,635	19.0%	27,426	32,635	19.0%
1f 37 Knox Trail	-	25,000	0.0%	-	8,334	0.0%
2 Legal Services	225,000	225,000	0.0%	225,000	225,000	0.0%
3a Elections	54,229	39,289	-27.5%	52,164	34,815	-33.3%
3b Registrars	10,483	10,460	-0.2%	8,103	7,967	-1.7%
4 Meeting and Reports	81,550	44,900	-44.9%	81,550	44,900	-44.9%
5a Planning	536,102	544,570	1.6%	452,128	460,857	1.9%
5b Natural Resources	265,458	282,009	6.2%	211,537	228,799	8.2%
5c Inspections	441,573	461,727	4.6%	441,573	461,727	4.6%
5d Health	380,769	377,940	-0.7%	299,701	297,156	-0.8%
6 141 Keyes Road	73,368	70,654	-3.7%	73,368	70,654	-3.7%
Total	\$ 3,323,787	\$ 3,422,876	3.0%	\$ 2,776,991	\$ 2,825,910	1.8%

Account Summary - Finance and Administration

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	469,040	473,531	1.0%	\$ 281,410	\$ 284,105	1.0%
8b Treasurer-Collector	497,682	498,117	0.1%	\$ 282,809	\$ 283,744	0.3%
8c Town Accountant	406,591	417,091	2.6%	\$ 155,274	\$ 157,708	1.6%
8d Assessors	409,151	405,291	-0.9%	\$ 409,151	\$ 405,291	-0.9%
8e Town Clerk	241,590	243,696	0.9%	\$ 238,590	\$ 240,696	0.9%
9 Information Systems	777,112	873,850	12.4%	681,610	768,020	12.7%
10 Town House	127,620	129,311	1.3%	105,087	106,440	1.3%
Total	\$ 2,932,196	\$ 3,044,297	3.8%	\$ 2,157,341	\$ 2,249,414	4.3%

Account Summary - Public Safety

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
11 Police Department	\$ 4,320,902	\$ 4,323,848	0.1%	\$ 4,241,558	\$ 4,244,504	0.1%
12 Fire Department	4,385,385	4,355,821	-0.7%	\$ 4,279,385	\$ 4,299,821	0.5%
13 W. Concord Fire	60,062	40,289	-32.9%	\$ 60,062	\$ 40,289	-32.9%
14 Police and Fire Station	234,812	275,011	17.1%	\$ 234,812	\$ 275,011	17.1%
15 Emergency Management	22,810	15,077	-33.9%	\$ 22,810	\$ 15,077	-33.9%
16 Animal Control	25,100	26,000	3.6%	\$ 25,100	\$ 26,000	3.6%
Total	\$ 9,049,072	\$ 9,036,046	-0.1%	\$ 8,863,728	\$ 8,900,702	0.4%

Account Summary - Public Works

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
17a CPW Administration	\$ 379,387	\$ 378,050	-0.4%	\$ 184,968	\$ 184,155	-0.4%
17b Engineering	700,126	698,028	-0.3%	\$ 389,847	\$ 383,244	-1.7%
17c Highway Maintenance	1,327,103	1,317,732	-0.7%	\$ 1,298,187	\$ 1,288,605	-0.7%
17d Parks and Trees	742,595	758,213	2.1%	\$ 647,670	\$ 663,288	2.4%
17e Cemetery	234,617	230,530	-1.7%	\$ 68,114	\$ 66,684	-2.1%
18 Snow and Ice Removal	570,000	597,500	4.8%	570,000	597,500	4.8%
19 Street Lighting	74,000	74,000	0.0%	73,463	73,463	0.0%
20 Public Works Equipment	250,000	300,000	20.0%	250,000	300,000	20.0%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	100,000	100,000	0.0%	100,000	100,000	0.0%
23 Road Improvements	90,000	90,000	0.0%	90,000	90,000	0.0%
24 133 and 135 Keyes Road	169,768	171,612	1.1%	101,305	102,263	0.9%
Total	\$ 4,842,596	\$ 4,920,664	1.6%	\$ 3,978,554	\$ 4,054,201	1.9%

Account Summary - Human Services

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
25 Library	\$ 2,060,562	\$ 2,107,963	2.3%	\$ 2,034,562	\$ 2,081,963	2.3%
26a Human Services	\$ 78,558	\$ 79,821	1.6%	\$ 9,000	\$ 21,217	135.7%
26b Senior Services	\$ 418,830	\$ 427,687	2.1%	\$ 336,889	\$ 343,870	2.1%
26c Recreation Services	50,000	97,568	95.1%	\$ 50,000	\$ 73,175	46.4%
27 HWCC	117,945	119,340	1.2%	\$ 117,945	\$ 119,340	1.2%
28 Hunt Recreation Center	117,281	130,042	10.9%	\$ 96,976	\$ 104,147	7.4%
29 Veterans	60,889	69,990	14.9%	\$ 60,889	\$ 69,990	14.9%
30 Ceremonies	24,006	24,376	1.5%	\$ 24,006	\$ 24,376	1.5%
Total	\$ 2,928,071	\$ 3,056,787	4.4%	\$ 2,730,267	\$ 2,838,078	3.9%

Account Summary - Unclassified

Accounts	Budget			Appropriation		
	FY16	FY17	%Δ	FY16	FY17	%Δ
31 Town Employee Benefits	\$ 100,000	\$ 100,000	0.0%	\$ 100,000	\$ 100,000	0.0%
32 Reserve Fund	225,000	225,000	0.0%	225,000	225,000	0.0%
33 Salary Reserve	267,133 *	755,708	N/A	267,133	755,708	N/A
34 Land Fund	15,000	15,000	0.0%	15,000	15,000	0.0%
Total	\$ 607,133	\$ 1,095,708	80.5%	\$ 607,133	\$ 1,095,708	80.5%

* Original appropriation of \$643,404 in FY16; \$376,271 has been transferred to other accounts as of 12/23/15.

Mission Statement:

The **Mission Statement** provides the overarching purpose for the account.

The **Expenditure Summary** breaks down the total budget between the General Fund, and Other Funds (enterprise, stabilization, etc.). Included are the new proposed budget, the current budget, and the previous two fiscal years.

Expenditure Summary				
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	The amount of the budget supported by the General Fund			
Other Funds	The amount of the budget supported by other funds			
Total Expenditures	The total budget			

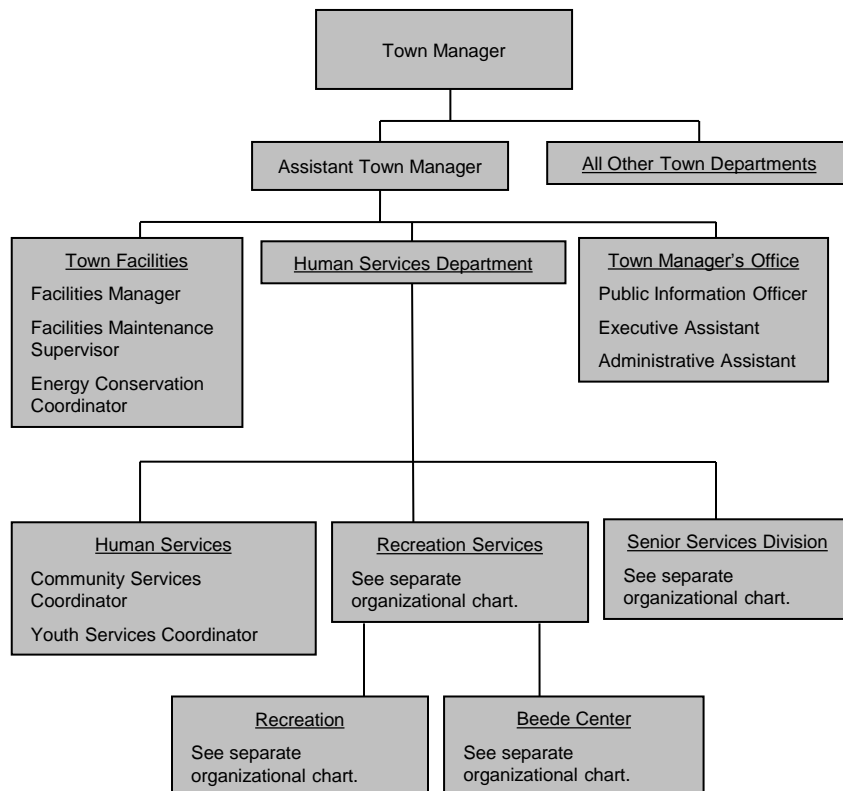
Budget Highlights:

The **Budget Highlights** section points out significant expenditures or changes in the upcoming fiscal year.

The first bullet point always reflects the proposed percent change in the **Operating Appropriation**, which is the dollar change from the previous fiscal year in terms of personnel, purchased services, supplies, and other charges. Please note this does not include capital expenditures. Also note that the Operating Appropriation does not factor in interfund transfers (support from enterprise or other funds).

Description:

The **Description** provides a background of the Department, which can include function, staffing, important committees, and structure within the Town.



The **Organizational Chart** shows the hierarchy of Town departments and divisions, as well as staff positions for the specific account.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	Staffing and other related costs				
Purchased Services	Commonly include utility bills, professional services, and any other contractual agreement				
Supplies	Are the basic items, and small equipment needed to sustain operations				
Other Charges	Cover miscellaneous items, memberships, transportation, and conference registrations				
Capital Outlay	Items that are commonly over \$5,000 and have a useful life of at least two years				

Funding Plan

The Funding Plan breaks down the funding sources for the account by dollar value and percentage. Most of the accounts are funded through the General Fund, but a number of them include other funding sources which include the Town enterprises, the Community Chest, as well as gifts and grants.

Capital Outlay Plan

The Capital Outlay Plan shows the proposed 5-year schedule for capital expenses (that aren't debt supported). A complete Capital Outlay Plan can be found in Section II titled Capital.

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Full Time Position - A position that requires 37.5 hours or 40 hours per week				
5112	Part Time Position - A position that requires less than 40 hours per week, but 20 hours or more per week				
5115	Limited Status Position - A position that is under 20 hours per week				
5120	Temporary Status Position - A full time or part time position for a temporary period of time				
5130	Overtime - Compensation for employees working longer than their specified weekly hours				

Program Implementation

This section covers the main focus of the upcoming budget. Included are major expenses, staffing changes, and key programs.

Performance Measures

Town Manager Goal: The overarching Town goal that applies, which should link to the mission statement.

Division Goal: The sub goal under the Town Manager Goal, that the division is trying to accomplish.

Objective: The purpose for the goal.

Measure: The specific measure used to support the goal, this can include surveys or other data.

Trend or Notes: Brief analysis on the results from the performance measure.

(Graphs/Tables): Where applicable, graphs and tables can be used to visualize the performance measure.

Mission Statement:

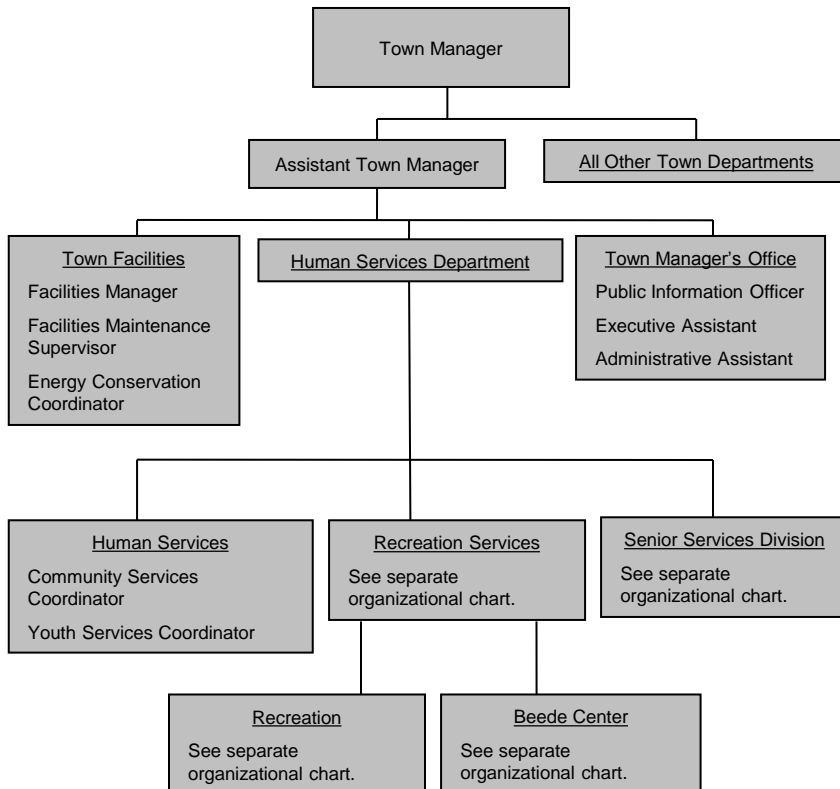
The mission of the Office of the Town Manager is to support the Town Manager and the Select Board in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support to the employees and residents of Concord in order to maintain and improve the quality of life for all in the community.

Budget Highlights:

- This budget represents a 4.4% *increase* in the operating appropriation from that of the FY16 budget.
- This budget showcases the newly organized and structured divisions within the Human Services Department, under the Assistant Town Manager.
- For FY17, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts and \$1,000 for the Sister City program.
- This budget resumes the \$5,000 in capital expenditures to continue to improve upon the accessibility of public property for those with mobility issues and other disabilities – this initiative is in furtherance of the Town’s compliance with State and federal disability laws.
- \$20,000 is proposed for projects associated with the White Pond area.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 320,198	\$ 336,040	\$ 376,637	\$ 369,362
Other Funds	\$ 238,868	\$ 198,007	\$ 191,663	\$ 223,603
Total Expenditures	\$ 559,066	\$ 534,047	\$ 568,300	\$ 592,965



Description:

The Town Manager is appointed by the Select Board and serves as the Town’s Chief Executive Officer in accordance with the Town Charter.

The Select Board is comprised of five members elected to serve three-year terms. The Board acts as the primary policy-making body for the Town.

The office staff includes the Assistant Town Manager, an Executive Assistant to the Town Manager, the Public Information Officer, and an Administrative Assistant. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 516,837	\$ 457,635	\$ 521,359	\$ 523,983	\$ 523,983
Purchased Services	28,767	41,994	21,871	21,221	21,221
Supplies	2,812	4,095	3,800	5,095	5,095
Other Charges	10,269	15,733	16,270	42,666	37,666
Capital Outlay	381	14,590	5,000	35,000	5,000
Totals	\$ 559,066	\$ 534,047	\$ 568,300	\$ 627,965	\$ 592,965

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 376,637	66.27%	\$ 369,362	62.29%	-1.93%
Light Fund	98,286	17.29%	98,814	16.66%	0.54%
Water Fund	58,973	10.38%	59,289	10.00%	0.54%
Sewer Fund	29,488	5.19%	29,645	5.00%	0.53%
Solid Waste Disp. Fund	4,916	0.87%	5,483	0.92%	11.53%
Beede Fund	-		9,795	1.65%	0.00%
Recreation Fund	-		20,577	3.47%	0.00%
Community Chest	-	0.00%	-	0.00%	0.00%
Totals	\$ 568,300	100.00%	\$ 592,965	100.00%	4.34%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

GENERAL GOVERNMENT: Town Manager

Item 1A

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 185,155	1.00	\$ 185,155
	Assistant Town Manager	1.00	\$ 107,817	1.00	\$ 107,817
	Public Information Coordinator	1.00	\$ 51,881	1.00	\$ 53,550
	Exec. Asst. to the Town Manager	1.00	\$ 78,075	1.00	\$ 78,217
	Administrative Assistant	1.00	\$ 60,429	1.00	\$ 61,242
	Sub Total	5.00 FTEs	\$ 483,357	5.00 FTEs	\$ 485,981
5199	Town Manager 401(a)	N/A	15,000	N/A	15,000
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	1,002	20 hrs.	1,002
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	<u>5.00 FTEs</u>	<u>\$ 521,359</u>	<u>5.00 FTEs</u>	<u>\$ 523,983</u>

Program Implementation

- The FY17 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Assistant to the Town Manager, Administrative Assistant and Public Information Officer whom together support the Town Manager and Select Board. Along with other responsibilities, the Assistant Town Manager oversees the newly formed Human Services Department which is comprised of Recreation Services (Recreation Programs and Beede operations), Senior Services (including the COA), and Human Services (including Youth, Community and Veteran’s Services). In addition, the Assistant Town Manager supervises the following Departments: Public Information, Facilities Management, Resource Sustainability, and Town Manager’s Office.
- The Public Information Coordinator in charged with enhancing the Town’s ability to communicate openly with the public. Over the past year, the Town has worked toward this goal by improving its presence on social media, and traditional print articles. This next fiscal year, the Town will be undertaking a complete government website overhaul, in order to keep the public informed on important Town activities, news and notices. The project is currently underway and the Town hopes to unveil a new website design by July of 2016. The Public Information Officer’s salary is partially subsidized by the various Town Enterprise accounts.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,000); printing, postage, and legal advertising (\$5,000); and office supplies and stationery (\$2,200). Purchased Services also include management consulting services supporting the Town Manager’s and Selectmen’s Town-wide objectives (\$5,000). Also included is the support of the Concord Cultural Council and Sister Cities initiatives which support the local arts and humanities (\$3,000).
- Other expenses include the following: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,925); professional staff membership dues for similar organizations (\$2,945); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager’s Association conference (\$2,300).
- A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.

Town Manager Goal: To ensure quality Town Operational & Financial Management

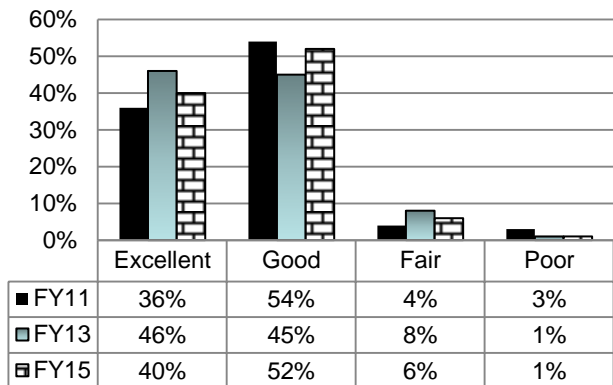
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services provided by the Town as indicated with 92% of respondents replying with either "Excellent" or "Good".

Rating of Quality of Services provided by Town Government



Town Manager Goal: To ensure quality Town Operational & Financial Management

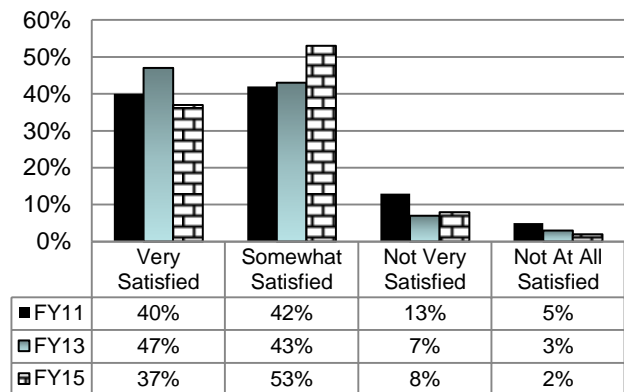
Division Goal: *To provide residents with quality services in relation to taxes paid*

Objective: To have a positive sentiment from the residents of the town with town services in relation to taxes.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY15 90% of respondents were "Very Satisfied" or "Somewhat Satisfied" with the services in relation to taxes paid.

Satisfaction with Services in Relation to Taxes Paid



Town Manager Goal: To ensure quality Town Operational & Financial Management

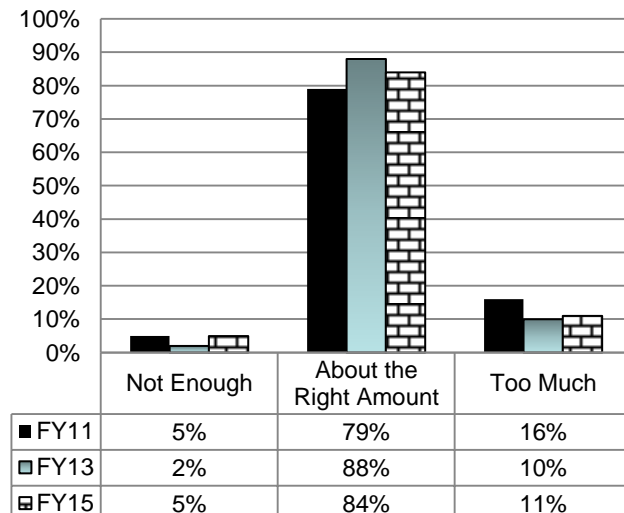
Division Goal: *To spend the right amount on Town Government Services*

Objective: To have a positive sentiment from the residents on the level of spending on Town Government Services.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: In FY15 84% of the residents polled felt as though the Town was spending the right amount on Government Services.

Opinion of Amount Spending on Town Government Services



Mission Statement:

The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration and management of personnel matters, policies, and practices.

Budget Highlights:

- This budget represents a 1.0% *increase* in the operating appropriation from that of the FY16 budget.
- Personnel expenses are increased approximately \$4,000 for overtime related to a software conversion project and for regular salary increases.
- Other than personnel expenses, the budget represents nearly level funding in the operating appropriation from that of the FY16 budget.
- The School Department credit of \$1,375 funds the DOT-required drug and alcohol testing program for bus drivers, which is administered by HR (Human Resources).
- Other credits are based on the number of regular-status employees in each department multiplied by a service factor for that department.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 198,015	\$ 206,258	\$ 226,842	\$ 230,271
Other Funds	\$ 119,782	\$ 122,737	\$ 131,725	\$ 132,023
Total Expenditures	\$ 317,797	\$ 328,995	\$ 358,567	\$ 362,294

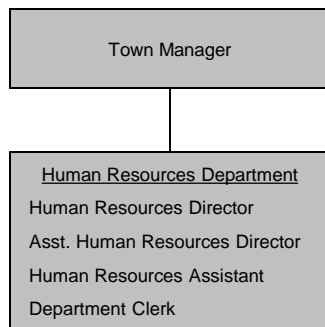
Description:

The Human Resources Department provides services to approximately 600 regular, limited, and temporary employees.

The Human Resources Department advises the Personnel Board, Town Manager, department managers, supervisors and employees on personnel matters, and assists in labor negotiations and contract administration.

The Human Resources Director serves on the Senior Management Team and consults regularly with the Town Manager on issues involving employee relations.

The Human Resources Department manages and administers a wide variety of programs and records related to employee compensation, recruitment, hiring, orientation, training, recognition, communication, benefits, performance management, job actions, termination, and retirement, while ensuring compliance with legal mandates and Town policies.



GENERAL GOVERNMENT: Human Resource Department

Item 1B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 261,899	\$ 295,975	\$ 310,897	\$ 314,799	\$ 314,799
Purchased Services	44,782	21,699	34,765	34,570	34,570
Supplies	1,476	1,639	2,000	2,000	2,000
Other Charges	8,728	9,681	10,905	10,925	10,925
Capital Outlay	913	-	-	-	-
Totals	\$ 317,797	\$ 328,995	\$ 358,567	\$ 362,294	\$ 362,294

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 226,842	63.26%	\$ 230,271	63.56%	1.51%
Light Fund	62,701	17.49%	62,673	17.30%	-0.04%
Water Fund	19,190	5.35%	18,946	5.23%	-1.27%
Sewer Fund	5,823	1.62%	5,748	1.59%	-1.29%
Solid Waste Fund	1,367	0.38%	1,349	0.37%	-1.32%
Recreation Fund	7,103	1.98%	13,030	3.60%	83.44%
Swim and Fitness Center	31,684	8.84%	26,745	7.38%	-15.59%
Retirement System	2,187	0.61%	2,157	0.60%	-1.37%
Schools	1,670	0.47%	1,375	0.38%	-17.66%
Totals	\$ 358,567	100.00%	\$ 362,294	100.00%	1.04%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 125,948	1.00	\$ 125,948
	Assistant HR Director	1.00	74,256	1.00	74,256
	Human Resources Assistant	1.00	66,229	1.00	66,858
	Department Clerk	1.00	40,277	1.00	40,820
	Sub Total	<u>4.00 FTEs</u>	\$ 306,710	<u>4.00 FTEs</u>	\$ 307,882
5130	Overtime	88 hrs.	4,187	144 hrs.	6,917
	Total	<u>4.00 FTEs</u>	<u>\$ 310,897</u>	<u>4.00 FTEs</u>	<u>\$ 314,799</u>

Program Implementation
<ul style="list-style-type: none"> •The FY17 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, Human Resources Assistant, and Department Clerk; funding is included in the recommended budget (\$6,917) for support staff overtime. •In FY17, staff will continue to spend significant time implementing new software that will replace an outdated human resources information system while automating collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking; this is an initiative that will take several years to implement all phases. •Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$15,000 for software maintenance. •Purchased Services also includes management consulting services supporting the Town Manager’s human resources-related objectives (\$9,500), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,140), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$4,100). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver’s license are also included (\$3,045). •Other expenses include a modest allotment (about \$30 per regular-status employee) for the employee recognition program (\$8,450), dues for membership in the Massachusetts Municipal Personnel Association (\$250), the International Public Management Association (\$149) and the Society for Human Resource Management (\$190), professional conference registration fees (\$830), transportation fees related to attending training and conferences (\$630), and subscription fees for human resources publications (\$350).

Human Resources Programs

Program 1 - Personnel Operations:

Department Goal: To ensure quality Town Operational & Financial Management and support departments in achieving all other Town-wide goals.

Objective: To ensure that the Town’s personnel matters are managed appropriately.

Performance Measure 1: What has been accomplished in the past year.

The Human Resources (HR) Department provided services to approximately 600 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers’ compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised department managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

In 2015, HR staff: processed 1,206 applications for employment; managed 48 recruitments and new appointments; managed 29 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 39 work-related injury cases; prepared defense of 3 unemployment appeals; attended a MCAD conference in defense of a discrimination claim; verified and processed more than 882 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 2 contracts; made arrangements for an employee appreciation picnic attended by 231 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 17 positions; partnered with Finance and IT to implement use of new software that will integrate human resources, payroll, time and attendance systems; ensured that summaries of the Massachusetts conflict of interest law were distributed to all employees and that they were notified of their obligation to complete training on the law; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan; processing of individual plan enrollments/changes; calculation and communication of 186 individual long-term disability subscriber rates; reevaluating police/fire injured-on-duty insurance coverage and administration services and implementing a more cost-effective plan with improved case management; evaluating parental leave provisions to implement policies consistent with the municipal employment market; and processing of 22 “Go the Extra Mile” Certificates and 9 gift-certificate awards in recognition of employee actions.

Programs organized included: an annual employee forum to share information regarding goals, initiatives and programs and address employee questions; trainings for supervisors regarding conducting performance evaluations, delivering difficult messages, and coping with workplace conflicts; training for new employees regarding harassment prevention; an employee benefits and wellness fair; and development of an employee wellness team.

Employment Data By Calendar Year					
	2011	2012	2013	2014	2015
Number Employed	583	597	593	621	614
Regular-Status Positions	280	280	281	283	293
Regular-Status New Hires	18	16	19	32	26
Regular-Status Separations	10	9	13	12	12
Regular-Status Retirements	6	3	6	10	12

Mission Statement:

The purpose of this funding is to allow for the coordination of the condition assessment of all General Fund-supported Town buildings, to prioritize building maintenance and repairs necessary to keep each building in good condition, and to provide a source of dedicated funds in order to carry out identified building improvements in a more coordinated, timely and efficient manner

Budget Highlights:

- This budget represents an 4.0% *increase* in the capital appropriation over that of the FY16 budget.
- The Town’s goal is to eventually budget Facilities Management at a level of approximately \$400,000 (equal to 2.75% of the replacement cost of the approximately \$14.8 Million invested in General Fund-supported Town buildings).
- In FY16, a Facilities Manager was hired to oversee the preservation and improvement of Town buildings. The Facilities Manager works under the direction of the Assistant Town Manager and supervises the Facilities Maintenance staff and contractors.
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY17 budget recommends only a modest increase of \$15,000 (over FY16 as originally budgeted).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm, \$8,000 for McGrath Farm.
- In FY17, the 37 Knox Trail Account has been budgeted in Item 1F (pages 112-113)

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000

Description:

This funding structure for the capital maintenance of Town buildings was initiated in FY05. The Town Manager’s budget includes within each building appropriation account a small sum for the residing building manager to apply minor repairs and renovations as needed. Major renovation expenses are scheduled in the five-year debt authorization plan component of the Capital Improvement Program (CIP).

Studies of two ad-hoc committees, the Facilities Planning Committee (June 25, 2003) and the Joint School/Town Building Maintenance Study Committee (June 30, 2003), recommended that the maintenance of Town and School buildings be “comprehensively planned and managed,” with building maintenance budgets set as a percentage (2.75%) of replacement cost, and that all building maintenance be centralized under one administration, with dual reporting to the Select Board and School Committee.

As a result of these recommendations, and under a new funding structure, individual building managers shall retain some money for maintenance and repairs, but the Facilities Manager shall oversee Town building projects and their corresponding expenditures from a central building maintenance account. This accounts purpose is to fund building system assessments on a periodic basis, and carrying out emergency repairs and renovations as necessary.

It is planned in the proposed Capital Improvement Plan that this fund will be augmented through a period of five years. The funding of this account supports the salary of the Facility Manager, Facilities Maintenance Supervisor, and any hourly wages associated with the Town Electrician when his services are not charged to a specific project.

GENERAL GOVERNMENT: Facilities Management

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 180,000	\$ 200,000	\$ 225,962	\$ 235,000	\$ 235,000
Totals	<u>\$ 180,000</u>	<u>\$ 200,000</u>	<u>\$ 225,962</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	0.00	\$ 84,641	1.00	\$ 95,000
	Facilities Maintenance Supervisor	1.00	\$ 77,563	1.00	\$ 77,563
	Total	1.00 FTEs	\$ 162,204	2.00 FTEs	\$ 172,563

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,962	100.00%	\$ 235,000	100.00%	4.00%
Totals	<u>\$ 225,962</u>	100.00%	<u>\$ 235,000</u>	100.00%	4.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-1	Town-Wide Building Improvements	\$ 220,000	\$ 235,000	\$ 290,000	\$ 295,000	\$ 325,000	\$ 340,000
	Totals	<u>\$ 220,000</u>	<u>\$ 235,000</u>	<u>\$ 290,000</u>	<u>\$ 295,000</u>	<u>\$ 325,000</u>	<u>\$ 340,000</u>

Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund						
Year Built	Major Renovation	Building	Replacement Value	Budget Goal	Other Funds	
1851	2002	Town House	\$ 2,708,280	\$ 74,500		
2002		Visitors Center	336,975	9,000		
1903	2003	Harvey Wheeler Community Center	2,998,988	82,500		
1960		Gun House	138,196	4,000		
1935	1987	Hunt Recreation Center	2,121,483	58,000	Recreation Fund	
1996		Field House (Lawsbrook)	62,826	1,700		
1992		133 Keyes Road (CPW)	2,442,236	67,000	Enterprise Fund	
1904	1994	141 Keyes Road	1,121,158	31,000		
1959	1996	Police/Fire Station (Walden)	2,051,930	56,000		
1932		West Concord Fire Station	862,750	24,000		
Total				<u>\$ 407,700</u>		

Mission Statement:

The purpose of this funding to promote efforts by the Town Government to achieve a first-class reputation for energy management. To do so, funding is provided to allow the Town to implement resource sustainability and conservation initiatives, which include renewable energy projects, material recycling programs, water conservation measures, energy efficiency improvements for Town buildings, and fuel efficiency purchases for the Town fleet.

Budget Highlights:

- This budget represents a 57.9% *increase* in the capital appropriation over that of the FY16 budget..
- The FY17 budget proposes to cover half of the salary of the Energy Conservation Coordinator to work on townwide energy efficiency projects and campaigns.
- The recommended funding level for the Resource Sustainability projects is \$150,000 by FY21.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 40,000	\$ 75,000	\$ 75,000	\$ 118,433
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 40,000	\$ 75,000	\$ 75,000	\$ 118,433

Description:

The Town adopted Administrative Policies and Procedures (APP) #59, Energy Management Policy, in June 2011 and APP #60, Sustainable Municipal Practices, in September 2011. With APP #59, the Town states its goal to strive to achieve a first-class reputation for energy management. In APP #60, the Town affirms its commitment to implementing sustainable environmental practices.

These broader guidelines are intended to implement a goal adopted by the Board of Selectmen in 2010 for the Town to achieve a 20% reduction in municipal energy consumption by Town buildings and streetlights from the 2008 level by July 1, 2015. As of January 1, 2016, 21% of Concord's energy will come from renewable sources. The Town's next benchmark is to have 30% of its energy be renewable by 2020.

Efforts to achieve reduced energy consumption for Town buildings are ongoing. With the initial availability of \$1.7 million of funds donated by the Alfred H. Sawyer Trust, the Town is now working toward allocating the remaining dollars available from that Trust for various energy conservation measures in Town-owned buildings.

It should be noted that the Resource Sustainability Fund will be available for initiatives associated with sustainability and conservation projects in addition to improving the energy efficiency of Town buildings and other efficiency construction measures.

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-5	Resource Sustainability Projects	\$ 75,000	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000
	Totals	\$ 75,000	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000

Resource Sustainability Programs

Town Manager Goal: Promote Sustainability of Resources

Program – Implement Sustainability Programs:

Objective: To promote the sustainable use of resources and implement conservation programs in the Town.

In an effort to promote the sustainable use of resources and implement conservation programs in the Town, the Town continues its efforts in the following ways:

- to upgrade lighting, control systems and HVAC systems and to weatherize Town buildings;
- to pursue renewable sources of energy both within the Town and through the Concord Municipal Light Plant;
- to track and report municipal energy use through Mass Energy Insight; and
- to prioritize the purchase of fuel efficient vehicles and environmentally preferable products.

Municipal Facility Energy Efficiency Initiatives

In FY16 and FY17, Sawyer Trust, Resource Sustainability, Green Communities and capital funds are expected to be used to upgrade the HVAC systems at the Department of Planning and Land Management building, and at the Ripley School Administration building. These funding sources will also be used to upgrade lighting at the libraries, the Wastewater Treatment Plant, 141 Keyes Rd and the middle schools. The Concord Municipal Light Plant plans to replace its aging HVAC system with more efficient equipment, and is replacing fluorescent ceiling fixtures with LED light panels.

Following the replacement of 65 high pressure streetlights in Concord Center with high efficiency LED streetlights in January of 2015, CMLP plans to replace the remaining street lights throughout Town with LED fixtures in FY17.

Solar Electricity Generation

The 1.7 MW solar array installed in 2014 on the site of the Town’s old landfill generates enough electricity every year to power 200 homes, meeting about 1% of the community’s electricity needs. An additional 5 MW of solar capacity will be installed on the W.R. Grace land by December of 2016. Solar arrays will also be installed on a number of municipal building rooftops in FY17. Finally, CMLP has signed its first Power Purchase agreement to buy power generated by a solar array located on a customer’s property – a 444 kW installation located at the Middlesex Green Industrial Park on Virginia Rd.

A Solar Challenge sponsored by the Comprehensive Sustainable Energy Committee, along with CMLP’s solar rebates, have spurred 238 Concord residents and businesses to install solar arrays on their properties, which provide some of the electricity they consume. The arrays total 2.3 MW of solar generation capacity.

High Efficiency Lighting Program for Businesses

Since CMLP launched its High Efficiency Lighting Program for businesses in 2012, 43 Concord businesses have replaced outdated lighting with more energy efficient equipment, saving over 2 million kilowatt hours per year. That’s enough to power 254 typical Concord homes.

Green Your Heat Program (GYHP)

From February 2015 through April 2016, the Town used Resource Sustainability Fund monies, state grant funding and CMLP funds to provide home energy audits and weatherization rebates of up to \$1,000 per home to help oil, propane and electric heating households make energy efficient construction improvements that will reduce their heating fuel consumption and costs. More than 125 Concord homeowners have taken advantage of the program.

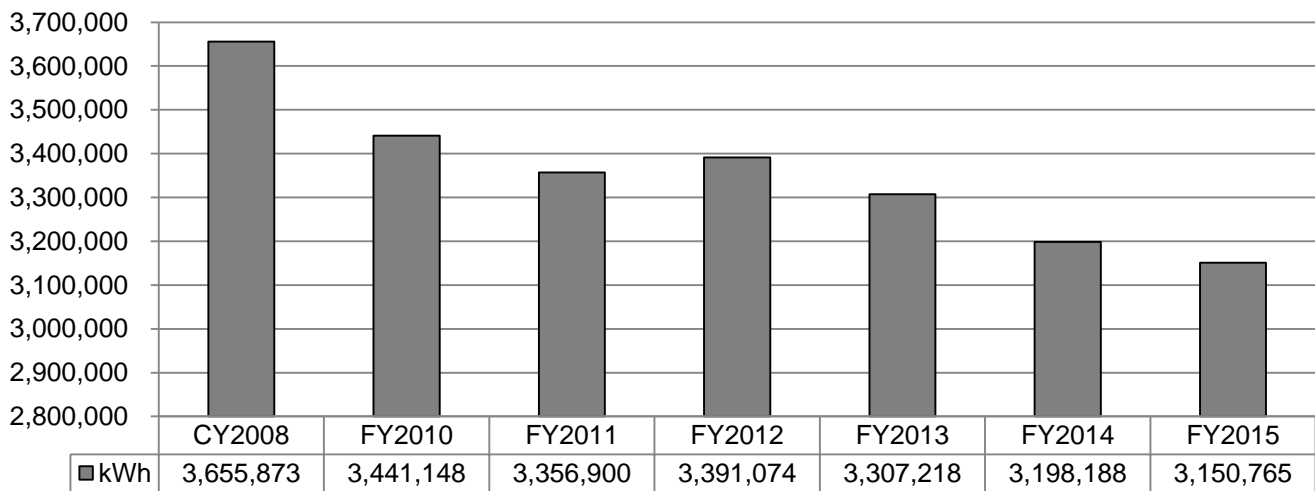
Electricity

Analysis: The 14% decline in electricity use since CY2008 reflects decreased use by some large users: Streetlight electricity use in FY12 is still 25% below CY2008 levels, even though electricity use for streetlights increased in FY12 compared to FY11. Electricity use at the Beede Center declined 23% from CY2008. This is likely due to a variety of major equipment and lighting upgrades. Decreases in usage by such a big user make a substantial contribution to the reduction seen for Municipal Facilities + Streetlights. Electricity use at the Main Library declined after problems with the air conditioning system were resolved in FY10.

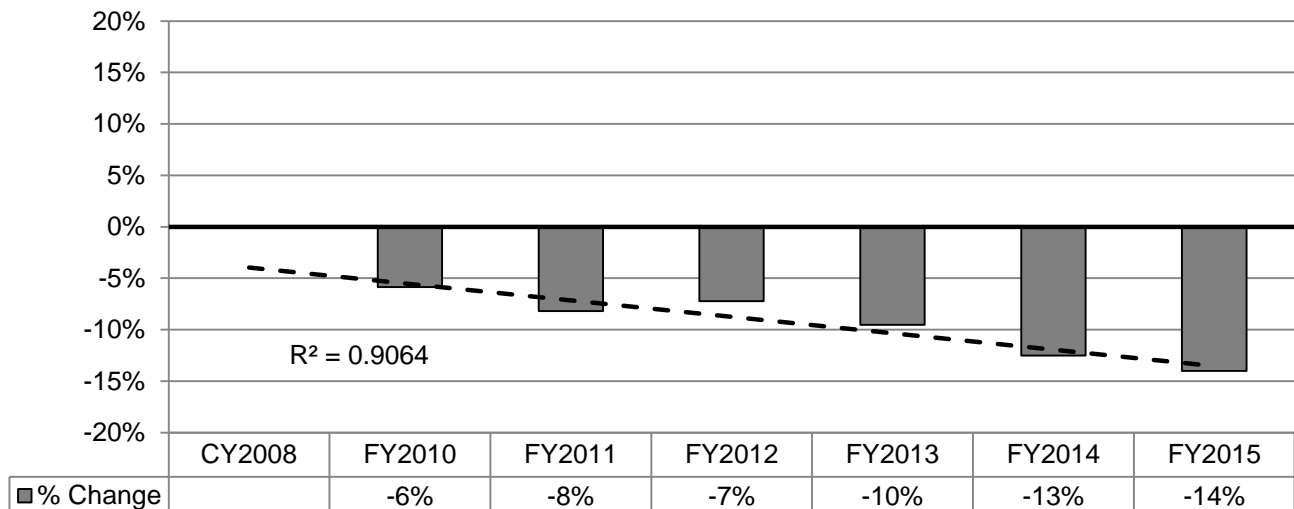
Lighting upgrades at 133 & 141 Keyes Rd, the Town House and the Public Safety building also reduced electricity consumption. The reduced use at Water/Sewer headquarters is due to a move away from all-electric heating to combined use of natural gas and electricity for heating. Upgrades to vehicle maintenance bay lighting and to exterior lighting fixtures at CPW headquarters contributed to the decline in electricity consumption there.

However, reductions in electricity use in the above buildings were offset somewhat by increases during the same period at buildings such as the Water/Sewer garage, the expanded Fowler Library, the Building at the Knoll. Energy consumed by the Town House chillers also increased during this period.

Townwide Electricity Output (kWh)



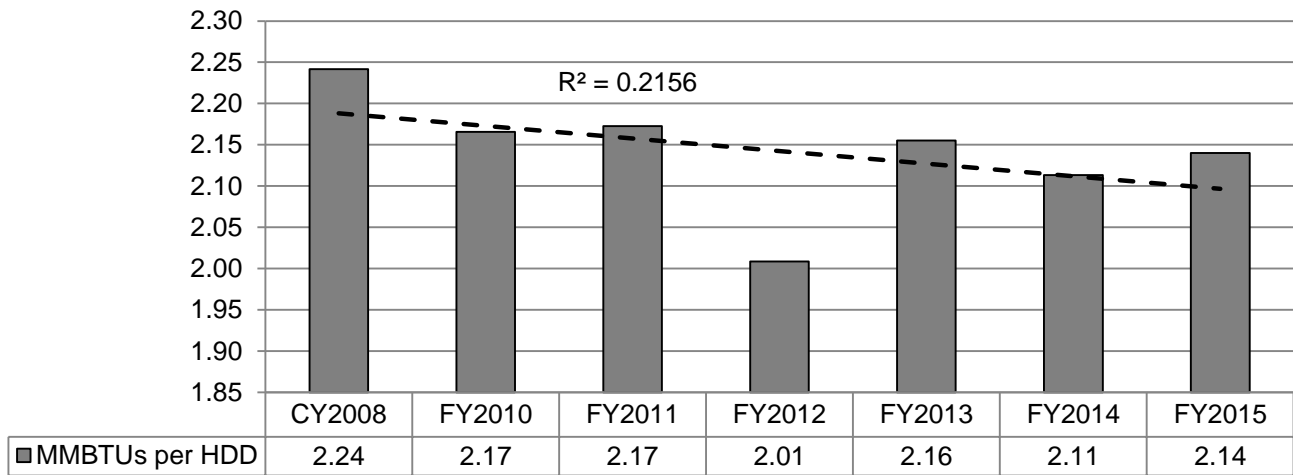
% Change in Electricity Output from Base Year (CY2008)



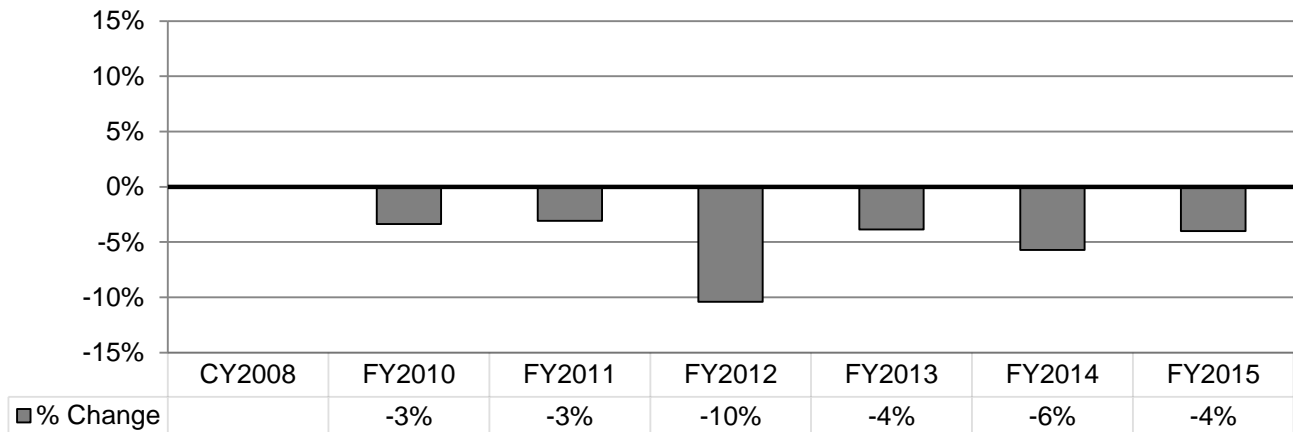
Natural Gas

The following charts illustrate natural gas consumption for town wide buildings. The graph on top shows the total British Thermal Units in Millions (MMBTU) used by town buildings, while the graph on the bottom factors in Heating Degree Days (HDD). Heating Degree Days are the number of degrees that a day's average temperature is below 65° Fahrenheit in which heaters may be needed. The total MMBTUs output by year is then divided by the total amount of degrees below 65° Fahrenheit to calculate the efficiency of the buildings. The HDD helps to calibrate against cold winters where more natural gas is needed to heat the buildings, so that it can serve to be a better measure of efficiency.

MMBTUs per HDD



% Change in MMBTUs/HDD from Base Year (CY2008)



Analysis: The 4% decline in heating energy use per heating degree day observed in municipal facilities since CY2008 has been driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym, Harvey Wheeler Community Center, Fowler Library), building envelope improvements (West Concord Fire Station, Town House), and diversion of heat generated in the server rooms at CMLP to heat the rest of the building .

However, reductions in heating energy use in the above buildings were offset somewhat by increases during the same period at buildings such as the Beede Center, the Main Library and 141 Keyes Rd.

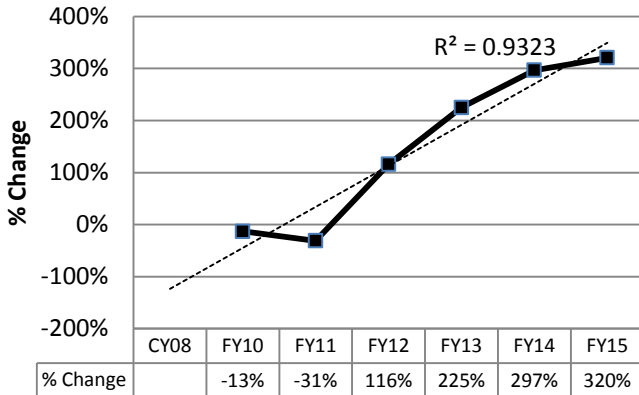
Bede Center, Fowler Library Branch & Street Light Energy Consumption

Bede Center Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	45,634	7.17			1,247,760		
FY2010	43,159	7.14	0%	0%	1,229,040	-2%	-2%
FY2011	39,179	5.96	-17%	-17%	1,245,120	0%	1%
FY2012	39,983	7.39	3%	24%	1,187,240	-5%	-5%
FY2013	53,632	8.52	19%	15%	1,029,120	-18%	-13%
FY2014	57,757	8.17	14%	-4%	910,800	-27%	-11%
FY2015	62,902	8.90	24%	9%	956,760	-23%	5%

Analysis: In August 2014, the existing conventional boilers were replaced with three new high efficiency condensing domestic water heaters, and three high efficiency condensing boilers for pool water heating. A building-wide energy management system was installed at the same time. The new domestic hot water heaters and boilers were projected to save 5,300 therms of natural gas per year. However, natural gas consumption in Oct - Dec 2014 was only slightly lower than in Oct - Dec 2013. This is because when the boilers were started up, they were set to 180°F. They weren't lowered to 140°F until January 2015.

Two new static plate dehumidification units were installed in November/December 2014. They replaced one old unit. The two new dehumidification units were projected to save 88,000 kWh of electricity and 3,900 therms of natural gas per year. However, both electricity and natural gas usage went up fairly dramatically in January - June of 2015, compared to the same period the year before.

Fowler Library: % Change in Electricity Use from Base Year

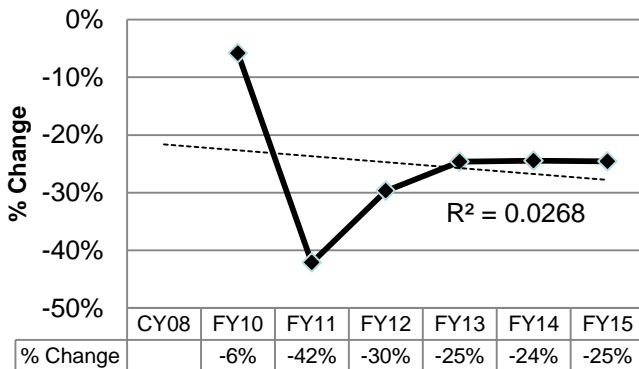


Analysis: Year-long use of the central Liebert dehumidifier likely explains, at least in part, the increase in electricity use from FY13 to FY14.

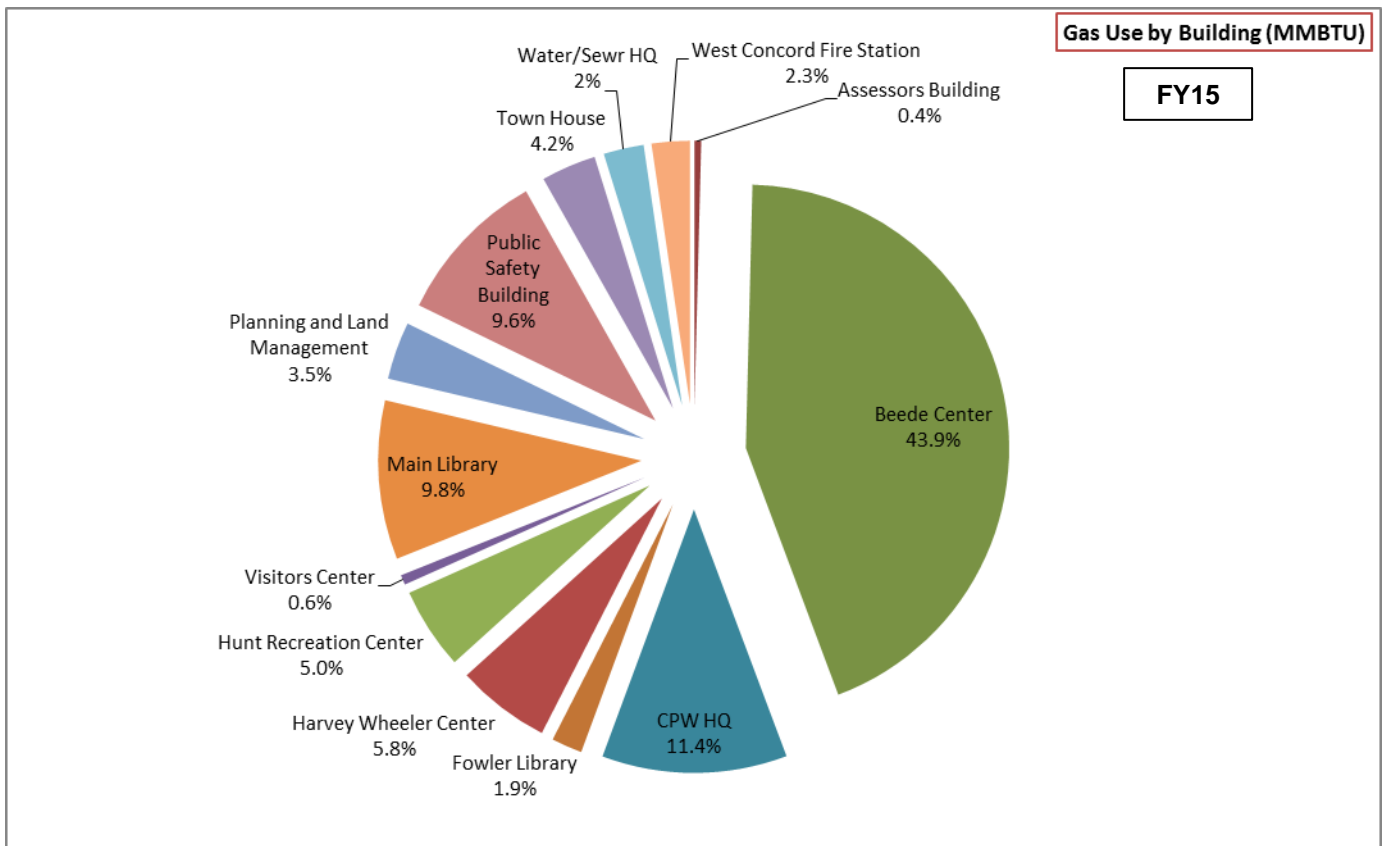
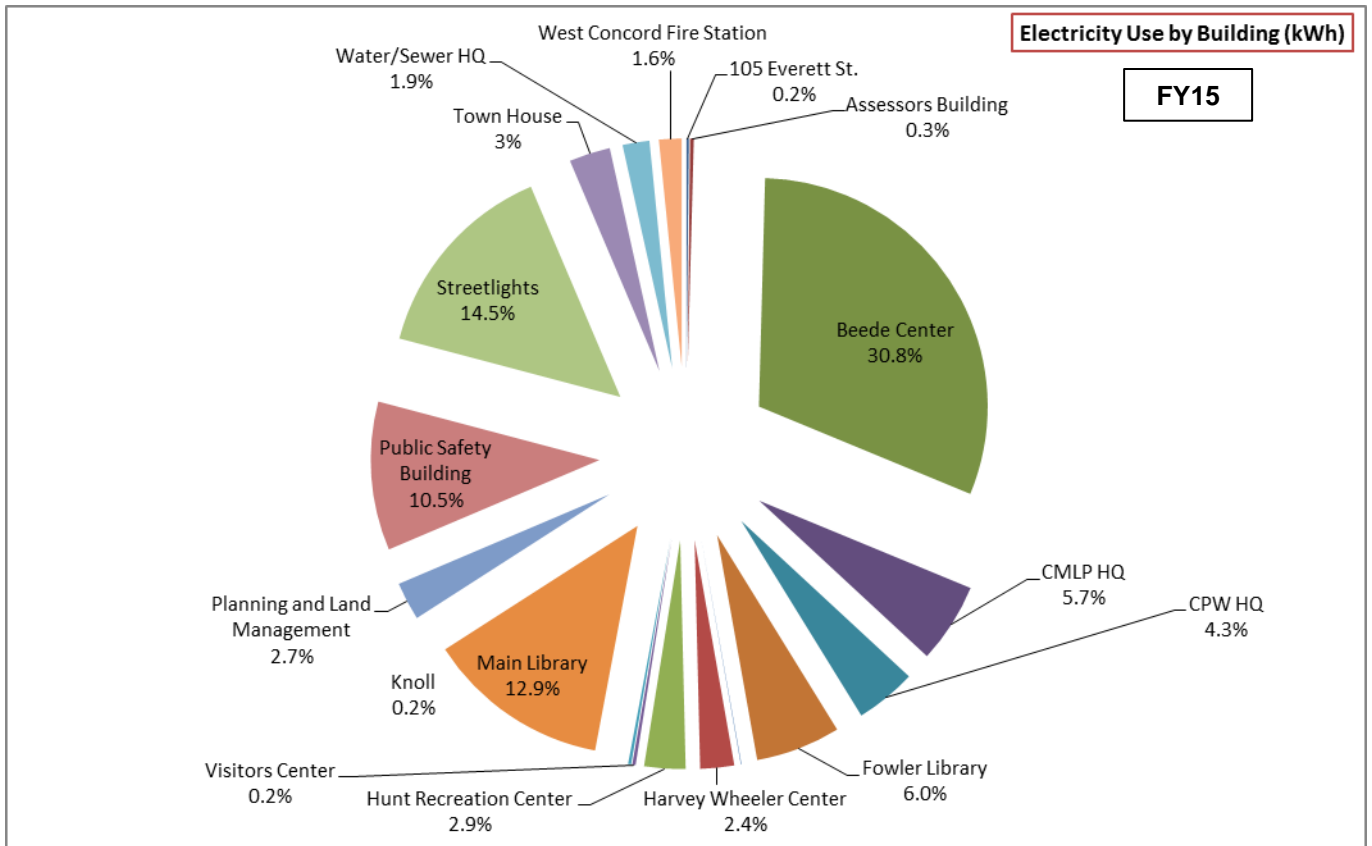
The 18 year old 6.5 ton and 5 ton roof top units used for cooling were replaced in with high efficiency units in November 2014, which would explain why electricity consumption declined in April - September 2015, compared to the same months the previous year.

More analysis will need to be done in assessing the increase in electricity consumption.

Street Lighting: % Change in Electricity Use from Base Year



Analysis: The significant, year-over-year declines in energy use for street lighting in FY10 and FY11 likely reflect both the installation of more efficient lighting and the removal of streetlights. The increase in energy use for street lighting in FY12 likely reflects the re-installation of some streetlights, per Town Meeting vote.



Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Visitors Center and Restroom in an efficient and cost-effective manner, to provide free public restroom service in the same manner, and to provide space for an information services program.

Budget Highlights:

- This budget represents a 21.0% *increase* in the operating appropriation from that of the FY16 budget.
- Daily restroom cleaning of this greatly used facility remains a high priority, with cleaning costs split between part-time staff and contract cleaning.
- Additionally, a specialty commercial-grade cleaning company has been retained by the Town to steam clean and disinfect the most-used areas for the building on a weekly basis. The company uses a specialty power-washer mixed with boiling water and commercial-grade disinfectants and solvents.
- An additional \$2,500 is proposed in the FY17 budget is proposed for general support to the Concord Chamber of Commerce.
- Additional funds have been allocated to replace the existing faucets and toilets with low-flow, automatic counterparts.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 24,328	\$ 24,489	\$ 27,426	\$ 32,635
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 24,328	\$ 24,489	\$ 27,426	\$ 32,635

Description:

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures for the Visitors' Center/Public Restroom Facility located on Main Street. The Concord Chamber of Commerce is currently a tenant in the Visitors' Center portion of the building, in their forth year of a 10-year lease agreement. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building, and is responsible for cleaning costs within its occupied space. Care and maintenance of the facility is coordinated by the Assistant Town Manager through the Facilities Division. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies twice daily.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	739	0.12			8,371		
FY2010	594	0.10	-15%	-15%	7,615	-9%	-9%
FY2011	992	0.15	30%	54%	8,336	0%	9%
FY2012	624	0.12	-1%	-24%	9,167	10%	10%
FY2013	743	0.12	2%	2%	7,462	-11%	-19%
FY2014	813	0.12	-1%	-3%	8,171	-2%	10%
FY2015	868	0.12	6%	7%	7,217	-14%	-12%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

GENERAL GOVERNMENT: Visitors Center Restroom

Item 1E

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,548	\$ 2,824	\$ 3,915	\$ 1,175	\$ 1,175
Purchased Service	13,927	14,311	18,091	26,106	26,106
Supplies	2,454	2,310	2,920	2,854	2,854
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	4,400	5,045	2,500	5,000	2,500
Totals	<u>\$ 24,328</u>	<u>\$ 24,489</u>	<u>\$ 27,426</u>	<u>\$ 35,135</u>	<u>\$ 32,635</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 27,426	100.00%	\$ 32,635	100.00%	18.99%
Totals	<u>\$ 27,426</u>	100.00%	<u>\$ 32,635</u>	100.00%	18.99%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-4	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	261 hrs.	\$ 3,915	78 hrs.	\$ 1,175
	Total	<u>0.13 FTEs</u>	<u>\$ 3,915</u>	<u>0.04 FTEs</u>	<u>\$ 1,175</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the 37 Knox Trail in an efficient and cost-effective manner, to provide office space for municipal and school administration.

Budget Highlights:

- This is a new budget account proposed for FY17 to provide funding to the recently acquired building at 37 Knox Trail.
- \$5,000 is proposed for building maintenance projects.
- Of the \$25,000 budget, \$8,334 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$16,666 for the operations of the facility.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 8,334
Other Funds	\$ -	\$ -	\$ -	\$ 16,666
Total Expenditures	\$ -	\$ -	\$ -	\$ 25,000

Description:

This account provides for utility costs, and building maintenance expenditures for the facility located on 37 Knox Trail Rd. The school Transportation Department is currently a tenant in the building, with room for other potential municipal tenants. The Town hopes to located its newly formed Facilities Management Division within the Knox Trail building and to utilize the additional space within its footprint for outreach efforts, recreation and community services endeavors. Additional uses for the facility shall be studied in depth over the next fiscal year by the Facilities Manager for future use recommendations.

GENERAL GOVERNMENT: 37 Knox Trail

Item 1F

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 4,294	\$ 4,294
Purchased Service	-	-	-	14,356	14,356
Supplies	-	-	-	1,350	1,350
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	-	-	-	10,000	5,000
Totals	\$ -	\$ -	\$ -	\$ 30,000	\$ 25,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 8,334	33.34%	0.00%
RHSO	\$ -	0.00%	\$ 3,333	13.33%	0.00%
Schools	\$ -	0.00%	\$ 13,333	53.33%	0.00%
Totals	\$ -	0.00%	\$ 25,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-5	Building Improvements	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Electrician	0 hrs.	\$ -	50 hrs.	\$2,500
5130	Overtime	0 hrs.	-	52 hrs.	\$1,794
	Total	0.00 FTEs	\$ -	0.05 FTEs	\$4,294

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY16 budget.
- The FY17 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 217,788	\$ 174,280	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 217,788	\$ 174,280	\$ 225,000	\$ 225,000

Description:

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

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

It has been the Town’s practice to appoint as Town Counsel a senior partner in a firm having a wide range of legal expertise, as the scope of legal matters arising in the conduct of the Town’s business is very broad.

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

Expenses through six-months of the current fiscal year total approximately \$58,591 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY17 Legal Services budget is level funded at the FY16 level.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	217,788	174,280	225,000	225,000	225,000
Totals	\$ 217,788	\$ 174,280	\$ 225,000	\$ 225,000	\$ 225,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%
Totals	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%

Legal Services' Expense History				
Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2005	250,000	-	\$ 250,000	206,699
2006	250,000	-	\$ 250,000	165,323
2007	250,000	5,000	\$ 255,000	254,622
2008	250,000	136,000	\$ 386,000	379,794
2009	250,000	-	\$ 250,000	219,565
2010	225,000	-	\$ 225,000	204,861
2011	225,000	-	\$ 225,000	224,887
2012	225,000	-	\$ 225,000	215,806
2013	225,000		\$ 225,000	202,104
2014	225,000		\$ 225,000	217,788
2015	225,000		\$ 225,000	174,280
2016 Budgeted (Status thru 12/30/15)	225,000	-	\$ 225,000	58,591

*FY16 expended amount (\$58,591) reflects costs through only 6 months.

Mission Statement:

The mission of Elections is to conduct all elections fairly and efficiently, while working to maximize voter turnout and judiciously administering all appropriate campaign finance laws.

Budget Highlights:

- This budget represents a 104.3% *increase* in operating appropriation from that of the FY16 budget, due to the increase in the number of scheduled elections. In FY16, there was a one-time capital expense to purchase voting machines.
- Three elections are scheduled for FY17 compared to two combined on one day in FY16. Several changes to election law will be implemented during FY17, particularly early voting, which we anticipate will have an impact on staffing and workload in the weeks leading up to the November election. State regulations about the changes are under development, so the exact impact is yet to be determined.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 15,270	\$ 25,714	\$ 52,164	\$ 34,815
Other Funds	\$ -	\$ 4,131	\$ 2,065	\$ 4,474
Total Expenditures	\$ 15,270	\$ 29,845	\$ 54,229	\$ 39,289

Description:

Through the Elections budget the Town Clerk (1) organizes and conducts elections in Concord for local, state, and federal offices, as well as for local and state ballot questions; and (2) administers the State’s Campaign Finance Law as it relates to Town candidates and ballot questions.

In FY16, the Town budgeted for dual elections on one day—Presidential Primary and Annual Town Election. This combination saved the Town approximately \$8,800. In FY17, we are budgeting for three separate elections—State Primary, State/Presidential Election, and Annual Town Election. For State Elections, Concord is reimbursed for 3 hours per election, under the “Uniform Polling Hours Law” of 1983. In FY17, this reimbursement amounts to \$4,474. New voting equipment will be purchased in FY16 and will be put into service for the FY17 elections. An additional \$1,000 is included to cover anticipated staffing costs for early voting for the Presidential Election. Concord voter turnout for Presidential Elections is traditionally excellent (85%-91% in recent years—among the highest turnouts in the Commonwealth). Voter turnout for selected recent elections is noted below.

Date	Election	Turnout	% Registered Voters
March 31, 2015	Annual Town Election (no contests)	477	4%
Nov. 4, 2014	State Gubernatorial Election	8,274	64%
Sept. 6, 2014	State Primary	3,119	25%
June 25, 2013	Special State Election (U.S. Senate)	5,325	42%
Nov. 6, 2012	General Election (Presidential)	11,055	85%
March 6, 2012	Presidential Primary	2,973	24%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 8,421	\$ 19,246	\$ 11,479	\$ 29,139	\$ 29,139
Purchased Services	5,743	8,447	6,400	7,600	7,600
Supplies	1,105	2,152	1,350	2,550	2,550
Other Charges	-	-	-	-	-
Capital Outlay	-	-	35,000	-	-
Totals	\$ 15,270	\$ 29,845	\$ 54,229	\$ 39,289	\$ 39,289

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 52,164	96.19%	\$ 34,815	88.61%	-33.26%
State Reimbursement	2,065	3.81%	4,474	11.39%	116.66%
Totals	\$ 54,229	100.00%	\$ 39,289	100.00%	-27.55%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
C-3	Voting Machines	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	659 hrs.	\$ 7,049	1631 hrs.	\$ 16,725
	Technician	18 hrs	800	54 hrs.	2,100
	Overtime	13 hrs	530	38 hrs.	1,614
5131	Police Overtime	65 hrs	3,100	168 hrs.	8,700
	Total	0.32 FTEs	\$ 11,479	0.91 FTEs	\$ 29,139

Mission Statement:

The mission of Registrars is to register voters, to conduct the Annual Town Census, to publish the Street List, and to accept and certify nomination papers and petitions (elections and Town Meeting) in an efficient, accurate, and diligent manner.

Budget Highlights:

- This budget represents a 0.2% decrease in operating appropriation from that of the FY16 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,000, are credited to the General Fund to offset the printing costs (\$1,631 for 275 copies in FY16).
- Online voter registration was introduced by the State in the Fall of 2015, and has been frequently used by Concord residents. Although Concord already has a high voter registration rate (94% of eligible residents), this option will make it even easier to register.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 5,765	\$ 4,646	\$ 8,103	\$ 7,967
Other Funds	\$ 2,501	\$ 2,547	\$ 2,380	\$ 2,493
Total Expenditures	\$ 8,266	\$ 7,193	\$ 10,483	\$ 10,460

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 275 Street List books (budgeted cost: \$2,000—a decrease of \$500 from FY16); the # of printed books has been reduced in recent years since more customers prefer buying an electronic version.
- Registering voters, maintaining resident and voter database; preparing voter lists for elections and candidates; and promoting voter registration and upcoming elections for Concord voters.
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot.

The School Department supports 30% of the cost of preparing the Street List (in accordance with M.G.L. Ch. 51, §4), which is compensation for the preparation of school census information compiled by the Town Clerk. The percent supported by the School Department corresponds to the percent of the Concord population under the age of 17. In FY17, it is expected that the School Department will provide \$2,493 for this purpose.

Performance Information

	2010	2011	2012	2013	2014	2015
Residents Counted in Census January 1	15,538	15,627	15,638	15,954	15,830	15,798
Registered voters as of December 31	12,069	12,300	12,716	12,820	12,581	12,637
New Voters Registered during Year	830	668	1,553	637	820	735
Nomination/Petition Papers Signatures Certified	2,592	1,547	3,862	2,510	3,398	2,564

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,603	\$ 3,134	\$ 3,283	\$ 4,010	\$ 4,010
Purchased Services	2,317	3,225	6,500	5,500	5,500
Supplies	846	833	700	950	950
Other Charges	-	-	-	-	-
Capital Outlay	2,500	-	-	-	-
Totals	\$ 8,266	\$ 7,193	\$ 10,483	\$ 10,460	\$ 10,460

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,103	77.30%	\$ 7,967	76.17%	-1.68%
School Department Transfer	\$ 2,380	22.70%	\$ 2,493	23.83%	4.75%
Totals	\$ 10,483	100.00%	\$ 10,460	100.00%	-0.22%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 2,646	200 hrs.	\$ 3,323
5130	Overtime	15 hrs.	637	15 hrs.	687
	Total	0.10 FTEs	\$ 3,283	0.10 FTEs	\$ 4,010

Mission Statement:

The purpose of this funding is to provide for the costs of conducting all Town Meetings fairly and efficiently, and to produce all associated reports and warrants as cost-effectively as possible.

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY16 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,650 (approximately \$25,000 for 4 sessions of Annual Town Meeting and \$11,000 for 1 night of Special Town Meeting).
- The cost of the A-V system setup at Town Meeting is proposed to be covered through PEG Access funds (\$36,650).

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 75,366	\$ 64,522	\$ 81,550	\$ 44,900
Other Funds	\$ -	\$ -	\$ -	\$ 36,650
Total Expenditures	\$ 75,366	\$ 64,522	\$ 81,550	\$ 81,550

Description:

This budget provides for the cost of conducting Town Meetings and printing of various Town reports, including the annual budget. A four-session Annual Town Meeting is budgeted for spring 2016, and a one-session Special Town Meeting is budgeted, as this has become a routine occurrence in recent years.

This budget provides \$69,450 to cover the cost of holding the 2017 Annual Town Meeting and a one-session Special Town Meeting. This amount includes the cost of printing the Warrant and Finance Committee Report. These cost estimates assume that the meeting will be conducted using the high school auditorium, cafeteria, and gymnasium. Each additional session beyond the four that are budgeted would incur variable costs of approximately \$9,000. The Town Report is budgeted to cost \$12,100 (printing and editing).

Town Meeting Costs

Expense Items	Cost
Sound System Rental (5 nights)	\$36,650
Tellers (60 hrs/night)	2,700
Police & DPW Overtime	8,000
Postage (Warrant/Fin. Comm. Report)	4,500
Warrant Printing	5,500
Finance Comm. Report Printing	8,000
Other Printing	1,500
Misc. Expenses	2,600
Total	\$69,450

Town Report Cost

Expense Items	Cost
Printing: Annual Town Report	\$4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	7,000
Misc. Expenses	100
Total	\$12,100

Unit Printing Costs of Principal Reports

	Town Report	Warrant	Fin. Comm. Report
Copies	1,200	6,800	7,000
Cost	\$3.33	\$0.81	\$1.14

Meeting capacity at the high school is about 2,200

GENERAL GOVERNMENT: Town Meeting & Reports

Item 4

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 21,914	\$ 15,052	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	53,136	49,176	63,550	93,550	63,550
Supplies	316	294	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 75,366	\$ 64,522	\$ 81,550	\$ 111,550	\$ 81,550

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 81,550	100.00%	\$ 44,900	55.06%	-44.94%
PEG Fund	\$ -	0.00%	\$ 36,650	44.94%	
Totals	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$ 2,700	300 hrs.	\$ 2,700
5130	DPW Overtime	75 hrs.	3,000	75 hrs.	3,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	100 hrs.	5,000	100 hrs.	5,000
	Total	0.14 FTEs	\$ 17,700	0.14 FTEs	\$ 17,700

Department of Planning and Land Management (DPLM) Mission Statement:

The mission of the Department of Planning and Land Management is to integrate and coordinate the functions of long-range planning, natural resource protection, development and growth regulation, land management, affordable housing production, and land use control so that the Town can better formulate and pursue a unified development strategy that will preserve Concord's unique character.

Planning Division Mission Statement:

The mission of the Planning Division is to guide both public and private land use, resources, and building decisions in a manner that preserves Concord's unique character, and to provide a high level of staff support on these issues to the Town's boards and committees.

Budget Highlights:

- This budget represents a 0.4% decrease in operating appropriation over that of the FY16 budget.
- Included in the Planning Division budget are funds to support the Planning Board, Board of Appeals, Historic Districts Commission, Historical Commission, and Community Preservation Committee, among others.
- In FY17, an additional \$40,000 in Capital Outlay is requested toward the Town's Comprehensive Plan and \$65,000 to begin recodification of the Zoning Bylaw.
- In addition, \$16,000 is proposed to fund a portion of Concord's share of the Regional Housing Services Office.

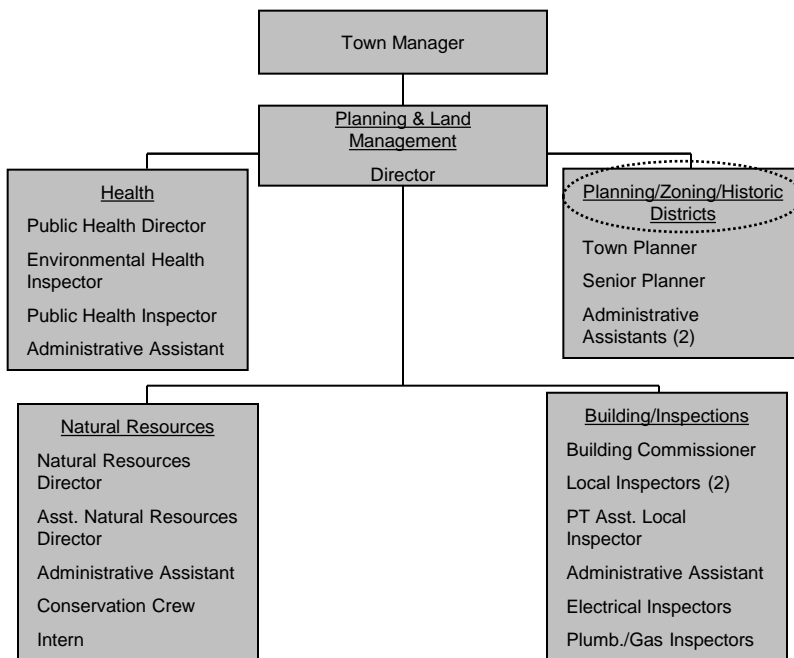
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 291,251	\$ 323,485	\$ 452,128	\$ 460,857
Other Funds	\$ 74,542	\$ 80,187	\$ 83,974	\$ 83,713
Total Expenditures	\$ 365,793	\$ 403,672	\$ 536,102	\$ 544,570

Description:

The Department of Planning and Land Management (DPLM) was created by the Board of Selectmen in 1990 for the purposes outlined in its mission statement. The DPLM is comprised of four primary Divisions: Planning, Natural Resources, Building & Inspections, and Health. These Divisions provide staff support to many of the Town's regulatory boards and committees, in addition to other specific and task oriented committees.

The Planning Division is responsible for coordinating the review and administration of development proposals that are submitted for approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division also supports the work of the Community Preservation Committee, Historical Commission and Bruce Freeman Rail Trail Advisory Committee and is involved in affordable housing, traffic and transportation planning, economic development, historic resources protection, public facilities planning, sustainability and promulgating development regulations.



Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 299,081	\$ 365,335	\$ 404,737	\$ 405,395	\$ 405,395
Purchased Services	38,596	22,814	24,150	34,760	23,060
Supplies	5,767	11,018	7,800	6,975	6,775
Other Charges	3,548	4,505	4,415	4,540	4,340
Capital Outlay	18,801	-	95,000	105,000	105,000
Totals	\$ 365,793	\$ 403,672	\$ 536,102	\$ 556,670	\$ 544,570

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 452,128	84.34%	\$ 460,857	84.63%	1.93%
Light Fund	11,156	2.08%	11,110	2.04%	-0.41%
Water Fund	44,611	8.32%	44,426	8.16%	-0.41%
Sewer Fund	7,437	1.39%	7,407	1.36%	-0.40%
Community Preserv. Fund	20,770	3.87%	20,770	3.81%	0.00%
Totals	\$ 536,102	100.00%	\$ 544,570	100.00%	1.58%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-2	Zoning Bylaw Recodification	\$ 35,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -
B-7	Long Range Plan	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 95,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary

		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 125,948	1.00	\$ 125,948
	Town Planner	1.00	91,173	1.00	91,173
	Senior Planner	1.00	83,080	1.00	83,080
	Planning Administrative Assistant	1.00	55,943	1.00	56,585
	ZBoA Administrative Assistant	1.00	48,593	1.00	48,609
	Total	<u>5.00 FTEs</u>	<u>\$ 404,737</u>	<u>5.00 FTEs</u>	<u>\$ 405,395</u>

Program Implementation

The FY17 budget recommendation will allow Planning Division staff to continue provision of technical and administrative support to three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees, which include the Community Preservation Committee, the Historical Commission and the Bruce Freeman Rail Trail Advisory Committee. The full-time staff includes the Director of Planning and Land Management, one Town Planner, one Senior Planner and two Administrative Assistants. The Senior Planner position is partially funded by the Community Preservation Fund, as permitted by statute and one Administrative Assistant position is funded in part by the Regional Housing Services Office (RHSO) for administrative support.

Planning Division staff also provide technical and administrative support to various other committees as assigned. The Director of Planning and Land Management continues to provide staff and technical support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise and make recommendations to the Select Board on developing a rail trail in Concord – 100% design plans are being developed. The Director will continue to serve on the Parking Management Plan Implementation Group, a group that includes the Finance Director, Police Chief, Public Works Director, Town Engineer and an outside consultant focused on improving parking management in Concord Center, Thoreau Depot and West Concord.

The Town Planner serves as the Planning Division Manager and provides Planning staff support to the Planning Board and Board of Appeals. The Town Planner led efforts to prepare a Development Guide to provide information about the permitting process in Concord, working closely with a consultant and coordinating the effort with other Town staff. Additional projects identified for FY17 include working with the Director to support the Comprehensive Plan Committee and to begin the Zoning Bylaw Recodification process.

The Senior Planner will continue working with the RHSO staff to promote affordable housing opportunities in Concord; she worked closely with the RHSO staff and a housing consultant to complete the 2015 Housing Production Plan, which was submitted to the State for acceptance in December 2015. The Senior Planner also supports the work of the Historic Districts Commission, the Community Preservation Committee and the Historical Commission. The Historical Commission is working with Brandeis University on the McGrath Farmstead archeological project and has proposed a Demolition Review bylaw for consideration in 2016.

The Planning Division submitted 5 applications for funding consideration by the Community Preservation Committee in the fall of 2015 for continued support of the Regional Housing Services Office; 100% design and land acquisition for Phase 2B and 2C of the Bruce Freeman Rail Trail; Wheeler-Harrington House Preservation, Town House Interiors (elevator and preservation) and Land Acquisition. Four of the five projects are recommended for funding at the 2016 Annual Town Meeting.

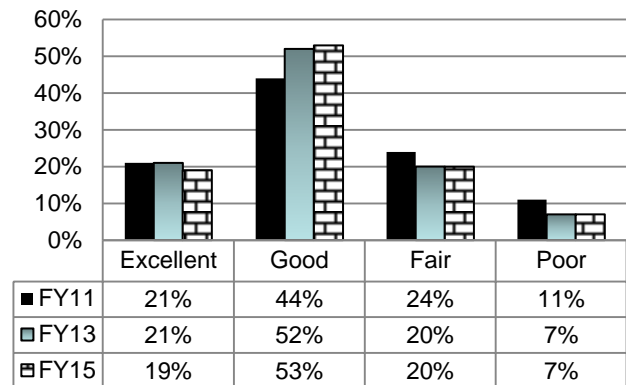
Town Manager Goal: To Preserve the Town's Character

Division Goal: *To ensure that the Planning Department operates in an efficient and effective manner*

Objective: To measure citizen satisfaction with the Planning Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Rating of Services provided by the Department of Planning & Land Management



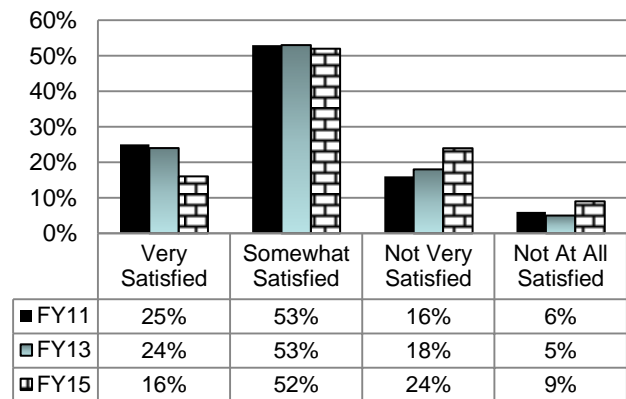
Town Manager Goal: To Preserve the Town's Character

Division Goal: *To develop the Town in a satisfactory way*

Objective: To measure citizen satisfaction with the way Concord is being developed

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Satisfaction with the way Concord is being developed



Goal: *To develop the Town in a satisfactory way.*

Objective: Begin the development of a new Comprehensive Plan that integrates the Town's four sustainability principles in the framework identified by the American Planning Association's Sustaining Places Initiative.

Measure: The formation of the Comprehensive Plan Committee and adoption of a new Plan by the Planning Board and Select Board by January 2018.

A Kick-off Event for the Comprehensive Plan was held on Tuesday, October 27, 2015 with approximately 65 people attending. The Event celebrated actions identified in the 2005 Plan that have been completed, discussed the actions remaining to be done and introduced the APA's framework for developing the next Comprehensive Plan using the following six principles: Livable Built Environment, Harmony with Nature, Resilient Economy Interwoven Equity, Healthy Community, and Responsible Regionalism. The Committee is expected to conduct significant public outreach and education to foster the civic engagement needed to define the vision for the Town. The Committee, with the assistance from a consultant and Planning staff, will conduct a public process to solicit public input, affirm community values, goals and objectives, develop a statement of goals and objectives for the Plan and present an interim report to the Planning Board and Select Board by May 2017. From May to November 2017, the Committee will continue to refine the Plan and present findings and initial recommendations in a public forum to receive feedback from Town citizen on the proposed Plan and incorporate additions and revisions as needed. The Committee will submit a final Comprehensive Plan to Planning Board for adoption in December 2017 and to Select Board for acceptance in January 2018.

Mission Statement:

The mission of the Board of Appeals is to render decisions on applications submitted by residents, property owners and developers concerning land use and development as defined by the Zoning Bylaw and Sign Bylaw; and, to conduct public hearings to receive public input and other information that will allow the Board to determine the merits of an application when making a decision on special permits, site plan review associated with a special permit, appeals of the Building Inspector's decision, variances from the Zoning Bylaw and comprehensive permits in compliance with State regulations.

Description:

The Board of Appeals is a quasi-judicial body authorized by Massachusetts General Laws, Ch. 40A (The Zoning Act) and Ch. 40B (Comprehensive Permit).

The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw (such as special permits, variances and appeals of the decisions by the Building Inspector) and the Sign Bylaw. The Zoning Bylaw and maps referenced therein define the land uses for the Town, and are subject to acceptance by a two-thirds vote of Town Meeting.

The Board of Appeals consists of three voting members and three associate members, which are appointed by the Board of Selectmen.

The Administrative Assistant is responsible for insuring compliance with State laws regarding notice of hearings, timing/publishing of public notices, maintaining records of the Board and filing the Board's decisions with the Town Clerk's office.

Overview

The office for the Board of Appeals is located within the Planning Division in the Department of Planning and Land Management (DPLM) at 141 Keyes Road, and is under the purview of the Director of Planning and Land Management.

The full-time Administrative Assistant provides clerical support to the Board of Appeals; which includes the following activities: assisting the public in the application process; accepting applications and supporting documentation; reviewing information to assure that it is complete; notifying abutters of hearings; preparing, posting, and advertising agendas in accordance with statutory requirements; preparing application packets for board members (including the agenda notes), and maintaining the records and files of the Board. Additionally, the Board of Appeals Administrative Assistant attends the monthly meetings and records minutes of the meeting; drafts decisions for the Board members to review, comment and adopt; processes decisions prepared by Board members; files decisions (including further notification of abutters); and, monitors key decision actions (and the timing of these actions) to ensure compliance with state regulations.

This position also serves the Historic Districts Commission in the same capacity, with the same level and focus of detail required.

The Building Commissioner, who is responsible for enforcement of the Board of Appeals decisions and the Zoning Bylaw, and the Town Planner review the applications in order to provide comments to the Board of Appeals on the compliance of the project within the framework of the Zoning Bylaw, attends the Board's public hearings and provides technical staff support to the Board of Appeals. A Senior Planner serves a similar capacity to the Historic Districts Commission.

Board of Appeals Programs

Program 1 – Board of Appeals Operations:

Objective: To perform the duties of the Board of Appeals in an effective an efficient manner and in compliance with all related regulations.

The Board conducted fourteen public hearings and fifteen public meetings in 2015, during which it considered fifty-seven applications. Forty-nine special permits, including renewals and amendments were granted. One variance was denied. One appeal of the decision of the Building Inspector was granted and one appeal of the decision of the Building Inspector was denied. There was one appeal of the Board's decisions. One application was withdrawn without prejudice at the request of the Applicant. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.)

ZONING BOARD OF APPEALS ACTIVITIES

<u>Special Permits Granted</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
Change, alteration or extension of a nonconforming use and structure	11	14	15	21	13	21
Reconstruction of a nonconforming use and/or structure	22	17	19	18	16	14
Restoration of a non-conforming use or structure damaged by fire	0	1	0	0	0	0
Site plan approval (associated with a special permit)	4	12	11	6	2	2
Amend or extend a special permit and site plan approval	2	1	0	0	0	1
Relief from design requirements	0	1	4	1	2	0
Relief from parking requirements	1	1	9	6	1	3
Off-site parking/increased parking demand/joint parking facilities	0	1	0	1	1	1
Parking of Commercial Vehicles	3	1	0	2	1	1
Special home occupation (new and renewal)	7	4	4	1	2	3
Additional dwelling unit	6	2	5	3	5	2
Planned residential development (PRD)	3	0	1	0	2	3
Hammerhead lot (new and amendment)	2	0	3	1	1	0
Private Recreation	1	1	1	0	0	1
Seasonal catering in LBD #5	0	0	0	0	1	1
Accessory Uses	0	4	4	0	3	3
Transfer development rights						1
Work in the Flood Plain conservancy district	0	2	4	4	3	0
Work in the Groundwater conservancy district	1	0	4	0	1	0
Temporary accessory mobile trailers						2
Extend Zoning district line	0	1	0	0	0	1
Combined Industrial/Business/Residential Use	0	0	1	1	0	0
Bed & Breakfast	1	1	0	1	0	3
Temporary event parking or special event	1	2	0	2	2	2
Wireless communications facility (amendment and new)	3	6	1	0	0	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	0	3	0	0
Increase gross floor area by more than 50% (incl. amendments)	0	0	0	7	5	9
Divide land to preserve historically significant structure						1
Comprehensive permit	0	0	0	1	0	0
Amendment to a comprehensive permit or variance	3	0	0	0	0	0
Special permits denied	0	0	0	0	0	0
Variances granted	0	0	3	3	1	0
Variances denied						1
Sign bylaw variances granted	2	2	0	2	2	5
Sign bylaw variances denied	0	0	0	0	0	0
Appeal of the decision of Bldg. Inspector granted						1
Appeal of the decision of Bldg. Inspector denied						1

Mission Statement:

The mission of the Natural Resources Division is to protect and preserve the Town’s natural resources, including wetlands, ponds, streams, and riparian corridors; to assist the Board of Selectmen and Town Manager in open space planning; to manage open space and farmland to the benefit of current and future generations, and to provide environmental outreach and education to Concord residents.

Budget Highlights:

- This budget represents approximately a 1.0% *decrease* in operating appropriation from that of the FY16 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$5,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management.
- In addition, the budget includes \$20,000 to purchase a vehicle for use by staff and the conservation crew.

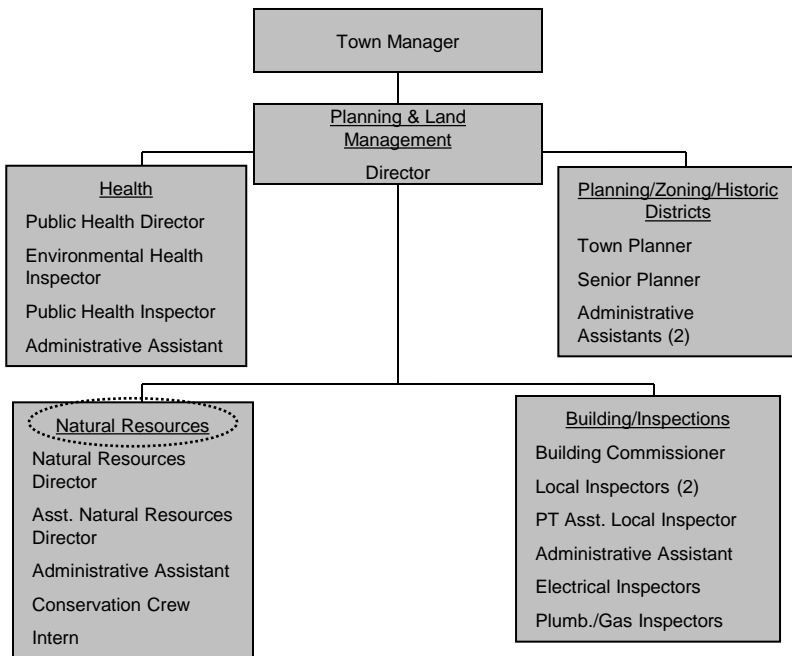
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 190,302	\$ 228,506	\$ 211,537	\$ 228,799
Other Funds	\$ 49,950	\$ 51,891	\$ 53,921	\$ 53,210
Total Expenditures	\$ 240,252	\$ 280,397	\$ 265,458	\$ 282,009

Description:

The Natural Resources Division (DNR) is responsible for providing technical and administrative support to the Natural Resources Commission (NRC) in reviewing and approving projects in accordance with the state Wetlands Protection Act, Rivers Protection Act, and the Concord Wetlands Bylaw; updating and implementing the Open Space and Recreation Plan; and reviewing and monitoring Conservation Restrictions and Agricultural Preservation Restrictions.

The DNR is also responsible for managing 1,400 acres of conservation land, overseeing agricultural licenses on approximately 200 acres of Town land, coordinating land protection efforts with various groups, and supporting three community gardens. In addition to the NRC, the Division provides staff support to the following committees: the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, and Trails Committee.



GENERAL GOVERNMENT: Natural Resources

Item 5B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 212,327	\$ 217,073	\$ 234,083	\$ 235,874	\$ 235,874
Purchased Services	15,656	8,342	15,230	12,100	11,100
Supplies	10,540	7,180	9,000	8,800	7,650
Other Charges	1,730	3,442	2,145	2,385	2,385
Capital Outlay	-	44,360	5,000	50,000	25,000
Totals	\$ 240,252	\$ 280,397	\$ 265,458	\$ 309,159	\$ 282,009

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 211,537	79.69%	\$ 228,799	81.13%	8.16%
Light Fund	21,360	8.05%	21,078	7.47%	-1.32%
Water Fund	26,047	9.81%	25,703	9.11%	-1.32%
Sewer Fund	6,514	2.45%	6,429	2.28%	-1.30%
Totals	\$ 265,458	100.00%	\$ 282,009	100.00%	6.23%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-4	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-5	Vehicle Replacement	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -
B-6	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 5,000	\$ 25,000	\$ 5,000	\$ 25,000	\$ 25,000	\$ 5,000

GENERAL GOVERNMENT: Natural Resources

Item 5B

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 95,045	1.00	\$ 95,135
	Assistant Natural Resources Director	1.00	66,108	1.00	66,108
	Administrative Assistant	1.00	51,750	1.00	52,451
	Sub Total	<u>3.00 FTEs</u>	\$ 212,903	<u>3.00 FTEs</u>	\$ 213,694
5120	Conservation Crew	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	400 hrs.	4,000	500 hrs.	5,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Total	<u>3.86 FTEs</u>	\$ 234,083	<u>3.91 FTEs</u>	\$ 235,874

Program Implementation

The FY17 budget recommendation includes funding for three full-time staff positions (Natural Resources Director, Assistant Natural Resources Director, and Administrative Assistant), two seasonal positions (Conservation Crew), and a temporary part-time Intern position.

The majority of full-time staff time is dedicated to administering and enforcing the state Wetlands and Rivers Protection Acts and the Concord Wetlands Bylaw, and providing technical and administrative support to the Natural Resources Commission. Natural Resources Division full-time staff is also committed to supporting three active NRC subcommittees: the Conservation Restriction Stewardship Committee, the Heywood Meadow Stewardship Committee, and the Trails Committee. Division staff also provide technical guidance to homeowners, real estate professionals, and other Town departments on wetlands permitting; review certain Planning Board and Zoning Board of Appeals applications for potential effects to the environment; and review building permit applications for compliance with wetlands regulations. Full-time staff manage 16 agricultural agreements over 200 acres of Town lands, and oversee three community gardens. A fourth community garden is planned for the spring of 2016 at 6A Harrington Avenue.

Seasonal part-time staff assists the Division in managing and maintaining conservation lands and trails. Funding for the Conservation Crew allows trail maintenance, invasive species control, land management on 1,400 acres of conservation land (including White Pond Reservation) and 24.5 miles of trails, and mowing 84 acres of open land. Funding for an Intern is intended to assist the Division in continuing its work on land management.

Division staff updates and implements the Open Space and Recreation Plan, and initiates projects and programs on conservation land to protect and improve the environment and to provide recreational trail access. In the fall of 2015, DNR staff submitted three Community Preservation Act requests for funding: ongoing habitat invasive species removal at Old Calf Pasture, erosion control measures at White Pond, and design funds to replace the Chamberlin Park bridge. The first two projects are recommended for funding at 2016 Town Meeting and will be undertaken in FY17.

Pending 2016 Town Meeting funding approval, Rangers will again be hired to monitor the town-owned land around White Pond to ensure compliance with Town rules and regulations.

In FY17, Division staff will work with an outside consultant to develop a dredging feasibility study to improve the ecological health of and recreational opportunities at Warner's Pond.

Natural Resources Programs

Program 1 – Natural Resources Operations:

Town Manager Goal: To Preserve the Town’s Character

Objective: To operate the Natural Resources Division in an effective and efficient manner.

Wetlands Protection Act Summary	2011	2012	2013	2014	2015
Public Hearings	24	23	24	21	22
Notices of Intent and ANRADs	54	45	57	37	35
Request for Determination of Applicability	12	16	21	14	16
Administrative Approvals	36	49	37	45	52
Amended Orders	4	7	2	1	6
Requests for Extension	2	2	0	0	2
Certificates of Compliance	32	36	48	29	22
Regulatory Appeals	0	0	2	2	3
Wetland Enforcement Actions/Violations	10	3	4	0	0
Emergency Certifications	4	1	3	4	2

The NRC reviewed 35 Notices of Intent and Abbreviated Notices of Resource Area Determination, and 16 Requests for Determination of Applicability, for a total of 51 new applications. The NRC approved six Amendments and extended two permits. Administrative approvals for very minor projects remained high at 52. Twenty-two Certificates of Compliance to close out projects were issued in 2015.

No new violations were identified in 2015. The Order of Conditions and Determination of Applicability that were appealed to DEP in 2014 both found resolution in 2015 and were withdrawn. The 2014 DEP Superseding Order of Resource Area Delineation affirming the Commission’s 2013 decision on the wetland boundary at Keuka Road was overturned in 2015 through an Adjudicatory Hearing process with DEP.

Two Emergency Certifications were issued in 2015, one to reinforce Cambridge Turnpike, which was compromised by the breach of Crosby’s Pond, and a second to repave a portion of the emergency room parking lot at Emerson Hospital.

GENERAL GOVERNMENT: Inspections

Item 5C

Mission Statement:

The mission of the Building Inspections Division is to efficiently, effectively, and fairly enforce the provisions of the Massachusetts State Building Code, Architectural Access Board Regulations, the Concord Zoning and Sign Bylaws, the Massachusetts Electrical, Plumbing and Gas Codes.

Budget Highlights:

- This budget represents a 4.6% *increase* in the operating appropriation from the FY16 budget.
- Building construction activity continues to be strong in 2015. From Jan. 1 to Dec. 31, the Division issued 1,038 building permits – a 19% increase from the previous year and record number of issued building permits.
- A new part-time assistant local inspector has been hired and is now helping with the increasing permit workload and an additional 140 hours for Assistant Plumbing, Gas, and Electrical Inspector is also proposed.
- The Building Inspections Division collected \$991,099 in permit fees in CY15.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 387,395	\$ 401,364	\$ 441,573	\$ 461,727
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 387,395	\$ 401,364	\$ 441,573	\$ 461,727

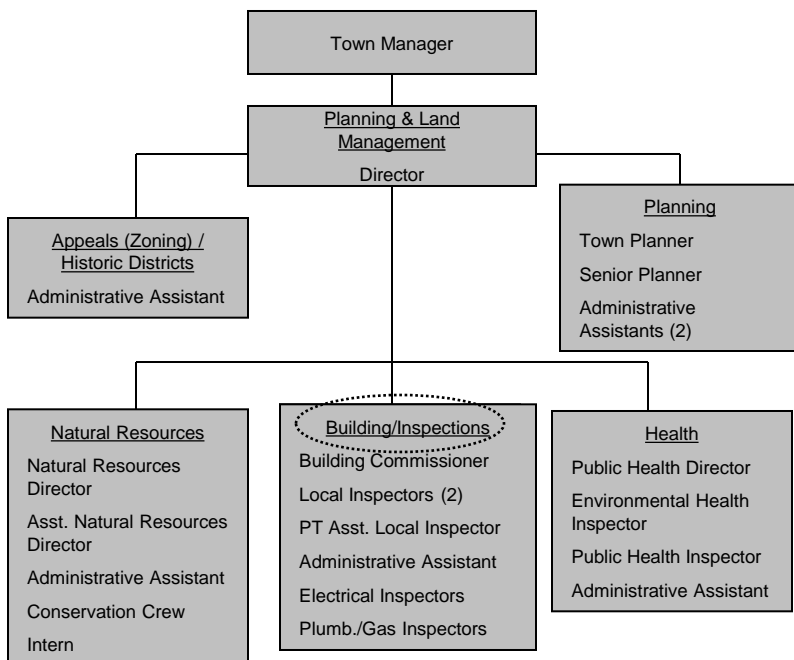
Description:

The Inspections Division enforces the provisions of the Massachusetts State Building Code for all construction, reconstruction, alteration, repair, demolition, removal, inspection, installation of mechanical equipment, etc. In addition, the Division issues now issue all Sprinkler and Alarm permits for the town.

The Division ensures code compliance associated with building safety, ingress and egress, energy conservation, and sanitary conditions. It enforces specialized codes such as the Architectural Access Code, the Plumbing & Gas Codes, and the Electrical Code.

The Division also enforces provisions of the Town's Zoning Bylaw, Sign Bylaw, and other related regulations.

In addition, the Division is required by law to annually inspect all places of public assembly, restaurants, schools, dormitories, museums, nursing homes, farm labor camps, multi-family homes, day care facilities, inns, hotels, liquor establishments, and public pools.



GENERAL GOVERNMENT: Inspections

Item 5C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 368,644	\$ 382,794	\$ 429,453	\$ 456,975	\$ 450,182
Purchased Services	6,884	7,790	1,588	1,530	1,530
Supplies	4,498	3,728	3,450	2,715	2,715
Other Charges	7,050	7,028	7,082	7,500	7,300
Capital Outlay	319	25	-	-	-
Totals	<u>\$ 387,395</u>	<u>\$ 401,364</u>	<u>\$ 441,573</u>	<u>\$ 468,720</u>	<u>\$ 461,727</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 441,573	100.00%	\$ 461,727	100.00%	4.56%
Totals	<u>\$ 441,573</u>	100.00%	<u>\$ 461,727</u>	100.00%	4.56%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 110,068	1.00	\$ 110,068
	Local Inspector	1.00	86,507	2.00	160,007
	Assistant Local Inspector	1.00	71,688	0.00	-
	Part Time Assistant Local Inspector	0.40	22,573	0.60	36,520
	Administrative Assistant	1.00	64,102	1.00	64,102
	Sub Total	<u>4.40 FTEs</u>	\$ 354,938	<u>4.60 FTEs</u>	\$ 370,697
5115	Plumbing/Gas Inspector	980 hrs.	\$ 40,447	1110 hrs.	\$ 45,417
	Electrical Inspector	980 hrs.	30,588	1110 hrs.	30,588
5158	Cell Phone Allowance	N/A	780	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>5.34 FTEs</u>	\$ 429,453	<u>5.66 FTEs</u>	\$ 450,182

Program Implementation

The major expenditure in the FY17 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, two Local Inspectors, and an Administrative Assistant). The Division is also assisted by six part-time positions (Three part-time Electrical Inspectors and two part-time Plumbing & Gas Inspectors, and new Part-time Assistant Local Inspector).

The Building Inspections Division issued 1,038 building permits in CY2015, which is a 19% increase from last year. This makes this a record year for the number of building permits issued in Concord. The overall construction value in 2015 was \$80.7 million compared to \$80.4 million in CY2014. Of this total, \$52.7 million was for residential construction with \$28 million in commercial work. This is a 12% increase in residential construction value over a year ago.

The value of “new residential dwelling units” built in Concord went from \$24 million last year to \$27.4 million in 2015. This new residential construction value represents fifty-one (51) new detached single family homes permitted in 2015 versus thirty-eight (38) new home permits issued in 2014. Of these fifty-one (51) new homes, thirty-four (34) or 67% were the result of “tear downs” (the demolition of an existing house to allow the construction of a new, often larger home). Three duplex’s account for another six (6) attached dwelling units permitted as part of the Black Birch PRD off of Forest Ridge Road. Over the past year, an additional \$25.3 million dollars was spent on alterations or additions to existing single family residential homes in Concord. This is a 9% increase over 2014. Mechanical permits increased by 3%, Electrical permits decreased by 17%, Plumbing/Gas permits decreased by 12%. In total of 2,824 permits (all types of permits) were issued in 2015 compared to 2,936 permits issued in 2014. This represents a 4% decrease in the total number of permits issued over last year.

Demands on the Inspections Division staff remained high, as they provide technical assistance to property owners, builders, real estate professionals, other Town departments, boards, committees, and personnel at an increasing level each year. Beyond issuing building permits and carrying out site inspections, the Division’s staff spends an increasing amount of time reviewing sub-division proposals, special permit applications, variance requests; making zoning determinations; and addressing zoning complaints. In 2015 the Inspections Division will be taking over the issuance of Sprinkler and Fire Alarm permits from the Fire Department and this will add to our workload.

The Division is strongly committed to pursuing Zoning and Sign Bylaw enforcement. Division staff also work to keep-up with the expanding, quickly changing, and increasingly complicated regulations that require enforcement (such as the adoption by Concord of the “Stretch Energy Code” for one and two-family dwellings and for commercial construction).

GENERAL GOVERNMENT: Inspections

Item 5C

Program 1 – Inspections Operations:

Town Manager’s Goal: To Preserve the Town’s Character

Objective: To operate the Inspections Division in an effective and efficient manner.

<u>Permits Issued</u>						
	2010	2011	2012	2013	2014	2015
New single family home	41	30	29	55	38	51
Multi-family attached units	21	0	0	0	75	6
Additions and Alterations	644	686	631	770	759	866
Commercial	90	90	73	100	114	115
Total Building Permits	796	806	733	925	873	1038
Electrical	642	745	730	933	907	751
Plumbing	424	470	487	480	546	478
Mechanical	-	26	70	91	119	122
Gas	320	340	382	416	443	391
Sign	30	41	35	54	68	62
Total (all permits)	2,212	2,428	2,899	2,899	2,956	2,824

<u>Value of Construction</u>						
	2010	2011	2012	2013	2014	2015
Value in Millions	\$90.0*	\$44.0	\$68.8	\$142.6	\$80.4	\$80.7

<u>Permit Fee Revenue (by Calendar Year)</u>						
	2010	2011	2012	2013	2014	2015
Revenue	\$955,212*	\$554,211	\$809,045	\$783,883	\$1,015,370	\$991,099

Mission Statement:

The mission of the Concord Health Division is to assess and address the needs of the Concord community related to protecting and improving the health and quality of life of its residents, workers, and visitors. This mission is realized through the development and implementation of disease prevention and health promotion programs, community and environmental health services, public outreach and education programs, as well as promulgation and enforcement of Town and State health regulations.

Budget Highlights:

- This budget represents a 0.7% decrease in the operating appropriation over that of the FY16 budget.
- To implement some of the recommendations of the Healthy Communities Initiative, this budget allocates \$7500.
- \$500 is proposed for compliance checks for tobacco sales to minors.
- In FY17 an amount of \$8,500 is proposed to provide 340 hours of service by a Public Health Nurse to be associated with the Health Division and the Senior Services Division.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 261,601	\$ 283,497	\$ 299,701	\$ 297,156
Other Funds	\$ 74,522	\$ 76,985	\$ 81,068	\$ 80,784
Total Expenditures	\$ 336,123	\$ 360,481	\$ 380,769	\$ 377,940

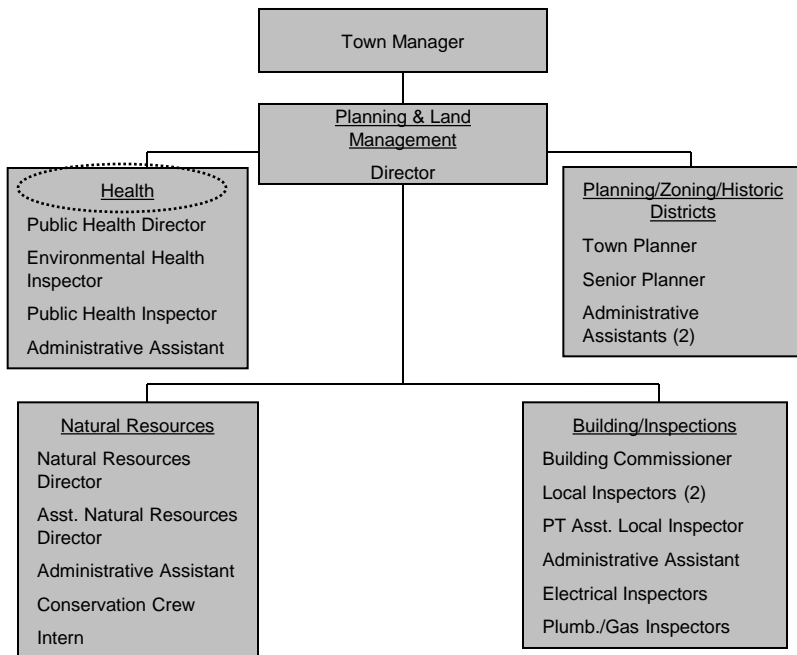
Description:

The Board of Health is comprised of five members appointed for three-year terms by the Town Manager. The Board promotes, enacts, and enforces health policy and regulations in accordance with local bylaws and state law, and is responsible for the overall stewardship of the public health of the town.

Four full-time employees in the Division implement the public health policy set forth by the Board of Health in concert with the mission of the Town. This is achieved through education, permitting programs, plan reviews, and enforcement actions centered around public and environmental health statutes, laws, and regulations.

The Division performs critical functions relative to the protection of public health and the environment including: the control of communicable diseases, the promotion of sanitary living conditions, the protection of the environment from damage and pollution, and the promotion of healthy lifestyles.

The Massachusetts Division of Standards, under contract with the Town, performs Weights and Measures inspections of gas pumps, retail scanners, and scales used for the buying and selling of goods.



Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 291,191	\$ 306,821	\$ 319,479	\$ 319,600	\$ 319,600
Purchased Services	41,067	48,489	53,400	54,800	51,700
Supplies	2,366	2,864	3,900	3,250	3,250
Other Charges	1,498	2,201	3,990	3,990	3,390
Capital Outlay	-	106	-	-	-
Totals	<u>\$ 336,123</u>	<u>\$ 360,481</u>	<u>\$ 380,769</u>	<u>\$ 381,640</u>	<u>\$ 377,940</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 299,701	78.71%	\$ 297,156	78.63%	-0.85%
Water Fund	28,528	7.49%	28,301	7.49%	-0.80%
Sewer Fund	32,840	8.62%	32,783	8.67%	-0.17%
Other Towns	19,700	5.17%	19,700	5.21%	0.00%
Totals	<u>\$ 380,769</u>	100.00%	<u>\$ 377,940</u>	100.00%	-0.74%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 92,899	1.00	\$ 93,020
	Assistant Public Health Director	1.00	81,562	1.00	81,562
	Public Health Inspector	1.00	72,416	1.00	72,416
	Administrative Assistant	1.00	64,102	1.00	64,102
	Sub Total	<u>4.00 FTEs</u>	\$ 310,979	<u>4.00 FTEs</u>	\$ 311,100
5120	Public Health Nurse	340 hrs.	\$ 8,500	340 hrs	\$ 8,500
	Total	<u>4.16 FTEs</u>	<u>\$ 319,479</u>	<u>4.16 FTEs</u>	<u>\$ 319,600</u>

Program Implementation

The FY17 budget recommendation includes a 0.7% decrease in operating cost for the Health Division compared to FY16.

This budget reflects continued funding for the Public Health Nurse position at \$8,500 to provide 340 hours of nurse staff time, primarily serving seniors at the COA..

The FY17 budget continues funding approved in the FY15 and FY16 to fund Healthy Concord initiatives for youth emotional resiliency and mental health and other healthy community initiatives; \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products, \$2,000 to participate in regional tick borne illness prevention and education efforts; \$4,500 for water quality testing at public beaches.

FY17 request for continued level funding at \$20,000 for the services of the East Middlesex Mosquito Control Project. These services provide valuable surveillance and response efforts to protect Concord residents from Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV), including treating catch basins with larvacides to prevent mosquito growth. Line items also include \$900 for rabies testing; the town is legally required to submit samples of animals suspected of carrying rabies that have contacted humans to MDPH state lab for testing. Fees pay for courier service to state lab and veterinarian fees to prepare specimens.

The recommendation also includes \$4,200 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

Beginning FY12, the Town contracts with the State for the provision of weights and measures inspections. Accordingly, an amount of \$7,000 is now budgeted in purchased services for this work by the Massachusetts Division of Standards under contract with the Town of Concord.

Health Programs

Program 1 – Health Operations:

Town Manager’s Goal: To enhance Residents’ Quality of Life

Objective: To provide public health services to Concord in an effective and efficient manner.

The Health Division issued the following permits and licenses in 2015, collecting \$135,000 in total fees.

Permits and Licenses Issued							
	2009	2010	2011	2012	2013	2014	2015
Food services/retail food	125	125	180	168	197	207	209
Tobacco sales	22	22	20	17	17	14	14
Permits to keep farm animals	51	64	68	83	84	99	116
Bathing beaches	3	3	3	3	3	3	3
Swimming pools	22	21	21	21	26	24	23
Hazardous materials control permits	48	48	49	49	50	56	52
Recreational camp sites	10	13	13	13	12	13	13
Tanning facilities	2	2	1	1	1	1	1
Disposal works installers	109	103	71	76	90	97	92
Septage haulers	24	18	20	18	22	24	27
Rubbish haulers	0	13	12	13	13	14	15
Funeral directors	4	4	4	4	3	3	4
On-site sewage disposal permits	135	128	117	108	95	117	189
Building permit reviews	129	151	146	170	191	220	184
Drinking/irrigation well permits	7	14	29	24	17	14	19
Body Art Establishments				1	1	1	1
Body Art Practitioners				2	3	5	5

*Licensing changed from per site to per pool in 2008

Under a regional service contract, the Health Division staff provided a total of 500 hours (or 6% of total staff hours) of staff support to the town of Lincoln resulting in \$30,000 in additional revenue for the Town of Concord.

Health Staff annually conducts approximately 400 field inspections for septic system installation; 150 food service inspections; 108 inspections of properties where animals are kept; 28 tobacco sales inspections; 20 housing inspections; 19 recreational camp inspections; and 23 inspections of swimming pools.

Emerson Hospital Home Care held its annual senior flu clinics at the Harvey Wheeler Community Center and vaccinated approximately 135 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 85 employees were vaccinated.

Mission Statement:

The purpose of this funding is to operate and maintain the 141 Keyes Road facility in an efficient and cost-effective manner for offices, storage, conference, and general meeting space.

Budget Highlights:

- This budget represents approximately a 4.3% decrease in operating appropriation over that of the FY16 budget.
- The budget anticipates hiring a part-time custodian to clean and maintain the building. This work had been done by an outside contractor.
- All exterior lighting on the building have been converted to LED lights. This work is estimated to save \$231/year.
- The Sawyer Trust Fund is providing funding to replace all interior lights with LED lighting. This installation should be completed by the Spring of 2016. This conversion is expected to save \$2,359/year.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 74,095	\$ 74,560	\$ 73,368	\$ 70,654
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 74,095	\$ 74,560	\$ 73,368	\$ 70,654

Description:

This budget provides for the cost of operating and maintaining the Victorian-era brick building at 141 Keyes Road. Originally constructed in 1898 as a combined electric-generating plant and a sewage pumping station, the building was renovated in 1993-94 to provide a little less than 10,000 square feet of Town office space. The building is significant because it is the first municipal building completed in the 20th century by the Town, and is an excellent example of Federal Revival municipal architecture.

The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Building & Inspections, Health, Natural Resources and Planning Divisions. With the Town hosting the Regional Housing Services Office for a third year, in the second floor meeting room, there is currently only one large meeting room available in the building. The capacity of this meeting room is for 89 people. This meeting room is available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions, and can be reserved by contacting the Planning Division staff. The first floor meeting room at 141 Keyes Road also serves as a polling place for Concord residents because of the available parking and the building's accessibility.

There is a public-accessible Geographic Information System (GIS) kiosk located on the first floor, which receives regular visits by the public.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HD D from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	4,003	0.70			97,680		
FY2010	4,971	0.91	30%	30%	90,960	-7%	-7%
FY2011	4,814	0.80	15%	-12%	93,800	-4%	3%
FY2012	3,730	0.76	9%	-5%	91,982	-6%	-2%
FY2013	4,822	0.85	22%	12%	86,360	-12%	-6%
FY2014	5,612	0.87	25%	3%	84,040	-14%	-3%
FY2015	5,060	0.79	13%	-10%	83,600	-14%	-1%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 21,457	\$ 760	\$ -	\$ 21,924	\$ 21,924
Purchased Services	40,918	56,433	57,368	35,730	35,730
Supplies	5,158	1,842	6,000	4,000	3,000
Other Charges	-	-	-	-	-
Capital Outlay	6,562	15,526	10,000	10,000	10,000
Totals	<u>\$ 74,095</u>	<u>\$ 74,560</u>	<u>\$ 73,368</u>	<u>\$ 71,654</u>	<u>\$ 70,654</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,368	100.00%	\$ 70,654	100.00%	-3.70%
Totals	<u>\$ 73,368</u>	100.00%	<u>\$ 70,654</u>	100.00%	-3.70%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
B-1	Building Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00	\$ -	0.50	\$ 21,924
	Total	<u>0.00 FTEs</u>	<u>\$ -</u>	<u>0.50 FTEs</u>	<u>\$ 21,924</u>

Mission Statement:

The mission of the Finance Committee is to provide the budget guideline for the Town budget, and to submit a comprehensive, clearly written Finance Committee Report in preparation of Town Meeting. The Finance Committee monitors the Town's financial performance and emerging issues throughout the year.

Budget Highlights:

•This budget represents *no change* in operating appropriation from that of the FY16 budget.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 2,711	\$ 3,404	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,711	\$ 3,404	\$ 3,410	\$ 3,410

Description:

The Town Moderator appoints the 15-member Finance Committee. Five members are appointed to terms of 3 years at each Annual Town Meeting. Finance Committee members are not permitted to concurrently be an officer of the Town or a member of any other board of the Town. The Finance Committee meets regularly during the year. Prior to the Annual and any Special Town Meeting it conducts public hearings on financial matters scheduled to come before these meetings. It publishes an Annual Report and reports for special meetings as necessary to convey its recommendations. The report for the Annual Town Meeting must be printed and distributed to the voters not less than seven days before such a meeting. The Town Finance Department carries out the Finance Committee's administrative tasks. The Committee has no separate staff or secretarial support.

A 1976 Town Meeting vote requires the Committee to establish budget guidelines for the Select Board, Concord Public School Committee, and the Concord-Carlisle Regional School Committee prior to November 30th each year. One or more members of the committee are also assigned to observe and attend meetings of all other principal Town boards and committees, including school committees.

The Committee also manages the Reserve Fund Account (account #34), which is appropriated as part of the Town Budget. Requests for Reserve Fund transfers during the year are submitted through and with the prior approval of the Town Manager.

The Finance Committee Report is sent to the Town residents in April, in advance of the Annual Town Meeting. It is the principal means of informing those who will attend the Annual Town Meeting, and it serves as an informational resource for all residents. The report's goal is to convey succinctly to the Town residents the status of the Town's finances, the merits of its budgetary choices, and the recommendations of the committee.

In calendar year 2015, the Finance Committee met 26 times:

- 16 regular meetings;
- 6 public hearings;
- 1 joint meeting with the Select Board and the CPS and CCRSD School Committees; and
- 3 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2015 of budget guidelines for the FY17 budget year commencing July 1, 2016.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	2,345	3,118	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	366	286	350	350	350
Capital Outlay	-	-	-	-	-
Totals	\$ 2,711	\$ 3,404	\$ 3,410	\$ 3,410	\$ 3,410

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%
Totals	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%

Finance Department Mission Statement:

The mission of the Finance Department is to ensure the Town’s quality operational and financial management, by providing high quality financial, accounting, and administrative services, so that departments can perform their missions more efficiently, effectively, and innovatively, both now and in the future.

Finance Administration Mission Statement:

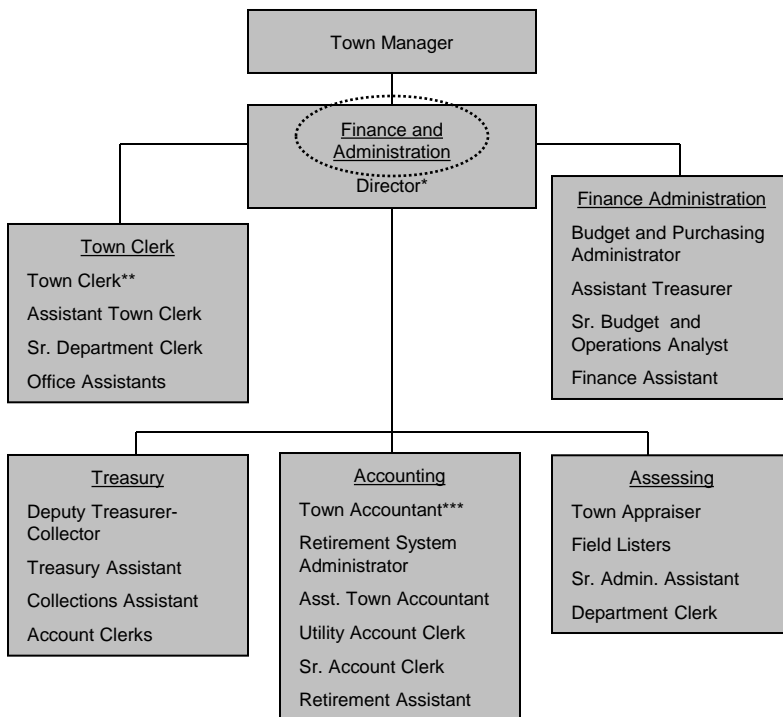
The mission of the Finance Administration Division is to manage the Town’s financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town’s financial situation, and to provide numerous high quality administrative services to the Town’s departments.

Budget Highlights:

- This budget represents a 1.0% *increase* in the operating appropriation from that of the FY16 budget.
- Personnel costs account for 95% of the proposed budget in FY17. These costs go to cover the salaries of the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The Purchased Services accounts are proposed to increase due to partial funding is proposed for the Town’s biennial Citizen Survey (\$5,000) for half the cost of the survey and (\$3,000) for associated printing and postage costs. In FY15 one survey was sent to each residence and received about a 20% response rate.
- 40% of the FY17 total costs are paid for by Other Funds (primarily Enterprise Funds), which use the financial and administrative services of the Finance Administration Division.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 264,888	\$ 276,262	\$ 281,410	\$ 284,105
Other Funds	\$ 177,191	\$ 182,394	\$ 187,630	\$ 189,426
Total Expenditures	\$ 442,079	\$ 458,656	\$ 469,040	\$ 473,531



Description:

The Finance Director is appointed by the Town Manager and serves as the Treasurer-Collector. He serves as custodian of the Concord Contributory Retirement Fund, and as Treasurer of the Trustees of Town Donations and for the Minuteman-Nashoba Health Group as well. The Director also supervises the other Finance Divisions: Assessing; Accounting; Treasury; and Town Clerk.

The Finance Administration Division supports the functions of fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and purchasing administration.

*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval from the Select Board.

**The Town Clerk is appointed by the Town Manager, approved by the Select Board.

*** The Town Accountant is appointed by the Select Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 420,353	\$ 435,917	\$ 449,440	\$ 450,306	\$ 450,306
Purchased Services	12,481	13,384	9,150	12,200	12,200
Supplies	1,326	1,165	2,500	2,500	2,500
Other Charges	5,860	8,122	7,950	8,525	8,525
Capital Outlay	2,058	69	-	-	-
Totals	<u>\$ 442,079</u>	<u>\$ 458,656</u>	<u>\$ 469,040</u>	<u>\$ 473,531</u>	<u>\$ 473,531</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 281,410	60.00%	\$ 284,105	60.00%	0.96%
Light Fund	46,905	10.00%	47,355	10.00%	0.96%
Water Fund	75,048	16.00%	75,766	16.00%	0.96%
Sewer Fund	18,764	4.00%	18,943	4.00%	0.95%
Solid Waste Fund	9,383	2.00%	9,473	2.00%	0.96%
Swim and Fitness Fund	9,383	2.00%	9,473	2.00%	0.96%
Parking Meter Fund	18,764	4.00%	18,943	4.00%	0.95%
Town Trust Fund	9,383	2.00%	9,473	2.00%	0.96%
Totals	<u>\$ 469,040</u>	100.00%	<u>\$ 473,531</u>	100.00%	0.96%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary

		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 153,654	1.00	\$ 153,654
	Budget and Purchasing Administrator	1.00	92,600	1.00	92,600
	Assistant Treasurer	1.00	73,248	1.00	73,248
	Senior Budget & Operations Analyst	1.00	60,129	1.00	60,129
	Finance Assistant	1.00	65,909	1.00	66,775
	Sub Total	<u>5.00 FTEs</u>	\$ 445,540	<u>5.00 FTEs</u>	\$ 446,406
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	<u>\$ 449,440</u>	<u>5.00 FTEs</u>	<u>\$ 450,306</u>

Program Implementation

- The proposed FY17 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The Finance Director, who is appointed by the Town Manager with the approval of the Select Board, also serves as Treasurer / Collector. In addition, the Finance Director provides staff support to the Finance Committee and the Trustees of Town Donations.
- With this staff, the Finance Administration Division is responsible for the Town’s fiscal management. Activities include fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and procurement management.
- The Assistant Treasurer position, which was first filled in April 2011, assists the Finance Director with various tasks relating to payroll and employee benefits management. The Assistant Treasurer oversees the management of the biweekly Town payroll and works with the Finance Assistant on matters related to payroll preparation and employee benefits administration for both active and retired employees. In addition, the Assistant Treasurer serves as backup to the Deputy Treasurer / Collector and acts as Division Manager and supervisor in his or her absence.
- Other non-Personnel expenditures reflect an increase of \$3,050 in Purchased Services, most of which is used to partially fund the biennial Citizen Survey (\$5,000). There is also \$3,000 proposed for printing and postage costs associated with the survey. Other purchased Services include resources for telephone and telephone maintenance, staff training, book binding, and advertising. Items covered by Supplies are for office supplies, stationery, books and publications. The Other Charges and Expenses category funds membership dues, conference registrations, and travel expenditures.

Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: *To ensure the long-term financial success of Concord through sound financial management*

Objective: To have a high quality bond rating to be able to borrow at a favorable interest rate

Measure: Bond Rating

Moody's Investors Service has assigned a Aaa credit rating to the Town of Concord (5/8/15)

Factors that contribute to the Aaa rating:

Concord's Score using Moody's Credit Scorecard Factors & Weights							
Broad Rating Factors	Weight	Weight	Rating Subfactors	Aaa Criteria	Concord Data & Notes	Aaa Grade	
Economy/Tax Base	30%	10%	Tax Base Size (full value)	> \$12B	\$5.5B	No	
		10%	Full Value Per Capita	> \$150,000	\$313,595	Yes	
		10%	Wealth (median family income)	> 150% of US Median	250%	Yes	
Finances	30%	10%	Fund Balance (% of Revenues)	> 30%	25.7%	No	
		5%	Fund Balance Trend (5-yr change)	> 25%	16.06% (2010-14)	No	
		10%	Cash Balance (% of Revenues)	> 25%	35.8%	Yes	
		5%	Cash Balance Trend (5-yr change)	> 25%	16.37% (2010-14)	No	
Management	20%	10%	Institutional Framework		"Aa" (all Mass. Cities/Towns)	No	
		10%	Operating History	> 1.05x	Op Rev/Op Exp 1.02x (2010-14)	No	
Debt/Pensions	20%	5%	Debt to Full Value	< 0.75%	0.73%	Yes	
		5%	Debt to Revenue	< 0.33x	0.4x	No	
		5%	Net Pension Liability to Full Value	< 0.9%	1.51%	No	
		5%	Net Pension Liability to Revenue	< 0.4x	0.9x	No	

Analysis: The Aaa rating reflects a solid financial position supported by strong reserve levels, an affluent tax base, moderate debt burden and well-managed long-term liabilities. The stable outlook reflects the Town's sound fiscal management including multi-year forecasting and effective policies. The outlook also incorporates a history of voter approved debt exclusions and general overrides to Proposition 2^{1/2}.

Although the Finance Department does not have control over the "Economy/Tax Base" bond rating factor, the remaining 70% including "Finances", "Management", and "Debt/Pensions" is directly impacted by the policies and actions of the department.

Finances:

Fund balance is made up of a few major components that are applicable to credit rating:

- Unassigned Fund Balance: The Finance Department requires a minimum of 5% of budgeted expenses to be maintained in Unassigned Fund balance. A majority of Unassigned Fund balance is comprised of Free Cash which is estimated at \$11,057,869 for the end of FY15, well over the 5% minimum (see page 6).
- Assigned Fund Balance: The Finance Department has an encumbrance process in place, where departments are able to reserve funds from prior year appropriations for future purposes. This helps to prevent wasteful spending at the end of fiscal years.
- Committed Fund Balance: Stabilization funds which comprise most of Committed Fund balance are approved through Town Meeting and can be used to mitigate the tax burden in future years for major capital projects. More information on Stabilization funds is available in the Other Resources section (see page 21).

Management: The Finance Department follows a few key principles in budgeting and operations in order to maintain the Aaa rating:

- Revenues are budgeted conservatively
- Expenditures are usually less than the appropriation, which helps to build a stronger fund balance
- One-time revenues are not used for ongoing operational expenses

Debt/Pensions:

- The Town maintains a rapid repayment schedule for most debt, with 60% of the principal paid off in 5 years and 90% within 10 years (see page 54).
- Concord's retirement system is funded at about 81%, which is among the top 10 public retirement systems in the State (see page 77).

Mission Statement:

The mission of the Treasurer-Collector Division is to maximize the Town's financial resources by efficiently administering the collection of all Town receivables in a fair and courteous manner and by effectively managing the Town's bank accounts, short-term investments, and disbursements.

Budget Highlights:

- This budget represents a 0.1% *increase* in the operating appropriation from that of the FY16 budget.
- Banking services and postage expense comprise the major Treasury operating expenses. Focus is placed on balancing banking costs with enhanced taxpayer payment options.
- An additional \$5,000 is proposed to cover increased banking fees and \$2,000 for increased legal fees

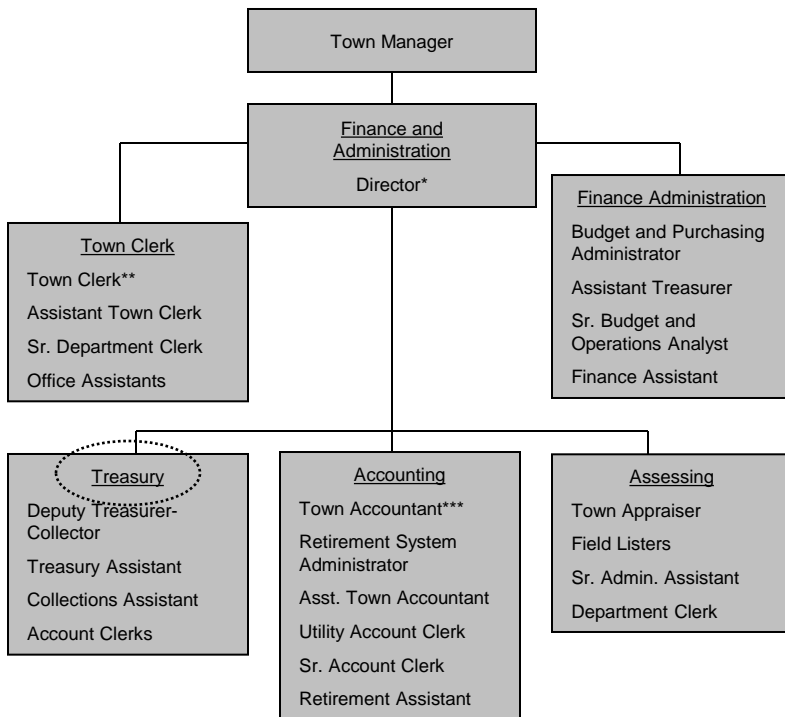
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 265,003	\$ 269,893	\$ 282,809	\$ 283,744
Other Funds	\$ 208,751	\$ 212,227	\$ 214,873	\$ 214,373
Total Expenditures	\$ 473,754	\$ 482,120	\$ 497,682	\$ 498,117

Description:

The Treasurer-Collector Division of the Finance Department is under the direction of the Deputy Treasurer-Collector and is responsible for the receipt, short-term investment, bank account management, and disbursement of all Town funds.

The division also manages the billing and collection of all taxes, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees, including ambulance charges, parking violation fees, parking permits, police false alarm bills, and curbside tags and barrel stickers.



*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval from the Select Board.

**The Town Clerk is appointed by the Town Manager, approved by the Select Board.

*** The Town Accountant is appointed by the Select Board.

FINANCE & ADMINISTRATION: Treasurer-Collector

Item 8B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 299,729	\$ 286,124	\$ 308,917	\$ 300,142	\$ 300,142
Purchased Services	165,411	185,209	180,190	189,475	189,475
Supplies	4,854	4,354	5,700	5,500	5,500
Other Charges	2,760	1,432	2,875	3,000	3,000
Capital Outlay	1,000	5,000	-	-	-
Totals	<u>\$ 473,754</u>	<u>\$ 482,120</u>	<u>\$ 497,682</u>	<u>\$ 498,117</u>	<u>\$ 498,117</u>

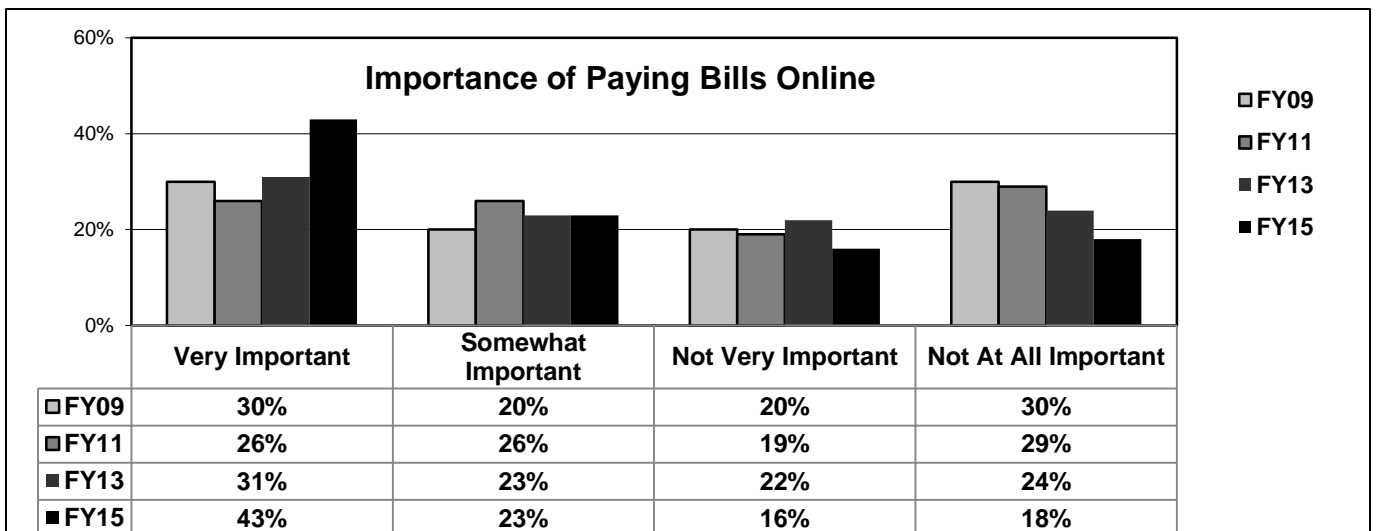
Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 282,809	56.83%	\$ 283,744	56.96%	0.33%
Light Fund	57,414	11.54%	57,313	11.51%	-0.18%
Water Fund	53,051	10.66%	52,929	10.63%	-0.23%
Sewer Fund	13,122	2.64%	13,091	2.63%	-0.24%
Solid Waste Disp. Fund	30,428	6.11%	30,346	6.09%	-0.27%
Swim and Fitness Center	19,017	3.82%	18,967	3.81%	-0.26%
Parking Meter Fund	30,428	6.11%	30,346	6.09%	-0.27%
Town Trust Fund	3,805	0.76%	3,794	0.76%	-0.29%
Retirement System	7,608	1.53%	7,587	1.52%	-0.28%
Totals	<u>\$ 497,682</u>	100.00%	<u>\$ 498,117</u>	100.00%	0.09%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 99,733	1.00	\$ 99,733
	Collections Assistant	1.00	52,263	1.00	50,426
	Treasury Assistant	1.00	60,928	1.00	62,077
	Senior Account Clerk	2.00	95,993	2.00	87,906
	Total	5.00 FTEs	\$ 308,917	5.00 FTEs	\$ 300,142

Program Implementation

- The Treasury Division consists of five full-time employees. While the primary collection focus is on the property tax, the Division must be knowledgeable in all phases of Town activities to provide customer support for all funds payable to the Town.
- All Town departments issuing permits or changing fees for services are required to promptly transmit collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$89,500, is budgeted for banking services and lockbox fees. Bank account management is crucial to the control of all Town funds; this function has been greatly enhanced by real-time internet access to pertinent bank account information.
- Postage, another major division expense at \$58,650, covers mailing costs of all Town departments (excluding enterprise funds.)
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, electric billing, and parking violation fees. This payment option will continue to expand to other municipal fees in the future.



Discussion: The Citizen Surveys conducted in the fall of 2008 (FY09), 2010 (FY11), 2012 (FY13), and 2014 (FY15) found that there is a movement in the respondents' opinion that being able to pay bills online is becoming more important.

Town Manager Goal: To ensure quality Town Operational & Financial Management

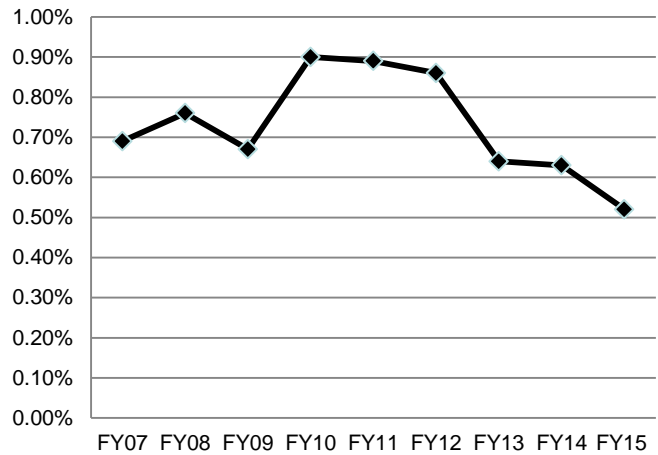
Division Goal: To collect the Town's Property Tax Levy

Measure: Collection Rate

Target: To have a collection percentage in excess of 99% as of June 30th of each levy year.

Trend: The .52% delinquency rate marks the 20th consecutive year in which the uncollected property tax percentage has been under 1% at June 30th of each levy year.

% of Taxes Uncollected (as of June 30th, 2015)



Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To manage treasury cash investments in a safe, responsible and effective manner

Measure: General Fund Earnings and Annual Yield on Short-Term investments

Trend: Short-term interest rates remained low throughout the fiscal year.

Cash Management Summary

	FY11	FY12	FY13	FY14	FY15
Earnings	\$252	\$196.5	\$151	\$86	\$82.5
Yield	0.38%	0.33%	0.25%	0.22%	0.24%

The above chart shows the Town's short-term investment results. General Fund earnings (**in thousands**) and the annual yield from investments. The yield tracks Money Market rates.

Revenue Collection Activities

Collections and Billing Summary

Activity	Volume of Activity in FY15	Billing Responsibilities	Collection Responsibilities
Parking violations	11,000	(Police Department)	X
Subscriptions for curbside refuse and recycling	7,800	X	X
Motor vehicle excise bills	17,000	X	X
Property tax bills	26,800	X	X
Water bills	33,792	(Accounting Division)	X
Electricity bills	55,932	(Accounting Division)	X
Departmental Turnovers processed	4,850		X

Mission Statement:

The mission of the Accounting Division is to oversee and process bills paid by the Town, to provide financial reporting services to other Town Departments, and to manage the Town's accounting system so that it conforms to generally accepted accounting principles and complies with State laws and regulations.

Budget Highlights:

- This budget represents a 0.7% *increase* in the operating appropriation from that of the FY16 budget.
- Audit costs associated with the GASB 68 implementation are budgeted to increase by \$8,000, which is partially offset by interfund transfers.

Expenditure Summary

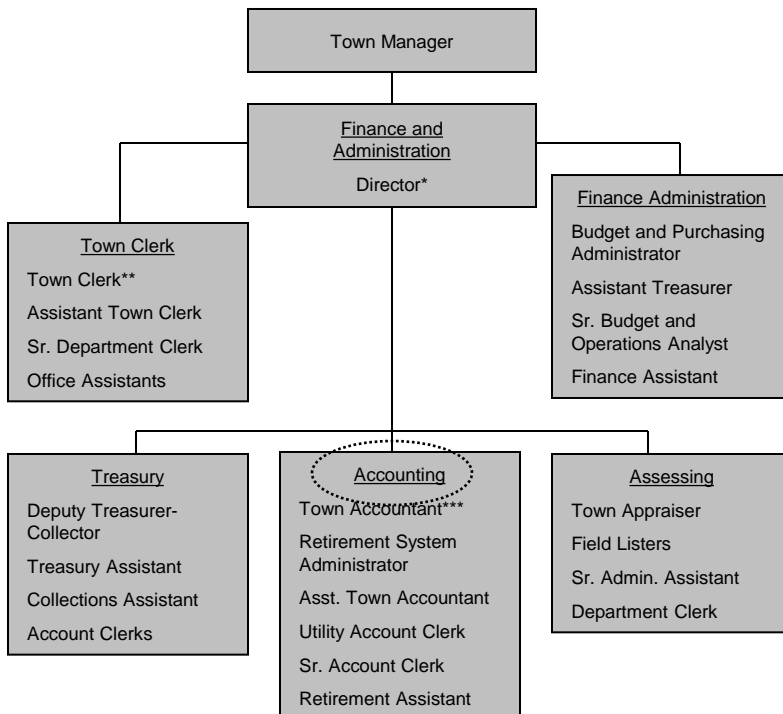
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 137,037	\$ 124,032	\$ 155,274	\$ 157,708
Other Funds	\$ 144,369	\$ 143,493	\$ 251,317	\$ 259,383
Total Expenditures	\$ 281,406	\$ 267,525	\$ 406,591	\$ 417,091

Description:

The Accounting Division of the Finance Department is under the direction of the Town Accountant and is responsible for the following:

- Maintaining the accounting records of the Town;
- Preparing periodic and annual financial statements;
- Reviewing and processing all payment requests approved by the Select Board;
- Maintaining budgetary records;
- Managing the Town's audit;
- Monitoring and maintaining records of all contracts/grants;
- Maintaining the accounts/records of the retirement system;
- Providing billing operations relating to water, sewer, and electrical services.

The Town Accountant also ensures that the accounting system complies with standards set by the State and by the Governmental Accounting Standards Board (GASB).



*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval from the Select Board.

**The Town Clerk is appointed by the Town Manager, approved by the Select Board.

*** The Town Accountant is appointed by the Select Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 217,080	\$ 192,978	\$ 343,881	\$ 346,081	\$ 346,081
Purchased Services	9,082	2,687	2,200	2,300	2,300
Supplies	316	1,179	1,110	1,110	1,110
Other Charges	1,928	1,181	2,400	2,600	2,600
Capital Outlay	5,000	20,500	-	-	-
Audit	48,000	49,000	57,000	65,000	65,000
Totals	\$ 281,406	\$ 267,525	\$ 406,591	\$ 417,091	\$ 417,091

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 155,274	38.19%	\$ 157,708	37.81%	1.57%
Light Fund	54,663	13.44%	55,286	13.26%	1.14%
Water Fund	56,980	14.01%	58,294	13.98%	2.31%
Sewer Fund	19,224	4.73%	20,269	4.86%	N/A
Solid Waste Disp. Fund	4,631	1.14%	4,911	1.18%	6.05%
Beede Center	9,590	2.36%	10,014	2.40%	4.42%
Retirement System	106,229	26.13%	110,609	26.52%	4.12%
Totals	\$ 406,591	100.00%	\$ 417,091	100.00%	2.58%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 81,759	1.00	\$ 81,765
	Retirement System Administrator	1.00	74,264	1.00	74,264
	Utility Account Clerk	1.00	51,809	1.00	52,096
	Senior Account Clerk	1.00	47,307	1.00	47,461
	Assistant Town Accountant	1.00	60,197	1.00	61,950
	Retirement Assistant	0.50	28,545	0.50	28,545
	Total	<u>5.50 FTEs</u>	<u>\$ 343,881</u>	<u>5.50 FTEs</u>	<u>\$ 346,081</u>

Program Implementation
<ul style="list-style-type: none"> •The majority of the Accounting Division’s budget is for personnel services. •The staffing of the Accounting Division includes the Town Accountant, Assistant Town Accountant, Senior Account Clerk, Utility Account Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant. •The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (12%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (53%). •The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.

<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To maintain sound accounting records of all funds</p> <p>Objective: To receive an unqualified opinion with respect to the Town departments audited financial statements for the fiscal year end June 30th in accordance with accounting principals generally accepted in the United States of America.</p> <p>Measure: Outside Audit from Financial Services Firm</p> <p>Trend: The Town has resolved former qualified opinions from outside auditors</p>	Compliance with Accounting Standards				
	FY11	FY12	FY13	FY14	FY15
	Qualified Opinion *	Qualified Opinion *	Qualified Opinion *	Clean Opinion	Clean Opinion
<p>* Due to CMLP statements following state DPU accounting rules rather than Generally Accepted Accounting Principles (GAAP), thus affecting the reports of qualified results. Resolved as of FY14 statements.</p>					

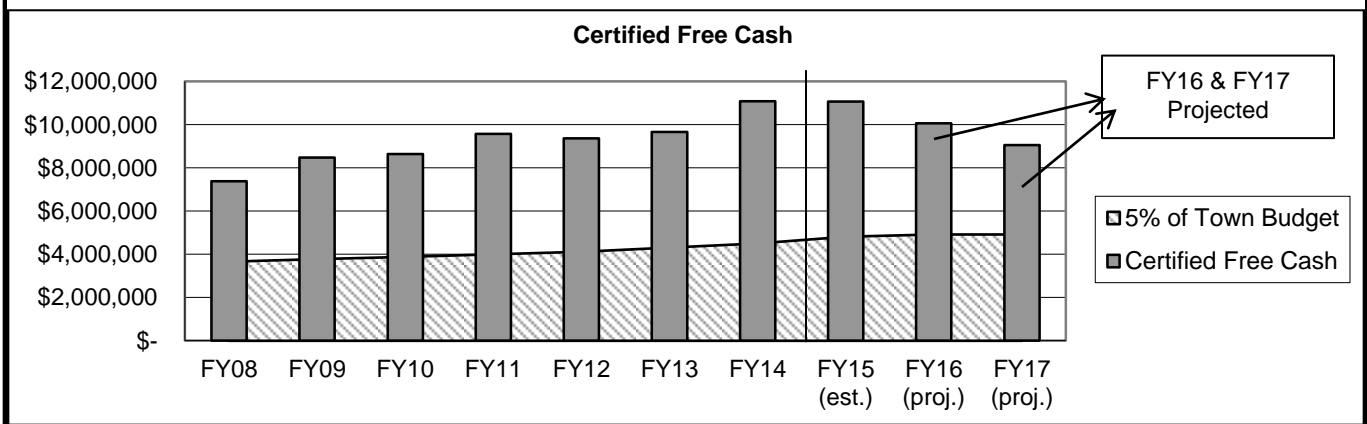
<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p>Measure: Accounting Activity for the last 4 fiscal years</p>	Accounting Department Activity				
		FY12	FY13	FY14	FY15
	Invoices Processed	14640	14,960	16,184	18,928
	Warrants Produced	55	56	55	55
	Water and Sewer Bills	33,739	33,864	33,792	33,911
	Electric Bills	42,171	40,742	55,932	55,352

Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To maintain accurate accounting records to determine free cash levels on an annual basis.

Measure: Certified Free Cash (note: Certified Free Cash numbers were not available at the printing of this book)

Trend: The Accounting Division maintains records and submits financial information to the Massachusetts Department of Revenue in order for the DOR to certify Free Cash levels. During the last decade the Certified Free Cash level has increased and this allows the Town to better respond to unforeseen events.



Mission Statement:

The mission of the Assessors Division is to value the Town's real and personal property in a fair, efficient, transparent and cost-effective manner according to state statute and guidelines.

The Guidelines are promulgated and overseen by the Bureau of Local Assessment, Division of Local Services, Massachusetts Department of Revenue

Budget Highlights:

- This budget represents a 4.5% *increase* in the operating appropriation from that of the FY16 budget.
- Other than personnel cost, the largest item (\$55,400) in the Assessors budget is for professional services, which is used for property revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).

Expenditure Summary

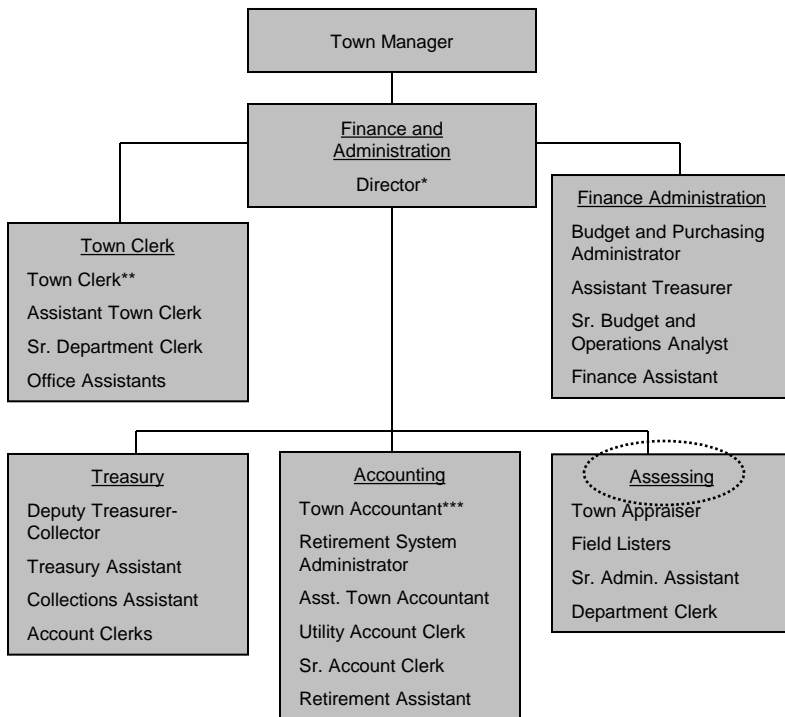
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 384,092	\$ 379,175	\$ 392,676	\$ 410,291
Other Funds	\$	\$	\$	\$
Total Expenditures	\$ 384,092	\$ 379,175	\$ 392,676	\$ 410,291

Description:

The Assessors Division is responsible for the following functions:

- Listing and valuing all the real and personal property in the community;
- Maintaining the assessing databases and maps that contain physical/legal property information;
- Recording all changes in property ownership, land subdivisions, and changes in use codes;
- Annually analyzing real estate sales transactions and adjusting values to appropriately reflect market value;
- Processing motor vehicle excise tax bills and abatements.

The 5-member Board of Assessors, appointed by the Town Manager, insures the accuracy of the assessing data-base used for ad valorem taxation, annually determines the "new growth" increase in the levy limit, calculates the tax rate each year, and acts upon abatement applications as well as exemptions from property tax applications for the elderly, low income, disabled veterans, and the blind, and applications for exemption from the Community Preservation Act Surcharge.



*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval by the Select Board.

**The Town Clerk is appointed by the Town Manager, approved by the Select Board.

*** The Town Accountant is appointed by the Select Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 271,497	\$ 274,452	\$ 285,622	\$ 305,486	\$ 305,486
Purchased Services	74,083	108,190	93,064	90,215	90,215
Supplies	1,298	2,925	2,925	2,925	2,925
Other Charges	8,613	11,065	11,065	11,665	11,665
Capital Outlay	28,600			-	-
Totals	\$ 384,092	\$ 396,632	\$ 392,676	\$ 410,291	\$ 410,291

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 392,676	100.00%	\$ 410,291	100.00%	4.49%
Totals	\$ 392,676	100.00%	\$ 410,291	100.00%	4.49%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 104,263	1.00	\$ 104,333
	Field Lister	1.40	84,165	1.40	84,165
	Senior Administrative Assistant	1.00	62,542	1.00	63,110
	Department Clerk	1.00	49,027	1.00	49,528
	Sub Total	<u>4.40 FTEs</u>	\$ 299,997	<u>4.40 FTEs</u>	\$ 301,136
5120	Limited Status	0 hrs.	\$ -	75 hrs.	\$ 2,250
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.40 FTEs</u>	<u>\$ 302,097</u>	<u>4.44 FTEs</u>	<u>\$ 305,486</u>

Program Implementation

- The Assessors Division is staffed by a Town Assessor, a Field Lister, a part time Field Lister, a Senior Administrative Assistant, and a Department Clerk.
- Correct property values are dependent on accurate data. State guidelines require that all property must be inspected no less frequently than every nine years. Industry standards recommend a 5 years cycle. In order to maintain the integrity of Concord’s data, the Assessors Division continues cyclical inspections every year. Staff completes about 20% of the parcels per year as they follow up on building permits, abatement applications and sales. To augment this effort, the Assessing Division hires outside contractors when needed. Also on each tri-annual re-certification the Division uses outside contractors to conduct a full field review to ensure the accuracy of the data. All classes of property currently meet the nine year state requirement and are very close to the 5 year industry standard. The majority of condominiums were inspected in FY12, with the remainder being inspected in FY15. Also an inspection of all Commercial and Industrial properties was completed in the first part of FY13. Personal Property is in compliance with the state guideline and is on a three year schedule, finishing in FY17 and starting again in FY2018.
- FY15 was a tri-annual re-certification year. In a re-certification year a full sales analysis and adjustments to values takes place, but there is the added requirement of extensive reports and on-site analysis of the data and records by the DOR.
- This year was an interim year and a full sales analysis and adjustments to values were made. The difference from a re-certification year is that the DOR had limited review of the values and growth numbers before the Town was allowed to process the new values
- Purchased Services include field inspections, data collection, valuation and consulting services (\$55,400), Appraisal Services for (\$20,000) computer software (\$11,000), telephone (\$500), postage (\$500), printing (\$700), telephone and office equipment maintenance (\$915), advertising (\$500), and custodial services (\$400).
- The Supplies expense category includes \$2,500 for office supplies, \$125 for license forms and \$300 for envelopes.
- The Other Charges and Expenses category is mainly for staff training and education, allowing the Division to meet the changing, and increasingly technical, requirements of the assessing function, as well as dues, subscriptions and fees. Also included in this category are recording fee (\$250) for recording of liens for Chapter land and Tax Deferrals. Overall the expense section of the budget has been reduced by \$2,249 from Fiscal 2016.

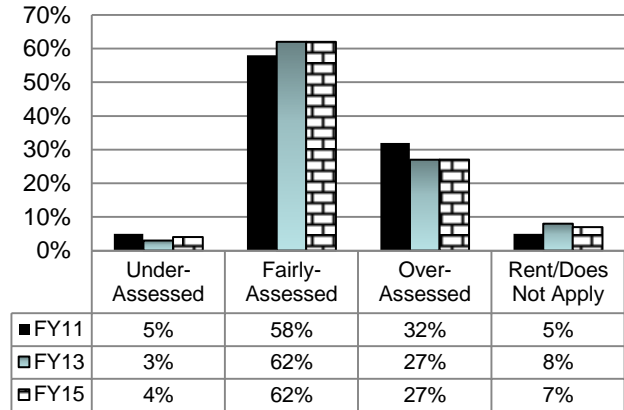
Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To fairly assess property

Objective: To maintain a positive town sentiment on the assessors valuation of property

Measure: Town Biennial Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Opinion of Property Value Assessments



Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To inspect and value property on a regular basis

Objective: To be on pace to assess every property town wide property on a 5 year cycle

Measure: # of visits and measures

Target: 5 year cycle by FY2020

Benchmark: State regulated 9 years

Trend: The fluctuations in Total # of Visits is due to using a vendor to help inspect properties. Going forward the Town will strive to do all inspections in-house maintaining a 5 year schedule

Property Inspections	FY14	FY15
Total # Visits	1,142	1,072
% Visited	17%	12%
Full Measure & List	896	537

- In FY 13 new coding in the assessing computer system was created to better track inspections.
- In FY 13 a decision was made to convert to the industry standard of a 5 year inspection schedule from the DOR 9 year guideline
- The actual inspection rate has slipped to 6 year s, because of the abundance of building permits. The building permits take priority in the inspection schedule, because the information is needed to estimate New Growth.
- FY13 Included all Commercial Properties
- FY14 Personal property is put on a three year inspection schedule
- FY15 Every Improved property in town also received a field review as part of the tri-annual re-certification

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted *	# Filed	# Pending		
FY08	6,483	174	2.7%	95	31	2	17,628,736	188,980
FY09	6,567	138	2.1%	65	17	2	11,359,798	135,182
FY10	6,580	144	2.2%	79	20	2	10,381,749	135,897
FY11	6,588	158	2.3%	75	12	2	9,369,217	123,580
FY12	6,571	157	2.3%	119	11	2	14,727,602	199,593
FY13	6,590	63	.96%	37	8	2	6,153,214	86,575
FY14	6,591	53	.80%	21	6	2	9,551,685	138,022
FY15	6,607	57	.86%	22	4	4	2,476,000	35,392

All cases filed at the Appellate tax Board have been scheduled for hearings. At this time no cases have been settled or tried. There also the ongoing cases with the telecommunication companies. The value of the telecommunication companies is done by the DOR and are automatically contested each year. The defense of these cases is also handled by the DOR.

Mission Statement:

The mission of the Town Clerk is to accurately record, maintain, and issue certified copies of vital records; to conduct the Annual Town Census; to efficiently issue licenses and permits; to judiciously administer election laws and conduct local, state and federal elections; to record the minutes of Town Meetings; to manage the storage, retrieval and disposal of Town records; and to provide information to town employees, officials and the general public about the Open Meeting, Public Records and Conflict of Interest Laws.

Budget Highlights:

- This budget represents a 0.9% *increase* in the operating appropriation from that of the FY16 budget.
- The Town Clerk’s Office records and processes Cemetery Department deeds and burial records. A modest transfer of \$3,000 from the Cemetery Fund (1.3% of Town Clerk’s budget) reflects these activities.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 223,261	\$ 231,282	\$ 238,590	\$ 240,696
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditures	\$ 226,261	\$ 234,282	\$ 241,590	\$ 243,696

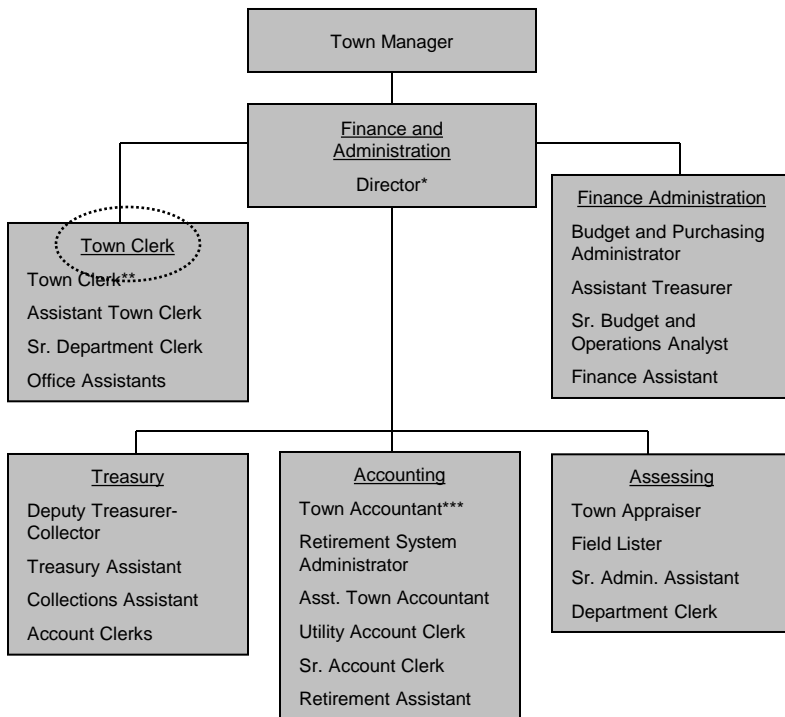
Description:

The Town Clerk Division is responsible for numerous activities associated with:

- Recording, preserving, and issuing certified records of vital records (births, deaths and marriages) and records of Town business;
- Preparing and maintaining minutes and records of Town Meeting proceedings; preparing & processing bylaw amendments for submittal to Attorney General; preparing & distributing other Town Meeting votes to state and local officials
- Issuing a variety of licenses and permits;
- Providing information to the public on a wide-array of subjects;
- Administering laws relating to the reporting of election candidates and ballot question committees;

In addition, some Town Clerk activities are funded through other budget items (e.g., Elections, Item 3A and Registrars, Item 3B). Some examples are:

- Conducting local, state, and national elections;
- Registering voters;
- Conducting the Town Census
- Certifying nomination papers and initiative petitions



*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval from the Select Board.

**The Town Clerk is appointed by the Town Manager, approved by the Select Board.

*** The Town Accountant is appointed by the Select Board.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 214,893	\$ 210,535	\$ 232,129	\$ 233,371	\$ 233,371
Purchased Services	838	2,681	2,585	2,435	2,435
Supplies	2,556	2,174	2,260	2,485	2,485
Other Charges	3,473	4,612	4,616	5,405	5,405
Capital Outlay	4,500	14,280	-	-	-
Totals	\$ 226,261	\$ 234,282	\$ 241,590	\$ 243,696	\$ 243,696

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 238,590	98.76%	\$ 240,696	98.77%	0.88%
Cemetery Fund	3,000	1.24%	3,000	1.23%	N/A
Totals	\$ 241,590	100.00%	\$ 243,696	100.00%	0.87%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 99,933	1.00	\$ 99,933
	Assistant Town Clerk	1.00	62,022	1.00	62,975
	Senior Department Clerk	1.00	50,625	1.00	50,885
	Sub Total	<u>3.00 FTEs</u>	\$ 212,580	<u>3.00 FTEs</u>	\$ 213,793
5157	Office Assistant	944 hrs.	\$ 16,608	934 hrs	\$ 16,993
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime (special elections)	66 hrs.	2,941	62 hrs	2,585
	Total	<u>3.45 FTEs</u>	<u>\$ 232,129</u>	<u>3.45 FTEs</u>	<u>\$ 233,371</u>

Program Implementation
<ul style="list-style-type: none"> •The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions and a part-time Office Assistant (17 hours per week). •The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine. • The following is included under Supplies: office supplies, envelopes, printer toner, and dog licensing supplies. • The following is included under Other Charges: membership dues for professional associations for the Town Clerk and staff; conference registration and expenses to allow the Town Clerk and staff to attend state and regional conferences; and related travel expenses for conference attendance. Conference attendance is essential to maintain and upgrade professional knowledge and skills, and to retain certification status.

Town Clerk Programs

Program 1 – Town Clerk Operations:

Town Manager Goal: To ensure quality Town Operational & Financial Management

Objective: To be a responsible steward of the Town’s resources, and to provide quality administrative services.

Activities by Calendar Year

ACTIVITY	2012	2013	2014	2015
Births Registered (Concord residents)	1,171 (102)	1,192 (125)	1,226 (99)	1,212 (104)
Deaths Registered (Concord residents)	367 (165)	397 (174)	348 (159)	355 (162)
Marriages Registered (Concord residents)	67 (32)	81 (35)	77 (32)	83 (40)
Marriage Intentions Filed	68	83	78	84
Dog Licenses Issued	1,933	1,958	1,968	1,956
Burial Permits Issued	351	391	316	319
Business Certificates Recorded	135	137	111	102
Cemetery Deeds Prepared & Recorded	50	37	36	43
Public Meetings Posted	843	951	867	917
Raffle Permits Issued	13	16	19	19
Affidavits & Corrections Prepared & Recorded	32	52	50	67
Net Receipts to General Fund	\$110,639	\$123,840	\$111,941	\$109,194

Mission Statement:

The purpose of this funding is to operate, maintain, and upgrade the Town’s information technology to meet current and future needs. The Information Technology Department ‘s goals are to:

- Maintain a secure and stable operating environment,
- Invest in technologies that improve operating efficiency, and
- Support Town-wide information management needs.

Budget Highlights:

- This budget represents a 13.6% *increase* in the operating appropriation from FY16.
- New GIS Technician/Analyst 0.75 FTE added to continue to develop this key area of IT support.
- Purchased Services includes offsite Helpdesk and Server Management, SAAS, as well as certain technical project resources, such as server O/S upgrades.
- In FY17, the CIO continues to manage the Telecommunications Division within CMLP funded by a transfer from the Telecommunications Fund.
- The Technology Fund is used to acquire and replace hardware, software and network IT infrastructure components.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 693,084	\$ 639,125	\$ 681,610	\$ 768,020
Other Funds	\$ -	\$ -	\$ 95,502	\$ 105,830
Total Expenditures	\$ 693,084	\$ 639,125	\$ 777,112	\$ 873,850

Description:

The account is divided into three activities:

Financial Systems Operations: Includes the cost of financial information systems and computer applications for both in-house and service bureau systems, such as the financial accounting system, the payroll system, and the property tax billing and collection system.

Photocopiers: Includes the cost of the Town House copiers on the first and second floors.

Information Technology Operations: Includes all of the operational support for the Town Government’s Information Technology. This line item contains the general fund allocation for the Chief Information Officer, IT Department staff positions, telecommunications services and common IT expenses. The CIO is funded 55% by the General Fund, 40% by the Light Fund, 4% by Water Fund, and 1% by the Sewer Fund; other IT staff is funded 75% by the General Fund, 20% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund. The Technology Fund is which is proposed to increase from \$182,000 to \$200,000. This funding provides for continued technology refresh of the servers, data storage, networking, telephone system and workstations used by Town Staff. Application software and information security systems which are used Town-wide also constitutes some of the Technology Fund expenses. All uses of the Technology Fund are under the direction of the Chief Information Officer and the Finance Director. Departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available.

Major Budgeted Expenses in FY17

Expense Category	Cost	Detail
Financial Systems Operations	\$98,766	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$14,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$561,084	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$200,000	Includes the costs associated with hardware and software upgrades and replacements and a phone system upgrade.

INFORMATION TECHNOLOGY

Item 9

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$110,954	\$153,661	\$ 305,662	\$ 355,034	\$ 341,534
Purchased Services	259,555	340,099	270,750	305,925	315,566
Supplies	19,272	8,322	18,000	17,000	14,500
Other Charges	158	199	700	2,250	2,250
Capital Outlay	303,145	136,843	182,000	325,000	200,000
Totals	\$693,084	\$ 639,125	\$ 777,112	\$ 1,005,209	\$ 873,850

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 681,610	87.71%	\$ 768,020	87.89%	12.68%
Light Fund	55,065	7.09%	63,309	7.24%	14.97%
Telecom Fund	24,667	0.00%	24,689	2.83%	0.00%
Water Fund	11,015	1.42%	12,664	1.45%	0.00%
Sewer Fund	2,755	0.35%	3,168	0.36%	14.99%
RHSO	2,000	0.26%	2,000	0.23%	0.00%
Totals	\$ 777,112	96.83%	\$ 873,850	100.00%	12.45%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
C-1	Town-Wide Technology Fund	182,000	200,000	215,000	230,000	275,000	275,000
	Totals	\$ 182,000	\$ 200,000	\$ 215,000	\$ 230,000	\$ 275,000	\$ 275,000

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 123,334	1.00	\$ 123,443
	GIS / App. Prog. Manager	1.00	\$ 80,626	1.00	\$ 80,626
	Information Systems Technician	1.00	71,357	1.00	71,357
	GIS Technician/Analyst	0.00	-	0.75	41,108
	Telecom Support	N/A	22,245	N/A	25,000
	Total	3.00 FTEs	\$ 297,562	3.75 FTEs	\$ 341,534
5115	Regular Part Time	500 hrs	\$ 7,500	0 hrs	\$ -
5130	Overtime	20 hrs	600	0 hrs	-
	Total	3.00 FTEs	\$ 305,662	3.75 FTEs	\$ 341,534

Description of Information Technology Infrastructure

The Town's Information Technology infrastructure includes approximately 40 servers, 325 workstations and laptops, 72 printers, and over 500 telephones across 16 buildings. Data Center operations are centralized with redundant backup facilities. The Town owns and operates its own fiber optic based data and voice network. In addition to the in-house IT staff, multiple vendors provide support for many of the key systems. Some Town systems are hosted at, or processing is performed by service bureaus.

Recent major investments in servers and storage substantially expanded the virtual server environment. Virtualization facilitates replacing aging hardware while improving service levels and availability. All of the Town's major application can be dynamically relocated between two locations without any disruption. In FY16, a major network core upgrade has increased capacity to the server sites by a factor of four. By the end of FY17, all remaining physical servers and the phone system will be on the virtual infrastructure. Virtualization also helps address need to update application servers to current operating systems. Such projects are time consuming for both IT and other department staffs, they are a focus of the FY17 plan.

The systematic workstation refresh program in place since 2011 has achieved an approximately 6-year refresh cycle. The data network uses the Town's fiber network and CMLP's Broadband service for Internet service. Now connects virtually all municipal buildings, including locations for the Water, Sewer and School departments which otherwise would require expensive, lower speed connections from other common carriers.

Growing use of mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up the volume of data traffic, storage consumption, and network end points. Program requirements for community services applications involving wireless technology are also on the rise.

Program Implementation

The FY17 budget for Information Technology Operations is adds the GIS Technician, a .75 FTE position, to the IT support organization first outlined by the CIO in FY12. FY17 is proposed to be the first year in which the IT Department will have the 1.75 FTE in place to address GIS and application projects and application server upgrades. The addition helps address the need for IT to support investments in municipal applications that improve customer experience and staff efficiency.

- The Chief Information Officer (CIO) reports to the Town Manager and manages the Senior IS Technician, GIS/Applications Program Manager, GIS Technician and outsourced IT services vendors. The CIO has Information Technology policy and strategy responsibilities. Since FY14, the CIO has also managed the Telecommunications Division and staff within CMLP, that activity is separately funded by CMLP.
- In FY14 GIS Program Management transferred to IT with added responsibility for Application Integration. This provides a focal point for optimizing the application environment and expanding the use of GIS data. In FY16 the GIS Technician was funded through regular part time and unexpended appropriations for the GIS AI/PM which was an open position until November 2015.
- The Senior Information Systems (IS) Technician manages the end-user computing environment. The Senior IS Technician provides direct IT support as in the past, but is now has more responsibilities to assess department workstation needs and manage the refresh program, Help Desk services, application deployments, and suppliers of equipment like large copiers and printers. The Senior IS technician selects and purchases much of the end-user software used on workstations.
- Since early 2011, the Town has used Purchased Services to provide remote and on-site support of servers, workstations, network devices and the IT help desk. Advantages to the Town of using contracted services include: workforce flexibility and access to advanced tools and technicians with critical but infrequently needed skills. The FY17 budget provides for professional services at roughly the FY15 level. Establishing a balance between professional services and internal staff resources is an ongoing strategic focus of the CIO.
- Capital initiatives planned for FY17 include expanding wireless capabilities, incremental increases in servers and storage, and completion of the transition to a virtualized voice over IP telephone system.

Information Technology Programs

Program 1 – Information Technology Operations:

Town Manager Goals: Ensure quality Operational & Financial Management and Maintain the Town's Infrastructure

Objective: To ensure that IT services are cost-effective and of the highest quality.

Performance Measurement 1: Are the Town networks and applications system meeting availability objectives?

Systems are consistently available and availability are monitored continuously. Only one major availability incident occurred in the past two years. The major applications systems are classified by criticality, data sensitivity, and performance requirements. Backup and recovery procedures are updated and checked to ensure that service level objectives can be achieved. Any major incidents are reviewed with the Senior Management Team and corrective actions are performed as needed.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes have been made to improve the reliability of critical systems. A major expansion of the server infrastructure in FY14 added the ability to operate all major systems from two different physical locations. The Town now has redundant internet connections as well. The network improvements planned for FY16 will improve the reliability and capacity of the data network by providing redundant core switches at each major site.

Performance Measurement 2: Are the Town's IT users properly supported?

Since 2011, with the implementation of the off-site help desk, the IT department has been able to track and report on problems and incidents. The help desk service includes a staffed call center with telephone, web and e-mail ticket submission for incident reporting. The system provides automated incident reporting and service templates which enable routine and repetitive requests to be consistently addressed. Remote support tools enable technicians to address most issues quickly and without an on-site visit.

Town IT Staff focuses on providing consistent, reliable, readily available IT support to the Town's employees. The CIO and IS Technician review the status of the help desk daily and weekly with a focus on reducing recurring issues and improving service quality.

Over 2,750 tickets were generated in calendar year 2015 versus about 2,100 in 2014 and 1800 in the prior year. Average open tickets, a measure of issues, remained steady. This increase can be largely attributed to increased use of automated reporting of events, many of which can be quickly resolved.

Performance Measurement 3: Is the Town's Information Technology current with new technology?

Approximately one third of the technology fund is expended on computer workstation upgrades annually. With an inventory of over 325 (up 25 systems in one year) workstations, a refresh rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2015, partially driven by the need to eliminate Windows XP, the workstation replacement program deployed 68 workstations and laptops, compared to 80 in 2014, 67 in 2013. 48 were new and 20 were rebuilt with Windows 7. The transition from Windows XP to Windows 7 is effectively completed. The Town achieved the goal of eliminating workstations older than six years as of the end of 2014, except in cases where there is an exceptional business need for such a device. 94% of systems are running Windows 7 up from 80% a year ago. Sufficient funding is proposed to maintain the program.

There remain a few application systems that should be replaced due to age or lack of support. However, in most cases the technology available, while not necessarily the latest, is current. In late 2015, SeeClickFix was deployed to improve citizen engagement. The VMware (virtual server) environment is being maintained at the latest release. This provides the platform upon which to proceed with application system updates. Working with the senior managers, the CIO identifies and prioritizes application upgrades. The process of updating application servers to current operating systems is ongoing and time consuming. It represents the greatest area of need through FY16 and FY17 as reflected by the increase in staff focused on applications.

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House and the Assessor's Office Building at 24 Court Lane as operational space for municipal staff, meeting space for staff, boards and committees, and storage space for vital Town records.

Budget Highlights:

•This budget represents a 1.5% increase in expenses from those of the FY16 budget. This is attributable to investing additional capital outlay to continue to provide for ongoing building repairs and improvements to the 164 year old Town House and the Assessor's Offices located at 24 Court Lane.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 87,341	\$ 104,672	\$ 105,087	\$ 106,440
Other Funds	\$ 22,427	\$ 22,450	\$ 22,533	\$ 22,871
Total Expenditures	\$ 109,768	\$ 127,122	\$ 127,620	\$ 129,311

Description:

This budget covers operating expenses of the Town House, located at 22 Monument Square and the Assessors' Office located at 24 Court Lane. Expenses include custodial services as well as ongoing maintenance, repairs, building improvements, and utility costs for the Town House, the Assessors' Office and the Gun House located on Lexington Road.

The Town House provides office space for the Town Manager's Office, the Human Resources Department, and the Finance Department. The attic of the Town House and the basement of both the Town House and Assessors' Office are used for records and equipment storage for the aforementioned offices. These areas also house important components of the building's utility equipment, information and communications technology, as well as some of the Town's public ceremonies supplies.

Town House meeting rooms are used by staff and Town boards and committees throughout the day and evening. A conference room at the Assessors' Office also provides valuable meeting space. The buildings are open for business from 8:30 a.m. to 4:30 p.m., Monday through Friday.

The Town House was constructed in 1851, and is now in its 166th year of operation. In recent years, a combination of capital outlay funds within this account, as well as Community Preservation Act funding and other available funds have been used on various significant improvements to the facility, including the most recent feasibility and design studies for elevator access to the third floor and ADA upgrades to the interior which will allow access to all areas of the building for staff and visitors.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Baseload Electricity Used (kWh)	% Change in Baseload Electricity Use from Base Year	% Change in Baseload Electricity Use from Previous Year
CY2008	6,580	1.06			90,000		
FY2010	5,214	0.89	-16%	-16%	77,760	-14%	-14%
FY2011	6,001	0.94	-11%	6%	81,120	-10%	4%
FY2012	4,388	0.84	-21%	-11%	84,720	-6%	4%
FY2013	4,948	0.80	-24%	-4%	82,400	-8%	-3%
FY2014	5,393	0.78	-26%	-3%	78,800	-12%	-4%
FY2015	4,830	0.71	-33%	-9%	72,800	-19%	-8%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

FINANCE & ADMINISTRATION: Town House

Item 10

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,929	\$ 54,107	\$ 61,658	\$ 60,971	\$ 60,971
Purchased Services	34,801	36,332	37,826	38,827	38,827
Supplies	7,352	8,193	6,950	8,095	8,095
Other Charges	-	-	-	-	-
Capital Outlay	10,515	24,215	15,000	15,000	15,000
Assessor's Office Building	3,171	4,276	6,186	6,418	6,418
Totals	\$ 109,768	\$ 127,122	\$ 127,620	\$ 129,311	\$ 129,311

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 105,087	82.34%	\$ 106,440	82.31%	1.29%
Light Fund	5,633	4.41%	5,717	4.42%	1.49%
Water Fund	6,759	5.30%	6,861	5.31%	1.51%
Sewer Fund	3,380	2.65%	3,431	2.65%	1.51%
Solid Waste Disposal Fund	1,128	0.88%	1,145	0.89%	1.51%
Retirement	5,633	4.41%	5,717	4.42%	N/A
Totals	\$ 127,620	100.00%	\$ 129,311	100.00%	1.32%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
A-3	Building Improvements	15,000	15,000	15,000	15,000	15,000	15,000
	Totals	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 49,570	1.00	\$ 49,716
	Sub Total	<u>1.00 FTEs</u>	49,570	<u>1.00 FTEs</u>	49,716
5115	Electrician	40 hrs.	1,760	30 hrs.	540
5130	Overtime	290 hrs.	10,328	300 hrs.	10,715
	Total	<u>1.02 FTEs</u>	<u>\$ 61,658</u>	<u>1.01 FTEs</u>	<u>\$ 60,971</u>

Mission Statement:

The mission of the Concord Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety services to all members of our community. This is accomplished through ethical decision making based upon integrity, morality and respect for the dignity and diversity of all.

The Concord Police Department is committed to delivering "Exceptional Service. All of the Time".

Budget Highlights:

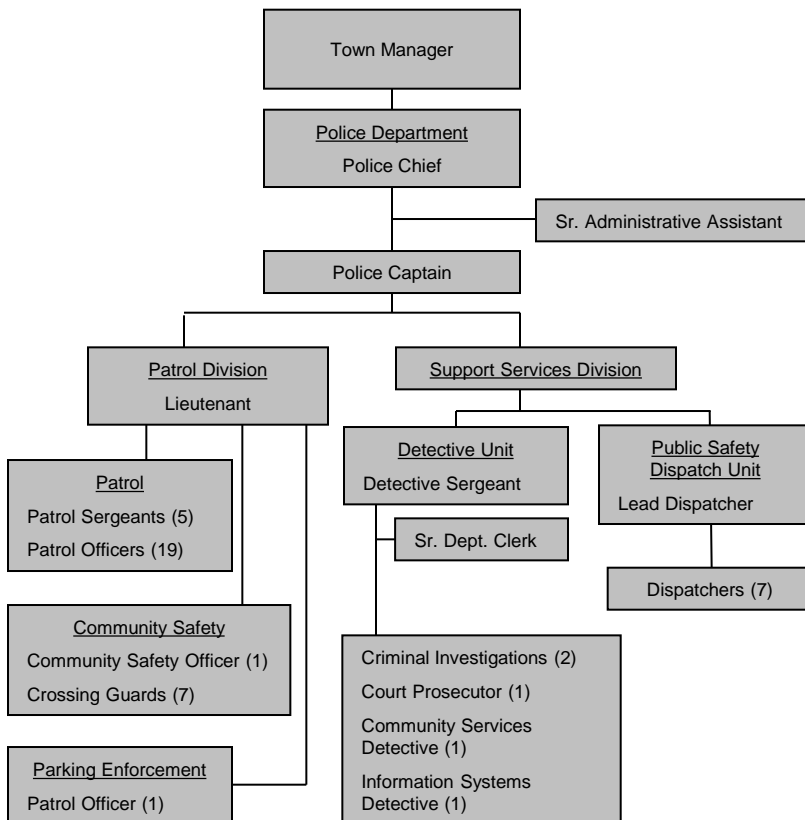
- This budget represents a 0.1% decrease in the operating appropriation from that of the FY16 budget.
- The FY17 capital expenditures total \$160,000 and includes the replacement of four (4) police vehicles (\$140,000), and the upgrade and maintenance of public safety equipment (\$20,000).
- The FY17 budget provides an additional 339 hours (+\$19,641) of overtime for Police Officers and 137 hours (+\$5,460) for Dispatchers.
- As of the printing of this budget negotiations with the Police Union for a Collective Bargaining Agreement are on-going.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 4,106,647	\$ 4,156,906	\$ 4,241,558	\$ 4,244,504
Other Funds	\$ 75,747	\$ 77,943	\$ 79,344	\$ 79,344
Total Expenditures	\$ 4,182,394	\$ 4,234,849	\$ 4,320,902	\$ 4,323,848

Description:

The Concord Police Department provides a wide range of services to ensure the community is safe and secure. The Department works in partnership with the community to identify and solve problems. These services include; but are not limited to, criminal investigations, motor vehicle and commercial vehicle enforcement, parking control and enforcement, animal control officer services, preventive patrols, school crossing safety, community problem solving, and emergency response. The Department collaborates with Domestic Violence Services Network (DVSN) and Communities For Restorative Justice (C4RJ). In addition, the Department processes a variety of permits, licenses and applications, and provides crime prevention programs, youth services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction. The Public Safety Dispatch Center is responsible for receiving all 911 calls and dispatching all of the Town's public safety calls for service. In addition, the Dispatch Center is often the contact for other Town services during non-business hours.



PUBLIC SAFETY: Police Department

Item 11

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,817,867	\$ 3,795,620	\$ 4,017,955	\$ 4,043,609	\$ 4,018,901
Purchased Services	140,169	148,571	38,391	42,597	42,597
Supplies	95,198	82,796	100,926	95,520	90,520
Other Charges	12,962	20,907	10,630	11,830	11,830
Capital Outlay	116,198	186,953	153,000	262,412	160,000
Totals	<u>\$ 4,182,394</u>	<u>\$ 4,234,848</u>	<u>\$ 4,320,902</u>	<u>\$ 4,455,968</u>	<u>\$ 4,323,848</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,241,558	98.16%	\$ 4,244,504	98.16%	0.07%
Parking Meter Fund	79,344	1.84%	79,344	1.84%	0.00%
Totals	<u>\$ 4,320,902</u>	100.00%	<u>\$ 4,323,848</u>	100.00%	0.07%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
D-1	Police Vehicles	105,000	140,000	105,000	140,000	105,000	140,000
D-2	P.S. Equipment	20,000	20,000	25,000	25,000	25,000	25,000
D-3	Cruiser Laptops	-	-	-	-	-	-
D-4	Vests	-	-	-	-	-	-
D-5	AED Replacement	-	-	-	-	-	-
D-6	Computers	5,000	-	-	-	-	-
D-7	Rifle Sights	-	-	-	-	-	-
D-8	Night Vision Devices	-	-	-	-	-	-
D-9	Card Access System	-	-	-	-	-	-
D-10	Taser Equipment	-	-	-	-	-	-
D-11	911 Replay System	13,000	-	-	-	-	-
D-12	Office Copiers	10,000	-	-	-	-	-
	Totals	<u>\$ 153,000</u>	<u>\$ 160,000</u>	<u>\$ 130,000</u>	<u>\$ 165,000</u>	<u>\$ 130,000</u>	<u>\$ 165,000</u>

PUBLIC SAFETY: Police Department

Item 11

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 161,123	1.00	\$ 161,123
	Captain	1.00	\$ 129,257	1.00	\$ 131,641
	Lieutenant	1.00	132,806	1.00	109,004
	Sergeant	6.00	546,113	6.00	522,773
	Inspection/Detective	7.00	561,454	7.00	544,975
	Patrol Officer	19.00	1,298,989	19.00	1,338,345
	Uniformed Sub Total	35.00 FTEs	\$ 2,829,740	35.00 FTEs	\$ 2,807,860
	Senior Administrative Assistant	1.00	71,267	1.00	71,661
	Administrative Assistant	1.00	56,230	1.00	52,869
	Lead Dispatch	1.00	64,332	1.00	63,772
	P.S. Dispatch	7.00	385,970	7.00	385,970
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	11.30 FTEs	\$ 632,279	11.30 FTEs	\$ 628,752
5130	Overtime - Uniformed	6276 hrs.	366,738	6615 hrs.	386,379
	Overtime - Dispatchers	1463 hrs.	59,159	1879 hrs.	64,619
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	28,167	482 hrs.	28,154
	Overtime Sub Total	0.00 FTEs	\$ 454,064	0.00 FTEs	\$ 479,152
5143	Holiday Pay - Uniformed	768 hrs.	29,919	768 hrs.	29,906
	Holiday Pay - Dispatchers	384 hrs.	10,352	432 hrs.	11,632
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	37,100	N/A	37,100
	Total	46.30 FTEs	\$ 4,017,955	46.30 FTEs	\$ 4,018,902

Program Implementation

The FY17 Police Department recommended budget provides funding for a staffing level of thirty-five (35) uniformed officers and one (1) Senior Administrative Assistant and one (1) Senior Department Clerk.

The Parking Meter Fund (PMF) continues to support one full-time police officer, and administrative support for all parking activities.

The Capital Outlay Plan allocates \$160,000 for the Department, which includes the replacement of four (4) police vehicles (\$140,000), and the upgrade and maintenance of public safety equipment (\$20,000).

The proposed budget allocates additional resources for community policing programs and increased coverage of the Public Safety Communications Center.

Town Manager Goal: To Preserve the Health and Safety of Residents and Visitors and Protect their Property

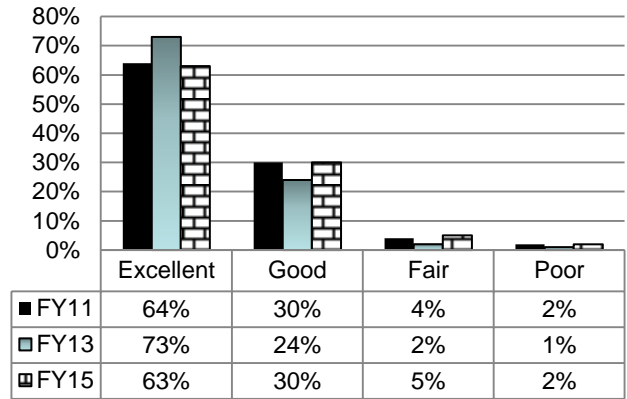
Division Goal: To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

Objective: To have a positive survey response about the services of the department

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that CPD provides for the town.

Ratings of Services Provided by the Police Department



Mission Statement:

The mission of the Fire Department is to provide rapid and effective fire, rescue, and emergency medical services to the community, and strive to make Concord a safer place for all to live, work, and visit.

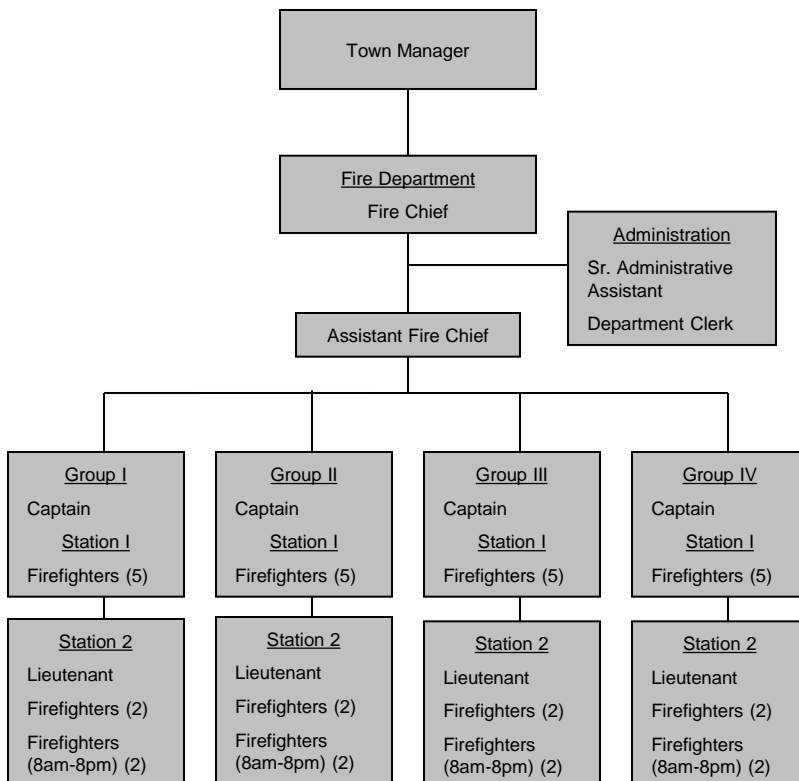
To achieve this mission, the Fire Department's vision is to meet or exceed the expectations of our community by setting a high standard of excellence, guided by the principles of trust, integrity, honesty, loyalty and respect for all.

Budget Highlights:

- This budget represents 0.5% decrease in the operating appropriation from that of the FY16 budget.
- As of July 2014, four additional firefighters (2 per shift) have been assigned to the West Concord Fire Station to staff the second ambulance referred to in the EMS Strategic Plan from 8AM to 8PM, 7 days a week.
- The FY17 budget is supported by \$50,000 from the Emergency Response Stabilization Fund to reduce the effect of the increased cost of hiring the four additional firefighters to staff the second ambulance.
- After one full year of operating the second ambulance, EMS response times between 8AM and 8PM in West Concord have decreased by an average of 40 seconds, an 11.5% improvement from the prior one year period.
- The cost of purchased services in FY17 represents an decrease of 3%
- Capital outlay, totaling \$65,000, will replace miscellaneous firefighting equipment, turnout gear and partially fund the replacement of a vehicle.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 3,793,889	\$ 3,833,878	\$ 4,279,385	\$ 4,299,821
Other Funds	\$ 8,500	\$ 8,500	\$ 6,000	\$ 6,000
Stabilization Fund	\$ -	\$ 200,000	\$ 100,000	\$ 50,000
Total Expenditures	\$ 3,802,389	\$ 4,042,378	\$ 4,385,385	\$ 4,355,821



Description:

The Fire Department provides fire prevention, fire suppression, rescue, medical, and other emergency services to the public. The Fire Department is committed to maintaining a high standard of readiness in all aspects of fire, rescue and EMS emergency response; conducting public education programs on fire safety; and, promoting superior public relations by delivering all services promptly, effectively, and courteously.

Department staffing is organized into 4 groups each led by a Shift Commander (Captain). They are scheduled to provide round-the-clock coverage by staffing the Headquarters Station on Walden Street as well as Station 2 on Main Street, West Concord. A second ambulance is staffed at Station 2, 7 days per week 8am-8pm.

PUBLIC SAFETY: Fire Department

Item 12

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,550,432	\$ 3,733,053	\$ 4,087,071	\$ 4,365,599	\$ 4,076,507
Purchased Services	117,012	100,427	102,403	102,403	99,403
Supplies	86,476	81,413	109,703	109,703	102,703
Other Charges	8,260	10,717	12,208	12,208	12,208
Capital Outlay	40,209	116,768	74,000	90,000	65,000
Totals	<u>\$ 3,802,389</u>	<u>\$ 4,042,378</u>	<u>\$ 4,385,385</u>	<u>\$ 4,679,913</u>	<u>\$ 4,355,821</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,279,385	97.58%	\$ 4,299,821	98.71%	0.48%
State Reimb. - HazMat	\$ 6,000	0.14%	\$ 6,000	0.14%	0.00%
Stabilization Fund	\$ 100,000	2.28%	\$ 50,000	1.15%	-50.00%
Totals	<u>\$ 4,385,385</u>	100%	<u>\$ 4,355,821</u>	100%	-0.67%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
F-1	Misc. Equip.	20,000	25,000	25,000	25,000	25,000	25,000
F-2	Car 3 (2008)	-	-	-	-	-	-
F-3	Car 2 (2007)	20,000	25,000	-	-	-	-
F-4	Utility Pickup (2006)	-	-	25,000	-	-	-
F-5	Upgrade AEDs	10,000	-	-	-	-	-
F-6	Turnout Gear	15,000	15,000	15,000	15,000	15,000	15,000
F-7	SCBA	-	-	-	-	-	-
F-8	Supply Hose	9,000	-	-	-	-	-
F-9	EMS Equip.	-	-	-	25,000	-	30,000
F-10	Upgrade Med. Equip.	-	-	-	-	-	-
	Totals	<u>\$ 74,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 40,000</u>	<u>\$ 70,000</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Fire Chief	1.00	\$ 136,082	1.00	\$ 136,082
	Assistant Fire Chief	1.00	105,642	1.00	108,225
	Captain	4.00	373,168	4.00	373,169
	Lieutenant	4.00	338,045	4.00	338,047
	Firefighter	32.00	2,224,949	32.00	2,224,958
	Uniformed Sub Total	<u>42.00 FTEs</u>	\$ 3,177,886	<u>42.00 FTEs</u>	\$ 3,180,481
	Senior Administrative Assistant	1.00	61,634	1.00	62,411
	Regular Compensation Sub Total	<u>43.00 FTEs</u>	\$ 3,239,520	<u>43.00 FTEs</u>	\$ 3,242,892
5120	Department Clerk	1024 hrs.	11,490	1024 hrs.	11,490
	Office Clerk	783 hrs.	7,658	783 hrs.	7,658
	Call Firefighters	82 hrs.	1,025	82 hrs.	1,025
5143	Holiday Pay	4800 hrs.	182,696	4800 hrs.	168,746
	Sub Total	<u>0.90 FTEs</u>	\$ 202,869	<u>0.90 FTEs</u>	\$ 188,919
5130	Firefighter Overtime	12203 hrs.	643,500	12203 hrs.	643,501
	Non-Union Overtime	40 hrs.	1,182	40 hrs.	1,196
	Total	<u>43.90 FTEs</u>	\$ 4,087,071	<u>43.90 FTEs</u>	\$ 4,076,507

Program Implementation

In the proposed operating budget, 93% is for salary and related personnel expenses. The remaining 7% of the funds are for purchased services and supplies.

In 2015, the Department conducted inspections (which included state mandatory inspections) and fire drills at schools, daycare facilities, and nursing homes. The Department participated in many community programs, including a Toys drive during the holidays; Concord Family Network annual fire truck wash; Concord Center Christmas tree lighting and shopping night; children visits to the fire station; and regular fire station visits by school groups. In conjunction with the Council on Aging (Senior Services), firefighters installed smoke detectors and carbon monoxide detectors in homes of older residents, and department personnel served lunches at the Harvey Wheeler Community Center.

The Fire Department operates one command vehicle, four pumpers (two are rescue pumpers), two brush pumpers, three ambulances (one in reserve), one ladder truck, and four support vehicles.

After one full year of operating the second ambulance, EMS response times between 8AM and 8PM in West Concord have decreased by an average of 40 seconds, an 11.5% improvement from the prior one year period.

.Future initiatives include:

- Meeting the increased demand for fire prevention services by streamlining processes and adding 1 fire inspector.
- Given the growing community / medical infrastructure, large percentage of residents over age 65 and rising number of emergency responses (10% this year); we will continue to focus on funding the second ambulance in West Concord for 24 hours daily, up from the current 12 hours daily. This is in accordance with the recommendations set forth in the Concord EMS Strategic Plan (available on the CFD website).

Town Manager Goal: To Preserve the Health and Safety of Residents and Visitors and Protect their Property

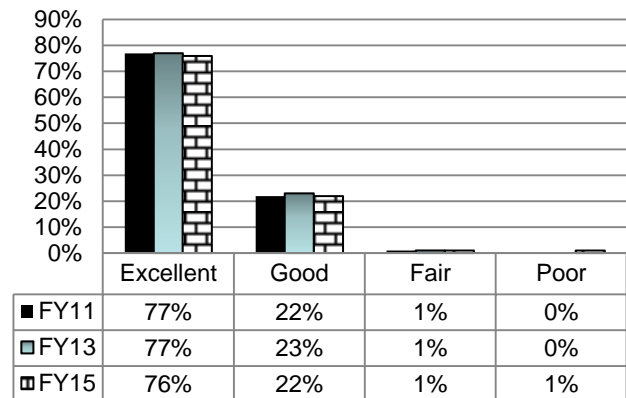
Division Goal: To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

Objective: To measure citizen satisfaction with Fire Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that CFD provides for the town.

Ratings of Services Provided by the Fire Department



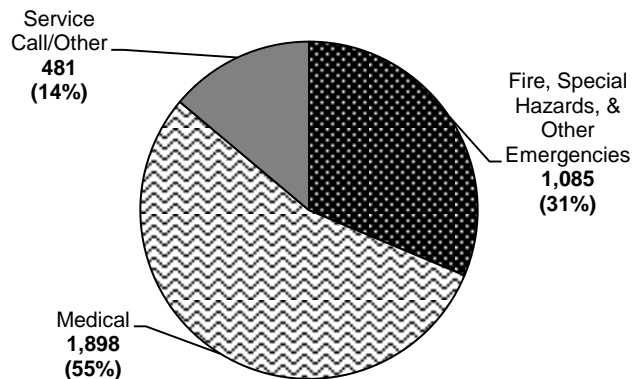
Division Goal: To prepare for the emergency needs of the residents

Objective: To determine the trends in emergency services

Measure: Emergency call breakdown from CY 2015

Trend: The occurrence of calls for fires remains stable. However there is still a high volume of safety hazard and other emergency issues. Additionally a growing and aging service population has increased the demand for Emergency Medical Service calls. As a result the Town has added 4 additional firefighters and an ambulance (8am-8pm 7 days/week) to address the increased EMS needs.

CFD Emergency Response Calls CY15



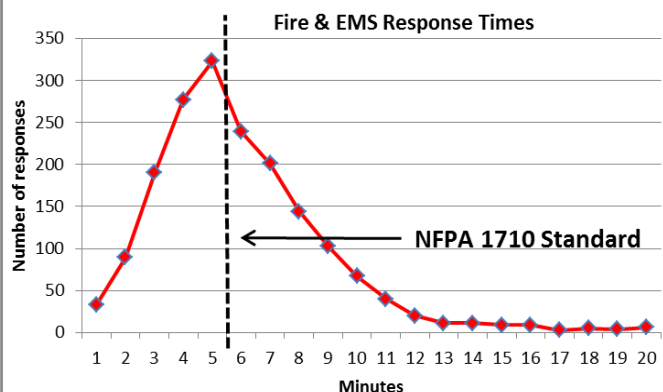
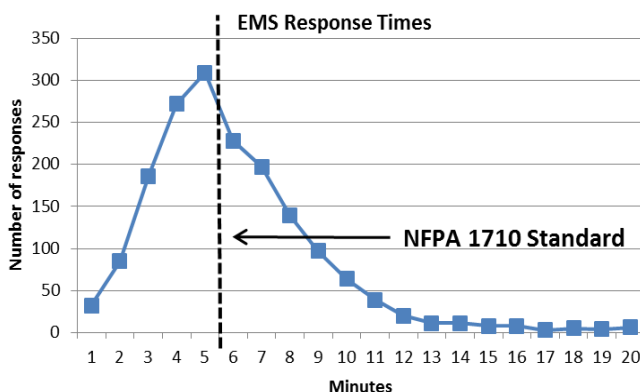
Division Goal: To provide efficient response to fire & medical emergencies

Objective: Arrival of the first fire or medical responders at emergency scene within 6 minutes of receipt of call to scene arrival, 90% of the time.

Measure: Response Time

Benchmark: NFPA 1710 standard of arriving at the scene within 6 minutes 90% of the time

Trend: The median Fire & EMS response time is 5 minutes. The chart below breaks down all of the emergency responses from CY15 and shows the number of responses and the corresponding response times for each.



Mission Statement:

The purpose of this funding is to provide for the costs needed to operate, maintain, and renovate the West Concord Fire Station.

Budget Highlights:

- This budget represents a 0.1% *increase* in the operating appropriation from that of the FY16 budget.
- The heating system at this Fire Station has recently been replaced with a new highly efficient system.
- An additional shower, bathroom and gear space has been recently provided.
- Funding of \$10,000 in the capital outlay plan is provided for periodic building improvement needs at the West Concord Fire Station.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 35,750	\$ 35,692	\$ 60,062	\$ 40,289
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 35,750	\$ 35,692	\$ 60,062	\$ 40,289

Description:

This budget provides for the building expenses of the West Concord Fire Station (Station 2), located at 1201 Main Street. The Fire Chief has administrative responsibility for this account.

Station 2 was built and fully equipped in 1932 at a total cost of \$46,540, replacing an older fire station in West Concord that was destroyed by fire. Renovations in 1990-91 were funded through a state grant and included a vehicle exhaust removal system and interior upgrades. In recent years, the floor drain system was made compliant with Plumbing and Department of Environmental Protection regulations; the cupola and exterior siding were scraped and painted; vinyl siding and a new roof were installed; the air compressor, water heater, and emergency generator transfer switch were replaced; the driveway was repaved; and new emergency traffic lights were installed. Recently new overhead doors were installed in the apparatus stalls fronting Main Street. These doors were built to reflect the original doors as found in the 1932 architectural drawings. Interior painting of the second floor, firefighter quarters and offices was completed in 2008. A new highly efficient heating system was installed in 2010. Firefighters assigned to this station continue to provide many hours of sweat equity to improve and maintain the landscaping and exterior of the building.

Currently, the building is staffed 24 hours a day with one Lieutenant and two Firefighters per shift. The station has three apparatus bays housing two pumpers (1 staffed), one brush truck, one ambulance, and one station generator.

In July 2014 four additional firefighters (2 per shift) have been assigned to station 2 in order to staff the second ambulance referred to in the EMS Strategic Plan from 8AM to 8PM, 7 days-a-week.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	8,110	1.34			45,410		
FY2010	5,061	0.89	-33%	-33%	42,830	-6%	-6%
FY2011	4,066	0.65	-52%	-27%	44,357	-2%	4%
FY2012	2,341	0.45	-67%	-31%	40,730	-10%	-8%
FY2013	2,952	0.49	-64%	9%	43,850	-3%	8%
FY2014	3,298	0.49	-64%	0%	42,360	-7%	-3%
FY2015	3,355	0.50	-63%	2%	49,473	9%	17%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

PUBLIC SAFETY: W. Concord Fire Station

Item 13

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ 350	\$ -	\$ -	\$ -
Purchased Services	23,950	21,707	26,324	26,551	26,551
Supplies	3,204	3,827	3,738	3,738	3,738
Other Charges	-	-	-	-	-
Capital Outlay	8,597	9,808	30,000	10,000	10,000
Totals	\$ 35,750	\$ 35,692	\$ 60,062	\$ 40,289	\$ 40,289

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,062	100.00%	\$ 40,289	100.00%	-32.92%
Totals	\$ 60,062	100.00%	\$ 40,289	100.00%	-32.92%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
H-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
H-2	Exhaust System Upgrade	20,000	-	-	-	-	-
	Totals	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and renovating the Police/Fire Station.

Budget Highlights:

- This budget represents approximately a 16.0% *increase* in the operating appropriation from that of the FY16 budget.
- The increase in computer equipment maintenance (\$31,000) will ensure that the Public Safety Radio Communications System will be maintained 24/7 and provide an increase in the reliability of coverage.
- This budget includes \$20,000 in capital expenditures for various building improvements and renovations, with \$10,000 allocated for Police Department use and \$10,000 allocated for Fire Department use.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 228,495	\$ 227,409	\$ 234,812	\$ 275,011
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 228,495	\$ 227,409	\$ 234,812	\$ 275,011

Description:

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

The Walden Street Public Safety building is used by approximately 80 police and fire employees on a rotating basis twenty-four (24) hours a day, seven (7) days a week. The third floor community room continues to be used regularly by town boards and community organizations. This constant use requires attention to preventative maintenance, as well as daily housekeeping.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	14,196	2.31			299,160		
FY2010	12,687	2.21	-4%	-4%	272,640	-9%	-9%
FY2011	21,463	3.35	45%	52%	341,800	14%	25%
FY2012	9,335	1.78	-23%	-47%	334,699	12%	-2%
FY2013	11,241	1.85	-20%	4%	341,240	14%	2%
FY2014	12,943	1.91	-18%	3%	323,840	8%	-5%
FY2015	13,759	2.04	-12%	7%	326,560	9%	1%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

PUBLIC SAFETY: Police / Fire Station

Item 14

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 24,365	\$ 5,875	\$ 4,120	\$ 4,120	\$ 4,120
Purchased Services	187,130	207,945	208,992	244,191	244,191
Supplies	7,591	6,798	6,700	6,700	6,700
Other Charges	3,012	-	-	-	-
Capital Outlay	6,397	6,791	15,000	50,000	20,000
Totals	<u>\$ 228,495</u>	<u>\$ 227,409</u>	<u>\$ 234,812</u>	<u>\$ 305,011</u>	<u>\$ 275,011</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 234,812	100.00%	\$ 275,011	100.00%	17.12%
Totals	<u>\$ 234,812</u>	100.00%	<u>\$ 275,011</u>	100.00%	17.12%

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00	\$ -	0.00	\$ -
5115	Limited Status	60.00	\$ 3,000	60 hrs.	\$ 3,000
5130	Overtime	32 hrs.	\$ 1,120	32 hrs.	\$ 1,120
Total		<u>0.00 FTEs</u>	<u>\$ 4,120</u>	<u>0.00 FTEs</u>	<u>\$ 4,120</u>

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
E-1	Building Improv.	15,000	20,000	20,000	20,000	20,000	20,000
Totals		<u>\$ 15,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>

Mission Statement:

The mission of Emergency Management is to operate and maintain the emergency management system at the highest level of preparedness; to continue training staff and volunteers; and to continue developing the role of the Citizens Emergency Response Team (CERT), in order to maintain amateur radio, community emergency shelter, and Medical Reserve Corp capabilities.

Budget Highlights:

- This budget represents a 33.9% decrease in the operating appropriation from that of the FY16 budget. The reduction is due to not needing to fund in FY17 a
- This budget will provide for the Town's continued emergency planning and response capability.
- The funding in this budget will also provide fuel and maintenance for the newly installed emergency generator at the Town's emergency shelter.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 6,444	\$ 12,216	\$ 22,810	\$ 15,077
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 6,444	\$ 12,216	\$ 22,810	\$ 15,077

Description:

The Fire Chief directs Concord's Emergency Management Agency (CEMA) in his capacity as the Emergency Management Director. The Director coordinates the implementation of the Town's Comprehensive Emergency Plan in the event of an emergency or natural disaster. CEMA has a staff of three sworn volunteer Deputy Directors, in addition to Town officials and Department Heads. The Emergency Operations Center is located at the Police and Fire Station on Walden Street.

CEMA coordinates the activities of the Local Emergency Planning Committee (LEPC) and Citizens Emergency Response Teams (CERT).

The LEPC, as defined in Federal law, creates response plans for hazardous materials spills within the Town of Concord. LEPC is a committee of dedicated individuals from various backgrounds representing both private and public organizations as well as concerned citizens.

CERT volunteers are organized into a Mass Shelter Team, Medical Reserve Corp and the Concord Amateur Radio Emergency Team. These teams support the CEMA mission and enhance overall emergency preparedness. The Medical Reserve Corp is operated in conjunction with the Health Division.

CEMA coordinates an annual preparedness exercise for town staff and works closely with the Massachusetts Emergency Management Agency (MEMA).

Future Initiatives:

- In FY 17 we will be updating the Concord Hazard Mitigation Plan. This planning tool focuses on identifying infrastructure, special populations etc. in town that need special planning consideration to minimize their risk from various major emergencies natural and man-made.
- In FY17 we will continue to build out our shelter capability at the new town emergency shelter at Harvey Wheeler Community Center. This will involve further planning and training activities.

PUBLIC SAFETY: Emergency Management

Item 15

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -		\$ -	\$ -	\$ -
Purchased Services	3,727	12,216	16,360	8,627	8,627
Supplies	2,589	-	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	127	-	-	-	-
Totals	\$ 6,444	\$ 12,216	\$ 22,810	\$ 15,077	\$ 15,077

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 22,810	100.00%	\$ 15,077	100.00%	-33.90%
Totals	\$ 22,810	100.00%	\$ 15,077	100.00%	-33.90%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Mission Statement:

The purpose of this funding is to provide animal control services in an efficient and effective manner.

Budget Highlights:

- This budget represents a 3.6% *increase* in operating appropriation from that of the FY16 budget.
- The expenses in this budget item are the costs of advertising for the animal control services, and then subsequent costs of hiring the contractor to provide these services.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 23,043	\$ 23,452	\$ 25,100	\$ 26,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,043	\$ 23,452	\$ 25,100	\$ 26,000

Description:

The Town contracts with a private vendor to provide animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by the Chief of Police.

The Animal Control Officer services include, but are not limited to, attending to all animal complaints (domestic or wild), performing humane removal services for all animals, and having a licensed kennel for the confinement of dogs. The Animal Control Officer and his assistant(s) are on call twenty-four (24) hours a day and can be contacted through the Public Safety Communications Center.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	23,043	23,452	25,100	26,000	26,000
Totals	<u>\$ 23,043</u>	<u>\$ 23,452</u>	<u>\$ 25,100</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 25,100	100.00%	\$ 26,000	100.00%	3.59%
Totals	<u>\$ 25,100</u>	100.00%	<u>\$ 26,000</u>	100.00%	3.59%

Public Works Departmental Mission Statement:

The mission of Concord Public Works is to enhance Concord's quality of life, and through sound management, communication, leadership, innovation, teamwork and vision, provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable cost to Concord's citizens, businesses, institutions and visitors for today and into the future.

Administration Division Mission Statement:

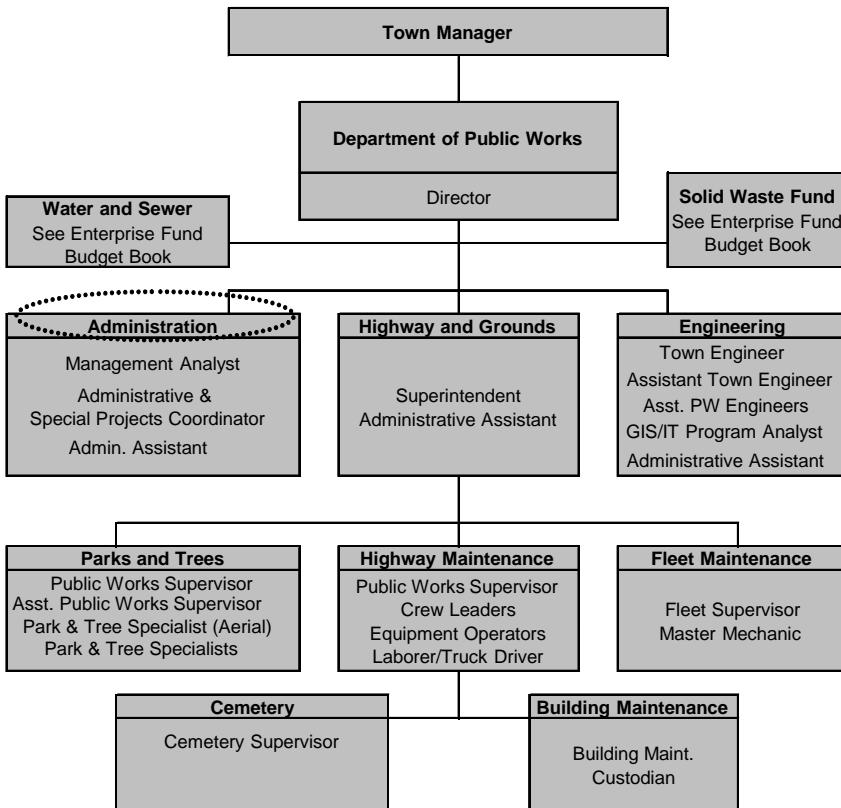
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.4% decrease in the operating appropriation from the FY16 budget.
- Decreases experienced in the cost of telephone services, supplies and other expenses made a modest reduction in projected operating expenditures possible.
- In exchange for support services provided by Public Works Administration, the Solid Waste Fund funds 50% of the Administrative Assistant position and 13.5% of all other expenditures. In addition, the Water Fund covers 25% of Division expenses; the Sewer Fund covers 10%.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 178,912	\$ 181,338	\$ 184,968	\$ 184,155
Other Funds	\$ 187,194	\$ 191,185	\$ 194,419	\$ 193,895
Total Expenditures	\$ 366,106	\$ 372,523	\$ 379,387	\$ 378,050



Description:

Concord Public Works includes the following Divisions: Administration, Engineering, Highway, Snow and Ice Removal, Parks and Trees, Cemetery, and the CPW Keyes Road facility. In addition, the Department through its Director, manages the Water, Sewer, and Recycling and Solid Waste Disposal Enterprises.

The Administration Division provides support for the Director and his staff in carrying out the mission of Concord Public Works.

The Public Works Commission advises the Director of Public Works and others on matters that concern Town water, sewerage, solid waste, drainage and roads

PUBLIC WORKS: Administration

Item 17A

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 337,281	\$ 350,200	\$ 355,992	\$ 356,650	\$ 356,650
Purchased Services	8,930	5,630	11,785	11,385	11,385
Supplies	4,642	5,130	6,550	5,660	5,660
Other Charges	6,253	1,462	5,060	4,355	4,355
Capital Outlay	9,000	10,100	-	-	-
Totals	\$ 366,106	\$ 372,523	\$ 379,387	\$ 378,050	\$ 378,050

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 184,968	48.75%	\$ 184,155	48.71%	-0.44%
Water Fund	88,002	23.20%	87,585	23.17%	-0.47%
Sewer Fund	35,202	9.28%	35,036	9.27%	-0.47%
Solid Waste Fund	71,215	18.77%	71,274	18.85%	0.08%
Totals	\$ 379,387	100.00%	\$ 378,050	100.00%	-0.35%

PUBLIC WORKS: Administration

Item 17A

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 139,776	1.00	\$ 139,776
	Management Analyst	1.00	86,782	1.00	86,782
	Administrative & Special Projects Coordinator	1.00	73,455	1.00	73,455
	Administrative Assistant	1.00	54,779	1.00	55,437
	Sub Total	<u>4.00 FTEs</u>	\$ 354,792	<u>4.00 FTEs</u>	\$ 355,450
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 355,992	<u>4.00 FTEs</u>	\$ 356,650

Program Implementation

The Administration budget includes funding for the Director and his immediate staff in support of public works programs as well as for office supplies and expenses. Responsibilities include the integration of all operating, maintenance and capital resources— money, labor, materials, equipment and facilities— in order to deliver public works services in an efficient, effective and responsive manner.

The program involves the management of more than \$4.0 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 55 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.

The Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining records to accomplish the following goals:

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

Town Manager Goals: Maintain the Town’s Infrastructure, and Ensure Quality Operational & Financial Management

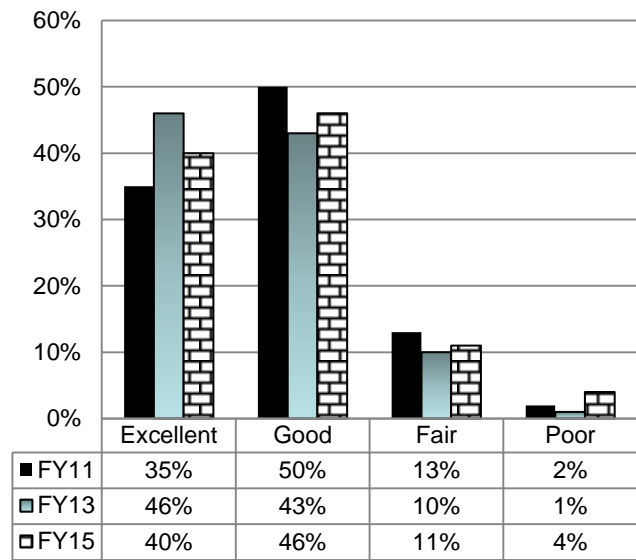
Division Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that the Public Works Department provides for the town.

Ratings of Services provided by Concord Public Works



Engineering Mission Statement:

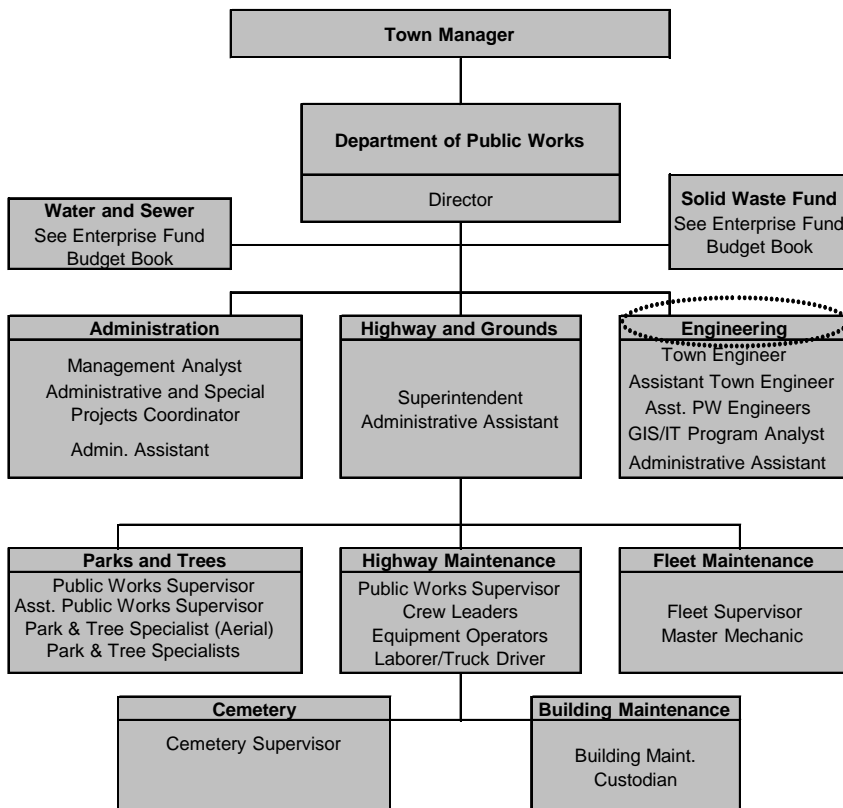
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 0.3% decrease from the FY16 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site and \$12,860 for custom application development and training for Public Works projects in the Geographic Information System (GIS).
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$10,000 for traffic signal replacement, \$20,000 for federal/state mandated street sign replacement program, \$25,000 for sustainable infrastructure practices, \$10,000 for NPDES Compliance, and \$20,000 for Public Works GIS application development

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 348,498	\$ 374,537	\$ 389,847	\$ 383,244
Other Funds	\$ 264,110	\$ 223,080	\$ 310,279	\$ 314,784
Total Expenditures	\$ 612,608	\$ 597,617	\$ 700,126	\$ 698,028



Description:

The Engineering Division is responsible for planning, designing, bidding, permitting, and providing construction administration for many of the Town's infrastructure improvement projects.

Projects include construction of: roadways, bridges, sidewalks, dams, culverts, traffic signals and drainage systems.

The Division provides a wide range of technical assistance and engineering services to achieve Department and Town goals and objectives.

The Division maintains Town plans and records, as well as infrastructure-related Geographic Information System (GIS) and asset management data.

PUBLIC WORKS: Engineering

Item 17B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$392,017	\$386,637	\$ 473,057	\$ 475,399	\$ 475,399
Purchased Services	36,185	34,803	42,320	40,500	40,500
Supplies	9,360	7,371	11,930	10,580	10,580
Other Charges	7,287	4,426	11,175	11,445	11,445
Capital Outlay	56,903	64,582	65,000	75,000	65,000
GIS Operations	82,032	59,850	76,644	75,104	75,104
GIS Capital Outlay	28,824	39,948	20,000	20,000	20,000
Totals	\$ 612,608	\$ 597,617	\$ 700,126	\$ 708,028	\$ 698,028

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 389,847	55.68%	\$ 383,244	54.90%	-1.69%
Light Fund	-	0.00%	-	0.00%	0.00%
Water Fund	87,820	12.54%	87,425	12.52%	-0.45%
Sewer Fund	22,459	3.21%	22,359	3.20%	-0.45%
Capital Projects	175,000	25.00%	180,000	25.79%	2.86%
Grant Funds	-	0.00%	-	0.00%	N/A
Road Repair Fund	25,000	3.57%	25,000	3.58%	0.00%
Totals	\$ 700,126	100.00%	\$ 698,028	100.00%	-0.30%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
J-2	Traffic Control Devices	10,000	10,000	10,000	10,000	10,000	10,000
J-7	Sustainable Drainage Improv.	25,000	25,000	25,000	25,000	25,000	25,000
J-8	NPDES Permit Compliance	10,000	10,000	10,000	10,000	10,000	10,000
J-10	Street Sign Replacement	20,000	20,000	20,000	20,000	20,000	20,000
	Totals	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

PUBLIC WORKS: Engineering

Item 17B

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 109,593	1.00	\$ 109,593
	Asst. Town Engineer	1.00	96,169	1.00	96,169
	Public Works Engineer	0.00	-	0.00	-
	Asst. Public Works Engineer	3.00	210,862	3.00	211,789
	GIS/IT Program Analyst	1.00	62,244	1.00	62,244
	Associate Engineer	0.00	-	0.00	-
	Administrative Assistant	1.00	56,433	1.00	56,648
	Sub Total	<u>7.00 FTEs</u>	\$ 535,301	<u>7.00 FTEs</u>	\$ 536,443
	Cell Phone Allowance	N/A	\$ -	N/A	\$ 1,200
5191	Tuition Reimbursement	N/A	-	N/A	-
	Total	<u>7.00 FTEs</u>	\$ 535,301	<u>7.00 FTEs</u>	\$ 537,643

Program Implementation	
<p><u>Major projects anticipated for FY17 include:</u></p> <p>2016/17 Roads Program – In-house design, bidding and construction inspection/administration of the annual roads program contract. The program is anticipated to rehabilitate approximately 4.0 miles of roadway, 60 drainage structures, and 3,300 feet of drain pipe.</p> <p>Sleepy Hollow Cemetery Roadway Network - In-house design, bidding and construction inspection/administration of Phase 1 of the cemetery infrastructure rehabilitation which will include roadways, drainage system and wall improvements.</p> <p>Parking Lot Rehabilitation - In-house design, environmental permitting, bidding and construction inspection/administration for the reconstruction of the Keyes Road, Walden Street and Church Street parking lots, including significant drainage improvements.</p> <p>2016 Sidewalk Program - In-house survey, design, bidding and construction inspection/administration for the annual targeted rehabilitation areas. These include the Commonwealth Avenue/Church Street intersection reconstruction with traffic calming bump-outs as well as the Old Marlboro and Old Pickard Road areas.</p> <p>Culvert Replacements - In-house design, environmental permitting, bidding and construction oversight for culvert replacements on Lowell Road, Sleepy Hollow Cemetery, Great Meadows Trail and Westford Road. The Division was successful in obtaining \$580,000 in HMGP grant funds from FEMA over the past few years, representing 75% federal funding for the replacement of the Lowell Road and Westford Road culverts.</p> <p>Cambridge Turnpike Improvement Project – Continued consultant management and technical oversight for the final design, bidding and construction of the Cambridge Turnpike Reconstruction Project. Project bid is targeted for calendar year 2016.</p> <p>Stormwater and Drainage Management - Annual reporting (Year 13) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent to apply for coverage under the new 2016 NPDES MS4 permit, which is in draft form.</p>	

Performance

Town Manager Goal: To Maintain the Town's Infrastructure

Division Goal: To ensure that Engineering services are appropriate, cost-effective, and of the highest quality.

Accomplishments during the past year:

2015/16 Roads Program - Completed the in-house design, bidding and construction oversight for the 2015/16 Roads Program. The program rehabilitated 6.19 miles of roadway, replacing/installing 82 drainage structures and installing approximately 4,100 feet of drain pipe. The work, completed through three separate bid contracts, was coordinated with approximately one mile of water main infrastructure replacement.

97 Thoreau Street Sustainable Infrastructure Demonstration Project - Completed the in-house design, bidding and construction oversight for the stormwater demonstration project. The project included the installation of a new tree box filter and porous paver area to promote stormwater infiltration, a new water fountain, a solar compactor and two new planting areas.

Winter Road Assistance Program (WRAP) –For the second year in a row, the Town received state supplemental funding of \$101,000 to repair transportation infrastructure deterioration from the extraordinary winter weather. The Engineering Division targeted these funds toward strategic patching of 2.24 miles of the Town's major roadways, including repairs to portions of Monument Street, Sudbury Road, Main Street, Wheeler Road and Old Marlboro Road.

Cambridge Turnpike Improvement Project - Continued consultant management and technical engineering guidance for the public outreach and preliminary permitting and design efforts for the Cambridge Turnpike Reconstruction Project.

NPDES MS4 Permit - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 12 annual reporting to the Environmental Protection Agency by the May 1st deadline. Major permit accomplishments within Year 12 included the further refinement of the residential rain garden program. In addition, stormwater technical review and environmental monitoring review and administration were completed for 14 projects meeting NPDES permit thresholds. Field work continued to improve location and system condition accuracy of Concord's stormwater GIS layer. All field survey work for the data accuracy improvement has been completed by CPW GIS staff; post-processing and final mapping will be completed by mid-2016.

Fitchburg Turnpike Culvert Replacement – Completed the construction and project closeout of the FEMA Hazard Mitigation Grant Program (HGMP) funded Fitchburg Turnpike Culvert Replacement. The Town received over \$100,000 in HMGP grant funds from FEMA for the culvert replacement.

Sign Management Program - Continued administration of the sign replacement program utilizing a new GIS data layer and asset management tool, prioritizing replacements to meet federal retroreflectivity and dimensional requirements. The program installed or replaced 150 signs (warning, regulatory, and guide/street) in FY16.

2015 Crack Sealing Program – Developed and bid the annual crack–sealing contract in the fall. Construction activity is slated for the spring. The project will maintain 9.3 miles of Concord roadways.

2015 Pavement Marking - Developed and bid the annual pavement marking contract, coordinating installation of markings on the parade route prior to Patriots Day festivities.

Westford Road Replacement – Completed In-house final design and bidding for the Westford Road Culvert Replacement Project. Project will be constructed in the summer of 2016. The Division was successful in obtaining HMGP program grant funds from FEMA for this project as well, representing 75% federal funding for the replacement of the culvert.

Mission Statement:

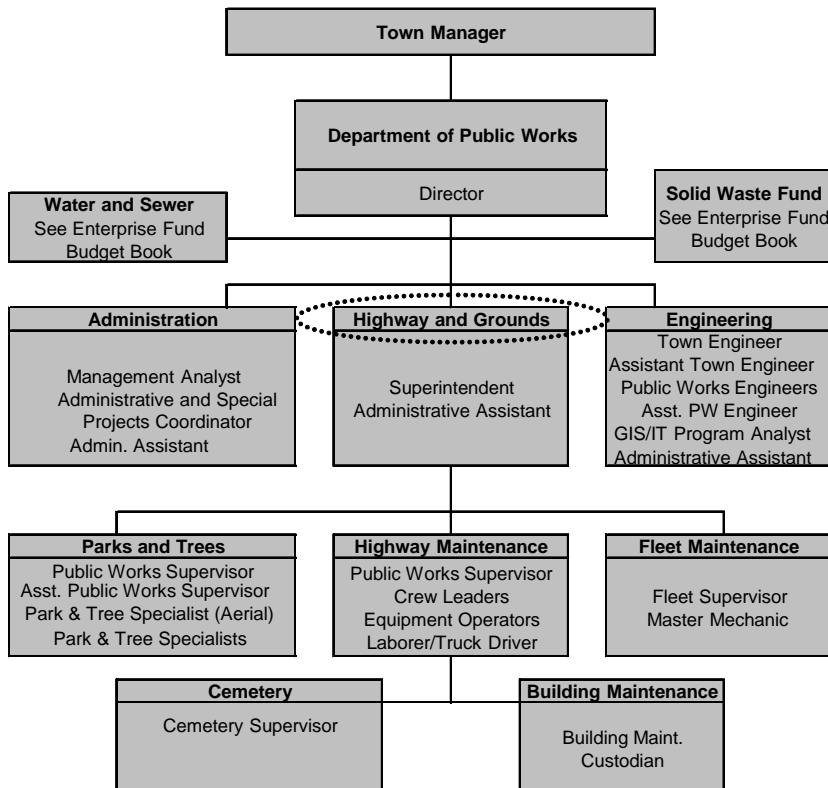
The mission of Highway Maintenance is to maintain and improve the Town’s public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 0.7% decrease in the operating appropriation from that of the FY16 budget.
- The budgeted amount for infrared patching has been increased for FY17 to allow for more patching to be completed utilizing this technology.
- The cost of fuel continues to be unpredictable. FY17 costs are estimated to be lower than budgeted in FY16 but still higher than FY15, assuming a typical snow season.
- The estimated per ton cost for disposal of catch basin sediments in accordance with DEP regulations has been decreased slightly to reflect pricing trends for this service over the previous two years.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$24,128) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$10,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 1,239,559	\$ 1,277,325	\$ 1,298,187	\$ 1,288,604
Other Funds	\$ 27,368	\$ 28,161	\$ 28,916	\$ 29,128
Total Expenditures	\$ 1,266,927	\$ 1,305,486	\$ 1,327,103	\$ 1,317,732



Description:

The Highway Maintenance Program includes all public ways and associated infrastructure—Concord’s streets, curbing, shoulders, sidewalks, guardrails, signs, culverts, outfalls, manholes, catch basins, and street drains. The Program funds the material and equipment repair costs associated with street and sidewalk sweeping, roadside mowing, storm drain and line cleaning, brush clearance, and litter control, along with related support activities including Town celebrations, road races, parades, and elections.

PUBLIC WORKS: Highway Maintenance

Item 17C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 812,644	\$ 903,654	\$ 937,642	\$ 926,847	\$ 926,847
Purchased Services	92,385	82,044	110,480	127,648	120,148
Supplies	252,143	225,094	259,256	250,837	250,837
Other Charges	5,580	4,236	4,725	4,900	4,900
Capital Outlay	104,175	90,457	15,000	27,500	15,000
Totals	<u>\$ 1,266,927</u>	<u>\$ 1,305,486</u>	<u>\$ 1,327,103</u>	<u>\$ 1,337,732</u>	<u>\$ 1,317,732</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,298,187	97.82%	\$ 1,288,604	97.79%	-0.74%
Water Fund	19,110	1.44%	19,280	1.46%	0.89%
Sewer Fund	4,806	0.36%	4,848	0.37%	0.87%
Solid Waste Fund	5,000	0.38%	5,000	0.38%	0.00%
Totals	<u>\$ 1,327,103</u>	100.00%	<u>\$ 1,317,732</u>	100.00%	-0.71%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 94,099	1.00	\$ 85,442
	Administrative Assistant	1.00	61,429	1.00	57,086
	Public Works Supervisor	1.00	88,438	1.00	89,075
	Fleet Supervisor	1.00	77,522	1.00	78,676
	Crew Leader	2.00	143,077	2.00	143,698
	Master Mechanic	1.00	64,747	1.00	64,979
	Equipment Operator	6.00	321,605	6.00	322,057
	Laborer/Truck Driver	1.00	49,607	1.00	49,632
	Sub Total	<u>14.00 FTEs</u>	\$ 900,524	<u>14.00 FTEs</u>	\$ 890,645
	Less: Snow Reimbursement	-2500 hrs.	\$ (72,870)	-2500 hrs.	\$ (74,640)
	Sub Total	<u>12.80 FTEs</u>	\$ 827,654	<u>12.80 FTEs</u>	\$ 816,005
5120	Temporary/ Seasonal	1000 hrs.	\$ 14,000	1000 hrs.	\$ 14,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 63,376	1420 hrs.	\$ 63,598
	Overtime - Compost Site	300 hrs.	13,390	300 hrs.	13,437
5131	Overtime - Police	400 hrs.	19,222	400 hrs.	18,607
	Cell Phone Allowance	N/A	-	N/A	1,200
	Total	<u>12.80 FTEs</u>	\$ 937,642	<u>12.80 FTEs</u>	\$ 926,847

Program Implementation

- The Highway Maintenance Program provides ongoing repair, improvement , and maintenance of approximately 107 miles of Town roads and 59 miles of Town sidewalks as well as the Town’s storm water system consisting of approximately 2,861 catch basins, 211 culverts, 438 outfalls, 1,185 drainage manholes, 3 dams, 15 detention basins, 143 leaching structures, 2 infiltration basins, 8 treatment chambers ,5 bio-retention areas, and over 59 miles of drain lines.
- Roadway and sidewalk maintenance - Maintenance of roads and sidewalks includes many activities such as pothole patching, full depth patching, trench repair, sign repair and installation, and roadside mowing. All Town roads are swept in the spring with sweeping of downtown areas completed on a weekly basis. Selected sidewalks are also swept in the spring. The FY17 budget includes funds for 5 days of infrared roadway patching. The use of this contractual service was increased in FY16 to repair deteriorated areas of pavement near manholes, catch basins, and small sections of roads.
- Storm water system maintenance – Continuous maintenance is needed to keep Concord’s storm water system functioning properly. Catch basins are cleaned every other year utilizing town-owned equipment; repairs to catch basins and pipes are ongoing as needed; detention areas and bio-retention areas are monitored and maintained on an ongoing basis as well.
- The budget includes \$95,951 for vehicle and equipment maintenance and supplies, \$41,800 for bituminous concrete material for road and sidewalk repairs, \$10,000 for repair and replacement of street and traffic signs, and \$20,000 for food and supplies for the Massachusetts Correctional Institute (Concord) crew in exchange for their work performing important roadside, equipment, and site maintenance duties.

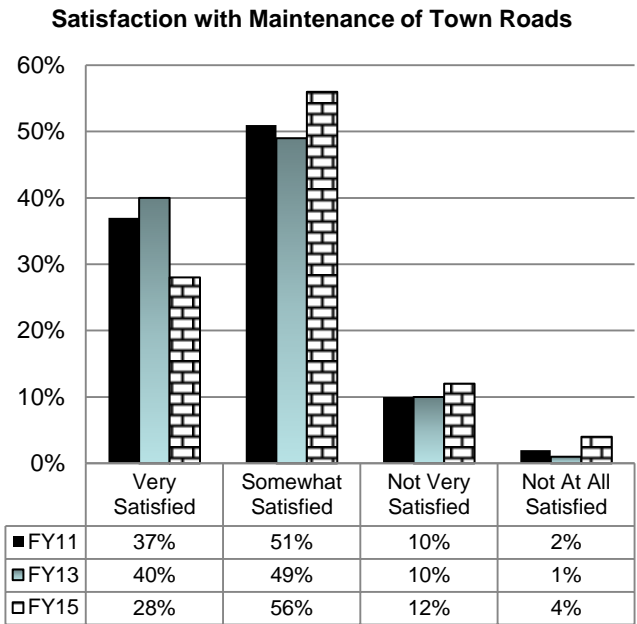
Town Manager Goal: To Maintain the Town’s Infrastructure

Division Goal: *To ensure the maintenance of town roads.*

Objective: To measure citizen satisfaction with town roads.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that the Highway Maintenance Division provides for the town. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



Performance Measures

Town Manager Goal: To Maintain the Town’s Infrastructure

Division Goal: *To ensure the maintenance of town roads.*

	Municipal Standard*	Concord 2015
Response time – general maintenance	2 weeks	2 (+/-) days
Response time – potholes	24 hours	24 hours
Catch basins rebuilt per shift (3 persons per shift)	0.6 – 1	1
Response time – drainage emergency	24 hours	8 hours
Sweeping program on all town roads and selected sidewalks	by June 1 each year**	completed before June 1
Cleaning of catch basins & other drain structures	15-20 per day with 2-4 person crew	20 per day with 1-person crew
Sign replacement/installation program	2.73 signs per hour with a 2-person crew	2.5 signs per hour with a 2-person crew

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Tables 29.5, 29.7, 29.8, 30.13, 30.14, 30.15.

** Division goal

Mission Statement:

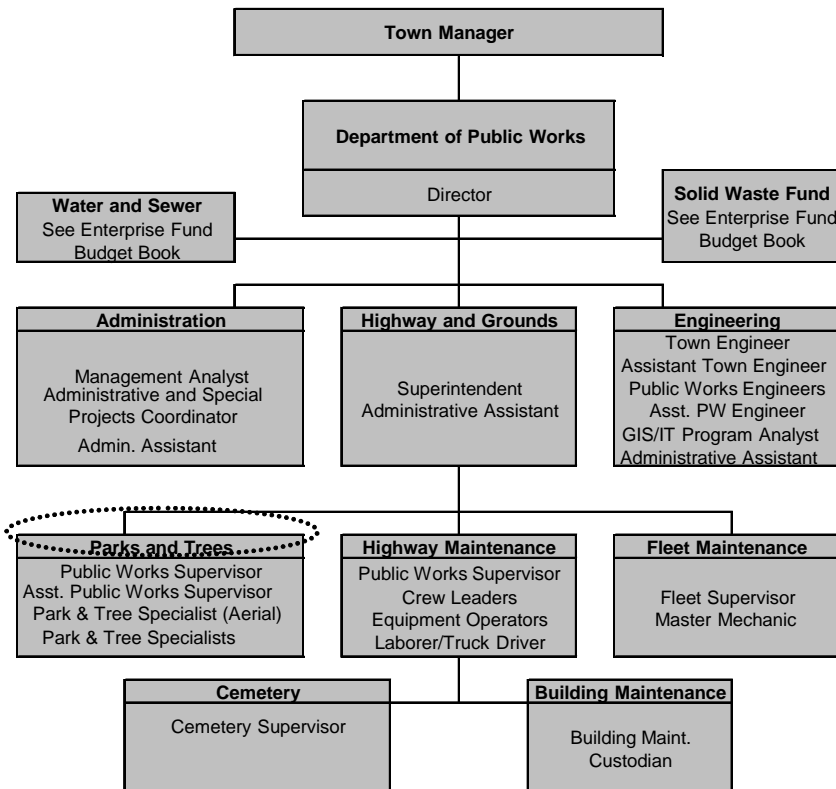
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 0.3% decrease in the operating appropriation over that of the FY16 budget.
- The FY17 budget reflects the newly created Assistant Public Works Supervisor position.
- The Light Fund is providing funding (\$7,225) for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord Fields (FOCF), provides \$50,000 to cover costs associated with the multi-purpose turf fields. Concord-Carlisle Youth Baseball provides \$7,700 for maintenance of the Ripley Field baseball facility.
- Maintenance of other playing fields are partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 649,873	\$ 646,590	\$ 647,670	\$ 663,288
Other Funds	\$ 37,225	\$ 37,225	\$ 94,925	\$ 94,925
Total Expenditures	\$ 687,098	\$ 683,815	\$ 742,595	\$ 758,213



Description:

The Parks and Trees Division provides for the preservation and maintenance of nearly 50 acres of active recreation areas, which include:

- Two playgrounds (Emerson and Rideout);
- Various school fields including Sanborn upper and lower fields;
- Four other playing fields (Ripley School, South Meadow, Cousins, and Cushing soccer fields);
- Ten tennis courts, four basketball courts, and three play equipment locations;
- Two multi-use artificial turf playing fields at CCHS.

In addition, Parks and Trees:

- Maintains passive recreation areas, five traffic islands (16 are maintained by volunteers), and outdoor skating rinks as weather and resources permit;
- Landscapes municipal buildings (Town House, Assessors' building, 141, 133, 135 Keyes Road) and cares for public shade and park trees.

PUBLIC WORKS: Parks & Trees

Item 17D

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 475,292	\$ 417,270	\$ 556,021	\$ 557,949	\$ 557,949
Purchased Services	32,002	25,405	28,488	34,682	33,182
Supplies	96,129	94,254	129,506	122,447	121,447
Other Charges	3,160	2,677	3,580	3,135	3,135
Capital Outlay	80,516	144,209	25,000	132,500	42,500
Totals	<u>\$ 687,098</u>	<u>\$ 683,815</u>	<u>\$ 742,595</u>	<u>\$ 850,713</u>	<u>\$ 758,213</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 647,670	87.22%	\$ 663,288	87.48%	2.41%
Light Fund	7,225	0.97%	7,225	0.95%	0.00%
Recreation Fund	15,000	2.02%	15,000	1.98%	0.00%
School Department	15,000	2.02%	15,000	1.98%	0.00%
C&C Youth Baseball	7,700	1.04%	7,700	1.02%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.73%	50,000	6.59%	0.00%
Totals	<u>\$ 742,595</u>	100.00%	<u>\$ 758,213</u>	100.00%	2.10%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
K-1	Public Shade Trees	20,000	22,500	25,000	25,000	25,000	25,000
K-2	Turf Improvement	-	15,000	52,500	62,500	62,500	62,500
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 25,000</u>	<u>\$ 42,500</u>	<u>\$ 82,500</u>	<u>\$ 92,500</u>	<u>\$ 92,500</u>	<u>\$ 92,500</u>

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 89,405	1.00	\$ 89,430
	Assistant Public Works Supervisor	0.00	\$ -	1.00	\$ 60,740
	Senior Park and Tree Specialist	1.00	\$ 60,803	0.00	\$ -
	Park and Tree Specialist (Aerial)	1.00	\$ 63,665	1.00	\$ 64,541
	Park and Tree Specialist	5.00	\$ 279,910	6.00	\$ 326,337
	Sub Total	<u>8.00 FTEs</u>	\$ 493,783	<u>9.00 FTEs</u>	\$ 541,048
	Less: Cemetery Adjustment	0 hrs.	\$ -	-695 hrs.	\$ (18,130)
	Less: Snow Reimbursement	-700 hrs.	\$ (20,159)	-700 hrs.	\$ (20,154)
Sub Total	<u>7.66 FTEs</u>	\$ 473,624	<u>8.33 FTEs</u>	\$ 502,764	
5120	Temporary (Summer Crew)	1220 hrs.	13,420	1220 hrs.	13,420
	Temporary (Seasonal Help)	1760 hrs.	26,400	0 hrs.	-
	Temporary (Ripley)	700 hrs.	7,700	700 hrs.	7,700
	Overtime	600 hrs.	26,607	600 hrs.	25,880
	Overtime (Playing Fields)	70 hrs.	3,105	70 hrs.	3,020
5131	Police Overtime	125 hrs.	5,165	125 hrs.	5,165
	Sub Total	<u>1.76 FTEs</u>	\$ 82,397	<u>0.92 FTEs</u>	\$ 55,185
Total		<u>9.43 FTEs</u>	\$ 556,021	<u>9.25 FTEs</u>	\$ 557,949

Program Implementation

- The Park and Tree Division provides professional-level services to preserve, maintain, and enhance Concord's athletic fields, parks, recreation areas, and public shade trees.
- Athletic field and park maintenance – Significant efforts are needed to properly maintain Concord's athletic fields and parks to keep them in top condition for users. Mowing is completed weekly with additional mowing scheduled as needed to maintain the proper height of the turf grass. Fertilizing is scheduled several times a year based on results from soil testing. Irrigation systems are continuously monitored to ensure water is being conserved as much as possible with repairs being performed by town staff and an outside contractor. Infields are groomed throughout the year to maintain level playing surfaces that are free of weeds. A fall over-seeding program is undertaken to increase turf density and assist turf areas in recovering from season-long use.
- Tree maintenance - Public shade trees are maintained throughout the year by town staff. Tree maintenance activities include planting, trimming, and removing trees and stumps. Trees are removed under the direction of the Tree Warden, involving public tree hearings as warranted. Trees planted under the replacement program receive ongoing care to ensure they properly establish. The Light Fund shares in the cost of trimming and removal of trees that are in close proximity to electric lines. A town-wide public shade tree inventory and management plan is scheduled to be completed in FY16. This tool will be very useful in managing these valuable resources.
- The FY17 budget reflects two position changes within the Park and Tree Division. First, the position of Senior Park and Tree Specialist was replaced by the newly created position of Assistant Public Works Supervisor, and the temporary seasonal positions are now staffed by one full-time Park and Tree Specialist shared with the Cemetery Division.
- The FY17 Parks and Trees Capital Outlay budget includes \$22,500 for the replacement of public shade trees, \$15,000 for turf improvement and park rehabilitation, and \$5,000 for small equipment.

Major Activities in FY15

Specific major objectives accomplished in 2015 include:

- Raking, dragging and marking of 12 ball fields weekly for 26 weeks
- Fertilizing, seeding, aerating, and liming (as needed) -- 35 acres of athletic fields and 10 acres of parks and Town building lawns..
- Continuing to maintain and operate nine irrigation systems.
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting trees to replace public shade trees and park trees.
- Removing or pruning trees as necessary under the direction of the Tree Warden.
- Providing for the daily maintenance of the multi-use fields and bathroom facilities.
- Providing daily and long term maintenance to the Ripley premier youth baseball facility.

Performance Measures

	Industry Standards*	Concord 2015
Response time – tree emergency	24 hours	4 hours
Response time – routine citizen requests	7 days	3 days
Mowing frequency during growing season – parks	weekly	weekly
Acres mowed or maintained per work hour	1.2 acres	1.2 acres
Athletic fields - infield dragging - lining & general maintenance	0.75 hr – 1 person 2.5 labor hrs per field	0.75 hr – 1 person 2.25 labor hrs per field
Street tree maintenance - tree removal - stump removal	13 labor hrs per removal 3.5 labor hrs per removal	12 labor hrs per removal 3 labor hrs per removal

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Tables 19.13, 19.14, 19.22

Mission Statement:

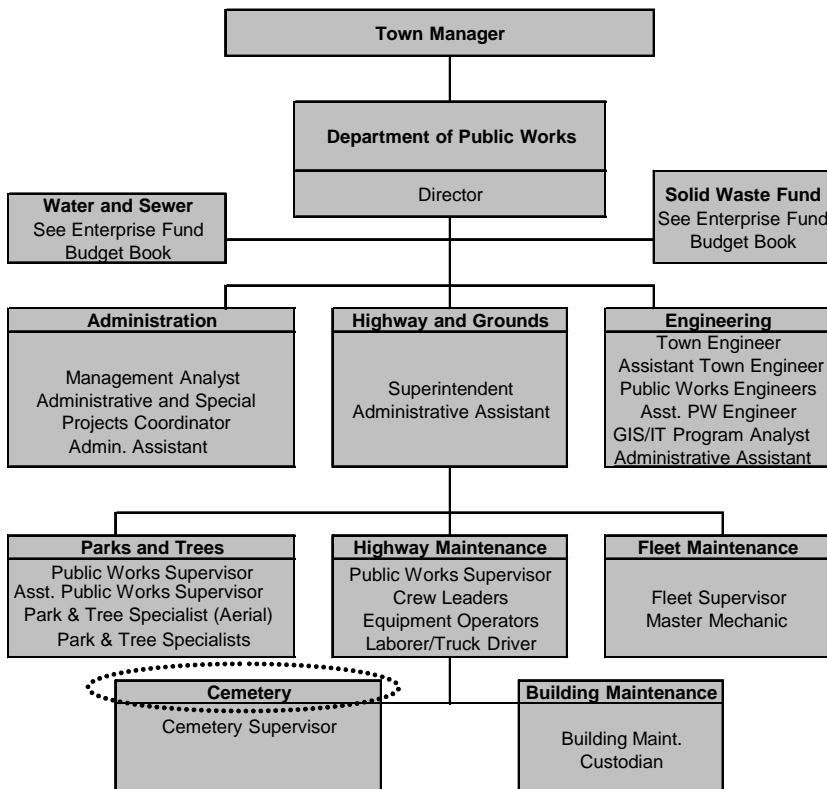
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four historic cemeteries and the Melvin Memorial with a commitment to quality, respect, compassion and cost-effectiveness while striving to ease the process of lot purchase, interment and historic burial research.

Budget Highlights:

- This budget represents a 2.1% decrease in the operating appropriation from that of the FY16 budget.
- The FY17 budget reflects the elimination of the skilled laborer position and includes a portion of the salary for a Park and Tree Specialist shared with the Park and Tree Division.
- There is an increase of 2% for the third year of a three-year contract for mowing and leaf clean up services.
- The General Fund covers 35% of total operating cost, while the Cemetery Fund covers the remaining 65% along with 100% of capital costs.
- Capital Outlay, funded entirely by the Cemetery Fund, consists of \$10,000 for the continuing grave marker preservation project and \$30,000 for Cemetery master plan improvements.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 60,401	\$ 61,336	\$ 68,114	\$ 66,684
Other Funds	\$ 113,697	\$ 121,811	\$ 166,503	\$ 163,846
Total Expenditures	\$ 174,098	\$ 183,147	\$ 234,617	\$ 230,530



Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery and The Knoll at Sleepy Hollow, as well as the two ancient burial grounds at the Mill Dam— Old Hill Burying Ground and South Burial Ground. Cemetery maintenance, preservation and support services include showing and selling burial lots; grounds keeping including mowing, caring for turf and trees, walls, walks and roadways; readying grounds for Memorial Day and Veterans Day events; arranging for interments; preserving and protecting grave markers, including the Melvin Memorial; and assisting the general public and visitors. Due to their history and special character, Concord's cemeteries attract many tourists as well as residents.

PUBLIC WORKS: Cemetery

Item 17E

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 96,317	\$ 88,474	\$ 100,117	\$ 97,721	\$ 97,721
Purchased Services	45,087	79,620	83,585	81,679	81,679
Supplies	8,379	6,751	10,455	10,414	10,414
Other Charges	488	409	460	715	715
Capital Outlay	23,828	7,893	40,000	40,000	40,000
Totals	<u>\$ 174,098</u>	<u>\$ 183,147</u>	<u>\$ 234,617</u>	<u>\$ 230,530</u>	<u>\$ 230,530</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 68,114	29.03%	\$ 66,684	28.93%	-2.10%
Cemetery Fund	166,503	70.97%	163,846	71.07%	-1.60%
Totals	<u>\$ 234,617</u>	100.00%	<u>\$ 230,530</u>	100.00%	-1.74%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Totals	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>

* Funded by the Cemetery Fund

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 71,849	1.00	\$ 71,849
	Sub Total	<u>1.00 FTEs</u>	\$ 71,849	<u>1.00 FTEs</u>	\$ 71,849
	1/3 Share of Park & Tree Specialist	0 hrs.	\$ -	695 hrs.	\$ 18,130
	Less: Snow Removal	-300 hrs.	(10,173)	-300 hrs.	(10,323)
	Sub Total	<u>0.86 FTEs</u>	\$ 61,676	<u>0.86 FTEs</u>	\$ 79,656
5120	Temporary Employee	1280 hrs.	\$ 20,634	0 hrs.	\$ -
5130	Overtime	345 hrs.	17,808	350 hrs.	18,065
	Total	<u>1.47 FTEs</u>	\$ <u>100,117</u>	<u>0.86 FTEs</u>	\$ <u>97,721</u>

Program Implementation
<ul style="list-style-type: none"> •Cemetery maintenance, operation, and support functions are performed under the supervision of the CPW Highway and Grounds Superintendent. The Cemetery Committee provides oversight for all Town cemeteries and burial grounds. The Friends of Sleepy Hollow also support the program through specific fund-raising activities and promotions. •Cemetery operations – Cemetery staff provide dignified, respectful burials throughout the year. Burials are completed, whenever possible, at the most convenient time for the families. The cemetery staff also respond to many inquiries from the public regarding the purchase of burial lots, locations of graves, and other burial information requests. •Cemetery maintenance – The maintenance of Sleepy Hollow Cemetery, including The Knoll, is performed by Town staff, a crew from MCI, and an outside contractor for mowing and leaf clean up services. Old Hill Burying Ground and South Burial Ground are mowed and spring and fall clean ups are completed by Town staff with assistance from the MCI crew. Gravesites are maintained on an ongoing basis to ensure the grounds of the cemetery are in excellent condition; activities by Town staff include leveling graves with loam, reseeding graves, fertilizing newly planted areas, and the care of planting areas. •The FY17 budget reflects the elimination of the temporary position which was replaced with a Park and Tree Specialist position that is shared with the Park and Tree Division. The use of a full time employee will allow for better delivery of cemetery services through continuous training and the higher skill level of the full-time employee. •The Cemetery Fund has three sources of income: (1) interment fees, (2) interest earned by the Perpetual Care Fund administered by the Trustees of Town Donations, and (3) revenue from the sale of burial lots. There are constraints on raising additional revenue since the Town’s cemetery rates fall in the upper bracket of comparable nearby communities. Outsourcing of mowing and fall/spring clean-up activities, now in the third year of the current contract, has helped to stabilize Cemetery costs. •The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY17 will be the eleventh year at the Old Hill Burying Ground at Sleepy Hollow), and (2) \$30,000 for Cemetery Master Plan improvements including tree pruning and removal work, road repair and resurfacing, wall, walkway and culvert repairs, building maintenance, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

Cemetery Operations

Town Manager Goal: To maintain the Town’s infrastructure.

Division Goal: To ensure that Cemetery services are appropriate, cost-effective, and of the highest quality.

Cemetery Fund Revenues increased substantially in FY15 but are expected to be slightly less in FY16 and FY17. Operational expenses are expected to hold at approximately the FY16 level after experiencing an increase in FY15 due to the addition of contracted maintenance services. Budgeted capital costs for FY17 have been maintained at an annual level of \$40,000. The Cemetery Fund balance at the end of FY15 stands at \$398,483.

Cemetery Revolving Fund Detail

	FY14 Actual	FY15 Actual	FY16 Revised Estimate	FY17 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$57,171	\$70,502	\$63,200	\$63,200
Interest, Perpetual Care Fund	40,000	46,500	48,000	50,000
Lot sales plus interest	26,910	36,485	37,900	37,900
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$124,081</u>	<u>\$153,487</u>	<u>\$149,100</u>	<u>\$151,100</u>
Cemetery Fund Expenses				
Operations	\$97,569	\$114,555	\$124,877	\$123,844
Capital	16,128	7,256	40,000	40,000
Cemetery Dept. Subtotal	<u>\$113,697</u>	<u>\$121,811</u>	<u>\$164,877</u>	<u>\$163,844</u>
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Expenses	<u>\$116,697</u>	<u>\$124,811</u>	<u>\$167,877</u>	<u>\$166,844</u>
Net For Year	<u>+\$7,384</u>	<u>+\$28,676</u>	<u>-\$18,777</u>	<u>-\$ 15,744</u>
Cemetery Fund Balance at Fiscal Year-End	<u>\$369,806</u>	<u>\$398,483</u>	<u>\$379,706</u>	<u>\$363,962</u>

Snow & Ice Mission Statement:

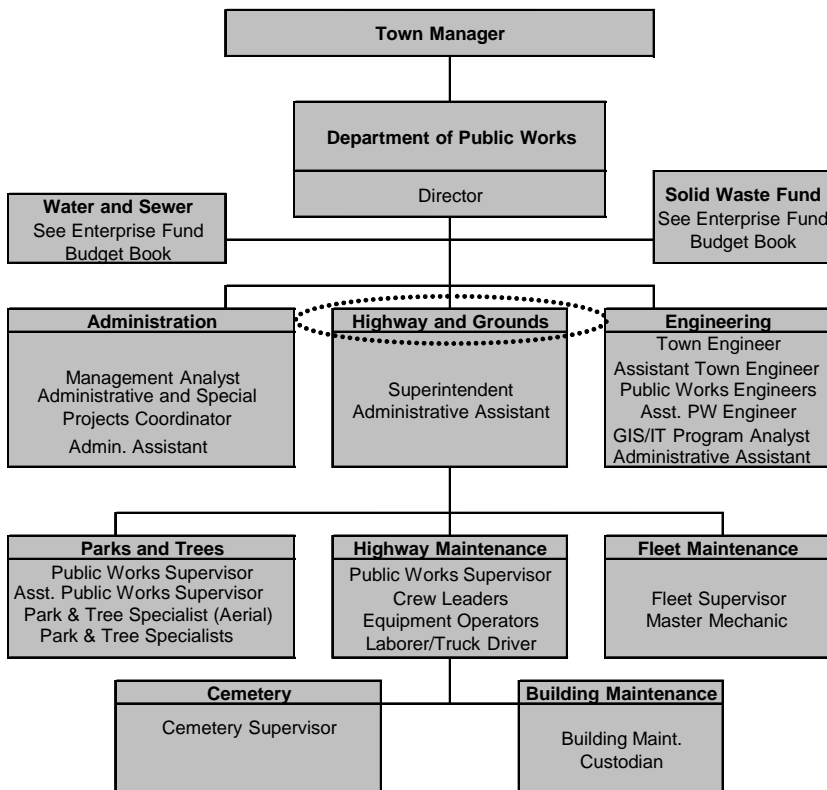
The purpose of this funding is to provide for the costs of maintaining the Town’s transportation network including streets, sidewalks, curb ramps and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services

Budget Highlights:

- This budget represents a 4.8% *increase* in the operating appropriation over that of the FY16 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$628,000. However, due to budget constraints, \$597,500 is being recommended.
- Winter maintenance expenditures, particularly personnel services, contract plowing, fuel costs, equipment maintenance, salt and deicing chemicals, are highly variable depending on weather conditions.
- Road salt is obtained through the State contract with area Towns participating. State contract prices have remained the same for FY15 and FY16. Salt can account for as much as 40% of winter maintenance expenditures.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 825,362	\$ 865,772	\$ 570,000	\$ 597,500
Other Funds	\$ -	\$ 99,839	\$ -	\$ -
Total Expenditures	\$ 825,362	\$ 965,611	\$ 570,000	\$ 597,500



Description:

- The Snow and Ice Removal Program funds the cost of snow and ice control and removal on public roads, sidewalks, and parking areas, as well as on certain private roads.
- The Program plan is based on a Town crew of 25 drivers and support personnel and 13 contract drivers and vehicles.
- Besides plowing, salting/brining and sanding, activities also include hauling snow, clearing at targeted locations, clearing catch basins, and maintaining equipment and support vehicles.
- If there are more snow and ice events during the winter season than planned, and this budget goes into deficit, the balance must be raised in the next year’s tax levy.
- Refer to Item 103 for a more detailed discussion of how the snow account deficit is handled.

PUBLIC WORKS: Snow & Ice Removal

Item 18

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 825,362	\$ 965,611	\$ 570,000	\$ 625,000	\$ 597,500
Totals	<u>\$ 825,362</u>	<u>\$ 965,611</u>	<u>\$ 570,000</u>	<u>\$ 625,000</u>	<u>\$ 597,500</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 570,000	100.00%	\$ 597,500	100.00%	4.82%
Totals	<u>\$ 570,000</u>	100.00%	<u>\$ 597,500</u>	100.00%	4.82%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 72,870	2500 hrs.	\$ 74,640
	Park/Tree Staff	700 hrs.	20,159	700 hrs.	20,154
	Cemetery Staff	300 hrs.	10,173	300 hrs.	10,323
	Water/Sewer Staff	200 hrs.	6,124	200 hrs.	6,124
	Sub Total	<u>1.77 FTEs</u>	\$ 109,326	<u>1.77 FTEs</u>	\$ 111,241
5130	Overtime - Highway Staff	2400 hrs.	104,933	2400 hrs.	107,482
	Overtime - Park/Tree Staff	600 hrs.	25,919	600 hrs.	25,912
	Overtime - Cemetery Staff	250 hrs.	12,716	250 hrs.	12,904
	Overtime - Water/Sewer Staff	600 hrs.	27,558	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 171,126	<u>0.00 FTEs</u>	\$ 173,856
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ <u>282,052</u>	<u>1.77 FTEs</u>	\$ <u>286,697</u>

Program Implementation
<ul style="list-style-type: none"> •The Snow and Ice Removal Program has been developed to deliver exceptional winter maintenance services that are efficient, effective, and environmentally responsible. • Salting/De-icing - Concord Public Works carefully follows a restricted salt use policy to keep Town roads as safe as possible without the overuse of chemicals. The use of sand has been eliminated from the normal salting/de-icing program; sand is used only in certain situations if needed. Concord works very hard to ensure salt usage is minimized as much as possible. Selected roads receive an application of salt brine prior to the start of storms to prevent the bonding of snow and ice to the roadway which aids in reducing salt usage. All trucks are calibrated at the beginning of the season to ensure they are applying the correct amount of salt. Most of the fleet of salt spreaders have been changed to computerized, closed- loop ground speed controllers. These controllers adjust the volume of salt applied in relationship to the speed of the truck. Studies have shown a significant reduction in salt usage though better control of the application equipment. Several trucks are equipped with under-body scrapers. These mid-mount plows allow the operator to scrape roads prior to applying salt so it is more effective. Liquid calcium chloride is used in colder temperatures to improve the effectiveness of the salt. • Snow Plowing - The Town is divided into 15 plowing routes, each utilizing 1 to 3 vehicles to complete the necessary plowing. Each route uses a combination of Town vehicles and, during major events, private contractors working together to plow the route. In addition, there are four sidewalk-plowing routes, each covered by a Town-owned sidewalk plow. All four of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed during and after each storm event. • Snow Removal - Snow is removed from Concord’s three business areas as needed and hauled to the Town’s former landfill site and to an area adjacent to the West Concord MCI facility. Most of these removals are now done with Town forces. For efficiency and safety purposes and to minimize traffic and negative impacts on commerce, this activity is normally carried out between the hours of 10:00 p.m. and 7:00 a.m.; during these times traffic detours are in place for motorist safety.

Town Manager Goal: To Maintain the Town’s Infrastructure

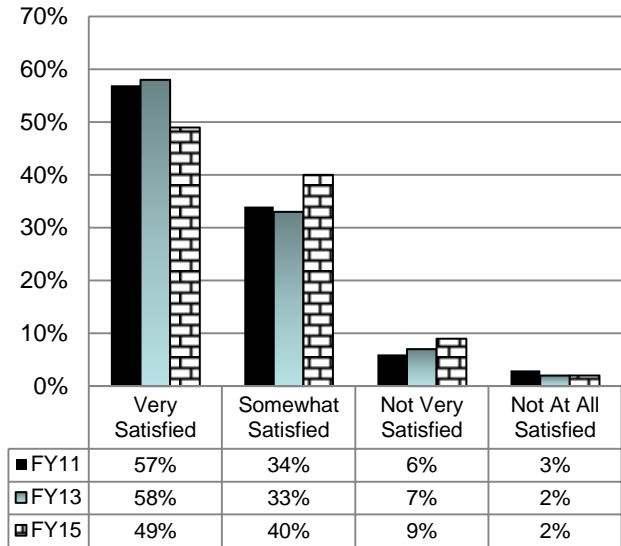
Goal: *To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.*

Objective: To measure citizen satisfaction with the Town’s snow and ice removal services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services of the snow and ice removal services. In FY15 89% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Budgeted	2016-2017 Proposed
Regular and Overtime Hours	8,099	11,188	12,117	7,550	7,550

Performance Measures

	Municipal Standard*	Concord FY2014
Salt Spreading	12.5 lane-miles per hr 2-person crew	11.1 lane-miles per hr 1-person crew
Salt Application	250 lbs per lane-mile	Meets standard with computerized ground speed controllers
Plowing	3.39 lane-miles per hr heavy snow	2.96 to 3.7 lane-miles per hr on average

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Table 30.13

Mission Statement:

The purpose of this funding is to provide for the cost of illuminating public streets for safe travel by vehicular traffic, potentially hazardous spot locations along public roadways, and commercial area sidewalks within the public way.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY16 budget.
- Over the past several years, the number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, but was increased again thereafter to the present level of 1,402 as a result of public demand for better lighting in some areas. No significant additions or removals of fixtures are planned for FY16.
- Down-sizing of existing fixtures has continued, resulting in further energy savings.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 71,049	\$ 64,955	\$ 73,463	\$ 73,463
Other Funds	\$ 540	\$ 537	\$ 537	\$ 537
Total Expenditures	\$ 71,589	\$ 65,492	\$ 74,000	\$ 74,000

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY17. This account also provides funding for decorative lighting on poles and trees during the holiday season between Thanksgiving and New Year's Day, flag lighting for nighttime display, and lighting for passenger loading at the Depot. Restoration of many of the streetlight fixtures that had previously been removed will increase the estimated annual electricity consumption in FY17 to approximately 448,090 kWh from a low of 334,900 kWh in FY11.

The Town's street lighting is provided and maintained by the Concord Municipal Light Plant, a department of the Town Government. A Trust Fund pays for the cost of lighting the flagpole in Monument Square; all other lighting costs are paid by the Town's General Fund.

The Town's policy is to provide the minimum amount of street lighting necessary to accomplish program objectives in an equitable manner throughout the Town, consistent with public safety, energy conservation, cost effectiveness, and aesthetic appropriateness. The majority of mercury vapor and sodium fixtures have been replaced with more energy-efficient fixtures, allowing for the maintenance of safe and appropriately illuminated streets. Down-sizing of fixtures will continue in FY17 with further energy savings expected.

Street lighting costs to the Town by the Concord Municipal Light Plant are calculated in accordance with the provisions of Massachusetts General Laws, Chapter 164, § 58. All expenses of the Light Plant for a calendar year are divided by the total kilowatt-hours sold for the same calendar year to determine the price per kilowatt-hour for the next calendar year. The Light Plant estimates that the street light rate (including a 1.5% surcharge for undergrounding and a 0.52% surcharge for the CARES program) will be 13.54 cents per kWh for the period July-December 2016 and 14.68 cents per kWh for the period January-June 2017 for an annual average in FY17 of 14.11 cents per kWh. The decrease in cost is due to the advantageous terms of a new supply contract.

Streetlight charges for FY17 are estimated as follows:

July-December 2016	210,983 kWh	(47%)	@ \$0.13543	= \$28,574
January-June 2017	<u>237,917 kWh</u>	(53%)	@ \$0.14687	= <u>\$34,943</u>
Total	448,900 kWh			\$63,517

The proposed FY17 budget amount of \$74,000 represents an estimate of expenses made prior to receiving the cost analysis shown above.

PUBLIC WORKS: Street Lighting

Item 19

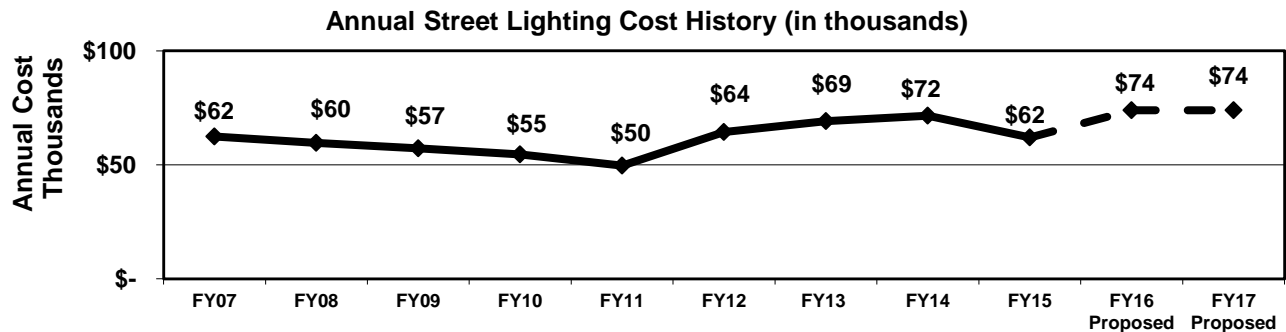
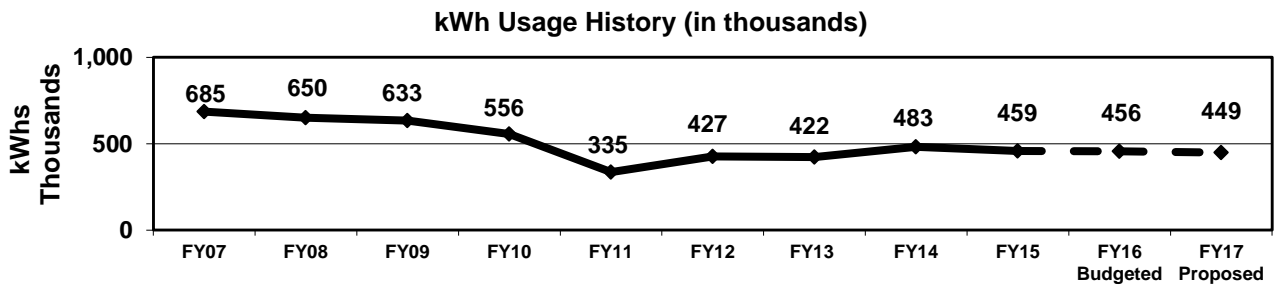
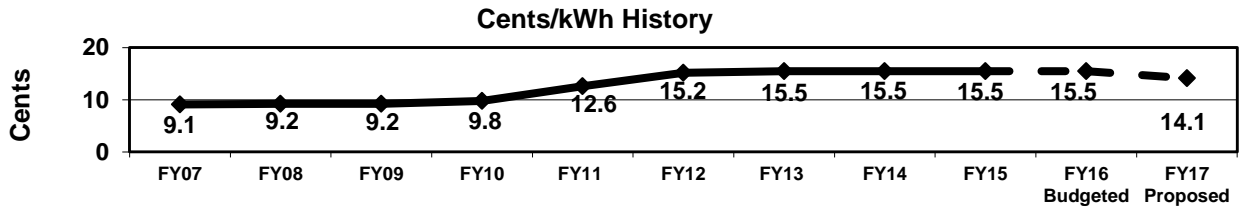
Expenditure Detail

	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	71,589	65,492	74,000	74,000	74,000
Totals	\$ 71,589	\$ 65,492	\$ 74,000	\$ 74,000	\$ 74,000

Funding Plan

	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,463	99.27%	\$ 73,463	99.27%	0.00%
Town Trust Fund	537	0.73%	537	0.73%	0.00%
Totals	\$ 74,000	100.00%	\$ 74,000	100.00%	0.00%

Street Lighting Trends



Mission Statement:

The purpose of this funding is to provide for the cost of purchasing and maintaining properly sized and appropriately equipped vehicles and equipment for the efficient and effective delivery of Public Works services.

Budget Highlights:

- This budget represents approximately a 20% *increase* in the capital appropriation from that of the FY16 budget.
- The FY17 replacement plan includes replacement of H30 – 1998 56,000 GVWR 10 wheel truck with dump/plow and the replacement of H36 – 2002 35,000 GVWR truck with swap loader/plow/scraper

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 277,000	\$ 288,000	\$ 250,000	\$ 300,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 277,000	\$ 288,000	\$ 250,000	\$ 300,000

Description:

The Equipment Program funds the replacement of public works vehicles and heavy equipment through appropriations from the Town’s General Fund (equipment for Water and Sewer Programs is purchased by the Water and Sewer Enterprise Funds). This replacement plan supports a CPW inventory of 70 vehicles/heavy equipment including four sedans, one light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 24 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (three multi-use), two turf tractors, and six trailers.

The FY17 equipment plan includes replacement of the following:

- Truck H30 – 1998 56,000 GVWR 10 wheel truck with dump/plow. This truck will be replaced with a 35,000 GVWR truck with dump/plow.
- Truck H36 – 2002 35,000 GVWR truck with swap/spreader/plow/scraper. This truck will be replaced with a 35,000 GVWR truck with swap/spreader/plow/scraper/wing.
- If funding allows, the purchase and installation of (2) Cirrus Spreadsmart Rx spreader controls to complete the retrofit of the fleet to computerized, closed loop, ground speed salt application controllers.
- If funding allows, the purchase and installation of a wing plow to be mounted on loader H41. This would be helpful with plowing operations and road widening efforts after snow events.

The two trucks scheduled to be replaced have reached the end of their useful lives and have ongoing maintenance issues. Both H30 and H36 will be traded in when the new trucks are purchased.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
H46 - 2014 Elgin Sweeper	167,215				
H13 - 2014 19,500 GVWR Truck w/Dump/Plow	42,847				
H76 - 1995 SnoGo Blower (refurbish)	44,116				
H41 - 2014 Cat Wheel Loader + Wing Plow		117,000		30,000	22,000
H43 - 2014 Cat Backhoe		94,000			
G61 - 2014 John Deere Tractor/Implements		46,997			
H34 - 2008 35,000 GVWR Truck - Swap/Plow Repair		3,649			
H10 - 2015 Supervisor Pickup w/Plow		25,358	19,000		
H15 - 2003 Rack Body Truck			24,000		
G50 - 2003 Supervisor Pickup w/Plow			19,000		
H11 - 2004 Ext. Cab Repair Truck			22,000		
H02 - 2001 SUV Hybrid			19,000		
G57 - 2000 Vermeer Chipper			69,000		
H32A- 1995 Swap Salt/Sand Spreader			29,000		
G49 - 2001 Pickup w/Plow			29,000		
H18 - 2001 Electronic Signboard			20,000		
H30 (1998) - 35,000 GVWR Truck w/Dump/Plow				125,000	110,000
H36 (2002) - 35,000 GVWR Truck w/Swap/Spreader/Plow/Scraper/Wing				175,000	150,000
Cirus Closed Loop Spreader Controls	18,700	775		18,000	18,000
Encumbrances	4,122	221			
Totals	\$ 277,000	\$ 288,000	\$ 250,000	\$ 348,000	\$ 300,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,000	100.00%	\$ 300,000	100.00%	20.00%
Totals	\$ 250,000	100.00%	\$ 300,000	100.00%	20.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
L-1	Vehicles & Heavy Equipment	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000
	Totals	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000

Mission Statement:

The purpose of this funding is to provide for the costs of improving, protecting, and maintaining the Town’s stormwater/drainage infrastructure consistent with sound engineering and best management practices.

Budget Highlights:

- The budget represents *no change* in the capital appropriation from the FY16 budget.

FY17 preliminary plan includes:

- Reconstruction of the Lowell Road, Westford Road, Shadyside Road, Great Meadows Trail and Sleepy Hollow Cemetery culverts.
- Drainage collection system rehabilitations, including Assabet Avenue, in conjunction with the 2016/17 Roads Program.
- Drainage swale rehabilitation on Heywood Mill Road.
- Maintaining Town’s compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000

Description:

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town’s stormwater drainage system consisting of approximately 211 culverts, 438 outfalls, 1,185 drainage manholes, 2,861 catch basins, 143 leaching structures, 59.6 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams.

The drainage program also funds the compliance with EPA’s National Pollution Discharge Elimination System Municipal Separate Storm Sewer System Phase II General Permit (NPDES MS4 Permit) . The permit, originally issued in August 2003, requires Towns to meet “Minimal Control Measures” to improve water quality within the Commonwealth. These minimum control measures include:

1. Public education and outreach
2. Public involvement and participation
3. Illicit discharge detection and elimination
4. Construction-site stormwater runoff control
5. Post-construction stormwater management in new development and redevelopment
6. Pollution prevention and good housekeeping in municipal operations

PUBLIC WORKS: Drainage

Item 21

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	205,000	205,000	205,000	205,000
Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 205,000	100.00%	\$ 205,000	100.00%	0.00%
Totals	<u>\$ 205,000</u>	100.00%	<u>\$ 205,000</u>	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

Program Implementation**Background:**

In 2002 and 2003, the Town completed an inventory of the Town's drainage collection system and integrated the data into the Town's Geographical Information System (GIS). The Town also completed a town-wide culvert inventory in 2011, which provided location and condition assessment of the Town's culverts. These inventories provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continue to update the location and condition data of Concord's stormwater/drainage infrastructure in the GIS system. CPW Highway Division staff verify and supplement GIS drainage data during annual catch basin system cleaning operations. The Engineering Division also updates drainage data obtained through ground survey for various capital improvement projects. All updated inventory data are used in prioritizing replacement projects and/or CPW repair projects.

Drainage system maintenance and improvement projects are typically designed and permitted internally by the Engineering Division. The Engineering Division evaluates each project scope to determine whether it should be completed as an internal project by CPW's Highway Division, included in the annual Roads Program bid, or bid as a stand-alone drainage project. The Division also evaluates opportunities for Sustainable Infrastructure retrofits.

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The permit, issued in August 2003, requires Towns to meet multiple objectives to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. The permit is scheduled to be updated and re-issued by EPA in 2016. A draft permit was issued in Fall 2014 with a comments requested by February 2015. The Town of Concord will be required to file a Notice of Intent to be covered under the new NPDES MS4 Permit. The new permit will build on the requirements and minimum control measures of the 2003 permit and is expected to include increased sampling and testing requirements for outfalls, increased project review requirements, and development of outfall catchment delineations in addition to other new requirements which will require funding through this capital item.

Preliminary Program Plan (FY17):

Planned improvements for the FY17 Drainage Program include culvert replacements on Lowell Road and Shadyside Avenue, Great Meadows Trail and the Sleepy Hollow Cemetery. In addition, drainage collection system replacements are planned to be included within the 2016/17 Roads Program bid on Sudbury Road, Lowell Road, Westford Road, Shadyside Avenue, Commonwealth Avenue, and Adams Road. Preliminary evaluations anticipate the replacement of 60 drainage structures and 0.63 miles of drainage pipe in the Roads Program bid. The drainage program will also make improvements to the Hayward Mill drainage swale. Lastly, various headwall maintenance repairs have been targeted as internal Highway Division drainage work

Performance

Town Manager Goal: To Maintain the Town's Infrastructure

Multiple improvements to the Town's drainage system were constructed in FY16:

- **Stormwater Collection System** - The Engineering Division designed replacements for drainage collection systems on Deacon Haynes Road, Barrett's Mill Road, Hunter's Ridge Road Liberty Street, Barrett's Mill Road, Powder Mill Road, Jennie Dugan Road and the Southfield Riverdale neighborhood for inclusion in the 2015/16 Roads Program bids. In total, the three bids included replacement/installation of 82 drainage structures and the installation of about 4,100 feet of drain pipe and 3,500 feet of underdrain.

- **97 Thoreau Street Sustainable Pocket Park** - The Engineering Division also completed the in-house design, bidding and construction oversight for the stormwater demonstration project. The project included the installation of a new tree box filter and porous paver area to promote stormwater infiltration, a new water fountain, a solar compactor and two new planting areas.

- **NPDES MS4 Permit** - The Engineering Division completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 12 annual reporting to the Environmental Protection Agency by the May 1st deadline. Major permit accomplishments within Year 12 included the further refinement of the residential rain garden program. In addition, stormwater technical review and environmental monitoring review and administration were completed for 14 projects meeting NPDES permit thresholds.

- **Fitchburg Turnpike Culvert Replacement** – The Engineering Division completed the construction and project closeout of the FEMA Hazard Mitigation Grant Program (HGMP) funded Fitchburg Turnpike Culvert Replacement. The Town received over \$100,000 in HMGP grant funds from FEMA for the project.

- **Westford Road Replacement** – The Engineering Division completed in-house final design and bidding for the Westford Road Culvert Replacement Project to be constructed in the summer of 2016. The Division was successful in obtaining HMGP program grant funds from FEMA for this project as well, representing 75% federal funding for the replacement of the culvert.

Recent Funding History	
Fiscal Year	Appropriation
2007	155,000
2008	160,000
2009	105,000
2010	205,000
2011	205,000
2012	215,000
2013	205,000
2014	205,000
2015	205,000
2016	205,000

Mission Statement:

The purpose of this funding is to provide safe and accessible pedestrian accommodations within the Town.

Budget Highlights:

- This budget represents *no change* in the capital appropriation from that of the FY16 budget.
- The sidewalk budget also funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Description:

The Sidewalk Program funds the rehabilitation and replacement of existing sidewalks including curb ramps and, when funding allows, the construction of new sidewalks. The Town’s sidewalk inventory consists of approximately 59 miles of sidewalks and 875 curb ramps.

Sidewalks are inspected and rated in conjunction with the pavement condition survey every four years, most recently in FY15. Town staff continues to perform in-house ratings on an interim basis for maintenance planning. In addition, the Town-wide inventory of curb ramps completed in FY11 is updated annually to assess compliance with current ADA standards.

Public Works staff develops repair strategies and project scopes based on the sidewalk and curb ramp condition assessments, and the Concord Police Department staff assists in evaluating safety hazards. Preference is given to repairs involving school districts, ADA compliance, and areas with high volumes of pedestrian traffic. Final selections are incorporated in the annual Roads Program project or bid as stand-alone projects. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet the target SCI range of 80-85.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000
Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000
	Totals	\$ 100,000	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000

Performance Information

Town Manager Goal: To Maintain the Town's Infrastructure

Division Goal: The goal of the Sidewalk Program is to maintain an overall 80 - 85 Sidewalk Condition Index (SCI), approximately equal to condition of the Town roadway network.

Sidewalk Type Detail	
Type	Miles
Bituminous Concrete	53.0 mi
Stone Dust	2.0
Portland Cement	3.4
Stone Treated	0.3
Brick	0.3
Total Miles	59.0

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2011	81
2012	81
2013	78
2014	84
2015	83

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	36	59%
No Distresses	91-100	8	14%
Total		59.0	100%

Mission Statement:

The purpose of this funding is to provide for the cost of keeping Concord’s public roads in good condition, and of protecting the road infrastructure in a cost-effective manner

Budget Highlights:

- FY17 funding level represents *no change* from the FY16 capital appropriation.
- Total funding from all sources for the Roads Program is \$2,268,500, with an assumed state aid level of \$678,500.
- Major program highlights include the rehabilitation of Lowell Road coordinated with planned culvert improvements.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,578,481	\$2,315,069	\$ 1,875,340	\$ 2,028,500
Total Expenditures	\$1,668,481	\$2,405,069	\$ 1,965,340	\$ 2,118,500

Description:

Concord’s road infrastructure includes approximately 107 miles of public roads functionally classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways. They make up approximately 34% of Concord’s public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make up approximately 7% of Concord’s public roadway network. The remaining 59% of our public roads consist of local streets.

The Town’s 20-year Roads Program is developed utilizing a pavement management software output, coordinated with planned Town utility replacement projects and finalized on the basis of CPW Engineering Division judgment. The Town’s road infrastructure undergoes a comprehensive condition evaluation every four years. Staff continues to perform annual surveys and updates in the intermediate years. CPW’s analysis shows that a minimum investment of \$1.5 million annually is required to cost-effectively maintain Concord’s roads in good condition. With increases in petroleum costs, the amount of roadway improvements and paving that can be completed for this investment has significantly decreased. Utilizing both Town funds and State aid, the Town has been able to maintain at least this level of effort and investment adjusted for inflation since the mid-1990’s.

Road rehabilitation contracts and related activities are administered by the CPW Engineering Division. Each spring, the Public Works Commission holds a public hearing to present the planned road rehabilitation activities. Funding is provided by a combination of General Fund appropriation, life-cycle maintenance fees collected in conjunction with right-of-way work permits, General Fund borrowing, and State aid (“Chapter 90”).

PUBLIC WORKS: Road Improvements

Item 23

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,668,481	\$ 2,405,069	\$ 1,965,340	\$ 2,273,500	\$ 2,118,500
Total Expenditure	\$ 1,668,481	\$ 2,405,069	\$ 1,965,340	\$ 2,273,500	\$ 2,118,500

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	4.58%	\$ 90,000	4.25%	0.00%
State Aid - Chapter 90	675,340	34.36%	678,500	32.03%	0.47%
Roads Program Borrowing	1,200,000	61.06%	1,350,000	63.72%	12.50%
Totals	\$ 1,965,340	100.00%	\$ 2,118,500	100.00%	7.79%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Program Implementation

Development of the annual Roads Program begins with the inspection of the roadway network every four years. A pavement condition index (**PCI**) is developed for each segment in the Town's roadway network based on pavement distresses and their severity. The PCI, which is a 0-100 rating, is then linked to the roads program software utilized by the Engineering Division to prioritize pavement rehabilitation and preventative maintenance repair projects. The software analyzes which type of rehabilitation treatment would be the most economical for each road segment.

The PCI, rehabilitation treatment cost and traffic volume of the roadway are used to calculate the benefit value index (BVI) which prioritizes the Town's rehabilitation projects for a given year. Roads are then selected for rehabilitation based upon a combination of pavement management software output, CPW/Engineering judgment, and coordination with planned Town utility projects.

The Road Program selection process was revised in 2008 to dedicate a minimum of 35% of the total annual funds to neighborhood roads which typically have a much smaller BVI due to their lower traffic volumes. This modification ensures that adequate Roads Program funds will be directed towards residential roads which typically have the worst conditions within the roadway network.

Sound pavement management emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool used within the maintenance of the Town's roadway network is crack sealing (funded in Highway Maintenance, Item 18).

The 2016/17 Roads Program will be developed based on the results of the pavement management program analysis, a review of the existing conditions, final approved funding levels, and input received at the April 2015 Public Works Commission public hearing on the Roads Program. At this point approximately 4.0 miles of roadway improvements are planned for the 2016/2017 program.

Performance

Town Manager Goal: To Maintain the Town’s Infrastructure

- The 2015/16 Roads Program improved approximately 6.2 miles of roadway and improved the Townwide PCI to 82, within the target 80-85 PCI range. At the requested level of capital funding, the pavement management software predicts that the Town-wide PCI target of 80 will be sustained and the residential roadway target of 80 will be reached. Reduced funding would result in a deterioration of road conditions resulting in higher future costs.
- The following table presents the improvements in overall PCI realized in the past years as a result of the Town’s adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain in the target range. Improvement trends can also be seen in the percentages of the Town-wide network of roadways requiring different types of repairs. The “recommended” repairs in the chart below do not take into account the budget constraints for a given year so actual percentages of roads repaired may be significantly different.

Pavement Management History

	2007	2008	2009	2010	2011	2012	2013	2014	2015
<u>PCI Network Average</u>	84	83	81	82	80	80	80	81	82
<u>Recommended Repairs</u>									
Rehabilitation	14%	12%	9%	8%	8%	10%	6%	7%	6%
Maintenance	42%	52%	51%	48%	52%	51%	40%	29%	35%
No Maintenance Required	44%	36%	40%	44%	40%	39%	54%	64%	59%

- The recommended funding level for FY17 provides total Roads Program funding of approximately \$2,268,500, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$678,500 in Chapter 90 aid, and \$1,350,000 from Local Borrowing Authorization for Roads.

Road Program Funding History & Improvement Plan

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2003		70,000	795,000	352,000	3246067	1,217,000
2004		75,000	600,000	352,000	4246067	1,027,000
2005		80,000	650,000	421,000	4501 35369	1,151,000
2006		80,000	900,000	420,700	39125	1,400,700
2007		80,000	700,000	614,000	44466, 48240	1,394,000
2008		80,000	300,000	526,400	50771	906,400
2009		85,000	700,000	525,144	50771	1,310,144
2010		85,000	1,400,000	521,630	50771	2,006,630
2011		90,000	700,000	537,984	50771	1,327,984
2012		90,000	750,000	689,671	50771	1,529,671
2013		90,000	950,000	685,297	50771	1,725,297
2014		90,000	900,000	678,481	50771	1,668,481
2015		90,000	1,300,000	1,015,069	50771	2,405,069
2016	Plan	90,000	1,200,000	675,340	50771	1,965,340
2017	Plan	90,000	1,350,000	678,500	50771	2,118,500
2018	Plan	100,000	1,350,000	678,500	50771	2,128,500
2019	Plan	100,000	1,200,000	678,500	50771	1,978,500
2020	Plan	100,000	1,200,000	678,500	50771	1,978,500
2021	Plan	100,000	1,200,000	678,500	50771	1,978,500

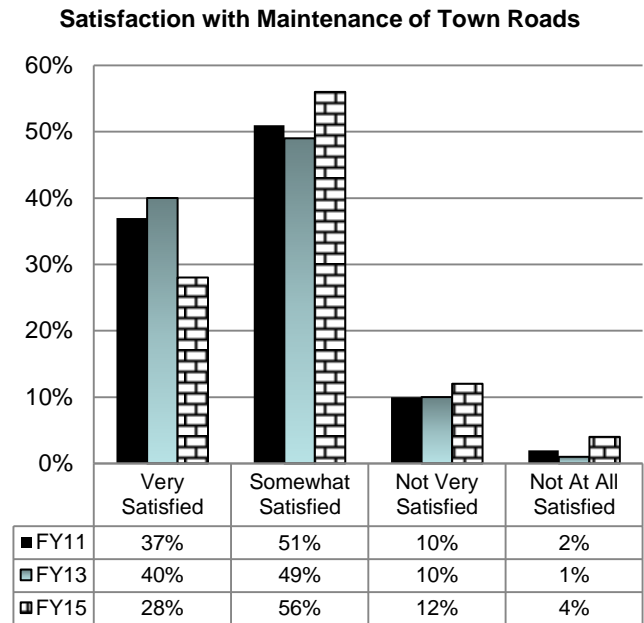
Town Manager Goal: To Maintain the Town’s Infrastructure

Division Goal: To maintain a Townwide target PCI of 80 for both the major and residential roadway networks.

Objective: To measure citizen satisfaction with town roads

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality of the town’s roads. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



Town Manager Goal: To Maintain the Town’s Infrastructure

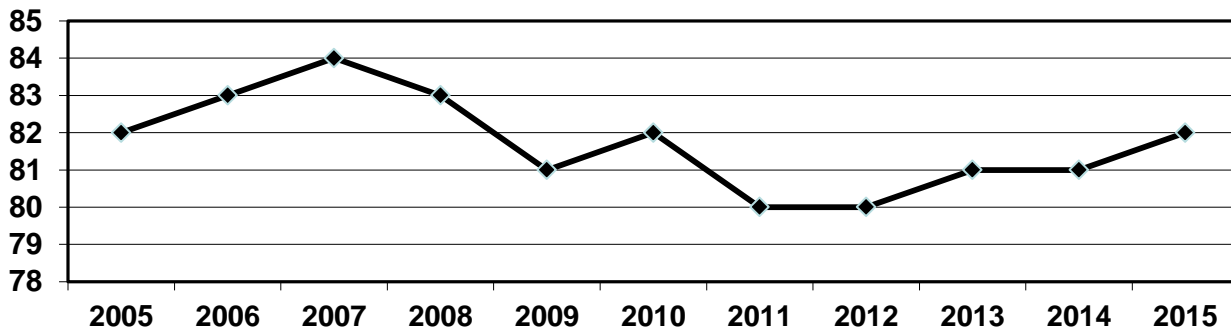
Division Goal: *To maintain quality roads*

Objective: To Maintain a town-wide Pavement Condition Index (PCI between 80-85)

Measure: Pavement Condition Index (via roads program software)

Trend: The pavement condition index (**PCI**) is a 0-100 rating based on a physical inspection of every segment of the public roadway network which is completed every four years. The inspections log pavement distresses and severity into a database, which is then linked to the roads program software utilized by the Engineering Division to prioritize pavement repair projects. The Historic PCI Trend in the graph above is a weighted average of the pavement condition index of all the individual roadway segments maintained by Concord Public Works. The Town’s current PCI is 82 and within the targeted 80-85 range.

Historic PCI Trend



PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and repairing the Concord Public Works facilities at 133 and 135 Keyes Road

Budget Highlights:

- This budget represents a 1.2% *increase* in the operating appropriation from that of the FY16 budget.
- Utility costs (electric, water and natural gas) typically comprise 45% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to decrease slightly in FY17.
- Capital Outlay consists of \$10,000 for building and site improvements.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 109,058	\$ 109,202	\$ 101,305	\$ 102,263
Other Funds	\$ 66,313	\$ 67,115	\$ 68,463	\$ 69,349
Total Expenditures	\$ 175,371	\$ 176,317	\$ 169,768	\$ 171,612

Description:

The 133/135 Keyes Road account provides for the operation and maintenance of the public works buildings at 133 and 135 Keyes Road. The two-story front section of the 133 building houses the offices of the Director, Administration Division, and Engineering Division. CPW's Highway, Fleet Maintenance, and Parks & Trees Programs utilize the garage section of the 133 building. The Water/Sewer program is located at 135 Keyes Road, along with the Highway/Grounds program administrative staff. A feasibility study is being recommended to evaluate the long-term needs of the entire Keyes Road campus.

133 Keyes Rd Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	15,013	2.36			158,960		
FY2010	13,887	2.30	-3%	-3%	148,320	-7%	-7%
FY2011	16,992	2.58	9%	12%	147,200	-7%	-1%
FY2012	12,963	2.39	1%	-7%	139,868	-12%	-5%
FY2013	15,337	2.44	3%	2%	146,080	-8%	4%
FY2014	15,611	2.21	-6%	-9%	149,600	-6%	2%
FY2015	16,291	2.31	-2%	4%	133,680	-16%	-11%

135 Keyes Rd Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms from Base Year	% Change in Therms from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	1,873	n/a			89,600		
FY2010	1,862	n/a	-1%	-1%	75,400	-16%	-16%
FY2011	2,960	n/a	58%	59%	68,923	-23%	-9%
FY2012	1,576	n/a	-16%	-47%	50,133	-44%	-27%
FY2013	2,344	n/a	25%	49%	48,560	-46%	-3%
FY2014	3,145	n/a	68%	34%	44,640	-50%	-8%
FY2015	3,539	n/a	89%	13%	43,040	-52%	-4%

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 54,817	\$ 53,408	\$ 54,474	\$ 54,888	\$ 54,888
Purchased Services	-	-	-	-	-
Capital Outlay	19,997	24,254	10,000	16,250	10,000
133 Keyes Road	73,831	66,475	78,343	79,273	79,273
135 Keyes Road	26,726	32,180	26,951	27,451	27,451
Totals	\$ 175,371	\$ 176,317	\$ 169,768	\$ 177,862	\$ 171,612

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 101,305	59.67%	\$ 102,263	59.59%	0.95%
Water Fund	\$ 49,782	29.32%	\$ 50,440	29.39%	1.32%
Sewer Fund	\$ 12,039	7.09%	\$ 12,200	7.11%	1.34%
Solid Waste Fund	\$ 6,642	3.91%	\$ 6,709	3.91%	1.01%
Totals	\$ 169,768	100.00%	\$ 171,612	100.00%	1.09%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
I-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
I-3	Rolling Storage Shelves	-	-	-	-	-	-
	Totals	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 52,221	1.00	\$ 52,618
5130	Overtime	60 hrs.	\$ 2,253	60 hrs.	\$ 2,270
	Total	<u>1.00 FTEs</u>	<u>\$ 54,474</u>	<u>1.00 FTEs</u>	<u>\$ 54,888</u>

Mission Statement:

The mission of the Concord Free Public Library is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources, and each other in a tradition of innovation and excellence.



Budget Highlights:

This budget represents a 2.1% *increase* in the operating appropriation from that of the FY16 budget.

- Through the restructuring of several vacant positions, an additional 30 hours of a Library Assistant's time have been allocated to support the Main Library's children's services.

- The FY17 budget includes \$2,500 for substitute staffing to cover unanticipated needs as they arise at both locations.

- An amount of \$48,300 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned during the year.

- The General Fund contribution for new Library books and materials is proposed to be level funded at \$100,075. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY17.

Expenditure Summary

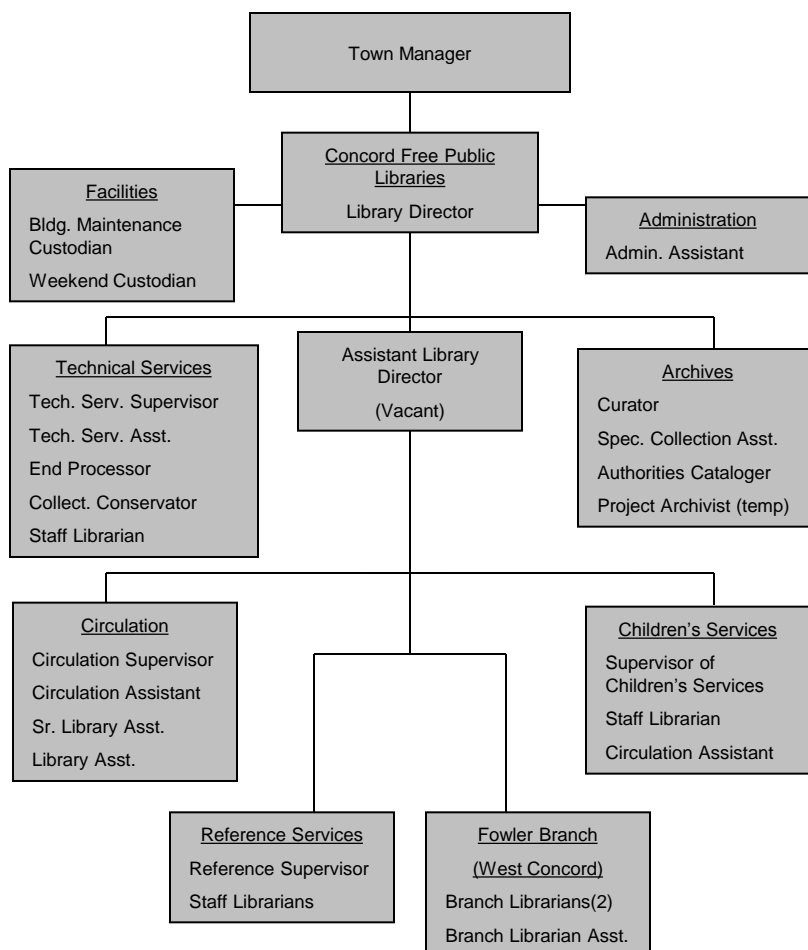
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 1,866,975	\$ 1,978,038	\$ 2,034,562	\$ 2,081,963
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 1,892,975	\$ 2,004,038	\$ 2,060,562	\$ 2,107,963

Description:

The Library provides, in an accessible and attractive manner, a collection of informational and recreational materials both online and from the main Library in Concord Center and the Fowler Branch in West Concord.

In June 2013 in consultation with Town officials, the Trustees of the Library Corporation purchased an adjacent property at 151 Main Street. The Trustees have retained the services of an architect and are proceeding with a capital campaign based on the results of a recent fundraising feasibility study. It is anticipated that the proposed expansion of the Main Library campus will have an impact on future budget operating costs.

The Trustees of the Concord Free Public Library Corporation own the buildings and grounds, and are responsible for capital improvements. Funding for major building renovations and expansions comes primarily from private contributions. The Town budget funds the staffing and operations of the Library.



HUMAN SERVICES: Library

Item 25

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,407,436	\$ 1,511,966	\$ 1,684,062	\$ 1,682,299	\$ 1,679,299
Purchased Services	172,024	180,353	123,100	170,514	170,514
Supplies	104,226	105,422	100,575	105,525	100,525
Other Charges	2,004	2,101	2,800	2,600	2,600
Capital Outlay	59,027	57,692	5,000	10,000	10,000
Assumption of Lib. Corp. Costs	148,259	146,503	145,025	153,071	145,025
Totals	\$ 1,892,975	\$ 2,004,038	\$ 2,060,562	\$ 2,124,009	\$ 2,107,963

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,034,562	98.74%	\$ 2,081,963	98.77%	2.33%
State Aid	26,000	1.26%	26,000	1.23%	0.00%
Totals	\$ 2,060,562	100.00%	\$ 2,107,963	100.00%	2.30%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
M-1	Computer Equipment	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Main Library Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,015	2.27			469,560		
FY2010	11,633	2.13	-6%	-6%	385,080	-18%	-18%
FY2011	13,415	2.23	-2%	5%	409,200	-13%	6%
FY2012	10,646	2.16	-5%	-3%	408,996	-13%	0%
FY2013	12,619	2.22	-2%	3%	387,960	-17%	-5%
FY2014	15,672	2.44	8%	10%	411,960	-12%	6%
FY2015	13,977	2.17	-4%	-11%	401,760	-14%	-2%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 122,539	1.00	\$ 122,539
	Assistant Library Director	1.00	91,913	1.00	84,413
	Non-Union Sub Total	<u>2.00 FTEs</u>	<u>\$ 214,452</u>	<u>2.00 FTEs</u>	<u>\$ 206,952</u>
	Technical Services Coordinator	1.00	92,600	1.00	92,600
	Curator	1.00	91,437	1.00	91,437
	Supervisor of Children's Services	1.00	86,982	1.00	86,982
	Circulation Supervisor	1.00	80,878	1.00	80,877
	Branch Librarian	1.50	112,942	1.50	113,527
	Head of Reference	1.00	70,762	1.00	58,419
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 535,601</u>	<u>6.50 FTEs</u>	<u>\$ 523,843</u>
	Authorities Cataloger	0.41	24,367	0.41	24,367
	Staff Librarian	3.13	227,199	3.13	228,122
	Special Collections Assistant	0.50	31,273	0.50	31,278
	Technical Services Assistant	2.00	107,186	2.00	107,992
	Branch Library Assistant	1.00	45,137	1.00	45,728
	Circulation Assistant	1.94	94,982	1.94	95,050
	Collections Conservator	0.45	25,109	0.45	25,350
	Sr. Library Assistant	0.68	40,320	0.00	-
	Library Assistant	4.04	177,843	5.45	225,423
	End Processor	0.45	11,480	0.45	11,604
Library Page	0.90	19,229	0.90	18,223	
Maintenance Custodian	1.25	52,570	1.25	52,931	
Union Nonsupervisory Sub Total	<u>16.75 FTEs</u>	<u>\$ 856,695</u>	<u>17.48 FTEs</u>	<u>\$ 866,068</u>	
5115	Library Page	0.70	\$ 14,734	0.70	\$ 15,250
	Prof. Project Specialist	0.18	\$ 9,046	0.18	\$ 9,363
	Librarian	0.18	\$ 9,266	0.18	\$ 9,590
	Reference Librarian	0.35	\$ 18,531	0.35	\$ 19,180
	Project Archivist	0.45	\$ 22,853	0.45	\$ 23,653
	Senior Worker	0.03	\$ 486	0.03	\$ 503
Misc. Sub Total	<u>1.88 FTEs</u>	<u>\$ 74,917</u>	<u>1.88 FTEs</u>	<u>\$ 77,539</u>	
Substitutue Staffing	N/A	\$ -	N/A	\$ 2,500	
5130	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
	Total	<u>27.12 FTEs</u>	<u>\$ 1,684,062</u>	<u>27.86 FTEs</u>	<u>\$ 1,679,299</u>

Program Implementation

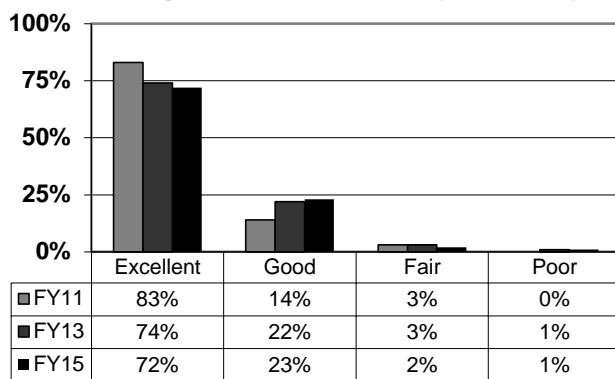
The FY17 budget provides \$100,075 for Library books and materials.

In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$87,883), natural gas (\$22,000), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$145,025.

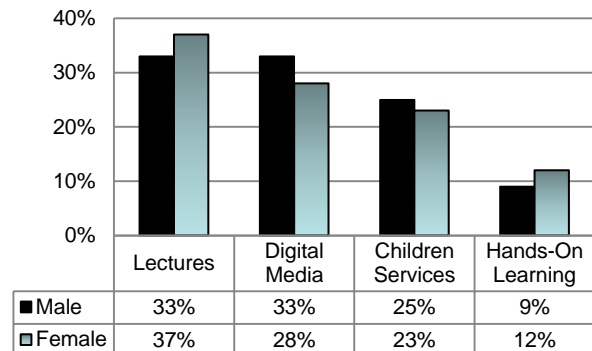
During FY16 the Concord Free Public Library received a \$7,500 LSTA *Full Steam Ahead* grant from the Massachusetts Board of Library Commissioners, which will enable the Library to offer STEAM (science, technology, engineering, arts, and math) related programming for preschool and school age children over the course of the next year. Grant funds will allow for the development of the Library's grounds as an extension of interactive and educational programming space.

Residents can look forward to the continuation of a number of enhancements in FY17 including: completion of a revised website presence, additional educational lectures, an expansion of digital media collections, and improved services to children and teens. The library's popular training sessions on using electronic resources will continue and CFPL will increase its publicity and marketing efforts to keep residents informed about available resources.

Rating of Services provided by the Library



Areas that you would like to see the Library add or expand its offerings



Discussion: Citizen Surveys were conducted in the fall of 2010 (FY11), 2012 (FY13), and 2014 (FY15).

CFPL Performance Measures					
	2015	2014	2013	2012	2011
Direct Circulation	414,084	409,667	424,987	435,566	419,203
Ebooks-Circulation	13,298	8,601	5,199	3,424	558
Programs Held					
Adult	178	65	67	62	54
Young Adult	25	30	26	28	19
Children	187	111	140	123	154
Total	390	206	233	213	227
Programs Attendance					
Adult	3,108	3,144	2,579	2,586	2,683
Young Adult	620	585	539	667	642
Children	3,887	2,093	2,815	2,014	2,656
Total	7,615	5,822	5,933	5,267	5,981

HUMAN SERVICES: Human Services

Item 26A

Mission Statement:

The mission of the Human Services is to enhance the quality of life for residents by meeting their social, economic and physiological needs through community oriented outreach, education, programming and dedicated service.

Budget Highlights:

- The Human Services account represents a 136% *increase* in the operating appropriation over the FY16 budget.
- The increase is primarily due to the Town being responsible for a greater percentage of the Community Services Coordinator's salary at a cost of \$10,921 from the Community Chest.
- New in FY17 is a small line items for recreation and programming efforts. These funds have been allocated to assist staff with the implementation of the Strategic Plan which was approved by the Youth Advisory Board in 2015. This plan calls for greater prevention discussions and activities surrounding suicide prevention, stress reduction, mindfulness and substance abuse prevention.

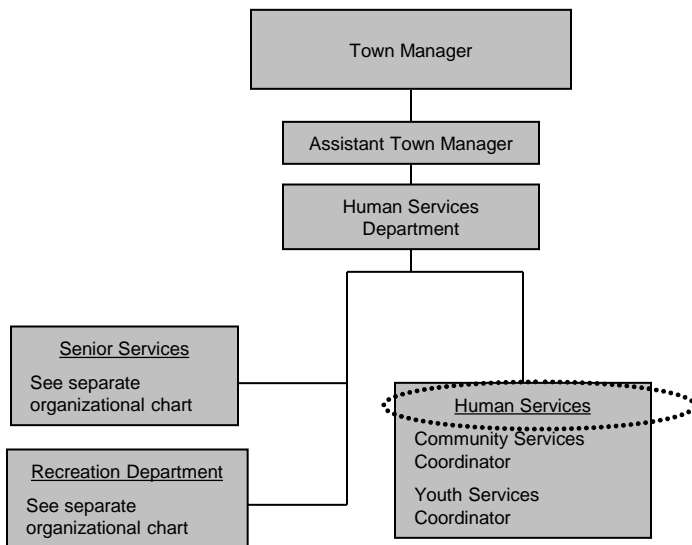
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ -	\$ -	\$ 9,000	\$ 21,217
Other Funds	\$ -	\$ -	\$ 69,558	\$ 58,604
Total Expenditures	\$ -	\$ -	\$ 78,558	\$ 79,821

Description:

Under the direction of the Assistant Town Manager, the Community and Youth Services Coordinators provide important social services to Concord residents. The positions are largely funded by grant monies received from the Concord-Carlisle Community Chest (CCCC). Specific Boards, including the Youth Coordinator Advisory Board and Human Services Counsel, work throughout the year to help staff identify economic trends and successful programming initiatives which may be implemented in our community.

The Department staff works to identify and broadly communicate resources and programs which are currently in place to local families in need. These programs support the social, emotional, and developmental needs of Concord's most venerable population including: seniors, low income families, people with limited to no mobility, domestic violence and abuse victims, and at-risk youth. The Youth Services Division has a particular focus on middle and high school populations, as this branch serves as a clearinghouse of information for new and existing initiatives to help with physiological needs.



HUMAN SERVICES: Human Services

Item 26A

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ 77,293	\$ 76,805	\$ 76,805
Purchased Services	\$ -	\$ -	\$ 165	1,561	1,561
Supplies	\$ -	\$ -	\$ 500	825	825
Other Charges	\$ -	\$ -	\$ 600	630	630
Capital Outlay	\$ -	\$ -	\$ -	14,000	-
Totals	\$ -	\$ -	\$ 78,558	\$ 93,821	\$ 79,821

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 9,000	11.46%	\$ 21,217	26.58%	0.00%
Community Chest	\$ 69,558	88.54%	\$ 58,604	73.42%	0.00%
Totals	\$ 78,558	100.00%	\$ 79,821	100.00%	0.00%

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	52,493	1.00	52,005
		<u>1.00 FTEs</u>	<u>\$ 52,493</u>	<u>1.00 FTEs</u>	<u>\$ 52,005</u>
5115	Youth Coordinator	992 hrs.	24,800	992 hrs.	24,800
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.48 FTEs</u>	<u>\$ 24,800</u>	<u>0.48 FTEs</u>	<u>\$ 24,800</u>
	Total	<u>1.48 FTEs</u>	<u>\$ 77,293</u>	<u>1.48 FTEs</u>	<u>\$ 76,805</u>

Program Implementation

The Department of Human Services provides for the comprehensive delivery of prevention, intervention, and support services for Concord citizens and their families. The Human Services staff members serve as the Municipal Agents, identified by the Town, in the coordination and management of various state and federal social service programs. While many of the individual units and divisions, including various staff positions, have been in place for many years, the creation of a centralized Human Services *Department* was not identified as a Town-Wide need until mid FY16. As such, the first several years of the Department shall be focused around funding strategies, community outreach efforts, citizen awareness (regarding both departmental services offered and various identified needs which exist within the community) and staff training and support network access.

The Youth Services Division has an active group of volunteers who form the Youth Coordinator Advisory Board. The goal is to mirror this groups' mission and charge for the Community Services staff as well perhaps with the creation of an additional board or committee to oversee the Department's charge.

Increased Citizen awareness and referrals to Department programs and offerings have intensified over the past several years. Program and client participation levels have seen an increase of more than 60% since FY13. These statistics have lead to an overall Departmental increase for weekly hours and a larger budget necessary for administrative costs association with serving clients. The Department has identified the need for new and innovative ways to supplement Departmental operations while remaining careful not to overburden current organizations and/or donors with additional requests for assistance.

The Town sees access to social services as vital to the community, most notably for our most venerable populations. Because of this, a funding strategy has been identified which shall begin this fiscal year. The goal, as proposed, will have the Community Services and Youth Services staff positions funded through the tax levy over a period of five years. This would leave the monies historically granted to the Department through charitable donations, grants or bequests available for alternative programming and community programming. Some of these will include: mental health outreach services, at-risk youth drug and alcohol assessments, peer mentoring group challenges, and programming which surround stress awareness and meditation trainings.

Town Manager Goal: Identify and illustrate a viable and acceptable funding strategy for Human Services Department subdivisions with special focus on Youth and Community Outreach.

Division Goal: Prepare, present and implement 5-year General Fund financing proposal/strategy for Community and Youth Services staff positions. Research, identify and apply for various Regional and State grants to supplement community outreach and mental health awareness programming efforts.

Objective: Two positions fully funded by the General Fund by FY21; \$60,000 received each fiscal year via grant, donation or in-kind services for programming related to departmental efforts.

Measure: Budget proposals reflect increases in Human Services Departmental appropriations for identified staff positions; financial reports reflect grant monies received for Departmental efforts.

Trend: The need for social services shall continue rise as knowledge of Concord's available staff, services and programming increases within the community.

Town Manager Goal: Offer a wide variety of social service programming proportional to community needs, interests and current trends.

Division Goal: Create and administer a needs assessment relative to mental health and substance abuse/prevention for the Community. Utilize data collected to plan and implement a strategic monster plan for social service programming and event offerings.

Objective: To offer a variety of programs, trainings, groups and events which are widely attended because they are of interest to the community or reflect a popular trend or epidemic which needs awareness and educational efforts.

Measure: Attendance records for all social services classes, offerings, programs and events shall be maintained and reported upon quarterly.

Trend: Substance Abuse, mental health awareness and peer pressure epidemics are visible in all communities throughout the world, Concord is no different. It is the Town's responsibility to respond appropriately to trends—both positive and negative and work to educate citizens on prevention, treatment and advocacy.

Mission Statement:

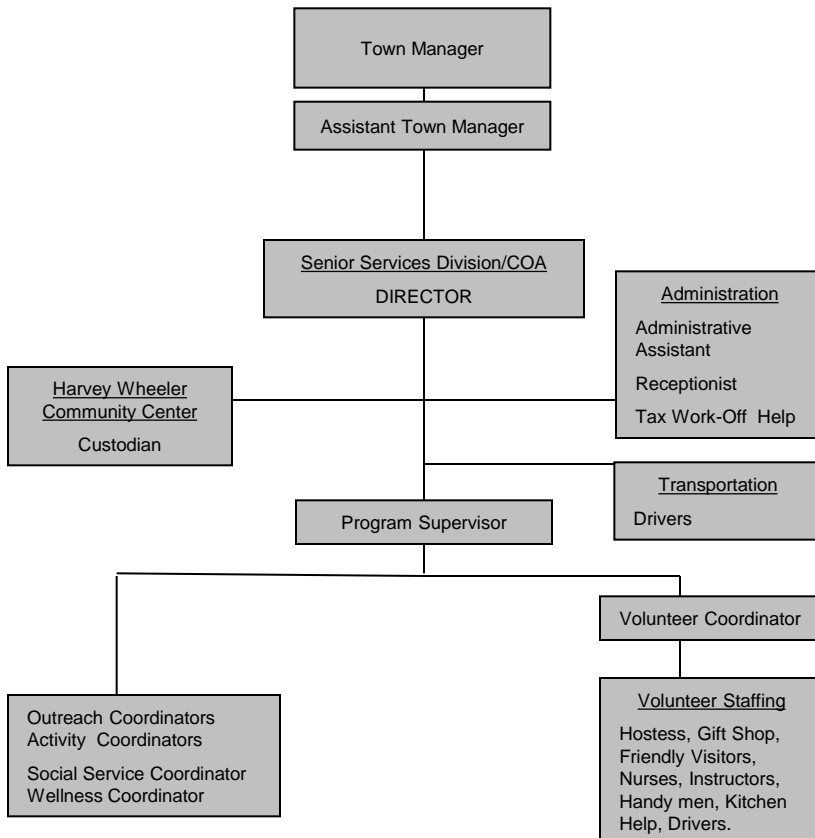
The mission of the Senior Services Division formerly the (COA) is to improve the quality of life of Concord citizens over the age of 60. Senior Services strives to assist them in maintaining their dignity, self-esteem, and personal independence. We work to enhance their roles as full participants in the life of the community. Our goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing with the support of our Information and Referral, Outreach, Educational, Wellness, Fitness, Social, Mental Health, Recreational, Intergenerational and Transportation programming.

Budget Highlights:

- This budget represents a 2.1% *increase* in the operating appropriation from that of the FY16 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY 2017 is expected to be \$42,279, which provides funding for the following positions: Two part time Activity Coordinators, a portion of one of the Outreach Coordinator positions and a portion of the Wellness Coordinator position.
- An anticipated gift from the Community Chest of \$32,664 will be used to fund or partially fund the Outreach Coordinator, Social Service Coordinator and Volunteer Coordinator.
- A small increase was requested to increase one of the Outreach Coordinator positions from 37 to 40 hours per week to help manage the increase in the caseload and for a small wage increase.
- The van driver budget was increased to fund a small wage increase.
- A gift of the estate of John Florio contributes \$8,874 for the services of an Outreach Coordinator.
- Proceeds from the Harvey Wheeler Gift Shop are used to support several special events at the COA.
- Financial assistance for programs, events, and materials is provided on a case by case basis by the Concord Friends of the Aging.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 284,373	\$ 310,949	\$ 336,889	\$ 343,870
Other Funds	\$ 56,427	\$ 69,643	\$ 81,941	\$ 83,817
Total Expenditures	\$ 340,800	\$ 380,593	\$ 418,830	\$ 427,687



Description:

The Senior Services Division provides a variety of essential services to Concord citizens over the age of 60. These services include information and referral, counseling, crisis intervention, transportation, educational programs, and recreational activities. Senior Services also cooperates with other local and regional elder service providers to ensure the well being of seniors in Concord.

HUMAN SERVICES: Senior Services

Item 26B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$282,950	\$328,952	\$ 380,863	\$ 391,662	\$ 391,662
Purchased Services	16,089	9,764	17,787	16,225	16,225
Supplies	15,708	14,937	16,045	15,525	15,525
Other Charges	2,053	2,940	4,135	4,275	4,275
Capital Outlay	24,000	24,000	-	-	-
Totals	\$ 340,800	\$ 380,593	\$ 418,830	\$ 427,687	\$ 427,687

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 336,889	80.44%	\$ 343,870	80.40%	2.07%
EOEA Grant	37,004	8.84%	42,279	9.89%	14.26%
Community Chest Gift	31,968	7.63%	32,664	7.64%	2.18%
Florio Gift	12,969	3.10%	8,874	2.07%	N/A
Totals	\$ 418,830	100.00%	\$ 427,687	100.00%	2.11%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

HUMAN SERVICES: Senior Services

Item 26B

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 76,293	1.00	\$ 76,396
	Senior Services Program Supervisor	1.00	56,402	1.00	56,402
	Administrative Assistant	1.00	49,218	1.00	49,925
	Receptionist/Clerk	1.00	34,690	1.00	35,058
	Sub Total	<u>4.00 FTEs</u>	\$ 216,603	<u>4.00 FTEs</u>	\$ 217,781
5115	Van Drivers	3456 hrs.	46,656	3308 hrs.	46,312
	Wellness Clinic Coordinator	575 hrs.	14,375	625 hrs.	15,625
	Activity Coordinators	1295 hrs.	17,958	1250 hrs.	17,200
	Outreach Coordinators	3758 hrs.	62,007	4176 hrs.	70,992
	Social Services Coordinator	400 hrs.	10,000	400 hrs.	10,000
	Volunteer Coordinator	800 hrs.	11,200	800 hrs.	11,600
5130	Overtime	60 hrs.	2,064	60 hrs.	2,152
	Total	<u>8.93 FTEs</u>	\$ 380,863	<u>9.06 FTEs</u>	\$ 391,662

Program Implementation

The FY17 budget recommendation provides funding to cover 6 full-time positions, 11 part time positions, and the associated supplies and purchased services.

According to the January 2015 Town Census, there are 4,632 Concord residents over the age of 60 representing approximately 30% of the total population of Concord. This is nearly double the state average. The number of seniors is expected to continue to rise for several more years as the Baby Boomer generation ages and the COA will continue to be responsible for providing social, recreational and clinical services to meet their needs.

1,785 seniors were active at the COA this past year. 66% were female and 34% were male. 179 new seniors began participating in the COA for the first time last year.

The Outreach staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals. We provide assistance directly to Concord seniors and we are also available to assist residents who are concerned about their aging parents. 387 seniors used Outreach/Social Services and received 3446 units of service/contacts.

The COA puts out a 12 page monthly newsletter detailing our many social, recreational and educational offerings at the Harvey Wheeler Community Center.

The Wellness team offers many programs and clinics that promote good health for Concord's seniors and encourages participation in the many exercise programs that we offer each week.

The COA operates a van service that provides crucial transportation services to those senior residents who no longer drive. 218 seniors used the van service and received 7,026 rides.

We maintain a large inventory of durable medical equipment, which is loaned free of charge. We promote the use of the File of Life and the Lock Box program.

The COA encourages the assistance and support of many volunteers and greatly benefits from, and appreciates their time and expertise.

Town Manager Goal: To enhance Residents' Quality of Life

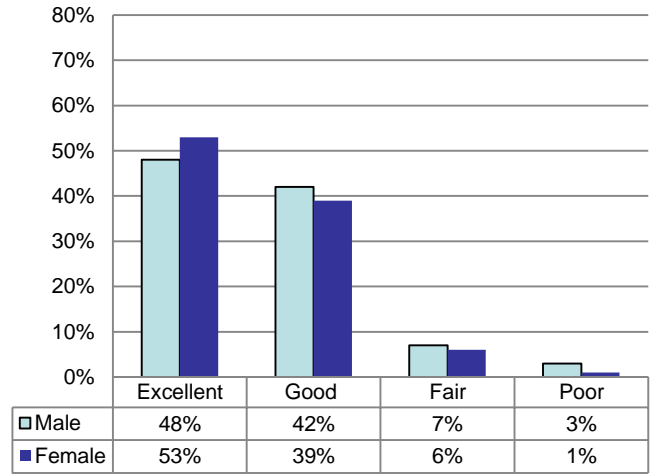
Division Goal: To provide quality services for COA participants

Objective: To have a positive survey response about the quality of services offered through the COA

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result

Trend: Participants tend to be satisfied by services provided by the COA.

Rating of Services provided by the COA



Town Manager Goal: To enhance Residents' Quality of Life

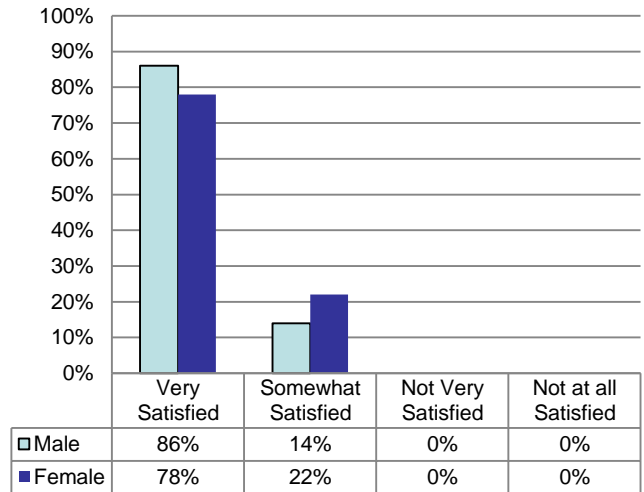
Division Goal: To provide a broad range of activities that cater to the desires of the seniors

Objective: To have a positive survey response about the activity variety offered by the COA

Measure: 2013 COA Fall Survey*

Notes: Seniors enjoy many of the COA activities including trips, cinema, lectures, and Wednesday lunches at HWCC.

Activity Variety Satisfaction by Gender



*The COA Activity Variety Satisfaction graph is based off of the 2013 COA Fall Survey in which 108 seniors responded.

Mission Statement:

The mission of Recreation Services is to provide high-quality activities designed to meet the year-round recreation interests of the community in an efficient, cost-effective, affordable, and inclusive manner.

All department programs and services are intended to operate on a user fee, non tax support basis.

Detail on Recreation Fund activity is available in the FY17 Enterprise Budget Book.

Budget Highlights:

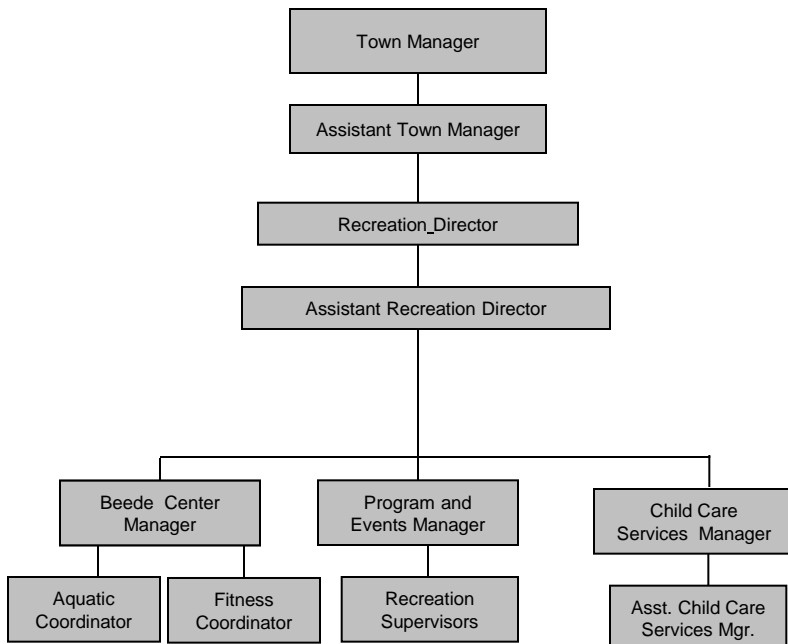
- This budget represents a 46.4% *increase* from the FY16 operating appropriation.

- The FY 17 budget will reflect a contribution from the General Fund of \$ 73,175 towards Recreation Director's salary.

- This contributes to 75% of the Recreation Director's salary. In FY16, 50% was allocated for the salary.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 100,543	\$ 104,356	\$ 50,000	\$ 73,175
Other Funds	\$ 12,279	\$ 13,012	\$ -	\$ 24,393
Total Expenditures	\$ 112,822	\$ 117,368	\$ 50,000	\$ 97,568



Description:

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

- Child Care Programs
- Summer Programs
- Recreation General
- Beede Swim & Fitness Center
- Special Community Events

HUMAN SERVICES: Recreation Services

Item 26C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 112,822	\$ 77,189	\$ -	\$ 97,568	\$ 97,568
Purchased Services	-	179	50,000	-	-
Supplies	-	-	-	-	-
Other Charges	-	-	-	-	-
Capital Outlay	-	40,000	-	-	-
Rec. Fund Contribution	-	-	-	-	-
Totals	\$ 112,822	\$ 117,368	\$ 50,000	\$ 97,568	\$ 97,568

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 50,000	100.00%	\$ 73,175	75.00%	46.35%
Recreation Fund	-	0.00%	14,636	15.00%	0.00%
Swim and Fitness Fund	-	0.00%	9,757	10.00%	0.00%
Totals	\$ 50,000	100.00%	\$ 97,568	100.00%	95.14%

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	X	1.00	\$ 97,568
5157	Car Allowance	N/A	X	N/A	-
General Fund Sub Total		N/A	\$ -	1.00 FTEs	\$ 97,568

See Enterprise Budget Book for the FY17 Recreation Department Presentation

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Harvey Wheeler Community Center as office and program space for both the Senior Services Division/Council on Aging and the Recreation Department Carousel Preschool and After School Care Program and as general meeting space for other Town departments and community groups.

Budget Highlights:

- This budget represents a 1.0% decrease in the operating appropriation over that of the FY16 budget.
- Rental income rose from \$23,537 in FY14 to \$29,427 in FY15 as the need and demand for community space for meetings and events continued to rise.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 144,642	\$ 117,348	\$ 117,945	\$ 119,340
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 144,642	\$ 117,348	\$ 117,945	\$ 119,340

Description:

The Harvey Wheeler Community Center (HWCC) provides office and programming space for the Senior Services Division/Council on Aging, as well as the Recreation Department Carousel pre-school and after-school programs.

HWCC was also used during evenings and weekends by many different Town departments, non-profit and private groups. Rent is charge for non Town related uses with both a private and non profit rate structure. In FY15 income from rent for use of HWCC totaled \$29,427. This income is deposited directly into the General Fund. The building continues to fill an important need in the community for meeting spaces with adequate parking availability.

A new energy management system was installed at HWCC this past year. The new system fully integrates with the new boilers that were previously replaced and we are seeing decreased energy consumption and increase occupancy comfort.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,152	2.07			114,080		
FY2010	13,135	2.17	5%	5%	117,280	3%	3%
FY2011	13,458	2.05	-1%	-6%	127,760	12%	9%
FY2012	8,044	1.49	-28%	-27%	112,560	-1%	-12%
FY2013	9,716	1.54	-25%	4%	119,200	4%	6%
FY2014	11,230	1.59	-23%	3%	119,940	5%	1%
FY2015	8,255	1.17	-43%	-26%	74,340	-35%	-38%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

HUMAN SERVICES: Harvey Wheeler Community Center

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 41,980	\$ 42,328	\$ 45,606	\$ 46,216	\$ 46,216
Purchased Services	54,853	39,011	59,339	57,374	57,374
Supplies	3,895	3,841	5,500	5,750	5,750
Other Charges	-	-	-	-	-
Capital Outlay	43,915	32,169	7,500	22,000	10,000
Totals	<u>\$ 144,642</u>	<u>\$ 117,348</u>	<u>\$ 117,945</u>	<u>\$ 131,340</u>	<u>\$ 119,340</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 117,945	100.00%	\$ 119,340	100.00%	1.18%
Totals	<u>\$ 117,945</u>	100.00%	<u>\$ 119,340</u>	100.00%	1.18%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
O-1	HWCC Building Improvements	\$ 7,500	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Totals	<u>\$ 7,500</u>	<u>\$ 10,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 40,762	1.00	\$ 41,573
	Sub Total	<u>1.00 FTEs</u>	<u>\$ 40,762</u>	<u>1.00 FTEs</u>	<u>\$ 41,573</u>
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	50 hrs.	\$2,500
5130	Overtime	80 hrs.	2,344	60 hrs.	\$2,143
	Total	<u>1.02 FTEs</u>	<u>\$ 45,606</u>	<u>1.02 FTEs</u>	<u>\$ 46,216</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center, 105 Everett Street and Rideout Playground restrooms in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational needs of the community.

Budget Highlights:

- This budget represents a 8.8% *increase* in the operating appropriation of that of the FY16 budget.
- The increase is primarily due to additional money being allocated for HVAC maintenance (+\$5,000) and custodial services (+\$2,650).
- The routine maintenance of the building is paid for by the Recreation Fund, and is not a General Fund Capital Improvement Program expense.
- This budget also includes \$12,595 to cover the utility costs and building improvements for the 105 Everett Street building and \$8,905 to pay for the upkeep of the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 87,742	\$ 91,241	\$ 96,976	\$ 104,147
Other Funds	\$ 24,455	\$ 19,507	\$ 20,305	\$ 25,895
Total Expenditures	\$ 112,197	\$ 110,748	\$ 117,281	\$ 130,042

Description:

The Hunt Recreation Center houses the Recreation Department's office and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a ten year period. The facility's locker rooms were renovated in fall of 2005 at a cost of approximately \$100,000. The building has offices, conference and multi-purpose rooms, a large second floor gymnasium, and shower facilities. Adjacent to the building on Emerson Playground is a teaching swimming pool used during summer camp, a children's spray fountain, basketball/tennis courts (which were rehabilitated in Fall 2006), a state-of-the-art running track (which was resurfaced in fall of 2008), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

The facility received a new HVAC system in the fall of 2011. The equipment which is of a high efficiency nature is projected to produce lower utility costs.

The Hunt Recreation Center operates from 8:00 a.m. to 10:00 p.m. Monday through Friday, 8:00 a.m. to 6:00 p.m. on Saturday, and 8:00 a.m. to 10:00 p.m. on Sunday. The primary summer activity is the day camp that operates Monday through Friday. The summer season also includes a family swim program. The Center is also very busy throughout the year with activities that include the following: girl's basketball, men's and women's basketball, co-ed volleyball, fitness classes, and dances for middle school students. The Center is also home for the Department's Grades 3-to-6 After School program, which operates from September through June. In addition, the Center can be rented for private events and is used by several community and sports organizations and by Town committees for meetings. It is also the polling site for Precinct 5.

HUMAN SERVICES: Hunt Recreation Center

Item 28

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 46,214	\$ 47,370	\$ 48,891	\$ 49,444	\$ 49,444
Purchased Services	43,027	45,895	43,986	53,348	53,348
Supplies	4,986	4,168	5,750	5,750	5,750
Rideout Fieldhouse	7,682	6,240	10,331	8,905	8,905
105 Everett Street	7,063	7,074	8,323	12,595	12,595
Capital Outlay	3,226	-	-	94,000	-
Totals	\$ 112,197	\$ 110,748	\$ 117,281	\$ 224,042	\$ 130,042

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 96,976	82.69%	\$ 104,147	80.09%	7.39%
Recreation Fund	20,305	17.31%	25,895	19.91%	27.53%
Totals	\$ 117,281	100.00%	\$ 130,042	100.00%	10.88%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
N-2	Hunt Gym Ceiling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 48,891	1.00	\$ 49,444
	Total	1.00 FTEs	\$ 48,891	1.00 FTEs	\$ 49,444

Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	7,704	1.21			93,360		
FY2010	7,327	1.21	0%	0%	76,640	-18%	-18%
FY2011	7,714	1.17	-3%	-3%	75,680	-19%	-1%
FY2012	5,249	0.97	-20%	-17%	78,899	-15%	4%
FY2013	5,922	0.94	-22%	-3%	92,520	-1%	17%
FY2014	6,622	0.94	-23%	0%	91,920	-2%	-1%
FY2015	7,212	1.02	-16%	9%	90,400	-3%	-2%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

Mission Statement:

The mission of Veterans Services and Benefits is to provide information, advice, and assistance to veterans in need of service, including assistance regarding benefits to veterans and their dependents.

Budget Highlights:

- This budget represents a 15.0% *increase* in the operating appropriation from that of the FY16 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents, as well as additional hours for the Veterans Agent.
- Purchased services for this account includes \$1,500 to cover telephone service and telephone maintenance costs for the Veterans' Agent.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 59,679	\$ 67,581	\$ 60,889	\$ 69,990
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 59,679	\$ 67,581	\$ 60,889	\$ 69,990

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 115, and is administered under State guidelines. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a full-time Director of Veterans Services/Veterans Agent. State law also requires that the Town's Director of Veterans Services/Veterans Agent be a war-era veteran, and be available on a full-time basis to provide assistance.

The purpose of this program is to provide information, advice, and assistance regarding benefits to veterans and their dependents. The Town is reimbursed by the State for 80% of benefits paid under the mandated program. The reimbursement occurs about 12-15 months after the expenditure and is received as State aid revenue rather than as a credit to this appropriation account. Administrative costs, including salary, are not reimbursable.

The Office of Veterans Services serves as a one-stop human service office, with the top priority of providing services that improve the quality of life for every one of the Town's veterans, as well as their families and surviving dependents.

In the past year, the Veterans' Agent has seen a noticeable increase in residents seeking and qualifying for Ch. 115 benefits. The number of qualifying residents is difficult to predict on an annual basis as individuals move into or out of the community. This is an aspect of the State Veterans' Services Program that continues to be closely monitored by the Veterans' Agent.

HUMAN SERVICES: Veterans Services & Benefits

Item 29

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 19,233	\$ 19,728	\$ 23,020	\$ 23,490	\$ 23,490
Purchased Services	3,058	1,244	1,500	200	200
Supplies	551	437	669	350	350
Other Charges	415	933	700	950	950
Sub Total	\$ 23,257	\$ 22,342	\$ 25,889	\$ 24,990	\$ 24,990
<u>Veterans Benefits</u>					
Other Charges	\$ 36,422	\$ 45,239	\$ 35,000	\$ 36,750	\$ 45,000
Totals	\$ 59,679	\$ 67,581	\$ 60,889	\$ 61,740	\$ 69,990

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,889	100.00%	\$ 69,990	100.00%	14.95%
Totals	\$ 60,889	100.00%	\$ 69,990	100.00%	14.95%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	940 hrs.	23,020	940 hrs.	23,490
	Total	0.45 FTEs	\$ 23,020	0.45 FTEs	\$ 23,490

Mission Statement:

The purpose of this funding is to provide the community with efficient and cost-effective services in planning for and carrying-out Concord's annual, tradition-rich, public ceremonies and celebrations.

Budget Highlights:

- This budget represents a 1.5% *increase* in the operating appropriation from that of the FY16 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,716, calculated based upon prior years' experience as well as FY16 anticipated contractual wage obligations.
- Other event-related expenses include band/musician fees, participant refreshments, honored-citizen related expenses, horse and carriage rentals, etc.
- Flag replacement remains an important element of this account, for the annual purchase of Memorial Day flags and for maintenance of the street flags placed out for various significant days and events during the year. The FY17 proposed budget for the flags is \$1,800.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 21,696	\$ 23,944	\$ 24,006	\$ 24,376
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 21,696	\$ 23,944	\$ 24,006	\$ 24,376

Description:

This budget provides funding for equipment and activities associated with several distinctly separate functions that are related to various Concord ceremonies and celebrations. Committees and volunteers, with the assistance of staff from the Town departments, carry out the related activities. Notable public ceremonies supported by this account include the Veteran's Day Flag Retirement Ceremony, the Honored Citizen Reception, the Meriam's Corner Exercise, and Patriots' Day and Memorial Day events. Net of Public Safety coverage for the various ceremonies and events, a very austere budget remains to cover other Town-wide event-related expenses. The Public Ceremonies and Celebrations Committee reports it to be an increasing challenge to secure sufficient event participants given their limited resources, but this citizen committee does not wish to request additional General Fund support at this time.

HUMAN SERVICES: Ceremonies & Celebrations

Item 30

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 20,608	\$ 22,072	\$ 21,506	\$ 21,576	\$ 21,576
Memorial Day Flags	1,089	1,872	1,500	1,800	1,800
Street Flags	-	-	1,000	1,000	1,000
Totals	<u>\$ 21,696</u>	<u>\$ 23,944</u>	<u>\$ 24,006</u>	<u>\$ 24,376</u>	<u>\$ 24,376</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,006	100.00%	\$ 24,376	100.00%	1.54%
Totals	<u>\$ 24,006</u>	100.00%	<u>\$ 24,376</u>	100.00%	1.54%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Mission Statement:

The purpose of this funding is to provide for various miscellaneous benefit costs arising from the provisions of the Town's Personnel Bylaws, state statute, and collective bargaining agreements.

Budget Highlights:

- This budget represents no increase in the operating appropriation from that of the FY16 budget.
- As of June 30, 2015, the General Fund accrued liability for sick leave buyback payable at retirement was \$1,207,294. 65% of this liability is on account of uniformed Police and Fire personnel.
- At the end of FY15, \$90,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2015 was \$180,361.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 97,240	\$ 97,334	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 97,240	\$ 97,334	\$ 100,000	\$ 100,000

Description:

The specific components of this budget are as follows:

Unused Sick Leave:

This benefit is received only upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, section 11.3. Action at the 1992 Annual Town Meeting restricted this payment for non-union employees to those hired prior to July 1, 1992. The collective bargaining agreement with the Public Safety Dispatchers contains this identical provision. Agreements with Police and Fire Unions restrict eligibility to police officers hired prior to January 1, 2011 and to Firefighters hired prior to July 1, 2011. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay. In the Fire Union contract, the maximum payoff is established as 65 days.

While the annual expenditure for this benefit is erratic and unpredictable, the Town's financial statements measure the expected future liability and the budget provision seeks to allow for probable eligible retirements. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account should be maintained for the next five budget years at \$90,000.

Public Safety Medical Disability:

Chapter 41, section 100B of the Mass. General Laws, accepted by Article 10 of the 1976 Annual Town Meeting, permits the Town to indemnify police officers and firefighters who are retired on accidental disability for medical expenses incurred during their retirement. Such expenses must be "the natural and proximate result of the disability for which the police officer or firefighter was retired." Normally, these expenses are items not reimbursable by the Town's Health insurance plans or co-insurance payments.

There are presently 12 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but the Town's past practice suggests that it makes every practical effort to cover eligible expenses. At present, this account is projected to cover only minor expenses such as office visits and prescriptions not covered by the retiree's health insurance plan.

Employee Assistance Program:

The proposed budget funds an annual contract with Corporate EAP Resources, Inc. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, personal development seminars, and one-on-one confidential counseling services.

UNCLASSIFIED: Town Employee Benefits

Item 31

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	237	157	2,500	2,500	2,500
Employee Assistance Program	7,003	7,177	7,500	7,500	7,500
To Sick Leave Buyback Reserve	90,000	90,000	-	-	-
Totals	\$ 97,240	\$ 97,334	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

General Fund Sick Leave Buy-Back Liability at June 30				
	FY12	FY13	FY14	FY15
Police Union	\$ 293,204	\$ 298,753	\$ 263,020	\$ 226,966
Fire Union	546,397	567,168	549,154	557,186
All Other Town Gov't	507,080	516,507	463,745	423,142
Total Town Liability	\$ 1,346,681	\$ 1,382,428	\$ 1,275,919	\$ 1,207,294
CPS Employees	\$ 1,674,836	\$ 1,796,597	\$ 1,760,537	\$ 1,710,696
Total Liability	\$ 3,021,517	\$ 3,179,025	\$ 3,036,456	\$ 2,917,990

Police Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 1/1/92	50%	62.0 Days
1/1/92-12/31/96	40%	49.6 Days
1/1/97-12/31/01	30%	37.2 Days
1/1/02-12/31/10	25%	31.0 Days

Fire Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 7/1/11	50%	65.0 Days

This account is responsible only for the General Fund "Town Liability" show in the table above. The Concord Public Schools (CPS) liability is payable from the annual CPS appropriation. The Total Liability is shown in the Town's Annual Financial Statements. Enterprise Fund Liabilities are paid from those funds.

The payout from FY17 through FY21 from this account is expected to be approximately \$630,000. To cover this expected payout, the Town plans to allocate \$90,000 each year to the Sick Leave Buyback "Reserve", which is estimated to have an ending balance of \$120,360 on June 30, 2016, as shown below.

General Fund Sick Leave Buyback Reserve				
	Beginning Balance	Uses	Added @ 6/30	Ending Balance
FY13	\$ 183,043	\$ (6,272)	\$ 90,000	\$ 266,771
FY14	\$ 266,771	\$ (118,473)	\$ 90,000	\$ 238,298
FY15	\$ 238,298	\$ (147,938)	\$ 90,000	\$ 180,360
FY16 (est.)	\$ 180,360	\$ (150,000)	\$ 90,000	\$ 120,360

Mission Statement:

The purpose of this contingency account is to allow the Finance Committee to meet extraordinary or unforeseen expenditures that may arise during the year.

Budget Highlights:

- This budget represents no change from that of the FY16 budget.
- This account is less than 0.6% of Article 7, the accounts under the jurisdiction of the Town Manager.
- One Reserve Fund requests was submitted to the Finance Committee during FY15, totaling \$10,000:

* Veteran's Benefits (\$10,000)

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (64,388)	\$ (10,000)	N/A	N/A
Return to Revenue	\$ 160,612	\$ 215,000	N/A	N/A

Description:

The Reserve Fund is an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to petition of the Town Manager on behalf of departments. In accordance with the provisions of Massachusetts General Laws Chapter 40, section 6, it is intended to meet "extraordinary or unforeseen expenditures."

While the Reserve Fund may be allocated for any Town purpose, the original Reserve Fund budget of each year has not been used for Education operating budgets (except through supplemental appropriations specifically earmarked by Town Meeting vote). This is because the Concord Public School Committee has the legal authority to transfer appropriations within the overall amount appropriated to it by Town Meeting. The Town Manager has no similar authority to make transfers among the 39 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2016 Annual Town Meeting (Article 7).

Requests from town departments are first reviewed by the Finance Director and approved by the Town Manager before being submitted to the Finance Committee for its consideration. During FY15, the Finance Committee approved the following reserve fund transfers:

FY15 Reserve Fund Transfers

Account	Amount	Explanation
Veterans Services and Benefits	\$ 10,000	To provide benefits to additional veterans as specified by State law.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(64,388)	(10,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	160,612	215,000	N/A	N/A	N/A

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000		\$ 225,000		0
Totals	\$ 225,000		\$ 225,000		0.00%

Mission Statement:

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's 30 separate appropriation accounts and sub-accounts that include salary funds.

Budget Highlights:

•Proposed funding is intended to provide scale adjustment, step, merit, and collective bargaining costs as well as reclassification and market adjustments pursuant to the plan.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
Appropriation	\$ 460,000	\$ 555,434	\$ 643,404	\$ 755,708
Less Transfers & Encumbrances	\$ (473,680)	\$ (502,134)	N/A	N/A
Balance Unexpended	\$ (13,680)	\$ 53,300	N/A	N/A

Description:

Funding for salary adjustments is appropriated to a single reserve account and then, pursuant to the authorization of Town Meeting, is transferred (after the July 1 start of the fiscal year) to the various operating accounts based upon actual requirements. In accordance with the Town Meeting vote, the Town Manager reports all transfers to both the Board of Selectmen and the Finance Committee. This procedure avoids the need to estimate salary adjustment amounts in each of the 30 separate accounts and sub-accounts that include salary funds.

The FY17 recommendation is projected to be sufficient for approximately a 4.5% overall pay adjustment for non-union staff and for the funding of existing collective bargaining agreements with uniformed police officers, fire fighters, public safety dispatchers, and Library employees. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY17 step increase and merit pay plan prior to July 1, 2016.

The FY16 compensation plan allowed for an average 4.0% pay adjustment, with 1.5% for market adjustments and 2.5% for step and merit adjustments up to the allowable amount limited by the salary cap of the specific classification.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY17 are proposed for funding from this account.

The budget proposed for FY17 included an allowance for funding a settlement of a collective bargaining agreement with the Police Union that has not yet been concluded.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 480,574	\$ 555,434	\$ 643,404	\$ 755,708	\$ 755,708
Less:					
Total Transfers	(417,680)	(355,966)	(376,271)	N/A	N/A
Encumbered	(56,000)	(146,168)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 6,894	\$ 53,300	267,133	N/A	N/A

Note: The FY16 and FY17 Total Transfer amount does not include the amounts to be transferred to the Police Department account, as these amounts have yet to be determined due to ongoing collective bargaining negotiations.

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 643,404		\$ 755,708		17.45%
Totals	\$ 643,404		\$ 755,708		17.45%

Salary Adjustment History - Non-Union Staff			
Beginning Date	Fiscal Year	July 1st Structure Increase	Step / Merit Increase*
7/1/08	FY09	3.0%	2.5%
7/1/09	FY10	2.0%	0.0%
7/1/10	FY11	2.0%	0.0%
7/1/11	FY12	2.0%	2.5%
7/1/12	FY13	1.5%	2.5%
7/1/13	FY14	1.5%	2.5%
7/1/14	FY15	1.5%	2.5%
7/1/15	FY16	1.5%	2.5%

* Based upon written performance evaluation

Mission Statement:

The purpose of this account is to facilitate the acquisition of land by providing resources for appraisals, surveys, and deposits.

Budget Highlights:

- General Fund support of \$15,000 is proposed in FY17.
- The balance of the fund is available for costs related to appraisals, surveys, and deposits in connection with land acquisition.
- This fund can accept gifts from private sources.

Appropriation Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000

Description:

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

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

This budget account shows the appropriations voted by the Town, supported either by the property tax levy or by transfer from the available fund balance. An appropriation of \$15,000 is proposed for FY17.

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,000	N/A	\$ 15,000	N/A	N/A
Totals	\$ 15,000	N/A	\$ 15,000	N/A	N/A

Land Fund History									
	FY11	FY12	FY13	FY14	FY15	FY16 Budgeted	FY17 Proposed		
<u>Fund Source</u>									
Beginning Balance	\$ 36,057	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 30,061		
Return to Fund		1,453	-	-					
Sale of Land	-	-	-	-					
Tax Levy	-	-	10,000	10,000	15,000	15,000	15,000		
Gifts	-	-	-	-					
Interest Earned	125	45	17	2	19	40	60		
Total Available	\$ 36,182	\$ 15,071	\$ 25,088	\$ 11,766	\$ 15,021	\$ 30,061	\$ 45,121		
<u>Fund Uses</u>									
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Land Purchase	-	-	-	-	-	-	-		
Options	-	-	-	-	-	-	-		
Appraisal, Legal, Surveying, etc.	22,609	-	23,324	11,764	-	-	-		
Total Used	\$ 22,609	\$ -	\$ 23,324	\$ 11,764	\$ -	\$ -	\$ -		
Ending Balance	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 30,061	\$ 45,121		

Mission Statement:

The purpose of this funding is to provide for the cost of employee group insurance programs. The Town participates in a Joint Purchasing Group with 16 area towns and school districts. The Group Plan is self-funded and rates are set to cover expected claims, reinsurance cost for large claims, and administrative costs negotiated with Tufts, Harvard Pilgrim, and Fallon Health Plans.

Budget Highlights:

- This budget covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- The General Fund share of this account is level-funded for FY15.
- About 70% of active Town and CPS employees select Town health insurance coverage.
- Pursuant to a July 2011 state law, a revised health plan design was implemented on June 1, 2012. A 3-year Mitigation Plan was agreed upon to set up and fund a Health Reimbursement Account to offset a portion of higher out-of-pocket costs incurred by plan participants.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
Use for Group Insurance	\$3,795,617	\$3,838,943	\$ 4,095,000	\$ 4,350,000
Transfer to OPEB Trust Fund	\$ 800,000	\$ 775,000	\$ 555,000	\$ 300,000
Transfer to Insurance Reserve	\$ 54,383	\$ 36,057	\$ -	\$ -
Total General Fund	\$4,650,000	\$4,650,000	\$ 4,650,000	\$ 4,650,000
Other Funds	\$ 458,354	\$ 441,596	\$ 497,000	\$ 535,000
Total Expenditures	\$5,108,354	\$5,091,596	\$ 5,147,000	\$ 5,185,000

Description:

This budget provides for the Town's share of the cost of employee group insurance programs. It covers both Town government **and** Concord Public School employees. The Town offers health, dental and basic life insurance programs on a contributory basis. State law requires that the Town's contribution rate can be **no less than 50%**. This is the rate the Town contributes for retirees, but the contribution rate for active employees is slightly higher depending on the plan option. Overall, the Town contributes approximately 55% of the cost for active employees. The Town also provides supplemental life insurance and a disability income protection plan on a group basis but, in accordance with state law, no Town contribution is paid for these programs.

New Health Plan Design effective June 1, 2012

Legislation passed by the state legislature and signed by the Governor on July 12, 2011, Chapter 69 of the Acts of 2011, accompanied by detailed procedural regulations (801 CMR 52.00) provided a new process enabling changes in the design of municipal employee group health insurance plans outside of collective bargaining requirements. Local government was given the authority to design health plans with provisions for deductibles and co-pays of a dollar value no greater than those in the Tufts Navigator Plan offered through the state's Group Insurance Commission (GIC). Local governments were also given an expedited path to join the state GIC if local analysis of that option was the choice of local authorities and met certain savings thresholds. The state law further required that a Mitigation Plan valued at least at 25% of the first-year projected savings must be funded by the employer as a condition of implementation.

The Town and Schools (CPS and CCRSD) successfully worked with our joint Town of Concord and Concord-Carlisle Regional School District Insurance Advisory Committee and through voluntary collective bargaining with the eleven town and school collective bargaining units. Pursuant to the objectives of the new state law, a new set of group health insurance plans was implemented on June 1, 2012 along with a 3-year Mitigation Plan to address the impacts of higher out-of-pocket expenses that will be incurred by subscribers. As part of the agreement, the Town Manager indicated its intention to maintain the Group Insurance appropriation account at \$4,650,000 and to direct any unexpended appropriation to the OPEB Trust Fund.

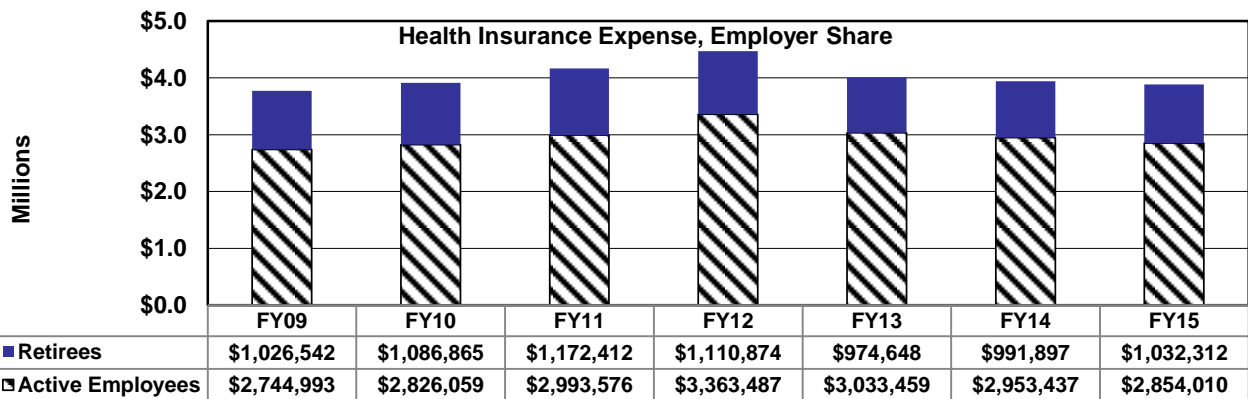
JOINT (TOWN-CPS): Group Insurance

Item 35A

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 2,953,437	\$ 2,854,010	\$ 3,100,000	\$ 3,325,000	\$ 3,325,000
Health Insurance - Retired	991,897	1,032,312	1,135,000	1,190,000	1,190,000
Health Insurance - Ret. (MGL 32, 9A1/2)	5,328	4,241	20,000	25,000	25,000
Life Insurance	15,406	15,540	20,000	20,000	20,000
Dental Insurance	253,307	252,654	280,000	285,000	285,000
Other Prof. Services	13,982	21,439	20,000	25,000	25,000
Medicare Part B Penalty Reimbursement	17,500	14,604	17,000	15,000	15,000
Health Plan Mitigation Fund	3,116	85,739	-	-	-
Transfer to Insurance Reserve Fund	54,383	36,057	-	-	-
Transfer to OPEB Trust Fund	800,000	775,000	555,000	300,000	300,000
Total Expenditure	\$ 5,108,355	\$ 5,091,596	\$ 5,147,000	\$ 5,185,000	\$ 5,185,000

Note: OPEB information is presented in Item 35B

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,650,000	90.34%	\$ 4,650,000	89.68%	0.00%
Light Fund	260,000	5.05%	280,000	5.40%	7.69%
Water Fund	81,000	1.57%	87,000	1.68%	7.41%
Sewer Fund	17,000	0.33%	18,000	0.35%	5.88%
Recreation Fund	62,000	1.20%	67,000	1.29%	8.06%
Swim & Fitness Center Fund	70,000	1.36%	75,000	1.45%	7.14%
Retirement	7,000	0.14%	8,000	0.15%	14.29%
Totals	\$ 5,147,000	100.00%	\$ 5,185,000	100.00%	0.74%



Mission Statement:

The purpose of this funding is to provide resources to cover the Net OPEB Obligation (NOO) associated with Other Post-Employment Benefits (OPEB). The NOO is the Annual Required Contribution (ARC) after subtracting current contributions and factoring in several adjustments.

Budget Highlights:

- This budget represents a \$250,000 increase in General Fund allocation over the FY16 budgeted amount.
 - In FY17, an amount of \$1,700,000 has been proposed as the General Fund’s payment to the OPEB Trust; \$1.4 million from account 35B and \$300,000 estimated to be available from the Group Insurance appropriation account 35A.
 - The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) will continue to fully fund their annual required contribution (ARC).
- These payments are based upon a periodic actuarial valuation analysis and a funding plan to fully meet the OPEB obligation by FY2039.

Funding Summary

Transferred to OPEB Trust	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund Appropriation	\$ 650,000	\$ 900,000	\$ 1,150,000	\$ 1,400,000
Enterprise Funds	\$ 68,237	\$ 71,000	\$ 75,000	\$ 80,000
Transfer from Group Ins. (#31A)	\$ 800,000	\$ 775,000	\$ 555,000	\$ 300,000
Total Funding	\$1,518,237	\$1,746,000	\$ 1,780,000	\$ 1,780,000

Description:

Prior to FY10, the Town budgeted funds to pay only for the annual benefits for current retirees, spouses, and survivors. However, these “pay-as-you-go” contributions did not take into account the accrued liability associated with future health care benefits for active employees or the funded past liability for current retirees, spouses, and survivors.

Since this liability is a nationwide issue, the Governmental Accounting Standards Board (GASB) issued Statement No.45, in June 2004, to provide accounting guidance and financial statement standards. The actuarial costs of health care benefits received or to be received by the Town’s active employees and the Town’s retirees, spouses, and survivors. This GASB statement became effective for financial reporting purposes as of June 30, 2009.

To comply with GASB 45, the Town conducted an initial Actuarial Study as of June 30, 2009 and has carried out recurring actuarial studies as required. Based on data as of the most recent actuarial report for June 30, 2014, the Actuarial Accrued Liability (AAL) was approximately \$33.5 million and the unfunded accrued liability (UAL) was \$26.9 million, with \$6.6 million accumulated in the OPEB Trust Fund at that date.

The Annual Required Contribution (ARC) is the yearly amount that the Town would need to set aside to cover the UAL on a schedule to fully fund the obligation by FY2039. The Annual Net OPEB Obligation (NOO) is then calculated essentially by subtracting the “pay-as-you-go” amount already contributed by the Town for the health care benefits for current retirees, spouse, and survivors. The Unfunded OPEB obligation reported on the Town’s financial statements is the total amount by which the town’s payments have been short of the ARC payment since FY2009. Refer to the charts on the facing page. For FY17, the NOO is projected to be \$1.37 million.

JOINT (TOWN-CPS): Other Post Employment Benefits**Item 35B**

The table below shows the change in Annual Net OPEB Obligation (NOO) . This liability equals the adjusted Annual Required Contribution (ARC) after subtracting "pay-as-you-go" contributions that covers the existing health care benefits for current retirees. The total NOO is projected to be \$1.37 million in FY17.

Annual Net OPEB Obligation (NOO) (Liability net of "pay as you go" Contributions)					
	FY13 Actual	FY14 Actual	FY15 Projected*	FY16 Projected*	FY17 Projected*
General Fund	\$ 2,015,101	\$ 1,502,145	\$ 1,427,854	\$ 1,294,746	\$ 1,273,823
Light Fund	14,321	42,708	38,057	37,448	36,843
Water Fund	18,175	22,314	21,680	24,127	23,737
Sewer Fund	4,544	5,579	5,356	6,152	6,053
Swim & Fitness Center Fund	34,160	27,490	27,183	30,385	29,894
Totals	<u>\$ 2,086,301</u>	<u>\$ 1,600,236</u>	<u>\$ 1,520,130</u>	<u>\$ 1,392,858</u>	<u>\$ 1,370,349</u>

The Town has begun to set funds aside to cover the OPEB liability. Charges to the Enterprise funds have covered their full NOO.

Payments To OPEB Annual Funding Plan					
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Projected
General Fund	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000	\$ 1,400,000
Trans. from Group Ins. (#35A)	\$ 400,000	\$ 1,050,000	\$ 800,000	\$ 555,000	\$ 300,000
Light Fund	14,321	10,478	11,000	11,500	30,000
Water Fund	18,175	16,402	17,000	18,800	20,000
Sewer Fund	4,544	4,849	5,000	4,700	5,000
Swim & Fitness Center Fund	34,160	36,508	38,000	40,000	25,000
Totals	<u>\$ 871,200</u>	<u>\$ 1,768,237</u>	<u>\$ 1,771,000</u>	<u>\$ 1,780,000</u>	<u>\$ 1,780,000</u>

The cumulative net OPEB Obligation is shown below. The total amount equals the previous year's Unfunded OPEB Obligation (cumulative since FY2009) plus the current year NOO minus the current year funding amount.

Cumulative Unfunded OPEB Obligation at June 30					
	FY13 Actual	FY14 Actual	FY15 Projected*	FY16 Projected*	FY17 Projected*
General Fund	\$ 7,861,339	\$ 7,663,484	\$ 7,391,340	\$ 6,981,086	\$ 6,554,909
Light Fund	(119,351)	(87,121)	(60,065)	(34,117)	(27,274)
Water Fund	(52,501)	(46,589)	(41,908)	(35,781)	(32,044)
Sewer Fund	(13,125)	(12,396)	(12,040)	(11,388)	(10,335)
Swim & Fitness Center Fund	(10,210)	(19,228)	(30,045)	(39,660)	(34,766)
Totals	<u>\$ 7,666,152</u>	<u>\$ 7,498,150</u>	<u>\$ 7,247,282</u>	<u>\$ 6,860,140</u>	<u>\$ 6,450,489</u>

* FY15, FY16, and FY17 Projections are based on an OPEB Actuarial Valuation Report dated June 30, 2014

Mission Statement:

This account funds property insurance coverage for all Town-owned property, liability coverage for Town officials, and special risk coverage for police and fire personnel. The objective is to provide affordable and comprehensive management of the Town's risks.

Budget Highlights:

- The General Fund share of this budget is proposed to increase by \$25,000 from that of FY16.
- Various MIIA discounts (of about 10%) have been received in recent years, but their continuation lacks predictability and, therefore, are not assumed in this proposed budget.
- Premium budget of \$440,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 153,968	\$ 176,163	\$ 225,000	\$ 250,000
Transfer to Insurance Reserve	\$ 46,032	\$ 48,837		
Other Funds	\$ 177,916	\$ 186,807	\$ 200,000	\$ 220,000
Total Expenditures	\$ 377,916	\$ 411,807	\$ 425,000	\$ 470,000

	\$ in thousands	% of total
Town Appropriation	\$240	53.1%
Public Schools (K-8)	66	14.0%
CCRS	38	8.1%
Light Fund	59	12.5%
Water Fund	34	7.3%
Sewer Fund	12	2.6%
Swim & Fitness Ctr.	8	1.9%
All Other	2	0.5%
Total	\$460	100.0%

Description:

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

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$282 million) and approximately 260 vehicles of all kinds, from police cars to school buses to backhoes, against damage or loss. Coverage includes any construction projects that are undertaken during the year. Excess umbrella liability coverage of \$5 million is also purchased.

The Town is advised by an insurance consulting firm on an as-needed basis in order to guarantee the Town meets all insurance requirements and is able to respond to fluctuating market changes. The insurance program is managed by the Assistant Town Manager.

Property and Liability insurance is currently purchased through the Massachusetts Interlocal Insurance Association (MIIA). The total annual premium budget for the current year is \$415,000, with an expected actual cost of \$350,000. The budget estimate for FY17 (the rate adjustment in July, 2016) anticipates no price or coverage change.

JOINT (TOWN-CPS): Property and Liability Insurance

Item 35C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 331,884	\$ 362,970	\$ 415,000	\$ 460,000	\$ 460,000
Damages to Pers. & Prop.	-	-	5,000	5,000	5,000
Insurance Advisor	-	-	5,000	5,000	5,000
Transfer to Ins. Res. Fund	46,032	48,837			
Total Expenditure	\$ 377,916	\$ 411,807	\$ 425,000	\$ 470,000	\$ 470,000

Insurance Premium Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 63,367	\$ 68,901	\$ 80,000	\$ 100,000	\$ 40,000
General Liability, Umbrella, Pub. Officer. School Board	102,364	110,612	128,000	135,000	60,000
Property Insurance	105,332	115,355	140,000	158,000	73,000
Police and Fire Medical	58,140	63,789	65,000	65,000	65,000
All Other	2,681	4,313	2,000	2,000	2,000
Total Expenditure	\$ 331,884	\$ 362,970	\$ 415,000	\$ 460,000	\$ 240,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	52.94%	\$ 250,000	53.19%	11.11%
Other Sources:					
CMLP	53,000	12.47%	59,000	12.55%	11.32%
Water	31,000	7.29%	34,000	7.23%	9.68%
Sewer	11,000	2.59%	12,000	2.55%	9.09%
Swim and Fitness	8,000	1.88%	8,800	1.87%	10.00%
CPS	60,000	14.12%	66,000	14.04%	10.00%
CCRS	35,000	8.24%	38,000	8.09%	8.57%
Other	2,000	0.47%	2,200	0.47%	10.00%
Totals	\$ 425,000	100.00%	\$ 470,000	100.00%	10.59%

Mission Statement:

This account covers the cost of personnel claims for both Town and School (K-8) unemployment and workers' compensation insurance. Charges attributable to Enterprise departments are directly charged and do not appear here as allocable expenses.

Budget Highlights:

Unemployment Compensation

- The present maximum benefit is \$722 per week. Claimant must have earned at least \$3,500 during the last four quarters and at least 30 times the amount of the eligible weekly benefit.

Workers Compensation

- "Administrative services" is for a claims administration service contract.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 152,679	\$ 154,893	\$ 200,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 152,679	\$ 154,893	\$ 200,000	\$ 200,000

Description:

Unemployment Compensation

This account covers the cost of claims for both Town and School (K-8) personnel involving layoff from service, layoff from subsequent employment, resignation due to a spouse's relocation, and under-employment. Employers pay a varying percent of covered payroll to the Commonwealth's Division of Unemployment Assistance. Public employers are also given the choice of paying this payroll tax or choosing the "reimbursement method." Concord has chosen this alternative method, which means that it pays for actual claims incurred. Claims costs estimated for FY17 in relation to total projected payroll of about \$54.8 million is less than 1/5 of 1%.

The budget recommendation allows for a continuation of the level of claims experienced in recent years. While we are not foreseeing any circumstance requiring extensive staff reductions, claims can arise from a variety of situations. The most common situations are termination for performance reasons and layoff from a subsequent employer.

Workers' Compensation

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

"Stop-Loss" coverage with an insured ceiling of \$2 million per year, a specific retention level of \$600,000 per accident and an aggregate retained loss of \$874,282 per year has been acquired for the current year (July 1, 2015 to June 30, 2016) at a premium of \$44,363 of which the General Fund's share was \$34,171.

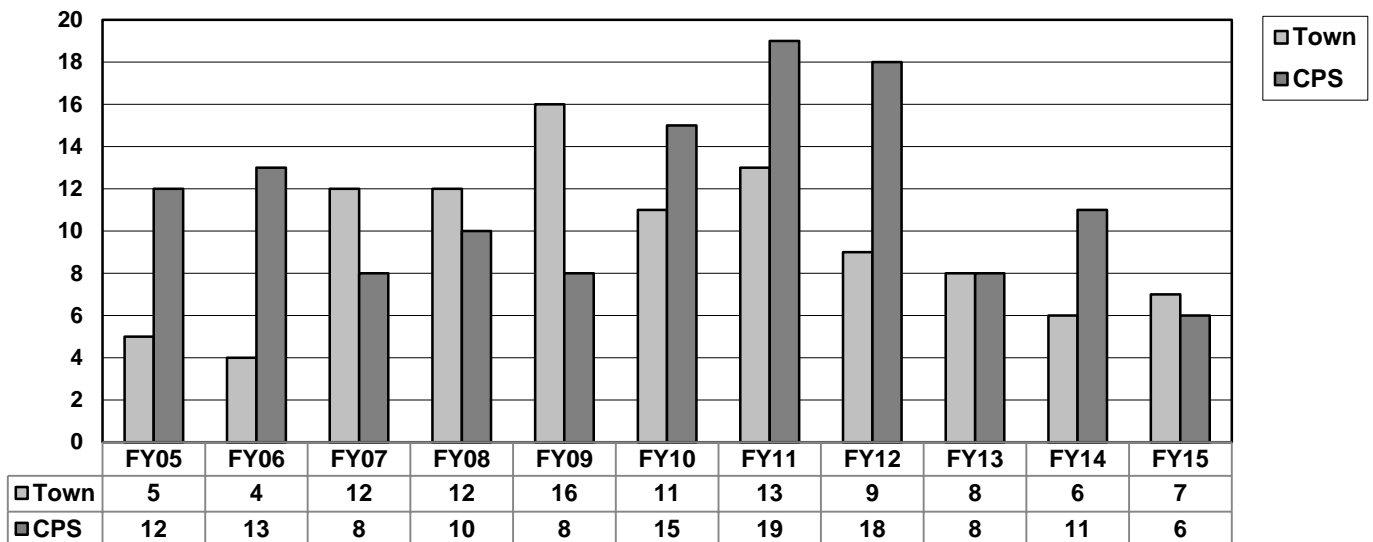
JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 36

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 67,101	\$ 54,433	\$ 100,000	\$ 100,000	\$ 100,000
<u>Workers Comp.</u>					
Admin. Services	\$ 24,807	\$ 31,935	\$ 15,000	\$ 15,000	\$ 15,000
Reinsurance/Stop-loss	33,317	33,044	35,000	35,000	35,000
Medical Expenses	\$ 27,455	\$ 35,481	50,000	50,000	50,000
Total Expenditure	\$ 152,679	\$ 154,893	\$ 200,000	\$ 200,000	\$ 200,000

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%
Totals	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%

Unemployment Compensation History

Number of Recipients



Mission Statement:

The purpose of this funding is to provide for the cost of the Town's required annual payment to the Concord Contributory Retirement System, determined pursuant to a funding schedule based upon a biennial actuarial valuation. The Concord Retirement System is one of 106 Boards functioning as part of a statewide defined benefit pension system operated for all eligible employees of Massachusetts state and local government, in lieu of the federal Social Security system.

Budget Highlights:

- At the most recent actuarial valuation date of January 1, 2015, the Funding Schedule projects full funding status as of 2030.
 - Investment gain for the three-year period to December 31, 2014 is estimated at almost 41%. The 10-year rate of return was 7.00% annualized.
 - The valuation for January 1, 2015 lowered the assumed rate of return to 7.25%, a reduction of 0.25% which increased the actuarial accrued liability by \$4.1 million.
- The expected required General Fund appropriation is projected at a 3% annual increase.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$3,035,000	\$3,125,000	\$ 3,220,000	\$ 3,317,000
Other Funds	\$ 524,304	\$ 538,669	\$ 559,937	\$ 616,485
Total Expenditures	\$3,559,304	\$3,663,669	\$ 3,779,937	\$ 3,933,485

Description:

The Concord Retirement Board administers a defined benefit contributory retirement plan established under Massachusetts General Laws, Chapter 32, that is partially funded by employee contributions and is supervised by the Public Employee Retirement Administration Commission (PERAC), Commonwealth of Massachusetts.

Employer groups covered by the System include the Town of Concord (including the Concord Public School Department, CPS), the Concord-Carlisle Regional School District (CCRS) and the Concord Housing Authority (CHA).

The Retirement System covers substantially all municipal employees working at least 25 hours per week, except for teaching personnel (who are members of the State Teachers Retirement System, a single statewide system for which the employer cost is covered by the state budget).

Employees contribute varying rates dependent on the date of membership in the system. New members since July 1, 1996 contribute 9% of regular compensation. Overtime and other forms of "bonus" pay are excluded both for employee contribution purposes and from the calculation of retirement benefits. *State legislation enacted in the 2011 session (Chapter 176) makes substantial changes affecting new hires on and after April 2, 2012, but the impact of these changes on pension liabilities will be gradual and in the near term not significant.

Results of Actuarial Valuation

	At 1/1/12	At 1/1/14	At 1/1/15	Δ% (2014 to 2015)
Obligations (AAL)	\$123,797,875	\$142,404,644	\$156,552,131	9.9%
Assets (AVA)	\$94,996,144	\$115,339,593	\$126,816,839	10.0%
Unfunded AAL	\$28,801,731	\$27,065,051	\$29,735,292	9.9%
Funded Ratio	76.7%	81.0%	81.0%	N/A
Earning Rate Assumed	7.50%	7.50%	7.25%	N/A
Amortization Increase*	2%	2%	2%	N/A
Funding Year Projected**	2030	2030	2030	N/A
Asset Market Value	\$94,704,818	\$122,155,363	\$133,074,229	8.9%

AAL = Actual Accrued Liability; AVA = Actual Value of Assets

* Max permitted = 4%; ** Max permitted = 2040; Governing Statute: 5.22F of M.G.L Ch. 32.

JOINT (TOWN-CPS): Retirement

Item 37

Uses				
	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Proposed
Required Employer Share to Pension Fund	\$ 3,384,709	\$ 3,467,672	\$ 3,901,380	\$ 4,449,269
Transfer to (from) Town Pension Reserve Fund	\$ 174,595	\$ 195,997	\$ (121,443)	\$ (515,784)
Total Uses	\$ 3,559,304	\$ 3,663,669	\$ 3,779,937	\$ 3,933,485

Funding Sources				
	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Proposed
<u>General Fund Appropriation</u>	\$ 3,035,000	\$ 3,125,000	\$ 3,220,000	\$ 3,317,000
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 392,747	\$ 403,508	\$ 392,481	\$ 423,095
Water Fund	\$ 62,590	\$ 64,305	\$ 72,280	\$ 86,179
Sewer Fund	\$ 12,490	\$ 12,832	\$ 18,070	\$ 21,545
Swim & Fitness Fund	\$ 56,477	\$ 58,024	\$ 77,106	\$ 85,666
Subtotal Enterprises	\$ 524,304	\$ 538,669	\$ 559,937	\$ 616,485
Total Sources	\$ 3,559,304	\$ 3,663,669	\$ 3,779,937	\$ 3,933,485

Performance Highlights (amounts in thousands)						
Date of Actuarial Valuation and Data Provided	(1) Actuarial Value of Net Assets Available for Plan Benefits	(2) Actuarial Accrual Liability	(3) Percentage Funded: (1)÷(2)	(4) Unfunded Actuarial Accrued Liability (2)-(1)	(5) Annual Covered Payroll	Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll
January 1, 1994	\$ 27,603	\$ 38,207	72.25%	\$ 10,604	\$ 11,011	96.30%
January 1, 1996	\$ 33,678	\$ 42,701	78.87%	\$ 9,023	\$ 11,655	77.42%
January 1, 1998	43,221	51,392	84.10%	8,171	13,676	59.75%
January 1, 2000	56,251	59,720	94.19%	3,469	14,807	23.43%
January 1, 2002	56,748	67,763	83.74%	11,014	16,776	65.65%
January 1, 2004	63,067	76,564	82.37%	13,496	17,996	74.99%
January 1, 2006	75,974	83,989	90.46%	8,015	18,925	42.35%
January 1, 2008	90,963	94,681	96.07%	3,718	21,295	17.46%
January 1, 2010	90,445	106,054	85.28%	15,609	24,097	64.78%
January 1, 2012	94,996	123,798	76.73%	28,802	25,221	114.20%
January 1, 2014	115,340	142,405	80.99%	27,065	27,514	98.37%
January 1, 2015	126,817	156,552	81.01%	29,735	29,283	101.54%

Program Implementation

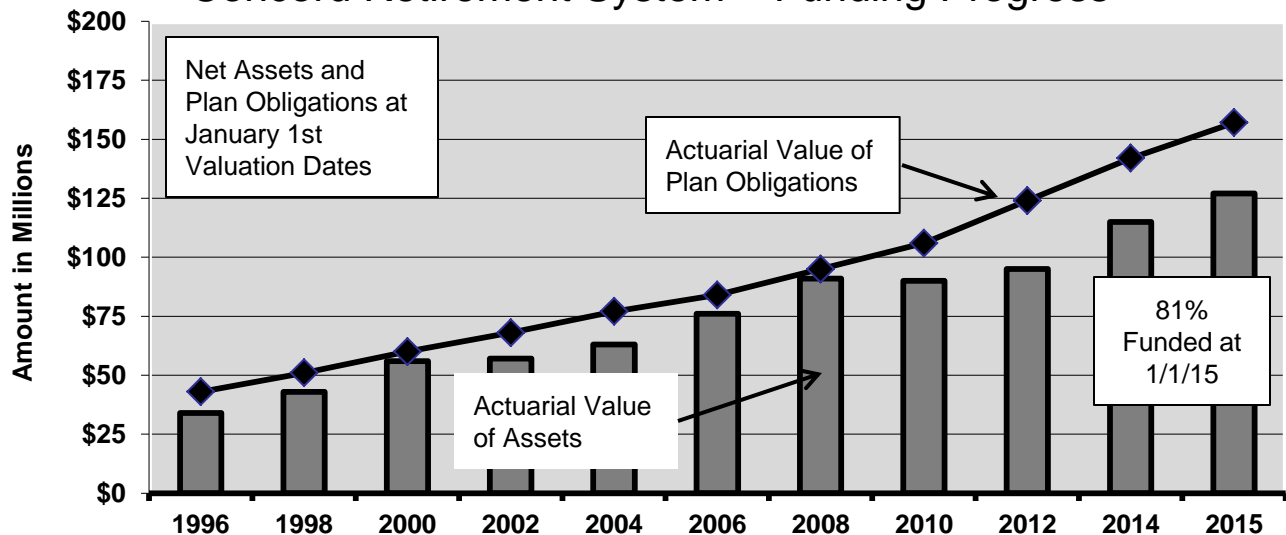
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by the other four members. The system is administered with the assistance of the Town's Finance Department; the Town Treasurer is custodian of the System's assets. The Board is supervised by a state agency, the Public Employee Retirement Administration Commission (PERAC).

The System is "unfunded" in that, since its inception in 1937, and continuing until 1992, the employer contribution had been related solely to pension payments for current retirees. A "funded" system would require that, upon retirement, assets had been accumulated on behalf of each member sufficient, with continued investment earnings, to meet pension obligations for the projected life of the beneficiary. The "unfunded liability" of a system is a measure of the shortfall between projected actuarial obligations and accumulated assets. A pension system can be fully funded at one point in time and then be underfunded later even while making required funding plan payments if the investment yield falls below the actuarial projection. Concord's assumed annual investment yield for the purpose of calculating its future obligations is 7.25%.

Recognizing the adverse fiscal implications of a funding shortfall, the Town of Concord commenced in 1978 a program of funding its accumulated past service liability. At January 1, 1993, assets amounting to \$5,492,405 were transferred from the special "Pension Reserve" fund to the Retirement System in connection with the formal adoption of a twenty-year funding plan to amortize the remaining unfunded liability. As of January 1st, 2015, the Retirement System was 81% funded.

Plan obligations include the impact of acceptance by the 1998 Town Meeting of a state law governing cost of living adjustments (COLA) to retirees. The COLA statute provided for a pension increase equal to the social security percentage increase each year, or 3%, whichever is less, on the first \$12,000 of annual pension payment. The 1999 State Legislature enacted a further revision, permitting the granting of a full 3% COLA adjustment on the first \$12,000 per year, without regard to whether the federal Social Security adjustment was lower than 3%. This revision was accepted by a 2000 Town Meeting vote. The Concord Retirement Board's Funding Plan assumes a 3% annual COLA on the first \$12,000 (a \$1,000 per month COLA base; a maximum \$360 annual COLA increase).

Concord Retirement System – Funding Progress



*Net Assets and Plan Obligations shown according to **January 1st** valuation dates.

Additional Retirement System Information

In addition to the system's assets, the Town continues to maintain a Pension Reserve Fund that had a market value of \$9,471,897 on June 30, 2015 (an increase of 6.2% for the fiscal year). As of January 1, 2015, the market value of the system's assets was estimated at \$133,074,229 (an increase of \$10.9 million during the calendar year 2014).

The Pension Fund contribution required from the employers for FY17 is \$5,157,337. The Cost of Benefits required to be funded in FY17 is estimated at \$5,689,153. This difference of \$531,776 between the required appropriation and the Cost of Benefits amount (which is a measure of projected benefit outlays) may be drawn from the Retirement System's Pension Reserve Fund ("PRF" shown in the table below, which is different from the Town's Pension Reserve Fund shown in the accompanying Expenditure Detail).

The Pension Fund is the portion of the System's total assets from which the employer share of retirement allowance is payable (the employee contributions are held in the Annuity Fund). FY14-16 costs and projected FY17 costs are:

	FY14	FY15	FY16	FY17
Pension Fund – Cost of Benefits	\$4,894,690	\$5,171,941	\$5,343,220	\$5,689,153
Less cost payable only by CHA	11,336	11,311	11,311	0
Less PRF transfer	950,872	1,119,996	805,421	531,776
Net Funding (all employers)	\$3,932,507	\$4,040,634	\$4,526,488	5,157,377

Net funding is apportioned among the employer groups in accordance with the share of annualized covered payroll as of the preceding September 30th (in accordance with state law). The shares for FY15-17 are:

	FY15		FY16		FY17	
Town (including CPS)	\$3,467,672	85.82%	\$3,901,380	86.19%	\$4,449,269	86.27%
CCRSD	533,364	13.20%	580,748	12.83%	666,849	12.93%
Housing Authority (CHA)	39,598	0.98%	44,360	0.98%	41,259	0.80%

Performance Information: The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2014, system receipts were derived as follows:

Employee Contribution	\$2,786,717
Employer Contribution	4,051,945
Commonwealth Contribution (COLA)	73,819
Investment Earnings (Losses)	11,449,578
Other	442,048
Total	\$18,804,107

For the five-year period 2010-2014, the Concord Retirement System's investment performance showed an annualized return of 10.52% compared to a composite rate of return of 9.7% for all 106 retirement boards in the MGL Chapter 32 pension system.

Concord's funded ratio of 81.0% at January 1, 2015 ranked 7th out of 106 retirement boards as reported on PERAC's website as of October 1, 2015.

Mission Statement:

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

Budget Highlights:

- The General Fund Cost for the Town's share of Medicare coverage is increased 4.9%, to \$640,000, reflecting both a higher payroll base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service and are replaced.
- Social Security coverage applies to those town and school employees not members of the town's retirement system under state law, MGL, CH 32. The General Fund cost for FY17 is projected to be \$125,000, a decrease of \$5,000 which is a result of few employees qualifying for Social Security coverage.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 647,788	\$ 675,047	\$ 740,000	\$ 765,000
Other Funds	\$ 129,826	\$ 139,398	\$ 162,800	\$ 151,300
Total Expenditures	\$ 777,614	\$ 814,445	\$ 902,800	\$ 916,300

Description:

Medicare Tax:

Federal legislation enacted in 1986 extended mandatory Medicare coverage to employees of state and local governments who were hired on or after April 1, 1986. Covered employees are required to pay withholding tax of 1.45% on regular earnings, matched by an equal 1.45% from the employer. This budget covers the employer share for both the Town and CPS employees. The escalating cost is related directly to the rate of employee turnover. Since inception of this tax, the covered percentage of the gross payroll has risen to 87% in FY15 and is projected to reach 90% in FY17 (see chart below for a Town-CPS break-out of these costs).

Social Security Tax:

Pursuant to legislation enacted by Congress in 1990 and effective July 1, 1991, town and CPS non-certified employees who are not members of the Town's retirement system are required to be covered by Social Security. The Town and the employee each pay the Social Security tax of 6.2%. From January 1, 2011 to December 31, 2012, the employee tax was reduced to 4.2% by an act of Congress, but the employer share remains unchanged at 6.2%. Membership in the Town's retirement system requires a minimum 25-hour per week permanent position. Thus most part-time employees are covered by Social Security. Departments placing particular emphasis on part-time employment include: Recreation (including the Beede Swim & Fitness Center), Library, Concord Public Schools. Employees required to pay the Social Security tax also lose exemption from the requirement to pay the Medicare tax even if initially hired by the Town prior to April 1, 1986.

Medicare Tax

% of Payroll Covered	FY11	FY12	FY13	FY14	FY15	EST FY16	EST FY17
Town	78%	78%	79%	80%	82%	83%	84%
CPS	88%	89%	90%	91%	92%	93%	94%

Social Security Tax

% of Expense	FY14 Actual	FY15 Actual
Town – General Fund	25%	25%
Recreation	23%	23%
Swim & Fitness	10%	10%
CPS	40%	40%
Other	2%	2%

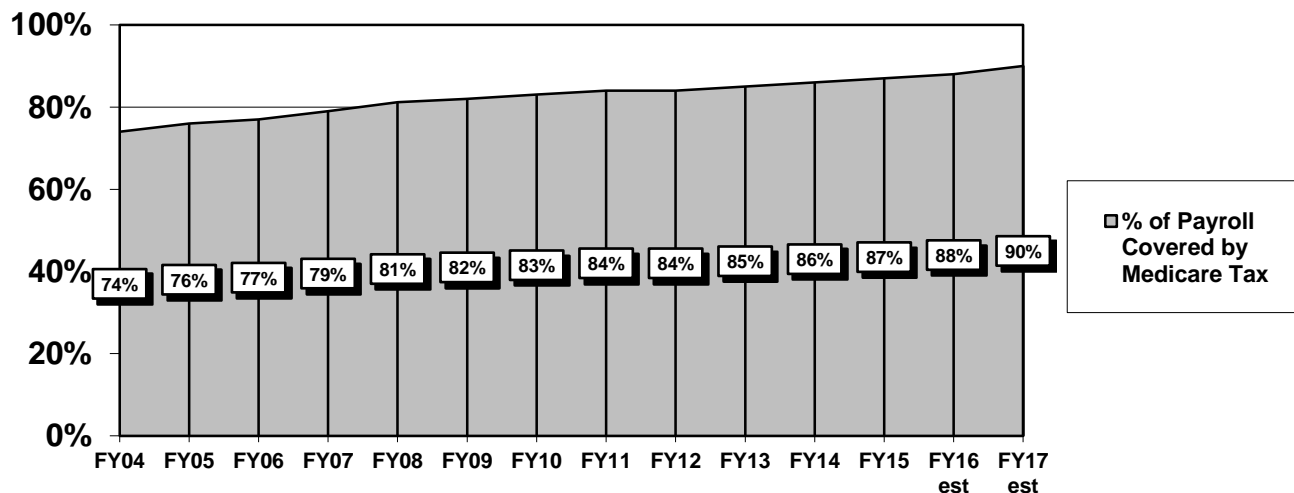
JOINT (TOWN-CPS): Social Security/Medicare

Item 38

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 605,688	\$ 657,000	\$ 697,800	\$ 725,300	\$ 725,300
Social Security Tax	171,926	180,000	205,000	191,000	191,000
Total Expenditure	\$ 777,614	\$ 837,000	\$ 902,800	\$ 916,300	\$ 916,300

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 740,000	81.97%	\$ 765,000	83.49%	3.38%
Light Fund	38,000	4.21%	40,000	4.37%	5.26%
Water Fund	13,000	1.44%	12,500	1.36%	-3.85%
Sewer Fund	4,500	0.50%	4,500	0.49%	0.00%
Recreation Fund	64,000	7.09%	52,000	5.67%	-18.75%
Swim and Fitness Center	35,500	3.93%	35,000	3.82%	-1.41%
Solid Waste Disposal Fund	1,400	0.16%	1,400	0.15%	0.00%
Parking Meter Fund	1,200	0.13%	1,200	0.13%	0.00%
Gift Fund	4,000	0.44%	3,500	0.38%	-12.50%
Retirement Admin. Fund	1,200	0.13%	1,200	0.13%	0.00%
Totals	\$ 902,800	100.00%	\$ 916,300	100.00%	1.50%

Percent of Total Payroll Covered by Medicare Tax



Mission Statement:

The mission of the Finance Director in managing the Debt Service account is to achieve the lowest possible interest cost while meeting the Town's capital financing requirements and maintaining the Town's credit rating.

Budget Highlights:

- In May 2015, Moody's Investor Services reviewed Concord's fiscal management and reaffirmed the Town's credit rating of Aaa, the highest rating category. Concord has maintained this rating since 1987.
- With a credit rating of Aaa, the Town is deemed to be among the most credit worthy of municipalities and can borrow funds at favorable rates.
- Total FY17 Town debt service budgeted in this account – within the Levy Limit and excluded – is projected to be 7.8% of the total proposed General Fund budget.
- The debt service shown in this section does not include the assessment to the Concord – Carlisle Regional School District for payment to cover the borrowing for the new Concord – Carlisle High School.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
Within the Levy Limit	\$3,324,950	\$3,456,055	\$3,719,217	\$3,730,000
Excluded Debt	4,624,454	4,495,632	4,206,283	4,007,828
Total Expenditure	\$7,949,404	\$7,951,687	\$7,925,500	\$7,737,828

Funding Summary

General Fund	\$6,574,526	\$7,041,809	6,015,622	6,327,950
Stabilization Funds	965,000	500,000	1,500,000	1,000,000
Thoreau MSBA Grant	409,878	409,878	409,878	409,878
Total Funding	\$7,949,404	\$7,951,687	\$7,925,500	\$7,737,828

Description:

This budget provides for principal and interest repayment on the Town's tax-supported long-term debt, short-term note interest for cash flow and construction financing needs, and costs associated with debt issuance. All debt is issued as "General Obligation" based on the full faith and credit of the Town, but debt issued on behalf of the Town's enterprises (Water, Sewer, Light) is supported fully by the respective enterprise revenue. This budget, however, shows only the General Fund debt service (principal and interest repayment) and costs. The table on pages 58 to 59 shows all debt service for bonds issued through June 30, 2015 including debt service supported from the enterprise funds and from betterment assessments.

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

- The total General Fund budget allocation for capital needs should be in the range of 7-8%;
- One-third of capital needs should be met from current resources; the cost of borrowing (principal and interest repayment, together with related issuance costs and short-term interest expense) should not exceed approximately 5% of the current General Fund resource budget;
- A rapid debt repayment schedule should be maintained for tax-supported debt, with a goal (for "within the levy limit" debt) of 60% repayment within five years and 90% repayment within ten years.

These guidelines serve several important purposes:

- Capital investment needs are not "squeezed out" of the budget by the demands of current operations;
- The appetite for meeting capital needs through potentially excessive borrowing is controlled;
- Rapid repayment schedules serve to hold down the amount expended in the form of interest costs; and new capacity for debt issuance is continually made available, thereby enabling newly recognized capital needs to be addressed annually; rapid principal repayment serves as a key foundation element of the Town's Aaa credit rating.

Debt supported through a ballot vote to exclude such debt from the property tax levy limit ("excluded debt"), is above the base 7-8% budget policy allocation and may be structured for a longer repayment depending on the nature of the project. Revenue-supported debt (water, sewer, light) is subject to guidelines which relate to the useful life of the project and the current interest rate environment. Generally, debt issued for longer periods and/or with a slower repayment schedule incurs a higher interest rate.

JOINT (TOWN-CPS): Debt Service

Item 39

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
i. Long-Term Debt					
Town - Principal	\$ 2,270,000	\$ 2,275,000	\$ 2,305,000	\$ 2,435,000	\$ 2,435,000
Town - Interest	227,867	264,919	246,988	316,725	316,725
Subtotal	\$ 2,497,867	\$ 2,539,919	\$ 2,551,988	\$ 2,751,725	\$ 2,751,725
School - Principal	740,000	800,000	850,000	770,000	770,000
School - Interest	70,895	106,030	90,113	113,375	113,375
Subtotal	\$ 810,895	\$ 906,030	\$ 940,113	\$ 883,375	\$ 883,375
Refunding Savings	\$ -	\$ -	\$ 114,217	\$ -	\$ -
Within the Levy Limit Total	\$ 3,308,762	\$ 3,445,950	\$ 3,606,318	\$ 3,635,100	\$ 3,635,100
Town - Excluded Principal	177,723	179,293	180,895	82,529	82,529
Town - Excluded Interest	34,563	29,428	24,011	18,560	18,560
Subtotal	\$ 212,286	\$ 208,721	\$ 204,906	\$ 101,089	\$ 101,089
School - Excluded Principal	3,035,000	3,005,000	3,020,000	3,000,000	3,000,000
School - Excluded Interest	1,377,168	1,281,911	981,377	906,738	906,738
Subtotal	\$ 4,412,168	\$ 4,286,911	\$ 4,001,377	\$ 3,906,738	\$ 3,906,738
Excluded Debt Total	\$ 4,624,454	\$ 4,495,632	\$ 4,206,283	\$ 4,007,828	\$ 4,007,828
Long-Term Debt Total	\$ 7,933,216	\$ 7,941,582	\$ 7,812,601	\$ 7,642,928	\$ 7,642,928
ii. Short-Term Debt					
BAN Interest - within levy limit	3,104	1,538	72,899	54,900	54,900
iii. Issuance Costs					
Issuance costs within levy limit	13,082	8,567	40,000	40,000	40,000
Grand Total	\$ 7,949,404	\$ 7,951,687	\$ 7,925,500	\$ 7,737,830	\$ 7,737,830

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,605,000	45.49%	\$ 3,730,000	48.20%	3.47%
Gen. Fund - Debt Exclusion	2,410,622	30.42%	2,597,950	33.57%	7.77%
General Fund Total	\$ 6,015,622	75.90%	\$ 6,327,950	81.78%	5.19%
Stabilization Fund Allocation	1,500,000	18.93%	1,000,000	12.92%	-33.33%
Thoreau MSBA Grant	409,878	5.17%	409,878	5.30%	0.00%
Totals	\$ 7,925,500	100.00%	\$ 7,737,828	100.00%	-2.37%

SECTION II: Town Government Accounts

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Section III

Unappropriated Accounts

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UNAPPROPRIATED

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Mission Statement:

This account funds certain charges that are levied on the Town by state law, which are not subject to Town Meeting appropriation. The primary item (constituting 83% of the General Fund assessment in FY16) is the Town's share of MBTA operating support.

Budget Highlights:

- The fiscal plan projects a 2.5% increase in the MBTA assessment, to \$423,300.
- No amount is shown for parking surcharge and excise tax clears, assessments that are paid on account of Registry of Motor Vehicle to release RMV lease renewal holds. The Town has been unable to obtain state data on the number of such transactions that occurred during the year ended June 30, 2015.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 432,414	\$ 511,384	\$ 497,843	\$ 510,000
Other Funds	\$ 17,100	\$ 17,100	\$ 17,100	
Total Expenditures	\$ 449,514	\$ 528,484	\$ 514,943	\$ 510,000

Description:

Certain charges are levied on the Town by state law and are not subject to Town Meeting appropriation. The principal item is the Town's assessment for MBTA services, which is \$412,978 for FY16 and is estimated at \$423,300 for FY17. While existing state law stipulates that assessments on cities and towns in the aggregate cannot rise more than 2 ½% per year, the allocations to individual municipalities are determined in part by relative equalized property valuation. A portion of the MBTA charge is allocated by periodic passenger boarding counts. Thus, the forecasted charges to an individual municipality are not precisely predictable. Further, the state legislature has acted on occasion to exceed this overall 2 ½% growth limit.

Legislation enacted in 1999 as part of the state budget established a new structure for financing the MBTA. Over the ensuing years, this legislation promised a modest reduction in Concord's assessment as the paying district was enlarged beyond the prior 78 cities and towns previously comprising the assessment area. The assessment paid in FY01 was \$364,828. It declined to \$316,373 in FY06, but has since increased at an average annual rate of 2 ½%. The MBTA assessment for FY17 is budgeted to increase by 2 ½%.

Detail – General Fund Charges

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Est.
MBTA Assessment	\$373,319	\$377,365	\$403,424	\$412,978	\$423,300
Air Pollution Control District	8,254	88,543	8,704	9,124	9,180
Metro Area Planning Council	5,236	5,365	8,955	9,023	9,180
Charter School Assessment	47,067	31,141	80,301	45,906	46,920
School Choice Assessment	7,450	10,000	10,000	20,812	21,420
Total	\$441,326	\$432,414	\$511,384	\$497,843	\$510,000

UNAPPROPRIATED: State & County Assessments

Item 101

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
State Assessments	\$ 432,414	\$ 511,384	\$ 497,843	\$ 510,000	\$ 510,000
Parking Surcharge	8,907	10,780	10,780		
Excise Tax Clears	8,193	6,320	6,320		
Totals	<u>\$ 449,514</u>	<u>\$ 528,484</u>	<u>\$ 514,943</u>	<u>\$ 510,000</u>	<u>\$ 510,000</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 497,843	96.68%	\$ 510,000	100.00%	2.44%
Parking Meter Fund	10,780	2.09%	-	0.00%	-100.00%
Agency Fund	6,320	1.23%	-	0.00%	-100.00%
Totals	<u>\$ 514,943</u>	100.00%	<u>\$ 510,000</u>	100.00%	-0.96%

Mission Statement:

This account covers the costs of property tax abatements due to exemptions, abatements granted by the local Board of Assessors, and appeals made to the State Appellate Tax Board or the courts.

Budget Highlights:

- About \$90,000 of the Overlay account covers the expected cost of property tax exemptions granted to eligible taxpayers by state law.
- Balances are being retained in prior year accounts to cover an estimated \$58,000 abatement exposure for FY09 personal property taxes – poles and wires over public ways – valued by the state DOR prior to a FY10 statute which clarified their taxable status. A State Appeals Court on March 19, 2012 ruled against the State. On May 3, 2012, the SJC denied further review.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
Original Overlay	\$ 539,880	\$ 555,513	\$ 543,663	\$ 550,000

Description:

"Overlay" is the amount added to the property tax levy in excess of the sum required to meet appropriations, state assessments, and deficits (if any). It cannot exceed five percent of the levy and is used to cover abatements and exemptions granted by the Board of Assessors or as a result of appeals to the State Appellate Tax Board or to the courts. The overlay amount is counted in the total tax levy subject to the limitations of "Proposition 2 ½."

After all abatements and exemptions have been settled for a given year, any surplus remaining in that year's overlay account is first applied to any deficit balances from other years. Funds remaining after such transfer become part of the Town's fund balance available for appropriation by Town Meeting ("Free Cash"). The overlay amount itself is not subject to Town Meeting appropriation or ratification. It is, however, a part of the Town's budget plan. A deficit overlay balance which cannot be met from any other year's overlay account surplus must be raised as part of the next tax levy. This allocation must, by state law, also remain within the annual levy limit prescribed by "Proposition 2 ½."

Overlay Details

Fiscal Year	Original Tax Levy	Overlay	Overlay as % of Levy	Used as of 6/30/15		Balance as of 6/30/15
				\$	% of Levy	
FY06	53,273,087	481,979	0.90%	384,565	0.72%	97,414
FY07	56,065,720	453,991	0.81%	235,668	0.42%	218,323
FY08	58,946,964	588,461	1.00%	353,342	0.60%	235,119
FY09	62,648,641	523,555	0.84%	298,521	0.48%	225,034
FY10	65,797,569	506,857	0.77%	511,071	0.78%	(4,214)
FY11	66,545,397	545,082	0.82%	408,690	0.61%	136,392
FY12	69,122,997	500,183	0.72%	304,279	0.44%	195,904
FY13	71,123,429	538,810	0.76%	206,724	0.29%	332,086
FY14	74,135,633	539,880	0.73%	264,209	0.36%	275,671
FY15	77,341,746	555,513	0.72%	128,398	0.17%	427,115
FY16 Budgeted	81,319,099	543,663	0.67%			
FY17 Forecasted	84,653,887	550,000	0.65%			

UNAPPROPRIATED: Overlay

Item 102

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Original Overlay	\$ 539,880	\$ 555,513	\$ 543,663	\$ 550,000	\$ 550,000
Plus: Amount to be raised from recap	-	-	-	-	-
Less: Used for abatements and exemptions thru 6/30/15.	(264,209)	(128,398)	-	-	-
Transferred to (from) other years	-	-	-	-	-
Transferred to unreserved fund balance	-	-	-	-	-
Balance as of June 30, 2015	\$ 275,671	\$ 427,115	N/A	N/A	N/A

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 543,663	100.00%	\$ 550,000	100.00%	1.17%
Totals	\$ 543,663	100.00%	\$ 550,000	100.00%	1.17%

Account Summary:

This account helps the Town address snow removal expense that can vary substantially from year to year. State law permits the appropriation for snow and ice removal to be overspent. The budget plan each year makes allowance for this possibility. This account also handles Overlay Account deficits, covering property tax abatements and exemptions.

Budget Highlights:

- The average annual expenditures for FY06-FY15 is \$627,854.
- The budget objective is to appropriate at or close to the 10-year average (see Account Item 18 Snow & Ice Removal, page 206). The FY17 proposed budget is \$30,350 short of this objective.
- Variance from the average annual cost is significant; the average deviation for the past ten years is \$178,740.
- The average annual snow account deficit for the past 5 years is \$171,185.
- The FY17 Budget Plan provides for a current year cost overrun at approximately the average deficit of the past 5 years.

Expenditure Summary - Snow Account Deficit

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Budget Plan
General Fund	101,951	\$ 285,362	\$ 310,772	\$ 172,000

Description:

Snow removal expense is unpredictable from year to year and is subject to wide variations. The budget strategy is to recognize long-term trends without assuming a "worst-case" situation. As long as the amount originally appropriated is at least equal to the prior year's original appropriation, the state law permits deficit spending for this purpose. The amount of any deficit is then added to the following year's levy. However, this is subject to the levy limit, so budget changes could be required if the size of the snow removal deficit is greater than the budget plan allowance. By the time of the Annual Town Meeting, the size of the deficit is known or at least susceptible to more precise estimation and is considered in making any final revisions to the proposed budget. Authorization to spend in excess of the appropriated budget for Snow and Ice Removal requires the joint approval of the Town Manager and the Finance Committee.

The amounts shown above as an "expenditure" represent budget overruns of the prior year added to the budget plan of the year shown, as authorized by MGL Ch.44, s31D. For example, the FY17 snow and ice deficit budget covers the deficit that may be incurred during FY16 (July 1, 2015 - June 30, 2016) which would have to be funded as part of the FY17 tax levy. This is only an estimate at this stage of the FY17 Budget process.

Surplus (Deficit) History		Snow Appropriation	Snow Expenditure	State and Federal Aid	Net Expenditure	Surplus (Deficit)
	FY06	405,000	516,857	-	516,857	(111,857)
	FY07	430,000	401,226	-	401,226	28,774
	FY08	444,750	803,665	-	803,665	(358,915)
	FY09*	500,255	739,985	-	739,985	(239,730)
	FY10	455,000	554,198	-	554,198	(99,198)
	FY11	495,000	722,017	69,179	652,838	(157,838)
	FY12	513,000	291,685		291,685	221,315
	FY13	525,000	626,951		626,951	(101,951)
	FY14	540,000	825,362		825,362	(285,362)
	FY15	555,000	965,611	99,839	865,772	(310,772)
Budgeted	FY16	570,000			-	
Proposed	FY17	597,500			-	

*FY09 includes \$48,255 transfer from the Reserve Fund.

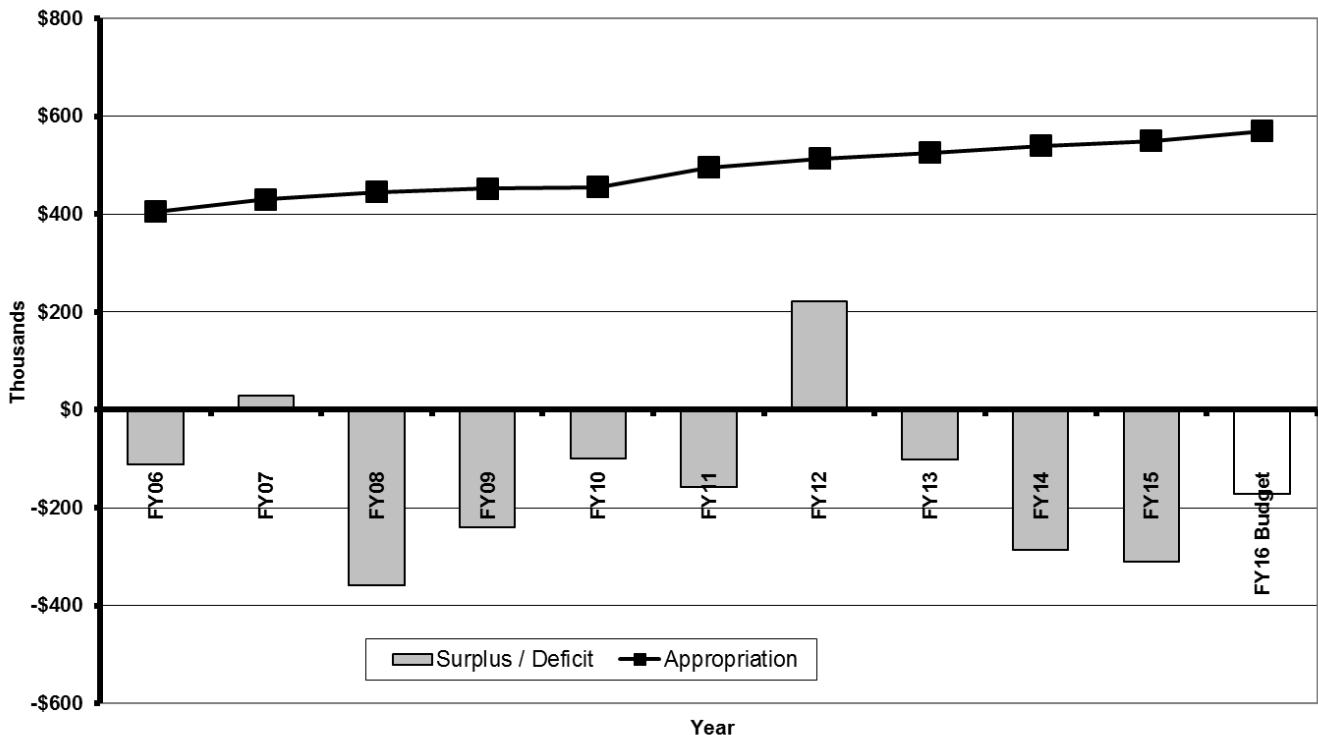
UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits

Item 103

Expenditure Detail					
	Tax Levy for Prior Year Deficit			FY17 Proposed (Deficit for FY16)	
	FY14 Actual	FY15 (Deficit of FY14)	FY16 (Deficit of FY15)	Department Request	Town Manager's Proposed
Snow and Ice Deficit of Prior Year (raised in current tax levy)	\$ 101,951	\$ 285,362	\$ 310,772	\$ 172,000	\$ 172,000
Totals	\$ 101,951	\$ 285,362	\$ 310,772	\$ 172,000	\$ 172,000

Funding Plan					
	FY16 Actual	% of Budget	FY17 Budget Plan	% of Budget	% Change in Dollars
General Fund	\$ 310,772	100.00%	\$ 172,000	100.00%	-44.65%
Totals	\$ 310,772	100.00%	\$ 172,000	100.00%	-44.65%

Snow and Ice Appropriation and Surplus/Deficit History



Discussion: The above chart demonstrates that while the Town's snow and ice removal appropriation has risen steadily over the past 10 years (see the above line-graph), the actual cost of snow and ice removal is unpredictable (see the above bar graph). During the past 5 years (FY11 to FY15), the actual cost has exceeded the appropriation 4 times for an average deficit of approximately \$172,000.

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Section IV

School Accounts

SECTION IV: School Accounts

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Section IV: School Accounts

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Mission Statement:

The mission of the Concord Public Schools, as partners with our families and communities, is to maximize each student’s opportunities for intellectual and personal development, so as to perform effectively in and become productive citizens of a rapidly changing world. CPS seeks to provide a rigorous and varied educational experience as measured against best educational practices, guided by highly competent and caring staff in a supportive and safe environment consistent with the community’s historic commitment to social consciousness, mutual respect, intellectualism, and public education.

Budget Highlights:

- The total FY17 CPS budget is proposed to increase 3.2% in conformance with the Finance Committee guideline.

- K-8 enrollment at 10/01/15 was:

Grade	Number	Change
K-5	1,393	- 8
6-8	679	- 12
Total	2,072	- 20

(Source: NESDEC, October 27, 2015)

Budget Summary

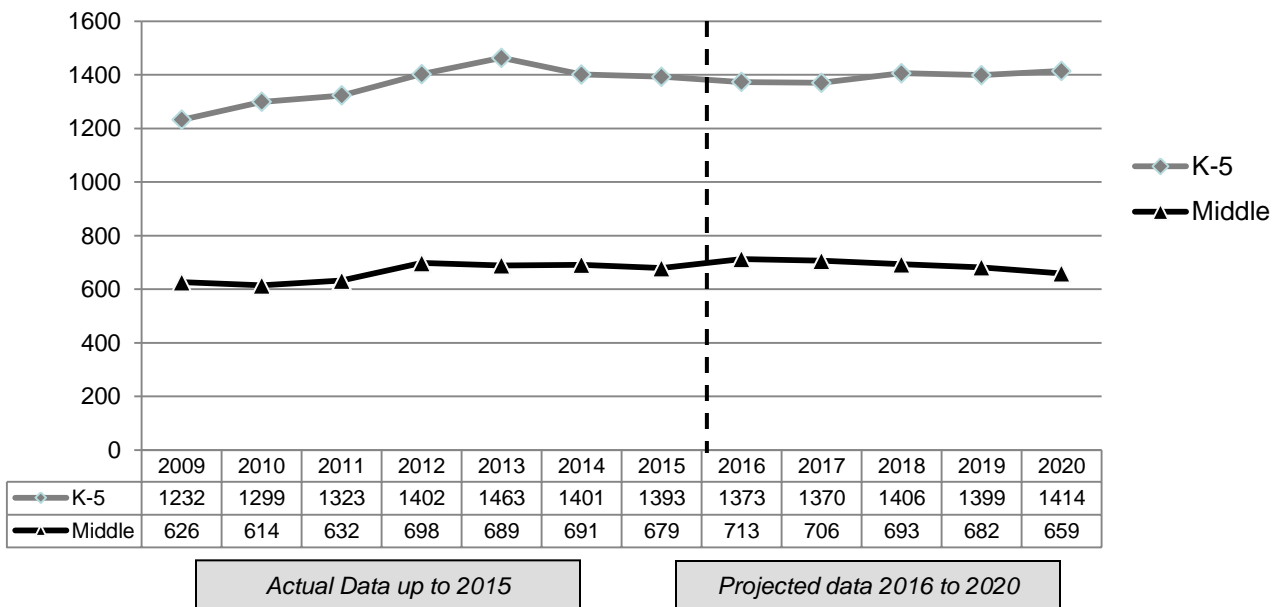
	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed
General Fund	\$31,140,538	\$32,440,538	\$34,542,735	\$35,660,111

Description:

The Concord Public School (CPS) Department operates three elementary schools (Grades K-5) and a middle school (Grades 6-8), serving an enrollment of 2,072 students as of October 2015 (a decrease of 1.0% over one year and an increase of 8.9% for the ten-year period from October 2005 when the enrollment was 1,902.

A five-member elected School Committee is responsible for providing policy direction to the school administration.

**Enrollment at October 10/27/15
With NESDEC projection**



SCHOOL: Concord Public Schools

Item 104

Budget Detail					
Program Area	Previous Fiscal Years			FY17 Proposed	
	FY14 Budget	FY15 Budget	FY16 Budget	Fin. Com. Guideline	School Com. Proposed
Regular Education	\$ 16,554,621	\$ 17,773,788	\$ 19,712,343	N/A	\$ 20,411,283
Special Education	8,410,279	8,287,906	8,189,303	N/A	8,029,614
Operations	4,085,535	4,239,644	4,342,012	N/A	4,832,985
Administration	2,041,803	2,082,092	2,240,971	N/A	2,324,741
Fixed Cost	48,300	57,108	58,106	N/A	61,488
Total	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 35,660,111

Personnel Services Summary					
		FY16 Budget		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	202.90	\$ 19,007,728	202.90	\$ 19,739,379
N/A	All Other	100.78	\$ 8,620,971	100.78	\$ 8,998,259
	Total	303.68 FTEs	\$ 27,628,699	303.68 FTEs	\$ 28,737,638

There are certain accounts included in the Town budget that provide for expenses related both to Town government departments and to CPS. In order to fully understand the total funds committed to education, it is necessary to add allocations of the accounts described in the following table:

CPS Share of Town Government Expenses				
	Previous Fiscal Years			FY17
	FY14 Actual	FY15 Actual	FY16 Budget	Proposed
Police (crossing guards)	\$ 46,160	\$ 44,800	\$ 54,480	\$ 54,480
Group Insurance	1,630,400	1,569,634	1,681,210	1,820,996
Health Reimbursement Account	1,206	32,392	-	-
OPEB Funding	561,000	632,815	644,149	642,260
Unemployment/workers comp.	66,385	50,060	100,000	100,000
Retirement	783,355	815,804	930,193	1,109,352
Medicare Tax	344,424	354,575	385,000	390,000
Social Security	69,209	69,061	75,000	75,000
Debt Service - within levy limit	810,895	906,030	940,113	883,375
Excluded Debt	4,419,125	4,292,825	4,004,377	3,906,739
Totals	\$ 8,732,159	\$ 8,767,996	\$ 8,814,522	\$ 8,982,202

SCHOOL: Concord-Carlisle Regional School District Item 105

Mission Statement:

The mission of the Concord-Carlisle Regional School District, as partners with our families and communities, is to maximize each students opportunities for intellectual and personal development, so as to perform effectively in and become productive citizens of a rapidly changing world, by providing a rigorous and varied educational experience as measured against best educational practices, guided by highly competent and caring staff in a supportive and safe environment consistent with the communities historic commitment to social consciousness, mutual respect, intellectualism, and public education.

Budget Highlights:

- The total FY17 CCRSD budget is proposed to increase 3.3% to \$31,654,473.
- Concord's operating budget assessment (net of excluded debt) is proposed to increase by 2.9% or \$478,784 to \$17,035,005 in accordance with the Finance Committee guideline. Excluded debt service for FY17 to pay for the new High School will increase by 4.8% from \$3,514,429 to 3,684,708.
- The FY16 and FY17 assessment ratios are:

	FY16	FY17
Concord	73.71%	73.61%
Carlisle	26.29%	26.39%

Expenditure Summary - Assessments

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed
Concord Share	\$16,908,064	\$17,715,062	\$20,070,650	\$20,719,713
Carlisle Share	\$ 6,301,358	\$ 6,518,949	\$ 7,158,559	\$ 7,428,247
Total	\$23,209,422	\$24,234,011	\$27,229,209	\$28,147,960

Description: The Concord-Carlisle Regional School District (CCRSD) manages the grades 9-12 Academic High School (CCHS). The District is a separate political jurisdiction under the control of an elected School Committee. It does not, however, have independent taxing power. It receives state aid directly and carries out its own financial operations.

Budget History: Concord-Carlisle Regional School District

	FY12	FY12	FY14	FY15	FY16 Budget	FY17 Proposed
Gross Budget	\$ 22,357,071	\$ 23,981,012	\$ 26,305,603	\$ 27,437,330	\$ 30,643,037	\$ 31,654,473
Less:						
State Aid	(2,458,670)	(2,119,499)	(2,496,181)	(2,603,319)	(2,666,534)	(2,791,138)
District	(454,408)	(425,000)	(600,000)	(600,000)	(747,294)	(715,375)
Net Assessable	\$ 19,443,993	\$ 21,436,513	\$ 23,209,422	\$ 24,234,011	\$ 27,229,209	\$ 28,147,960
Concord	13,982,175	15,089,162	16,908,064	17,715,062	20,070,650	20,719,713
Carlisle	5,461,818	6,347,351	6,301,358	6,518,949	7,158,559	7,428,247

Debt Exclusion

Ballot Date	Amount	Date of Issue	Rate (TIC)	FY16 Debt Service	Final Maturity
June 6, 2006	\$ 1,200,000	Dec. 15, 2007	3.33%	\$ 257,606	FY17
Mar. 27, 2007	\$ 1,245,000				
Nov. 5, 2011	\$ 32,500,000	June 4, 2013	3.00%	\$ 2,280,987	FY38
	\$ 30,000,000	Mar. 15, 2015	2.87%	\$ 2,299,500	FY38
	\$ 2,500,000	Feb. 19, 2016 (projected)	2.75% (est.)	\$ 208,000	FY38
Gross Total Debt Service:				\$ 5,046,093	
Less reserved from FY16 assessments:				(40,375)	
Net Apportioned to Concord and Carlisle:				\$ 5,005,718	
Concord Share (73.61%):				\$ 3,684,708	
Carlisle Share (26.39%):				\$ 1,266,118	

SCHOOL: Concord-Carlisle Regional School District Item 105

Budget Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Budget	FY15 Budget	FY16 Budget	Finance Comm. Guideline	School Comm. Proposed
Program Area					
Regular Education	\$ 11,660,209	\$ 11,834,920	\$ 12,568,337	N/A	\$ 13,092,183
Special Education	4,836,801	5,230,340	5,569,955	N/A	5,331,033
Administrative Support	1,434,327	1,397,631	1,415,981	N/A	1,476,206
Operations	3,374,627	3,347,947	3,295,614	N/A	3,311,281
Fixed Costs	2,503,544	2,094,668	2,463,251	N/A	2,692,678
OPEB Trust	76,954	350,000	489,691	N/A	705,000
Operations Subtotal	\$ 23,886,462	\$ 24,255,506	\$ 25,802,829	\$ 26,608,381	\$ 26,608,381
Debt Service					
Debt Reimbursed by State Aid	288,950	288,950			
Debt Paid from Prior Reserves			72,294	40,375	40,375
Debt Exclusion Assessed	2,130,189	2,542,874	4,767,914	5,005,717	5,005,717
Debt Service Subtotal	\$ 2,419,139	\$ 2,831,824	\$ 4,840,208	\$ 5,046,092	\$ 5,046,092
Total Budget	\$ 26,305,601	\$ 27,087,330	\$ 30,643,037	\$ 31,654,473	\$ 31,654,473

Funding Plan - Concord Assessment					
	FY16 Budget	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund:					
Ratio	73.71%		73.61%		
Operating	\$ 16,556,221	82.49%	\$ 17,035,005	82.22%	2.89%
Excluded Debt	\$ 3,514,429	17.51%	\$ 3,684,708	17.78%	4.85%
Totals	<u>\$ 20,070,650</u>	100.00%	<u>\$ 20,719,713</u>	100.00%	3.23%

Personnel Services Summary					
		FY16 Budget		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	124.02	\$ 10,916,387	124.02	\$ 11,382,905
N/A	All Other	67.55	\$ 5,956,409	67.55	\$ 6,029,687
	Total	<u>191.57 FTEs</u>	<u>\$ 16,872,796</u>	<u>191.57 FTEs</u>	<u>\$ 17,412,592</u>

Enrollment as of October 1						
Grade	Actual	Projected (NESDEC, October 2015)				
		2015	2016	2017	2018	2019
9	333	297	315	323	328	306
10	333	330	295	312	320	325
11	309	331	328	293	310	318
12	313	312	335	332	296	313
Total	1,288	1,270	1,273	1,260	1,254	1,262
Resident	1,224	1,206	1,209	1,196	1,190	1,198
Concord	73.61%	74.30%	75.27%	74.25%	75.80%	76.96%
Carlisle	26.39%	25.70%	24.73%	25.75%	24.20%	23.04%
Effective for Budget Year:	FY17	FY18	FY19	FY20	FY21	FY22

Mission Statement:

The Minuteman Career & Technical High School system provides an educational program that supplements the academic high school system and offers a broad range of programs designed for students seeking vocational training.

Budget Highlights:

- The total Minuteman Career & Technical High School budget is expected to decrease by \$102,906 from \$19.8 million in FY16 to \$19.7 million in FY17, a 0.5% decrease.
- However, Concord’s assessment is expected to increase by 17.2% from \$407,041 to 447,175, due to the increase in Concord’s enrollment from 12 to 17 students as of October 2015.
- The Finance Committee’s estimate of \$500,000 made in October 2015 was made without updated information. The Minuteman School Committee voted on the official assessment of \$477,175 on January 19, 2016.

Expenditure Summary

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed
Total Budget	\$18,547,098	\$19,645,065	\$19,831,003	\$19,728,097
Concord Assessment	\$ 227,033	\$ 191,689	\$ 407,041	\$ 477,175

Description:

Budget and Assessment Details

According to the Regional Agreement, the major part of Concord’s assessment is computed based upon the ratio of Concord students to the number of students from the sixteen member Towns attending Minuteman as of the previous October 1. Apportionment of certain special operating and capital costs makes up the balance of the assessment. State aid and Minuteman’s own funds (tuition and prior fund balances) are deducted from the gross budget to arrive at a net assessable budget. The 1994 Education Reform Law modified this calculation in a manner that has created significant disparities in the “per pupil” assessment paid by each community.

Budget and Assessment History

	FY13	FY14	FY15	FY16	FY17 Proposed *
Total Budget	\$17,251,713	\$18,547,098	\$19,645,065	\$19,831,003	\$19,728,097
Less:					
State Aid	2,713,037	2,755,902	2,926,918	2,978,154	3,115,595
Tuition & Choice	4,725,000	5,800,000	6,347,997	5,818,352	4,845,668
Other Revenue	244,450	100,000	100,000	135,000	825,000
Total Assessment	\$9,569,176	\$9,891,196	\$10,270,150	10,889,497	\$10,941,834

* Approved by the Minuteman School Committee on January 19, 2016.

SCHOOL: Minuteman Regional High School

Item 106

Expenditure Detail					
	Previous Fiscal Years			FY17	
	FY14 Budget and Assessment	FY15 Budget and Assessment	FY16 Budget and Assessment	Fin. Com. Estimate (November)	Superintendent's Recommendation
Admininstration	\$ 1,531,716	\$ 1,821,306	\$ 1,745,339	N/A	\$ 1,739,885
Instructional Services	9,092,891	9,804,463	10,000,498	N/A	9,626,521
Student Services	2,007,592	2,078,210	2,124,081	N/A	2,240,048
Operations & Maintenance	1,844,858	1,835,044	1,833,095	N/A	1,803,804
Insurance, Retirement, Leases	2,694,529	2,961,579	2,886,935	N/A	2,913,565
Community Services	100,000	100,000	100,000	N/A	100,000
Capital Expenditures	772,731	550,985	590,973	N/A	657,322
Debt Service	433,862	463,477	520,082	N/A	616,951
Tuition to Non-Public	61,523	30,000	30,000	N/A	30,000
Total	\$ 18,539,702	\$ 19,645,064	\$ 19,831,003	N/A	\$ 19,728,097
Concord Assessment	\$ 227,033	\$ 191,689	\$ 407,041	\$ 500,000	\$ 477,175
Assessment per FTE	\$ 25,226	\$ 27,384	\$ 33,920	N/A	\$ 28,069

Funding Plan					
	FY16 Proposed	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 407,041	100%	\$ 477,175	100%	17.2%
Totals	\$ 407,041	100%	\$ 477,175	100%	17.2%

Enrollment as of October 1					
	2011	2012	2013	2014	2015
16 Member Town	401	430	431	411	391
Concord Only	9	8	7	12	17
Concord Share	2.24%	1.86%	1.62%	2.91%	4.35%

SECTION IV: School Accounts

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Section V

Appendix

SECTION V: Appendix

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SECTION V: Appendix

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Appendix: Budget Process

Budget Process

The Town of Concord operates under state statutes in general; under the Town Charter as amended, which established the present Select Board-Town Manager form of government; and under various Town bylaws. The legislative body of Concord is an open Town Meeting, in which all voters registered in Concord are permitted to participate. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects, except for specific instances where statutes or regulations do not require appropriation. Any amendments to appropriations adopted at a Town Meeting require subsequent approval at either a regular Town Meeting or Special Town Meeting. Only the Town Meeting can authorize the transfer of funds between appropriation accounts within the Town Government budget (Article 7, Line Items 1-39 on the 2016 Annual Town Meeting Warrant). Nevertheless, if there happens to be need for an “extraordinary or unforeseen” expenditure, the Finance Committee can authorize additions to appropriation accounts by transferring funds from the appropriated Reserve Fund (Article 7, Line Item 32, proposed at \$225,000).

For the Concord Public Schools budget, state law gives the School Committee the power to authorize transfers within the appropriation total voted by Town Meeting. The regional high schools both are separate political jurisdictions of the Commonwealth that can assess member municipalities but do not have separate taxing powers. The regional school committees have power to authorize transfers within their adopted budgets.

Under the Town Charter and Town bylaws, the Town Manager is required to submit a proposed budget to the Select Board. The Select Board in turn is required to transmit to the Finance Committee a copy of the Town Manager’s Proposed Budget, together with its recommendations. Finally, the Finance Committee must make budget recommendations to Town Meeting.

Like prior budgets, this budget has been developed based upon projected assumptions of available revenue. The budget is based upon a budget ceiling or levy limit of revenue derived from local property taxes in accordance with Proposition 2½. Added to these revenues are projections for state aid; miscellaneous revenues, such as fees, permits, and interest earned; and available funds, such as free cash and special revenues. This levy limit may be increased if the Town Meeting adopts a budget requiring an override and the override amount is approved by a majority of voters at the polls.

While the projection of available revenues creates a budget ceiling for the Town, an expenditure floor is created by calculating certain fixed or semi-fixed costs such as debt payments, employee benefits, and various assessments. These costs subtracted from projected revenues leave remaining funds that are available for discretionary spending, such as education, public safety, infrastructure maintenance, and community services.

For the past several fiscal years, this budget development framework has been altered to meet expected fiscal reductions. Departments have been instructed to provide budget requests that level fund non-personnel related line items. These requests were then further adjusted to meet revenue estimates while avoiding major service or personnel reductions.

Budget Schedule

Beginning in September each fiscal year, the key boards and committees discuss budget issues and provide policy guidance to the Town and School staff at a series of working meetings. The Finance Committee issues its budget guidelines to the Select Board and School Committees by November 30th. With input from these groups, the Town Manager submits the recommended budget to the Select Board at least 90 days prior to the beginning of the Annual Town Meeting, which begins this year on Monday, April 4, 2016.

In late February 2016, the Finance Committee holds public hearings on the Town Manager’s recommended budget and on the recommended School budgets. Prior to the first public hearing, all Concord households are mailed a copy of the Town Warrant containing all the financial and non-financial articles to be considered by Town Meeting. A Report from the Finance Committee is mailed to every Concord household prior to the first session of Town Meeting, with specific recommendations and background information. The precise timing of the process varies somewhat from year-to-year. Shown on the following pages are a chart of the budget schedule and a calendar of important dates for developing and acting on the budget.

Appendix: Budget Calendar

July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June
	Establish goals; hold planning meeting										
		Depts develop operating & CIP budget requests									
			Depts present budget requests; Finance Comm presents budget guidelines								
					Warrant is open						
					Town Manager reviews budgets & submits them to the Board of Selectmen						
						Departments develop & submit Enterprise Fund budgets to Town Manager					
							Finance Comm holds hearings & completes final recommendations on Town Govt. & School budgets & all articles				
								Town Mgr reviews, publishes & holds hearing on Enterprise Fund budgets			
											Town Meeting discusses & adopts Town Govt., Schools, & capital budgets
July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June

Appendix: Budget Process

FY17 Budget Calendar

This calendar describes the steps leading to adoption of the budget for those accounts overseen by the Town Manager under the jurisdiction of the Select Board and requiring appropriation by the Town Meeting. The School Superintendent and School Committees carry out similar steps.

2015

August 11	Capital Improvement Program Instructions issued (FY2017-21)
September 14	Budget Instructions issued to all departments, boards and committees
September 15	Capital Improvement Program (FY2017-21) requests due
September 17	FY2017 fiscal planning meeting with Selectmen Board, School Committee, Finance Committee
October 16	FY2017 General Fund Operating Budget Requests due
October 22	Board of Assessors meet to review draft Classification Report from the Town Assessor
November 2–13	Operating and Capital Budget Requests review: meetings with Town Department Heads and Budget Review Team
November 12	Classification Report submitted by Board of Assessors to Board of Selectmen (Re: setting the FY2016 property tax rate or rates)
November 16	Public Hearing ("Classification Hearing"), proposed property tax rates for FY2016 (based on FY2016 appropriations voted at April 2015 Town Meeting)
November 19	Finance Committee votes Budget Guidelines and issues by November 30 to Selectmen and School Committees
December 1	Preliminary FY2017 Operating and FY2017-21 Capital Budget recommendations compiled by Budget Review Team for Town Manager's review and adjustment
December 5 (Sat)	Selectmen/Committees Coordination Meeting; planning session for 2016 Annual Town Meeting
December 5	Warrant opened for 2016 Annual Town Meeting
December 28	Presentation of Preliminary FY2017 Operating and FY2017-21 Capital Budget recommendations by Town Manager to Select Board

Continued on next page

Appendix: Budget Process

2016

January 4	Warrant for Town Meeting closes at 4:00 PM
January 5	Completed PowerPoint Narratives for General Fund Departments due
January 5	90 days prior to the Annual Town Meeting, the Town Manager's Proposed Budget for FY2017 (General Fund operations and proposed appropriations) is set and submitted to Select Board. (Also, no later than this date, the Superintendent of Schools submits budgets for Concord Public Schools and Concord-Carlisle Regional High School to the respective School Committees.) Through February, these committees and Finance Committee conduct review
January 19	Town Manager's Proposed FY2017 General Fund Budget is published
January 20	Proposed FY2017 Enterprise Budget Requests due
January 21	Public Hearings advertised (for FY2017 General Fund operations)
January 22	Legal deadline for mailing of Town Meeting Warrant to residents (10 days prior to Public Hearing)
January 25-29	Enterprise Budget Requests review: meetings with Enterprise Directors and Budget Review Team
February 1	Finance Committee's Public Hearing on Town Manager's General Fund operating and capital budget proposals for FY2017 and other non-school and non-CPA financial articles on the Town Meeting Warrant
February 3	Finance Committee's Public Hearing on Education budget proposals for FY2017 (Concord Public Schools, Concord-Carlisle Regional High School, and Minuteman Career and Technical High School) and Community Preservation Act article
February 25	Town Manager's Proposed FY2017 Enterprise Budget published
February 29	Public Hearing on Enterprise Fund budgets and articles
February 29	Finance Committee completes its recommendations for Town Meeting
March 11	Finance Committee Report to printer
March 25	Finance Committee Report mailed (10 days prior to Town Meeting)
April 4	Town Meeting begins

Appendix: Finance Committee's Budget Guidelines



Town of Concord

Finance Department
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

Date: November 30, 2015

To: Concord Board of Selectmen
Concord Public School Committee
Concord-Carlisle Regional School Committee
Mr. Christopher Whelan, Town Manager
Ms. Diana Rigby, Superintendent of Schools

From: Richard Giles, Chair, Concord Finance Committee
Linda Miller, Vice-Chair, and Chair, Guidelines Subcommittee

Subject: **FY 2017 Final Budget Guideline**

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2016 (FY 2017). The Guideline was adopted with full consideration of the operating budget needs identified by each of the three primary budgeting entities, funding recommendations and requests for non-operating budgets, assumptions regarding non-property tax-revenues, use of unused property tax levy limit capacity, and ultimately the net impact to taxpayers.

The Guideline adopted by the Finance Committee directs \$2,396,160 of incremental funds to the operating budgets, a 3.31% increase over FY 2016 General Fund operating budget levels (see FY 2017 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY17 General Fund spending plan of \$98,445,665, which would be an increase of 2.20% over the adopted FY16 budget. To support this budget, the Finance Committee will be recommending the allocation of funds from available reserves as follows:

- \$1,000,000 from the High School Debt Stabilization Fund (\$1,000,000);
- \$409,878 from the Thoreau MSBA Grant Fund (\$409,878);
- \$1,000,000 from the Town's Free Cash balance.

The overall increase in the tax bill to existing taxpayers for FY 2017 is projected to be 2.99%. This guideline projects a tax levy totaling \$84,653,887, and an unused levy limit of \$3,208,579 (which is 3.9% under the projected levy limit).

The Guideline Subcommittee believes that it is important for the town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses and other contingencies. Retaining a modest unused levy capacity helps to provide such flexibility.

Several overriding factors and concerns were considered by the Finance Committee at the outset of the guidelines process:

Appendix: Finance Committee's Budget Guidelines

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. Income levels of individual taxpayers vary greatly. Continued property tax increases are particularly likely to cause hardship for taxpayers with fixed and/or low incomes. There remains an overall concern that even more moderate increases when sustained for a number of years could have an impact on the makeup of Concord's homeowners.
- The outlook for national economic growth remains cautiously optimistic but gross domestic product (GDP) for next year is once again projected to increase by less than 3%. The Massachusetts economy continues to show signs of growth which remain evidenced in Concord by increases in building permits and some local excise taxes. However, there exists concerns about the level at which local aid to cities and towns will be funded by the State.
- Growth in Concord's assessed real estate valuations between FY 2015 and FY 2016 saw an overall increase of 7.94% (based on the FY 2016 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.4% of total valuations, increased 8.4%. Market valuation changes were not consistent across the housing stock; thus, some taxpayers will experience larger increases while others will see reductions.
- New residential development in Concord impacts population growth as well as the mix and demand for town government and school services. Historically, new development has played an important role in providing additional income to the town. The exact timing and impact of currently contemplated projects is not completely measurable at this time.

Based on information provided to date, the Finance Committee anticipates the Town Government, the Concord Public Schools (CPS) and Concord-Carlisle Regional School District (CCRSD) will be able to prepare FY 2017 budgets that maintain core services and meet critical operating priorities within the recommended Budget Guideline. This year the Finance Committee is able to endorse both the CPS and CCRSD budgets as presented. However, the Finance Committee does recognize that the Guideline allocation falls short of the Town Manager's updated list of possible budget increases by about \$300,000.

The Finance Committee will continue, as always, to monitor the economic climate as well as the assumptions incorporated in its calculation of funds available for the FY 2017 Operating Budgets. We will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2017 budget finalization proceeds, leading up to Town Meeting in April 2016.

Appendix: Finance Committee's Budget Guidelines

FY 2017 Operating Budget Guidelines and Total Budget Plan						
Operating Budget	FY 2014	FY 2015	FY 2016	\$ increase	FY 2017	% change
Town	\$19,474,013	\$20,564,013	\$21,214,013	\$ 800,000	\$ 22,014,013	3.77%
CPS	31,140,538	32,440,538	34,542,735	1,117,376	35,660,111	3.23%
CCRSD*	15,356,221	15,856,221	16,556,221	478,784	17,035,005	2.89%
TOTAL operating	\$65,970,772	\$68,860,772	\$72,312,969	\$ 2,396,160	\$ 74,709,129	3.31%
Other accounts	14,073,267	14,828,948	16,288,536	(244,536)	16,044,000	(1.50)%
Excluded debt	6,176,300	6,354,473	7,720,712	(28,176)	7,692,536	(0.40)%
TOTAL BUDGET	\$86,220,339	\$90,044,193	\$96,322,217	\$ 2,123,448	\$98,445,665	2.20%

* Note that the CCRSD figure includes OPEB, health insurance and pension payments within the CCRSD Operating Budget, which for the Town Government & CPS are included in "other accounts". This difference reflects the fact that the CCRSD is a separate governmental entity, and therefore direct comparisons are not advisable.

Over the three most recent fiscal years (FY 2014, FY 2015 and FY 2016), the average annual increase in the total operating budget has been 4.40%. During this period the most significant factor driving the budget increases has been salaries. Other factors also driving increases include contributions for unfunded liabilities for OPEB ("Other Post-Employment Benefits", the town's share of retiree health insurance), additional costs for bus transportation and increases in debt expense driven primarily by the new high school. For both CPS and CCRSD, special education costs continue to be a major cost factor that is volatile and largely unpredictable. In the face of such pressures, providing budget increases that allow the Town and schools to maintain the level and quality of public and education services expected by taxpayers, yet alone identifying funds for any new programs or services, is a daunting challenge.

Key Assumptions of FY2017 Operating Budget Guideline

- Town Government:** Funding of Town salary adjustments remains a key priority as the Town is increasingly faced with competition for many key employees from both other municipalities and the private sector. The staffing of the 2nd ambulance in West Concord (8:00 am-8:00 pm) begins its third year as of July 1, 2016. The mitigation fund created in connection with the Concord Mews development has been used at decreasing levels to help defray the staffing cost of this service. However, the Town's General Fund operating budget continues to bear more of this cost and the day is coming when this need is likely to be the full 24 hours of each day. Additional operating funds will be needed to cover known cost increases for additional inspection services and necessary capital expenditures (including technology/software upgrades and vehicle and building repairs).

Appendix: Finance Committee's Budget Guidelines

- *Concord Public Schools (CPS) and Concord-Carlisle High School (CCRSD):* Budget requests at both CPS and CCRSD represent percentage increases that are well below last year's requested increases. Once again, contractual salary obligations represent the largest component of both budgets. At CPS, the contract negotiations with the Teacher's union have not been concluded. However, CPS remains optimistic that its anticipated budget for FY 2017 will be able to accommodate the final resolution with the union. Plans are moving forward with the new Transportation Depot on the recently acquired W.R.Grace land and the current expectation is for completion by January 2017. Special Education costs at both CPS and CCRSD and the funding of the long-term liability for Other Post-Employment Benefits (OPEB) at CCRSD remain significant components of the FY 2017 budgets.
- *Minuteman Vocational High School:* The budget plan for FY2017 has an estimate of \$500,000 as Concord's assessed share of the Minuteman High School budget. As Concord continues to send more students, this amount has risen from \$191,689 in FY 2015 and \$407,041 in FY2016 to this year's estimate. In addition, Minuteman is about to embark on a project to build a new school. This is an expensive undertaking and will require considerable coordination among the sixteen member towns. Project approval is likely to be addressed in a separate warrant article at Concord's annual town meeting.
- *The Group Insurance Account,* covering employee and retiree health insurance costs for town government and CPS employees is projected to remain level-funded again in FY 2017 (and has since FY 2012; see General Fund Budget, page 10, line 9). FY2017 is expected to be the last of these level years. The ability to control expenses in this area continues to assist both the Town government and CCRSD in establishing realistic and achievable funding schedules as they work to reach the Annual Required Contribution (ARC) for OPEB obligations. The Town budget reaches this goal with the FY17 proposed budget level (see page 10, line 9a), and CCRSD plans to reach this goal by the FY 2020 budget year.
- *State Aid* is anticipated to remain stable and reimbursement is generally expected to be at levels almost identical to the FY 2016 budget (see Resource Detail, page 12, line A.10, and the Regional School District's estimate at Page 9, "Financing Sources"). Circuit Breaker reimbursement from the state for high cost Special Education student placement is expected to remain just under the targeted statutory goal of 75%. Pursuant to 603 CMR 10.07 and subject to appropriation by the state legislature annually, local and regional school districts are eligible for reimbursement of special education costs, for each student, equal to 75% of the excess cost that is above four times the prior year's state average per pupil foundation budget. Thus, the ability of the state budget to continue to meet this funding goal is an important element in our long-term fiscal forecasting.
- *The tax levy in FY 2017 on new growth* (new construction and renovations/additions expected to be in place by June 30, 2016, valued by the Board of Assessors and added to the tax roll for FY 2016) is projected at a conservative \$900,000 which is below the near-record level of \$1,284,004 of new growth certified for FY 2016 .
- *The FY 2017 guideline* assumes \$1,000,000 in funding from the High School Debt Stabilization fund created by the Town to help offset Concord's share of the levy for excluded debt of CCRSD. In addition, \$409,878 from the Thoreau MSBA grant will be applied to offset the related tax impact of excluded debt (see Excluded Debt Tax Levy, page 18).

Appendix: Finance Committee's Budget Guidelines

- *Current Unused Levy Capacity* for FY 2017 is anticipated to increase by \$4,836 to \$3,208,579 (see Levy Limit Calculation, page 15) if the operating budget guidelines are adopted by the Town. Any part or all of the Unused Levy Capacity may be levied in FY 2017 or future years without a town-wide ballot.

Free Cash Requirements

Based on FY 2015 financial results compared to the budget, including town revenues, state aid and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately \$10.7 million as of June 30, 2015. While this estimate has yet to be certified by the Commonwealth, it remains above the Finance Committee's long-stated minimum goal of 5% of the total annual budget. To ensure ongoing town flexibility and the importance of maintaining the Town's Aaa "Triple-A" bond rating, the Finance Committee has in recent years recommended maintaining Free Cash reserves at a 10% level. Amounts in excess of this target have been considered for transfer to Elementary School and High School debt stabilization funds.

Property Tax Impact

The impact of the FY 2017 operating budget guideline on the property tax levy is projected at a 2.99% increase to existing taxpayers (see Property Tax Data, page 19). The components of the increase are as follows:

Allowed 2.5% increase	2.41%
Use of prior Unused Tax Levy	0%
Increased Debt Service on Excluded Debt*	0.58%
	2.99%

* *Net of planned allocation from stabilization funds and MSBA Thoreau grant.*

Based on the current FY 2016 median single family residential home assessed value of \$798,000 and the tax rate for FY 2016 of \$13.92 per thousand, the FY 2017 median tax bill is projected to increase by \$332 (\$42 per each \$100,000 of assessed value).

The estimated tax bill impact will continue to evolve as more information is received about projected revenues and new growth, and as final FY 2017 budgets are developed. The Finance Committee intends, over the next several months, to review all assumptions and recommendations driving the estimated impact of the tax levy on taxpayers for FY 2017, the results of which will be included in the Report of the Finance Committee to be issued prior to the first session of the Annual Town Meeting on April 4, 2016.

Appendix: Finance Committee's Budget Guidelines

On-going Issues

Controlling future tax increases:

The Finance Committee remains concerned with the annual rate at which taxes continue to increase. Specifically, the Finance Committee believes that the current rate of increase, although more moderate this year, is most likely not sustainable and over time could cause significant dislocation and adversely affect the current levels of diversity within the Town. Although future tax increases will also be driven in part by increases in town government and school expenses, evolving economic conditions, population changes and increasing demand for services, the major concern of the Finance Committee continues to be the rate at which salaries are contractually obligated to increase over the next few years. Salaries represent well over half of the town's and school's budgets, and contractually mandated increases have had a negative impact on the ability of these entities to address many of the issues and other needs they have identified. This is particularly acute at CPS which is still in contract negotiations and where salary costs alone represent nearly 80% of operating expenses.

The Finance Committee maintains a Five-Year Forecast model and uses this model to simulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases. The Finance Committee has been increasingly concerned about whether the continued increases in real estate taxes, which exceed increases in incomes, property values or the CPI, are sustainable over the longer term for a diverse population, especially for those on fixed incomes or who are less affluent. The Town works hard to maintain a conservative approach to budgeting and has benefited in recent years from unexpected revenues. The increase on existing taxpayers has risen steadily from 1.2% in FY 2013 to 2.5% in FY 2014 to 3.2 % for FY 2015 and to 3.5% in FY2016. The Finance Committee is pleased that the projected increase for FY2017 has dropped to 2.99% but this overall trend is still a matter of serious concern.

Minuteman Vocational High School:

Minuteman Vocational High School is at a very difficult and important place in its evolution. A decision regarding a new facility is needed now as the high school is in danger of losing School Building Authority financial assistance. The cost to Concord, apart from a new facility, continues to rise as our enrollment has jumped from 9 to 17 students over the past two years. Concord's assessed share of the FY 2017 Minuteman budget is estimated at \$500,000. The current plan for a new building anticipates a 628-student facility at an estimated cost of \$144 million. Currently only 57% of the students at Minuteman are from the 16 member towns. In addition there are potential amendments to the Minuteman Regional Agreement that would change or facilitate the ability of towns to leave the district. These will have implications to the burden which member or remaining towns will assume for the potential new construction and financing.

Pension and OPEB:

An ongoing challenge for the Town is the financing of unfunded future liabilities for the employer share of pensions and retiree health insurance.

Appendix: Finance Committee's Budget Guidelines

OPEB

Operating budget allocations for funding of town OPEB obligations, covering town and CPS employees and retirees, began in FY2012 with a budgeted allocation of \$150,000 toward an OPEB Trust Fund created by the 2009 Town Meeting and with planned annual incremental funding increases of \$250,000. For FY2017, \$1,400,000 is budgeted to be contributed to the Town OPEB Trust Fund (which also covers the future liability for Concord Public School retirees). This \$1.4 million level is approximately the annual required contribution as measured by the most recent actuarial analysis of the town's future liability. CCRSD has also created a Trust Fund and has developed a revised contribution schedule as part of the FY2017 budget recommendation, which the Finance Committee has supported. Both entities have a strategy to meet their respective OPEB ARC, - the Town for FY 2017 and the CCRSD by FY 2020, which is a significant commitment and one that illustrates the strong and effective financial leadership of the Town and the Regional School District.

Pensions

The Town's most recent pension system actuarial valuation effective January 1, 2015 reports a funded ratio of 81% with an approved funding schedule designed to reach 100% funding by 2030 while keeping the annual budget impact manageable at a 3% annual rate of increase for the employer share financed from the General Fund.

The Committee notes that the Town's Pension Fund supports town employees as well as the non-teaching staff of CPS and CCRSD. The employer share of teacher pensions is paid by the state government as part of the annual state budget

Debt Obligations and repayment:

The Town needs to remain aware of the ongoing burden its existing and planned debt issuances will have on future tax levels and rates (see "Unfunded Long-term Liabilities and Outstanding Bonded Debt", page 22). This includes the bonded debt associated with the new Concord-Carlisle High School building, for which \$32,500,000 of bonded debt was issued in the spring of 2014, \$30,000,000 of bonded debt was issued in the spring of 2015 and a final estimated \$2.5 million of long-term bonds is expected to be issued in the spring of 2016., The resulting property tax impact of this \$92.5 million project is consistent with the financing plan impact presented to the Town at the November 2011 Special Town Meeting. Utilization of Concord's High School Debt Stabilization Fund, expected to be \$1,000,000 in FY 2017, has been an important tool in limiting the initial impact of the debt service expense on Concord taxpayers. The annual financing cost for the debt repayment will represent just under 4% of Concord's tax bill by FY 2018, with the debt fully repaid by 2038.

The Finance Committee appreciates the high level of cooperation and collaboration provided by the Town Manager, the Superintendent of Schools and their respective staffs in the development of the Guideline Recommendation. As the budgets progress, the Finance Committee encourages the town government, school administration, select board and school committees to continue to demonstrate fiscal discipline and to work creatively in controlling costs and developing budgets that are sustainable and continue to meet the needs of the town's citizens.

For the entire FY17 Finance Committee Budget Guideline, please visit:

[http://www.concordma.gov/pages/ConcordMA_BComm/Guideline%20memo%20and%20attachments%20pdf%20\(11-30-15%20rev%20%2012-3\).pdf](http://www.concordma.gov/pages/ConcordMA_BComm/Guideline%20memo%20and%20attachments%20pdf%20(11-30-15%20rev%20%2012-3).pdf)

Appendix: Community Profile

TOWN OF CONCORD COMMUNITY PROFILE

An excerpt from the Official Statement dated May 13, 2015

HISTORY

Purchased from the local Indians and founded in 1635, Concord was the first interior, non-tidewater town in Massachusetts Bay Colony. Though the origin of its name is unknown, one theory is that it derived from the peaceful manner in which the colonists and Indians reached agreement on its purchase and settlement. In fact, relations between the colonists and Indians during the 1600's were such that Concord was largely spared any hostile Indian actions during King Philip's War, which began in 1675. By 1775 Concord had evolved from a frontier town into a prosperous regional center with a mixed society, including small yeoman farmers, affluent gentry, and immigrants from Italy and Norway. In 1775 the town was witness to the famous Battle of Concord, which, along with the Lexington skirmish preceding it, ushered in the Revolutionary War for Independence. In the 19th century Concord became the leader of American literature and philosophy. Louisa May Alcott, Bronson Alcott, Ralph Waldo Emerson, Henry David Thoreau, and Nathaniel Hawthorne, among others, all lived in Concord.

As the 20th century progressed Concord evolved into primarily a suburban, residential community, with a mix of non-residential activities. The community has focused on preserving its rich Colonial and literary history as a means of promoting tourism and diversity in its economy. Diversity of population is also a major community focus. Concord is a part of the Boston Metropolitan Statistical Area, and a member of the Metropolitan Area Planning Council.

GEOGRAPHY

The Town of Concord in Middlesex County in eastern Massachusetts is located approximately 17 miles northwest of Boston, 34 miles northeast of Worcester, and 215 miles northeast of New York City. It is bordered by the towns of Maynard and Acton on the west, Carlisle on the north, Bedford and Lincoln on the east and southeast, and Sudbury and Wayland on the south. Of Concord's 25.89 square miles of gentle hills, valleys, fields, and ponds 24.92 square miles are land area. Concord is situated at the confluence of the Assabet and Sudbury Rivers, which join to flow northeast as the Concord River.

TRANSPORTATION AND ACCESS

Access to Concord is excellent, with east-west Route 2 traversing the town, and Route 128/95 (circumferential to Boston) just to the east, Interstate 90 (the Massachusetts Turnpike) several miles to the south, Interstate 93 several miles to the northeast, and Interstate 495 several miles to the west. In addition, there is regular commuter rail service from Boston to both Concord and West Concord, along with freight rail service. The Massachusetts Bay Transportation Authority (MBTA), of which Concord is a member community, provides a para-transit bus service for the elderly and disabled, while Yankee Lines provides bus service (1 trip daily) to Boston. Hanscom Field, a joint civil-military airport, is located in neighboring Bedford, and provides limited commercial air services.

FORM OF GOVERNMENT

Local legislative decisions are made by an open Town Meeting consisting of registered voters. Participation in Town Meeting, and volunteerism, are relatively high. Subject to town meeting decisions, and pursuant to the Town Charter adopted in 1956, the Town Manager handles the daily affairs of the Town of Concord and of the Municipal Light Plant. Matters of policy are referred first to the Town's five-member Select Board. Select Board members are elected at-large and serve three-year staggered terms. The Concord Municipal Light Plant is managed by a five-person board appointed by the Town Manager for staggered three-year terms. The Water/Sewer Division is part of the Public Works Commission managed by a five-person Board of Commissioners appointed by the Town Manager for staggered three-year terms. Local property taxes are assessed by a board of five assessors appointed for staggered three-year terms by the Town Manager with the approval of the Select Board.

Appendix: Community Profile

GOVERNMENT SERVICES

Concord provides a broad range of general governmental services, including police and fire protection; disposal of garbage and rubbish; water and sewer, including a secondary treatment plant; electricity; public works; parks and recreation; a community center; libraries; and a land conservation program. The Concord Housing Authority provides low-income and elderly housing.

EDUCATION

Concord's school system consists of the Concord Public Schools, grades kindergarten through 8, and the Concord-Carlisle Regional High School, grades 9 through 12. Concord contributes about 73% of the enrollment in the regional high school. Total enrollment is over 3,400, and has been slightly increasing since 1998. Technical education at the high school level is provided by the Minuteman Regional Vocational Technical School District, located in Lexington. Additionally, a number of fine private schools operate in Concord: Nashoba Brooks School, Concord Academy, the Fenn School, and the Middlesex School.

POPULATION

Although the 2010 Federal Census population figure for Concord is 17,668 (which includes the inmate population at MCI – Concord), a more representative number of residents is calculated by the January 2011 local census that shows a population of 15,627 (not including the prison population). The number of housing units in the Town has increased by 9% from 2000 to 2010, while the Town's population has increased. In addition, the average household size decreased from 2.62 persons per household in 2000 to 2.46 in 2010. Approximately 46% of the town's population in 2010 was between 25 and 54 years of age, with the largest age category being 45-54 years of age. From 2000 to 2010, the median age has increased 11% from 42.2 to 46.9, due in part to the expansion in residential nursing homes and assisted living facilities in the town.

HOUSING

Within Concord's 26 square miles of territory are approximately 16,000 acres—over 90%—of residentially zoned land, and 600 acres of commercially zoned land. About 45% of the land is developed; approximately 32% of the land is permanently protected open space in the form of private conservation land, trust land, and municipal, state, and federal park lands, and conservation and agricultural lands. Approximately 5,000 acres—about 28% of the land—have not been developed or permanently protected; the majority of these acres are zoned for one- and two-acre residential development. Approximately 35 acres of commercially zoned land remain undeveloped.

Concord's housing stock is in excellent condition. Over half of the housing units have been built since 1950. Those constructed before 1950 are well maintained due to the affluence of the owners, the high value of housing and land, and the increasing turnover rate. Concord has a low homeowner vacancy rate of approximately 0.9%, and a rental vacancy rate of 9.3%, which also factors into overall maintenance of the of housing stock condition. The rate of residential development in Concord has been relatively stable since the mid-1970s. From 1990 to the present, new residential construction activity has averaged from 25 to 30 units per year. With fewer developable lots available, an increasing number of these new houses are a result of the tear-down of existing homes. As of January 1, 2014 the average household single-family home assessed value was \$901,857, while the median assessed value was \$732,600.

Appendix: Community Profile

ECONOMIC DEVELOPMENT

Concord has long recognized the importance of balanced community development. In 1928, the Town adopted one of the first zoning bylaws in the United States, which included districts for residential, business, and industrial uses. Since that time the Town has continued to adopt or expand zoning and comprehensive planning designed to provide an optimum mix of residential and non-residential uses. In addition, the Town has invested considerable capital in providing infrastructure to serve its industrial areas. From 1990 to 2000, the number of firms in Concord reporting to the Massachusetts Department of Employment and Training increased approximately 22%, from 779 to 948. In 2006, there were 929 firms with an average monthly employment of 12,723 and an average weekly wage of \$1,119.

The major employers in Concord¹, excluding the Town itself, are:

Name	Nature of Business	Number of Employees
Emerson Hospital	Healthcare	1,650
300-310 Baker Avenue	Technology	1,050
Newbury Court	Healthcare	265
Concord Health Care	Healthcare	197
Middlesex School	Education	190
Concord Academy	Education	150
Hamilton, Brook, Smith & Reynolds	Professional Services	79

¹As of March, 19 2015.

INCOME AND EMPLOYMENT

Concord's population is relatively affluent. Median family income in 2011 was \$156,352, and per capita income was \$67,374 compared to \$83,371 and \$35,051, respectively, for the state as a whole. According to the state Department of Employment and Training, in March of 2014, the labor force living in Concord equaled 8,588 persons, of which 8,251 were employed and 337 or 3.9% were unemployed, as compared to the unemployment rate of 6.6% for the state.

Appendix: Financial Policies

TOWN OF CONCORD

FINANCIAL POLICIES

OVERVIEW

In order to ensure its financial well-being and fiscal stewardship, the Town Manager has established the following policies and procedures that are financially prudent and in the Town's best economic interest.

Overall, it is the policy of the Town of Concord that financial management be conducted with the objectives of providing municipal service in an efficient, effective, and consistent manner that aligns with public policy goals as set forth by the Board of Selectmen and the Annual Town Meeting. In adherence to this policy, the Town shall pursue the following objectives:

1. to set forth operational programs that minimize the cost of government to the extent consistent with services desired by the public;
2. to instill public confidence in the Town's financial management;
3. to protect and enhance the Town's credit rating and prevent default on any municipal debts;
4. to maintain effective financial management that conforms to generally accepted accounting principles for governmental entities as set forth by the Governmental Accounting Standards Board (GASB);
5. to simplify, clarify, and modernize the financial systems of the Town as the need occurs;
6. to provide safeguards to ensure the quality and integrity of the financial systems.

ACCOUNTING, AUDITING, AND FINANCIAL PLANNING POLICIES

1. The Town shall utilize accounting practices that conform to generally accepted accounting principles as set forth by GASB. In accordance with GASB Statement 34, the Town shall track, report, and depreciate capital assets as required.
2. All Town Government funds shall be placed at the highest possible rate, taking into account safety, liquidity, and yield, subject to the constraints established by State law and in compliance therewith.
3. An annual audit shall be performed by an independent public accounting firm.
4. A management letter, a list of areas for potential improvement in the Town's financial management, shall be provided by the independent public accounting firm. Additional findings and recommendations may be communicated in a separate letter.

Appendix: Financial Policies

GENERAL FUND POLICIES

1. The annual operating budget shall be balanced. A “balanced budget” for any given fund is defined as a plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues). In short, for a budget to be balanced, proposed expenditures shall not exceed projected resources for the period.
2. The Town shall explore the utilization of as broad a diversity of revenues as possible under state law to ensure the Town’s ability to handle fluctuations in the various sources of revenues with minimal negative impact on the overall budget.
3. One-time revenues shall not be used to fund ongoing expenditures. One-time and unpredictable revenues shall be utilized to fund one-time or intermittent expenditures, or shall be added to reserves.
4. In accordance with state law, debt shall not be used to fund current operating expenditures.
5. Adequate maintenance of reserves is a priority. Free cash, which is the available undesignated fund balance in the General Fund, shall be maintained at a level no less than 5% of the total budget.
6. The Reserve Fund, an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to a request by the Town Manager, shall be used to provide financing for extraordinary or unforeseen expenditures, as required by state law.
7. Property valuation for the purpose of taxation shall meet the annual market value standards set by the state Bureau of Local Assessment.
8. The Tax Collector shall follow a comprehensive policy of collecting property tax revenues. An average collection rate of at least 98 percent of current levy shall be maintained.
9. Charges and fees for services, and other revenues, shall, to the extent feasible, reflect the full cost of the services, and shall be examined periodically (preferably annually) by each department as deemed necessary to respond to changes in the cost of services. Recommendations for charge and fee adjustments shall be provided by the Town departments to the Town Manager for action.
10. The Town shall avoid budgetary procedures that defer the recognition of current expenditures at the expense of meeting future year’s expenditures, such as delaying the recognition of expenditure obligations until the next fiscal year.

FUND BALANCE POLICIES

The purpose of this policy is to establish a key element of the financial stability of the Town of Concord by setting guidelines for fund balance. Unassigned fund balance is an important measure of economic stability. It is essential that the Town maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. The fund balance also provides cash flow liquidity for the Town’s general operations.

Definitions

Fund Equity – A fund’s equity is generally the difference between its assets and its liabilities.

Fund Balance – An accounting distinction is made between the portions of fund equity that spendable and nonspendable. These are broken up into five categories:

Appendix: Financial Policies

1. Nonspendable fund balance – includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds (e.g., funds in which the corpus cannot be spent).
2. Restricted fund balance – includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include funds which have a restriction through debt covenants, grantors, contributors, or laws or regulation from other governments. The grant from the Massachusetts School Building Authority (MSBA) to mitigate the cost of the construction of new schools is placed in this category.
3. Committed fund balance – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority, the Concord Town Meeting. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. Examples are the School Construction Stabilization Funds and Special Revenue Funds such as the Solid Waste Fund.
4. Assigned fund balance – comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body, the Concord Town Meeting, or by an official or body to which the governing body delegates the authority, the Concord Town Manager. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund. For the general fund, this amount included funds encumbered as authorized by the Town Manager or his designee for a specific purpose.
5. Unassigned fund balance – is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Policy

1. Committed Fund Balance – The Concord Town Meeting is the Town's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Town Meeting. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
2. Assigned Fund Balance – The Concord Town Charter in Section 9F designates the Concord Town Manager (or his/her designee) as the official who is empowered to authorize all purchases and thus assign fund balance to a specific purpose as approved by this fund balance policy.
3. Certified Free Cash – The Commonwealth of Massachusetts certifies the amount of amount of available reserves that the Town has at the end of each fiscal year. The Free Cash amount is usually slightly less than the Unassigned Fund Balance in the Financial Statements due to the inclusion of various adjusting items.

It is the goal of the Town of Concord to achieve and maintain a Certified Free Cash balance in the General Fund equal to or greater than ten percent (10%) of the next year's total General Fund Budget. The Town considers a balance of less than five percent (5%) to be cause for concern , barring unusual or deliberate circumstances.

If Certified Free Cash falls below the above mentioned 5% threshold or has a deficiency, the Town Manager will appoint a committee comprised of Town and School officials and personnel with the charge to recommend actions to be taken to replenish the Certified Free Cash level.

Appendix: Financial Policies

4. Order of Expenditure of Funds – When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Town Manager, and unassigned fund balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

CAPITAL BUDGET POLICIES

1. A capital item shall be defined as a major, non-recurring expenditure involving one of the following:
 - a. Real Property – includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
 - b. Equipment – includes the replacement or addition of major items of equipment with a life expectancy of at least 2 years and a cost of at least \$5,000. Similar items can be bundled together.
 - c. Projects – include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering and related fees);
 2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities aside from routine maintenance;
 3. Studies or other activities (costing \$5,000 or more) that either relate to future “brick and mortar” projects or are part of a multi-year program of infrastructure improvements;
 4. An annual sum available for routine building improvements, renovations, or repairs.
2. The Town Manager shall prepare a 5-year capital improvement program annually.
3. For the Town Government and Concord Public Schools, the total budget allocation within the levy limit for capital needs (cash capital outlay, principal and interest repayment, related debt issuance costs, and short-term interest expense) shall be in the range of 7-8% of the total General Fund budget.
4. One-third of total capital needs (that is, of the above 7-8% allocation limit) shall be met from current resources, limiting the cost of borrowing to approximately 5% of the total General Fund budget.

GENERAL OBLIGATION DEBT POLICIES

1. As a general policy, the threshold for an item for debt financing shall be an expenditure of at least \$100,000 and a useful life in excess of 5 years.
2. The term of long-term debt shall not exceed the expected useful life of the capital asset being financed, and in general it shall not exceed 20 years.
3. A rapid debt repayment schedule shall be maintained, with a goal of 60% principal repayment within 5 years and 90% repayment within 10 years, for tax-supported non-excluded debt.
4. Debt supported outside the levy limit—that is, through a debt exclusion—may be above the 7-8% allocation limit, and may be structured for a longer repayment schedule; such debt shall be reserved for large capital improvements, generally those costing over \$1 million and bonded for 10 years or more.
5. For all debt exclusion items, the impact on property tax rates shall be calculated.
6. All debt of the Town shall be issued as general obligation debt. As a policy, debt for enterprises may be paid for from fee revenue rather than through taxes.

Appendix: Financial Policies

ENTERPRISE FUND POLICIES

1. Rates charged by an enterprise shall be designed to generate enough revenue to cover the full cost of the enterprise (including depreciation expense).
2. Renovation or replacement of an enterprise's capital assets shall be funded with current revenues. Capital assets associated with expansion of service may be funded through borrowing.

GIFTS AND GRANTS POLICIES

1. All gifts and grants shall be evaluated for suitability and consistency with Town policies.
2. All gifts and donations shall be managed and expended according to the wishes and instructions of the donor; all grants shall be managed to comply with the laws, regulations, and guidance of the grantor.
3. For amounts less than or equal to \$500, the Town Manager shall formally accept the gift. For amounts over \$500, the Board of Selectmen shall formally accept the gift.

INVESTMENT POLICIES

All funds of the Town, except for trust funds of the Town of Concord Employees' Retirement System, are invested in accordance with Section 55 of Chapter 44 of the Massachusetts General Laws (MGL). That statute permits investments of available revenue funds and bond and note proceeds in term deposits and certificates of deposit of banks and trust companies, in obligations issued or unconditionally guaranteed by the federal government or an agency thereof with a maturity of not more than one year, in repurchase agreements with a maturity of not more than 90 days secured by federal or federal agency securities, in participation units in the Massachusetts Municipal Depository Trust ("MMDT"), or in shares in SEC registered money market funds with the highest possible rating from at least one nationally recognized rating organization.

MMDT is an investment pool created by the Commonwealth under the supervision of the State Treasurer's Office. According to the State Treasurer, the Trust's investment policy is designed to maintain an average weighted maturity of 90 days or less and is limited to high-quality, readily marketable fixed income instruments, including U.S. Government obligations and highly-rated corporate securities with maturities of one year or less.

Trust funds, unless otherwise provided by the donor, may be invested in accordance with Section 54 of Chapter 44, which permits a broader range of investments than Section 55, including any securities that are legal investments for savings banks in the Commonwealth. The restrictions imposed by Sections 54 and 55 do not apply to city and town retirement systems. A breakdown of such investments may be obtained from the Finance Director.

Pension funds are under the jurisdiction of the Town of Concord's Employees' Retirement System.

Fund Descriptions

Governmental Funds

Most Town functions are financed through what are called *governmental funds*. There are **four** types of governmental funds maintained by the Town: the General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Projects Fund. The Town Meeting appropriates the General Fund, the Swim & Fitness Center Enterprise Fund, Stabilization Funds, and the Community Preservation Act Fund, in accordance with state law requirements. The Capital Projects Fund accounts for projects funded by issuance of tax-supported debt obligations ("bonds"). All other funds are not appropriated by Town Meeting but are expended under the direction of the Town Manager in accordance with state laws and the Town Charter..

General Fund: The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds: The Town maintains four Enterprise Funds: the Sewer Fund, the Water Fund, the Beede Swim & Fitness Center Fund, and the Light Fund (Concord Municipal Light Plant). In addition, the Solid Waste Disposal Fund, which technically is a Special Revenue Fund, is operated as an Enterprise Fund but does not include any capital improvement activity. An enterprise operation is a business-type activity that is supported primarily by charges for services. Funds raised from charges are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses. The concept of an enterprise operation also includes the maintenance of the capital facilities of the business. That is, fees for services are charged to recover not only the operating costs of the activity but also the "using up" (depreciation) of the capital assets supporting the service.

Budgeting and financial reporting for enterprise operations utilizes terms and concepts that differ significantly from those utilized for the General Fund . The purpose of enterprise financial reporting is to measure with reasonable accuracy and consistency the net income derived from operations, and then to measure the availability and use of capital acquisition and construction financing. The presentation of the enterprise budgets utilizes budgetary terms and reporting structure found in the audited financial statements. As such, the key measures are *Net Income* and *Capital Resource Availability*.

Special Revenue Funds: The Town maintains several Special Revenue Funds, which are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except expendable trusts, or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. Special Revenue Funds include the following types of funds:

1. **Revolving Funds:** Revolving Funds allow the Town to raise revenues from a specific service, and use those revenues to support the service without appropriation. Revolving Funds are established by state statute or local bylaw, and may require re-authorization each year at Town Meeting. The Town maintains a number of Revolving Funds, such as the Cemetery Fund, the Parking Fund and the Recreation Fund.

2. **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to a specific use, but also require annual appropriation by Town Meeting, The Road Repair Fund is a "Receipts Reserved" Fund

Appendix: Fund Descriptions

3. **School Grants:** These grants account for several specially-financed education programs under grants received from the federal or state governments, including professional development, SPED early childhood development, drug-free school programs, and certain capital improvements.

4. **Other Intergovernmental Funds:** These funds account for several grants or monies received by the Town from the federal or state governments, including a variety of community policing grants, Chapter 90 highway monies, state election grants, state library aid, and various Council on Aging programs, such as “meals-on-wheels.”

5. **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose, such as the Arts & Technology Education Fund, departmental gifts for police and fire, various Council on Aging programs, and Planning Board gifts from developers for infrastructure improvements related to proposed projects.

Capital Projects Fund: The Capital Projects Fund is used to account for monies expended for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by trust funds. The Town’s Capital Projects Fund is funded primarily by the receipt of bond proceeds resulting from the Town’s issuance of bonds for specific project grants, but may also be derived from private sources, grants, or transfers from other Town funds.

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

1. **Expendable Trusts:** Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of the fund may be expended.

2. **Non-expendable Trusts:** These trusts are used to account for funds where the principal must, by law or covenant, remain intact (that is, cannot be expended). Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. An example is the Cemetery Perpetual Care Fund.

3. **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, collected and expensed on behalf of other units of government, such as sales taxes and other fees collected collected on behalf of and transmitted to the state government.

Basis of Accounting & Basis of Budgeting

Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

Basis of Budgeting

An annual budget is adopted by the Town Meeting for the Town's General Fund. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town's General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principals (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as "Special Articles" and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed.. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

Appendix: Moody's Credit Rating Press Release



New Issue: Moody's assigns Aaa and MIG 1 to Concord, MA's \$8.3M GO Bonds and \$0.4M GO BANs; outlook stable

Global Credit Research - 08 May 2015

Affirms Aaa on outstanding GO bonds; post-sale \$63M in bonds outstanding

CONCORD (TOWN OF) MA
Cities (including Towns, Villages and Townships)
MA

Moody's Rating

ISSUE	RATING
General Obligation Municipal Purpose Loan of 2015 Bonds	Aaa
Sale Amount	\$8,300,000
Expected Sale Date	05/13/15
Rating Description	General Obligation

General Obligation Bond Anticipation Notes	MIG 1
Sale Amount	\$400,000
Expected Sale Date	05/13/15
Rating Description	Note: Bond Anticipation

Moody's Outlook STA

NEW YORK, May 08, 2015 --Moody's Investors Service has assigned a Aaa rating to the Town of Concord's (MA) \$8.3 million General Obligation Municipal Purpose Loan of 2015 Bonds and a MIG 1 to \$400,000 General Obligation Bond Anticipation Notes (dated May 21, 2015 and payable May 20, 2016). Concurrently, Moody's has affirmed the Aaa long-term rating on the town's outstanding bonds. Post-sale the town has \$63 million in outstanding bonds. The outlook is stable.

SUMMARY RATING RATIONALE

The Aaa rating reflects a solid financial position supported by strong reserve levels, an affluent tax base, moderate debt burden and well-managed long-term liabilities.

The MIG 1 rating reflects the strength of the long-term rating, ample liquidity and sufficient management of refinancing risk. The rating also incorporates the town's frequent access to the capital market through the annual issuance of debt.

OUTLOOK

The stable outlook reflects the town's sound fiscal management including multi-year forecasting and effective policies. The outlook also incorporates a history of voter approved debt exclusions and general overrides to Proposition 2 ½.

WHAT COULD MAKE THE RATING GO DOWN

- Lack of voter support for operating and capital needs
- Erosion of reserves due to a trend of operating deficits
- Significant decline in tax base and demographic profile

Appendix: Moody's Credit Rating Press Release

STRENGTHS

- Wealthy, favorably located tax base
- Solid voter support for operating overrides and debt exclusions to Proposition 2 ½ levy limits
- Strong financial position with some flexibility including unused property tax levy capacity
- Effective approach to management including conservative budgeting and multi-year planning

CHALLENGES

- Rising assessments from regional school district and other education expenses

RECENT DEVELOPMENTS

The fiscal 2014 audited financials reflect continued stability in the town's financial operations with a \$523,000 operating surplus. The 2015 assessed value also represents a trend of positive growth. Please see the Detailed Rating Rationale for further information.

DETAILED RATING RATIONALE

ECONOMY AND TAX BASE: STABLE RESIDENTIAL TAX BASE FAVORABLY LOCATED WITH AFFLUENT SOCIOECONOMIC INDICATORS

Concord's primarily residential (91% of 2015 assessed value) \$5.5 billion tax base is expected to remain stable with positive growth over the near term given moderate new development and a strong housing sector. The 2015 assessed value increased by 5.5%, reflecting limited but positive growth in four out of the last five years. The increase adjusted the five year compounded growth to 0.5%. Favorably located along the Route 128/I-95 corridor, the town is a mature suburb west of Boston (Aaa stable). The town does have a small commercial sector including health care, research and development and office space. The town's equalized value increased by 3.1% in 2015 which brings the six year average growth to -0.7%. The town's wealth levels remain strong with a median family income representing approximately 2.5 times the national median. The full value per capita of \$313,595 also remains strong reflecting the high-end housing stock. In addition, the town's unemployment rate of 3.4% (March 2015) remains well below the state (5.0%) and US (5.6%).

FINANCIAL OPERATIONS, RESERVES AND COVERAGE: SOUND FINANCIAL POSITION EXPECTED TO CONTINUE

The town's overall financial position is expected to remain stable given the effective management team, comfortable reserve levels and strong history of voter support. Concord enjoys additional financial flexibility to absorb future budgetary pressures due to a moderate excess property tax levy capacity that has increased to approximately \$3.6 million (4.1% of 2015 appropriations) in recent years. Operations in fiscal 2014 resulted in a surplus of \$523,000 attributed to positive revenue variance primarily from motor vehicle excise taxes. The town also benefited from turn-backs from all major line items. The 2014 audit reflects an increase in both the available General Fund balance to \$23.7 million or 25.7% of revenues and the unassigned fund balance to \$12.3 million or 13.3% of revenues. The General Fund reserves additionally include \$4.7 million in restricted fund balance designated for school debt service and \$7 million in committed fund balance designated as various stabilization funds for other debt, additional school capital, emergency response, insurance and other uses. The town plans to use some of the committed funds over the near term to offset larger increases in school assessments from the Concord-Carlisle Regional School District (RSD, Aaa stable) due to increased debt service for the new high school project which the town has excluded from Proposition 2 1/2. Concord's primary revenue source is property taxes (80% of 2014 revenues) and the town continues to benefit from a strong 99.5% collection rate.

The fiscal 2015 budget increased by 4.4% and was balanced with a 4.3% tax levy increase and an \$850,000 free cash appropriation. Year-to-date revenues are trending favorably again driven by strong excise tax receipts. Expenditures are on budget except for a snow and ice deficit of \$315,000. Year-end projections indicate a \$325,000 operating deficit after positive variance in revenues helps to offset a majority of reserve appropriations for debt service, ambulatory operations and the snow deficit.

The fiscal 2016 budget increased by 7% from the prior year due primarily to RSD debt exclusion, other education costs and one-time capital expenditures. The budget is balanced with a 5.5% tax levy increase and \$1.6 million appropriation from stabilization funds. The budget also calls for use of some of the unused levy capacity.

Appendix: Moody's Credit Rating Press Release

Liquidity

Concord's net cash position at the end of fiscal 2014 was \$33 million or a healthy 35.8% of revenues. The liquidity position is strong and provides very healthy coverage for the notes due in May 2016.

DEBT AND OTHER LIABILITIES

The town is expected to maintain an affordable debt position due to its modest 0.7% direct debt burden, an aggressive repayment schedule for non-excluded debt, and the town's commitment to pay-as-you-go capital financing, with roughly \$4.7 million budgeted in fiscal 2015, including enterprises. Future borrowing plans include approximately \$6.1 million in planned issuance in 2016 which includes various projects under the town's capital plan. The town also maintains a policy that restricts total pay-as-you-go capital spending and tax-supported non-excluded debt service to 8% of budget.

Debt Structure

The town's debt profile consists entirely of fixed rate debt. Debt service payments accounted for 8.6% of fiscal 2014 expenditures, and the town repays principal at a sound rate with 88% retired within 10 years.

Debt-Related Derivatives

Concord has no derivatives.

Pensions and OPEB

The town participates in the Concord Contributory Retirement System, a multi-employer, defined benefit retirement plan. The town's annual required contribution (ARC) for the plans was \$3.4 million in fiscal 2014, or 3.7% of General Fund expenditures. The town's 2013 adjusted net pension liability, under Moody's methodology for adjusting reported pension data, is \$86 million, or a moderate 0.98 times General Fund revenues. Moody's uses the adjusted net pension liability to improve comparability of reported pension liabilities. The adjustments are not intended to replace the town's reported liability information, but to improve comparability with other rated entities. We determined the town's share of liability for the plan to be in proportion to its contributions to the plan.

The town continues to contribute to its OPEB liability on a pay-as-you-go basis, contributing 45% of the ARC in 2014, representing \$1.3 million. The OPEB UAAL as of June 30, 2014 was \$26.8 million. In addition to its annual pay-go contribution, the town annually contributes to an OPEB trust which as of the valuation date, provided a funded ratio of 19.7% of the unfunded liability. Going forward, the town will continue to increase budgeted OPEB funding as part of its plan to reach full funding by 2020.

MANAGEMENT AND GOVERNANCE

Massachusetts cities and towns have an institutional framework score of 'Aa' or strong. The primary revenue source for Massachusetts municipalities is property taxes which are highly predictable and can be increased annually as allowed under the Proposition 2 ½ levy limit. Expenditures are largely predictable and cities have the ability to reduce expenditures.

The town continues to abide by sound fiscal management policies which are detailed in the annual finance committee report. The policies include the maintenance of free cash of at least 5% of the total budget, a capital budget and debt policy which helps to develop the town's multi-year budget projections.

KEY STATISTICS

- 2015 Equalized Valuation: \$5.5 billion
- 2015 Equalized Value Per Capita: \$313,595
- Median Family Income as % of US Median: 244.58%
- Fiscal 2014 operating fund balance as a % of revenues: 25.72%
- 5-Year Dollar Change in Fund Balance as % of Revenues (2010-2014): 16.06%
- Fiscal 2014 Cash Balance as % of Revenues: 35.77%

Appendix: Moody's Credit Rating Press Release

- 5-Year Dollar Change in Cash Balance as % of Revenues (2010-2014): 16.37%
- Institutional Framework: "Aa"
- 5-Year Average Operating Revenues / Operating Expenditures (2010-2014): 1.02x
- Net Direct Debt as % of Full Value: 0.73%
- Net Direct Debt / Operating Revenues: 0.4x
- 3-Year Average of Moody's ANPL as % of Full Value: 1.51%
- 3-Year Average of Moody's ANPL / Operating Revenues: 0.9x

OBLIGOR PROFILE

Concord is primarily a residential community west of Boston with a population of 17,668.

LEGAL SECURITY

The notes are secured by the town's general obligation unlimited tax pledge as debt service has been exempt from the levy limitations of Proposition 2 ½.

The new money portion of the bonds are secured by the town's general obligation limited tax pledge as debt service has not been exempt from the levy limitations of Proposition 2 ½. The refunding component is secured by the town's general obligation unlimited tax pledge as debt service has been exempt from the levy limitations of Proposition 2 ½.

USE OF PROCEEDS

Note proceeds will be used to finance various town capital projects. The bonds will provide new money in the amount of \$3.6 million to fund town capital projects. The remaining bond proceeds will refund, in part, the town's outstanding 2004 and 2006 series for an estimated net present value savings of \$1 million or 12% of refunded par (net of an MSBA grant of \$3.4 million to fund the escrow) with no extension of maturity.

PRINCIPAL METHODOLOGY

The principal methodology used in the long-term rating was US Local Government General Obligation Debt published in January 2014. The principal methodology used in the short-term rating was US Bond Anticipation Notes published in April 2014. Please see the Credit Policy page on www.moody.com for a copy of these methodologies.

REGULATORY DISCLOSURES

For ratings issued on a program, series or category/class of debt, this announcement provides certain regulatory disclosures in relation to each rating of a subsequently issued bond or note of the same series or category/class of debt or pursuant to a program for which the ratings are derived exclusively from existing ratings in accordance with Moody's rating practices. For ratings issued on a support provider, this announcement provides certain regulatory disclosures in relation to the rating action on the support provider and in relation to each particular rating action for securities that derive their credit ratings from the support provider's credit rating. For provisional ratings, this announcement provides certain regulatory disclosures in relation to the provisional rating assigned, and in relation to a definitive rating that may be assigned subsequent to the final issuance of the debt, in each case where the transaction structure and terms have not changed prior to the assignment of the definitive rating in a manner that would have affected the rating. For further information please see the ratings tab on the issuer/entity page for the respective issuer on www.moody.com.

Regulatory disclosures contained in this press release apply to the credit rating and, if applicable, the related rating outlook or rating review.

Please see www.moody.com for any updates on changes to the lead rating analyst and to the Moody's legal entity that has issued the rating.

Please see the ratings tab on the issuer/entity page on www.moody.com for additional regulatory disclosures for each credit rating.

Appendix: Comprehensive Annual Financial Report

TOWN OF CONCORD, MASSACHUSETTS

STATEMENT OF NET POSITION

JUNE 30, 2015

(Except for the Electric Enterprise Fund, which is as of December 31, 2014)

	<u>Governmental</u> <u>Activities</u>	<u>Business-Type</u> <u>Activities</u>	<u>Total</u>
ASSETS			
Current:			
Cash and short-term investments	\$ 37,187,882	\$ 25,162,558	\$ 62,350,440
Investments	17,070,683	-	17,070,683
Receivables, net of allowance for uncollectibles:			
Property taxes	569,528	-	569,528
Excises	88,328	-	88,328
User fees	-	5,851,254	5,851,254
Betterments	-	59,000	59,000
Departmental and other	329,130	-	329,130
Intergovernmental	1,563,969	-	1,563,969
Inventory	-	1,048,569	1,048,569
Prepaid expenses	-	3,283,723	3,283,723
Other assets	11,542	230,222	241,764
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Property taxes	418,669	-	418,669
Betterments	-	704,404	704,404
Restricted cash	-	6,023,360	6,023,360
Net OPEB asset	-	171,115	171,115
Capital assets being depreciated, net	102,104,350	80,682,104	182,786,454
Capital assets not being depreciated	<u>52,727,551</u>	<u>7,094,469</u>	<u>59,822,020</u>
TOTAL ASSETS	212,071,632	130,310,778	342,382,410
LIABILITIES			
Current:			
Warrants payable	2,381,894	3,481,768	5,863,662
Retainage payable	167,659	83,425	251,084
Accrued liabilities	2,579,537	336,278	2,915,815
Customer deposits	-	249,372	249,372
Provision for rate stabilization	-	3,179,711	3,179,711
Notes payable	18,139	-	18,139
Other current liabilities	233,536	251,059	484,595
Current portion of long-term liabilities:			
Bonds payable	6,468,165	2,198,324	8,666,489
Accrued employee benefits	378,871	29,873	408,844
Estimated landfill closure and postclosure care costs	10,000	-	10,000
Noncurrent:			
Bonds payable, net of current portion	35,620,634	19,335,201	54,955,835
Net OPEB obligation	7,391,340	-	7,391,340
Net pension liability	13,165,798	706,731	13,872,529
Accrued employee benefits, net of current portion	3,410,738	332,332	3,743,070
Estimated landfill closure and postclosure care costs, net of current portion	<u>160,000</u>	<u>-</u>	<u>160,000</u>
TOTAL LIABILITIES	71,986,411	30,184,074	102,170,485
DEFERRED INFLOWS OF RESOURCES	<u>1,210,387</u>	<u>894,987</u>	<u>2,105,374</u>
TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES	73,196,798	31,079,061	104,275,859
NET POSITION			
Net investment in capital assets	115,573,285	67,974,268	183,547,553
Restricted for:			
Grants and other statutory restrictions	18,308,782	6,288,292	24,597,074
Permanent funds:			
Nonexpendable	4,929,898	-	4,929,898
Expendable	842,846	-	842,846
Unrestricted	<u>(779,977)</u>	<u>24,969,157</u>	<u>24,189,180</u>
TOTAL NET POSITION	<u>\$ 138,874,834</u>	<u>\$ 99,231,717</u>	<u>\$ 238,106,551</u>

Appendix: Comprehensive Annual Financial Report

TOWN OF CONCORD, MASSACHUSETTS

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2015

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and short-term investments	\$ 28,473,174	\$ 8,714,708	\$ 37,187,882
Investments	11,402,725	5,667,958	17,070,683
Receivables:			
Property taxes	1,315,656	11,103	1,326,759
Excises	119,696	-	119,696
Departmental	-	329,130	329,130
Intergovernmental	101,204	1,462,765	1,563,969
Accrued interest and other	11,542	-	11,542
TOTAL ASSETS	<u>\$ 41,423,997</u>	<u>\$ 16,185,664</u>	<u>\$ 57,609,661</u>
LIABILITIES			
Warrants payable	\$ 1,488,545	\$ 893,349	\$ 2,381,894
Retainage payable	-	167,659	167,659
Accrued liabilities	2,926,466	38,316	2,964,782
Notes payable	-	18,139	18,139
Other liabilities	233,536	-	233,536
TOTAL LIABILITIES	4,648,547	1,117,463	5,766,010
DEFERRED INFLOWS OF RESOURCES	1,367,687	558,399	1,926,086
FUND BALANCES			
Nonspendable	-	4,929,898	4,929,898
Restricted	10,291,652	9,679,731	19,971,383
Committed	7,582,438	-	7,582,438
Assigned	5,167,430	-	5,167,430
Unassigned	12,366,243	(99,827)	12,266,416
TOTAL FUND BALANCES	<u>35,407,763</u>	<u>14,509,802</u>	<u>49,917,565</u>
TOTAL LIABILITIES, DEFERRED INFLOWS, AND FUND BALANCES	<u>\$ 41,423,997</u>	<u>\$ 16,185,664</u>	<u>\$ 57,609,661</u>

Appendix: Comprehensive Annual Financial Report

TOWN OF CONCORD, MASSACHUSETTS

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2015

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:			
Property taxes	\$ 77,422,884	\$ 1,028,021	\$ 78,450,905
Excise taxes	3,826,437	-	3,826,437
Penalties, interest and other taxes	459,477	-	459,477
Departmental	1,591,195	4,950,365	6,541,560
Licenses and permits	1,034,287	-	1,034,287
Fines and forfeitures	128,779	-	128,779
Intergovernmental	4,114,129	3,413,237	7,527,366
Investment income	473,251	96,839	570,090
Contributions	-	433,446	433,446
Other	115,509	500,178	615,687
Total Revenues	<u>89,165,948</u>	<u>10,422,086</u>	<u>99,588,034</u>
Expenditures:			
Current:			
General government	5,526,509	2,387,341	7,913,850
Public safety	8,599,841	864,865	9,464,706
Education	50,409,949	2,748,591	53,158,540
Public works	4,516,385	3,498,525	8,014,910
Health and human services	481,793	405,568	887,361
Culture and recreation	2,181,110	1,891,343	4,072,453
Employee benefits	10,088,531	-	10,088,531
Debt service	11,351,077	143,145	11,494,222
Intergovernmental	476,551	-	476,551
Total Expenditures	<u>93,631,746</u>	<u>11,939,378</u>	<u>105,571,124</u>
Excess (deficiency) of revenues over expenditures	<u>(4,465,798)</u>	<u>(1,517,292)</u>	<u>(5,983,090)</u>
Other Financing Sources (Uses):			
Issuance of bonds	-	3,022,457	3,022,457
Issuance of refunding bonds	4,560,000	-	4,560,000
Premium on refunding	302,289	-	302,289
Payment to refunded bond escrow agent	(4,810,754)	-	(4,810,754)
Transfers in	2,633,840	15,180	2,649,020
Transfers out	(94,472)	(386,990)	(481,462)
Total Other Financing Sources (Uses)	<u>2,590,903</u>	<u>2,650,647</u>	<u>5,241,550</u>
Changes in fund balances	<u>(1,874,895)</u>	<u>1,133,355</u>	<u>(741,540)</u>
Fund Balances, at Beginning of Year, as reclassified	<u>37,282,658</u>	<u>13,376,447</u>	<u>50,659,105</u>
Fund Balances, at End of Year	<u>\$ 35,407,763</u>	<u>\$ 14,509,802</u>	<u>\$ 49,917,565</u>

Appendix: Comprehensive Annual Financial Report

TOWN OF CONCORD, MASSACHUSETTS

GENERAL FUND

STATEMENT OF REVENUES, TRANSFERS IN AND OTHER SOURCES, AND EXPENDITURES, TRANSFERS OUT AND OTHER USES - BUDGET AND ACTUAL

FOR THE YEAR ENDED JUNE 30, 2015

	Budgeted Amounts		Actual Amounts	Variance with Final Budget
	Original Budget	Final Budget		Positive (Negative)
Revenues and Transfers:				
Taxes	\$ 76,786,233	\$ 76,786,233	\$ 77,329,423	\$ 543,190
Excise taxes	3,550,000	3,550,000	3,826,437	276,437
Penalties, interest and other taxes	170,000	170,000	459,477	289,477
Departmental	1,310,400	1,310,400	1,591,195	280,795
Licenses and permits	860,000	860,000	1,034,287	174,287
Fines and forfeitures	90,000	90,000	128,779	38,779
Intergovernmental	4,147,519	4,147,519	4,114,129	(33,390)
Investment income	100,000	100,000	82,546	(17,454)
Other	73,100	73,100	115,509	42,409
Transfers in	458,650	2,095,171	2,095,171	-
Total Revenues and Transfers	87,545,902	89,182,423	90,776,953	1,594,530
Expenditures:				
General government	5,274,787	6,019,519	5,612,816	406,703
Public safety	8,420,305	8,532,841	8,504,872	27,969
Education	50,347,289	50,347,289	50,347,289	-
Public works	3,384,367	3,972,076	3,940,075	32,003
Snow and ice	555,000	555,000	865,773	(310,773)
Health and human services	476,570	497,178	495,883	1,295
Culture and recreation	2,137,984	2,308,418	2,280,586	27,832
Employee benefits	9,800,106	9,800,106	9,727,630	72,476
Debt service	7,416,340	10,844,406	10,799,542	44,866
Intergovernmental	528,484	528,484	476,551	51,933
Transfers out	929,186	929,686	929,366	320
Total Expenditures and Transfers	89,270,418	94,335,007	93,980,383	354,624
Excess (deficiency) of revenues and transfers in over expenditures and transfers out	(1,724,516)	(5,152,584)	(3,203,430)	1,949,154
Other Financing Sources/(Uses):				
Use of fund balance:				
For stabilization funding	750,000	750,000	750,000	-
For debt service	409,878	3,837,946	-	(3,837,946)
For other purposes	850,000	850,000	-	(850,000)
Raise prior year deficits	(285,362)	(285,362)	-	285,362
Excess of expenditures and other uses over revenues and other sources	\$ -	\$ -	\$ (2,453,430)	\$ (2,453,430)

Appendix: Glossary

A GLOSSARY OF TERMS COMMONLY USED IN MUNICIPAL FINANCE

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

Accrual Basis: In the context of accounting, practice in which expenses and income are accounted for as they are earned or incurred, whether or not they have been received or paid.

Actuarial Accrued Liability (AAL): Generally represents the portion of the present value of fully projected benefits attributable to service credit earned (or accrued) as of the valuation date.

Actuarial Value of Assets (AVA): The value of a pension plan investments and other property used by the actuary for the purpose of an actuarial valuation (sometimes referred to as valuation assets). Actuaries often select an asset valuation method that smoothes the effects of short-term volatility in the market value of assets.

Annual Required Contribution (ARC): The employer's periodic required contributions, expressed as a dollar amount or a percentage of covered plan compensation, determined under GASB 25. The ARC consists of the Employer Normal Cost and the Amortization Payment.

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

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

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

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

Balanced Budget: A plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues).

Appendix: Glossary

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

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

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

- a. Real Property - Includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
- b. Equipment - Includes the replacement or addition of major items of equipment with a life expectancy of at least two years and a cost of at least \$5,000. Similar items can be bundled together.
- c. Projects - Include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering, and related fees).
 2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities, aside from routine maintenance.
 3. Studies or other activities (costing \$5,000 or more) that either relate to future “brick and mortar” projects, or are a part of a multi-year program of infrastructure improvements.
 4. An annual sum available for routine building improvements, renovations, or repairs.

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

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

Cooling Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was *higher* than a specific base temperature. They are used for calculations relating to the energy consumption required to *cool* buildings

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

Depreciation: A non-cash expense (also known as non-cash charge) that provides a source of available funds. Amount allocated during the period to amortize the cost of acquiring long-term assets over the useful life of the assets. This is an accounting expense not a real expense that demands cash.

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

Appendix: Glossary

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

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

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

Fiscal Year (FY): A 12-month period, commencing July 1 and ending June 30, to which the annual budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. The number of the fiscal year is that of the calendar year in which it ends; FY2016 is the fiscal year which ends June 30, 2016.

Free Cash: Free cash refers to the amount of Fund Balance that is available for appropriation. It is certified each July 1 by the state. Because of the stringent way that the state makes these calculations, Free Cash more closely represents Cash (actual dollars held) than does Fund Balance, which includes a variety of receivables (i.e., cash due).

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

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

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

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

Governmental Funds: Funds used to organize and separate the finances of various Town activities and objectives. Governmental Fund categories include: the General Fund; Enterprise Funds; Special Revenue Funds; and the Capital Projects Fund.

Heating Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was *lower* than a specific "*base temperature*" (or "*balance point*"). They are used for calculations relating to the energy consumption required to *heat* buildings.

Kilowatt-hour (kWh): Kilowatt-hour is an energy unit (symbol kWh). One kilowatt-hour is defined as the energy consumed by power consumption of 1kW during 1 hour. The Town of Concord uses kWh to measure electric output for facilities.

Appendix: Glossary

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

Massachusetts School Building Authority (MSBA): A quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth's public schools.

Net OPEB Obligation (NOO): The cumulative difference since the effective date of this Statement between annual OPEB cost and the employer's contributions to the plan, including the OPEB liability (asset) at transition, if any, and excluding (a) short-term differences and (b) unpaid contributions that have been converted to OPEB-related debt. (GASB 45 only)

Other Post-Employment Benefits (OPEB): Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for are life insurance premiums, healthcare premiums and deferred-compensation arrangements

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

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

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

Payment in lieu of Taxes (PILOT): made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.

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

Property Tax Levy: The amount produced by multiplying the assessed valuation of property by the tax rate. The tax rate is expressed per thousand dollars of assessed valuation. For example: (based on \$14.29 tax rate)

<i>House Value:</i>	\$700,000
<i>Tax Rate:</i>	\$14.29 (which means \$14.29 per thousand \$\$ of valuation)
<i>Levy Calculation:</i>	\$14.29 multiplied by \$700,000 divided by \$1,000.
<i>Result, Property Tax Levy:</i>	\$10,003

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

Appendix: Glossary

Public Employee Retirement Administration Commission (PERAC): A government agency that was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

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

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

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

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

Therm: A unit of measure for heating energy. In Concord this can be linked to facility natural gas output.

Unfunded Actuarial Accrued Liability (UAAL): The excess, if any of the **Actuarial Accrued Liability** over the **Actuarial Value of Assets**. In other words, the present value of benefits earned to date that are not covered by current plan assets.

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

Terms Associated with Proposition 2½

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

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

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

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