



TOWN OF CONCORD
MASSACHUSETTS

**Town Manager's Proposed Budget
FY2018**

For the Fiscal Year
July 1, 2017 - June 30, 2018



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February 16, 2017

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

- Police Services (see pages 165-168) & Fire Services (see pages 162-165)
- Enhanced Emergency Medical Services with addition of 2nd Ambulance in West Concord (see pages 166-169)
- Fire prevention with the proposed hiring of an additional Fire Lieutenant (see pages 166-169)

2: Enhance Residents' Quality of Life

- Human Services Division to assist with the social needs of the community (see pages 222-225)
- Healthy Communities Initiative (see pages 128-131)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Senior Services Division (see pages 226-229)
- Library Services at Main Library and Fowler Branch (see pages 218-221)
- Veterans Services & Benefits (see pages 236-237)

3: Preserve the Town's Character

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection (see pages 114-131)
- With prior year funding, a Comprehensive Long Range Plan is being developed
- Additional Inspections staffing to keep up with increased development (see pages 124-127)

4: Promote Sustainability of Resources

- Energy Conservation Coordinator as part of the Resource Sustainability Fund (see pages 96-101)
- Historical electricity and natural gas use for municipal buildings (see pages 98-99)
- Individual Building Energy Reports included in each building account
- Use of renewable energy by Concord Municipal Light Plant (see Enterprise Budget Book)

5: Ensure Quality Operational & Financial Management

- Town Manager: Quality & Cost Effectiveness of Town Services (see page 89)
- Finance Department's fiscal management : AAA Bond Rating (see page 139), Free Cash Level (see page 3), Unused Levy Capacity (see page 11), Stabilization Funds (see page 20), Tax Collection Rate (see page 143)
- Town Clerk: Effectively Managing Town Records & Elections (see pages 152 -155)
- Human Resources: Managing Town Personnel Issues & Improve Management with new HRIS (see pages 90-93)

6: Maintain the Town's Infrastructure

- Concord Public Works programs for roads, sidewalks, and drainage (see pages 178-216)
- Facilities budget to support municipal buildings (see pages 94-97)
- Update Information Technology systems to improve Town services (see pages 156-159)



TOWN OF CONCORD

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CHRISTOPHER WHELAN, TOWN MANAGER

February 16, 2017

The Honorable Select Board:

I herewith submit for your review the Town Manager's Proposed General Fund Budget for Fiscal Year 2018 (July 1, 2017 - June 30, 2018) in accordance with the requirements of the Town Charter. With the presentation in this Budget Book, I am pleased to report that this proposed FY18 General Fund Budget is financially sound while funding key priority programs.

Throughout the fall of 2016, 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 (CCRSD). The proposed Town Government budget (Article 7 on the 2017 Annual Town Meeting Warrant) conforms to the Finance Committee Guideline as adopted on November 30, 2016. Although the proposed CPS budget (Article 13) is \$236,584 above the Guideline and the proposed CCRSD assessment (Article 16) is \$257,285, the budget amounts used in this Budget Book are the Guideline numbers. In addition, at the time this document was prepared, the assessment for the Minuteman Vocational School District was estimated to be \$500,000, and it is \$599,313, as voted by the Minuteman School Committee.

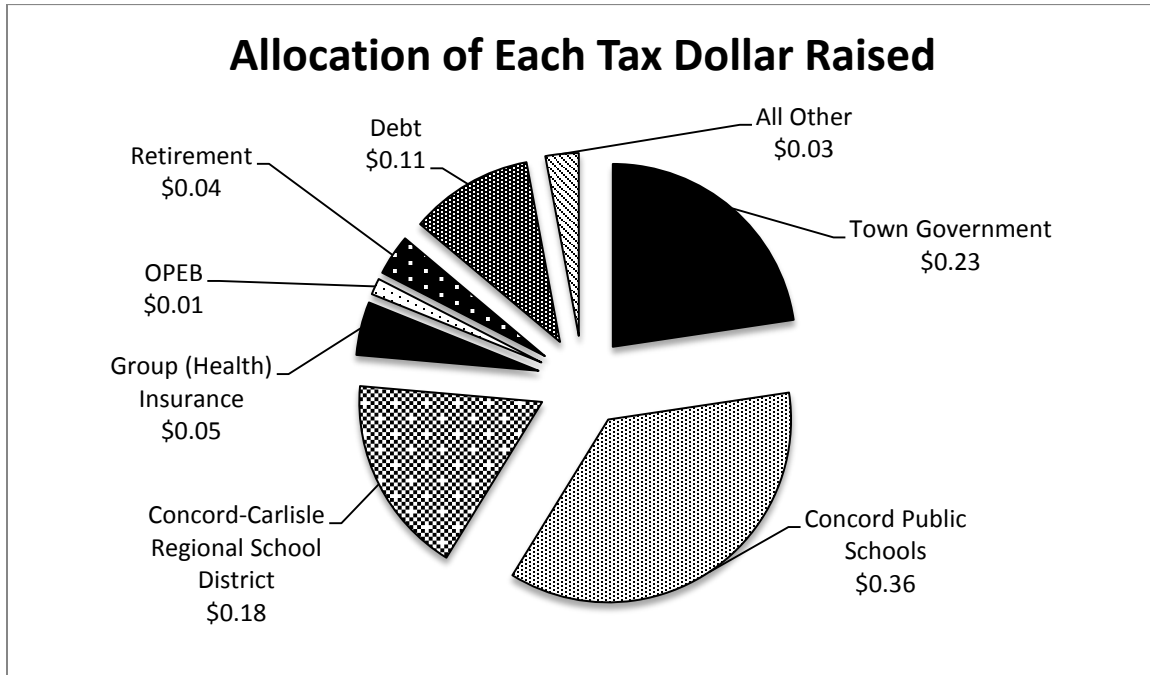
	FY17 Budget	FY18 Proposed (at guideline)	Change from FY17 to FY18	
			Amount	Percent
Town Government ¹	\$22,014,013	\$23,064,013	\$1,050,000	4.8%
Concord Public Schools	\$35,660,111	\$36,810,111	\$1,150,000	3.2%
Concord-Carlisle RSD	\$17,035,005	\$17,935,005	\$900,000	5.3%
Subtotal	\$74,709,129	\$77,809,129	\$3,100,000	4.1%
All Other Accounts ²	\$23,540,453	\$24,057,730	\$517,277	1.4%
Total Budget Plan	\$98,249,582	\$101,866,859	\$3,617,277	3.6%

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

² For FY18, All Other Accounts consists of Group Insurance (\$4,800,000), OPEB (\$1,470,000), Retirement (\$3,667,000), Town and CPS Debt Service (\$3,860,000), CCRSD Debt Service (\$102,583), Town, CPS, and CCRSD Assessed Excluded Debt Service (\$7,168,991), Accounts not subject to Appropriation (\$1,229,156), Minuteman Career and Technical High School (\$500,000), Social Security / Medicare (\$810,000), 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 \$101,866,859. For each tax dollar raised to fund the Total General Fund Budget, here are the proposed uses:



Revenues

Property taxes account for 86.2% of the revenues needed to fund the Total General Fund Budget. Other sources include State Aid (4.6%), Motor Vehicle Excise (3.0%), Other Local Revenue (3.9%), Stabilization Fund Transfers (0.8%), Other Transfers (1.4%), and Investment Earnings (0.1%).

The impact of the proposed budget on the property tax bill of existing taxpayers will be on average an increase of 3.1%, though each bill may vary due to the specific property's FY18 assessment. This means that for the median property with a current assessed value of \$819,400 the tax bill will increase by \$356 to \$11,885.

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 Fee 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, 2016, Certified Free Cash was a healthy \$12,605,955 or 12.8% percent of the current year budget. The FY18 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 \$3,910,411 in FY18. 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.

Debt

With the construction of three new elementary schools and a new regional high school within the past thirteen years, the amount of debt that the Town has taken on has grown. The proposed FY18 debt service cost is as follows: \$3,860,000 for routine, within the levy limit, Town and CPS projects such as road repairs and building renovations; \$3,607,507 for Town and CPS excluded debt projects mostly for new elementary schools, and \$3,561,484 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; the State has paid for 35.6% of the eligible cost of the high school construction. For FY18, an amount of \$785,000 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 recent anecdotal stories in the media, some 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 \$3,667,000 in FY18, an increase of 10.5% from the previous year, has placed the Town's retirement system in relatively good shape. As of June 30, 2016, the Town's Net Pension Liability is estimated to be \$31.9 million and its funded ratio is reported in the Town's audited Financial Statements as 80.7%, 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 FY18 allocation from the Town for both Group Health and OPEB is projected to be \$6,270,000, more than 6% of the proposed General Fund budget.

General Government Priorities

I have 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 FY18 Police budget, I am requesting \$105,000 to replace 3 patrol vehicles and an addition \$25,000 for needed overtime for officers and dispatchers. For the Fire budget, I have prioritized \$575,000 to replace Engine 8 and \$260,000 to replace Ambulance 1. In addition, I am proposing that the Fire Department hire a Fire Prevention Lieutenant to be responsible for fire code inspections as a preventative measure.

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 FY18 budget, I am proposing that the Town allocate an additional \$10,000 for the salaries of the Community Services Coordinator and Youth Services Coordinator, who have been mainly supported by a generous gift from the Community Chest. An additional \$17,000 is proposed for increased hours and wages for the Public Health Nurse, who assists the activities of the Health and the Senior Services Divisions. To meet our mandatory obligation to a greater number of eligible veterans, I am proposing a \$50,000 increase for Veterans Benefits, a budget item of which 80 percent of the benefits are reimbursed by the State, but the reimbursement does not occur for 12 to 15 months after the expense occurs.

3. Preserve the Town's Character

Concord's unique historic character is of priceless value to residents and visitors. With a prior appropriation of \$100,000, the Comprehensive Long Range Plan Committee has begun its work and a report expected in April 2018. The number of new building permits remains strong

and I am proposing \$10,000 for additional hours for the Plumbing, Gas, and Electrical Inspectors. Also in the FY18 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 sustainable. The Resource Sustainability Fund is propose to increase to \$126,000, and this account funds a half-time Energy Conservation Coordinator and provides resources for energy efficiency initiatives like lighting replacements and conservation initiatives like municipal water fountain installations.

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 \$700,000 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, library, and public works unions.

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 \$1.4 million in borrowing for Town road, parking lot and sidewalk reconstruction. The Facilities Maintenance Fund is proposed to be \$290,000, up by \$55,000. In order to maintain our vital IT systems, I am requesting that the Information Technology Fund be increased by \$30,000 to \$230,000 to pay for computers, servers and networks. In addition, I am proposing the Town Meeting allocate \$1.5 million from Free Cash to be used to modernize the Town's computer systems in the areas of financial services, billing, license and permit tracking, email, and document management.

Conclusion

The FY18 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 Budget and Purchasing Director Jon Harris, and Senior Budget and Operations Analyst Sean O'Brien, who are principally responsible for this coherent and comprehensive document.

Sincerely,



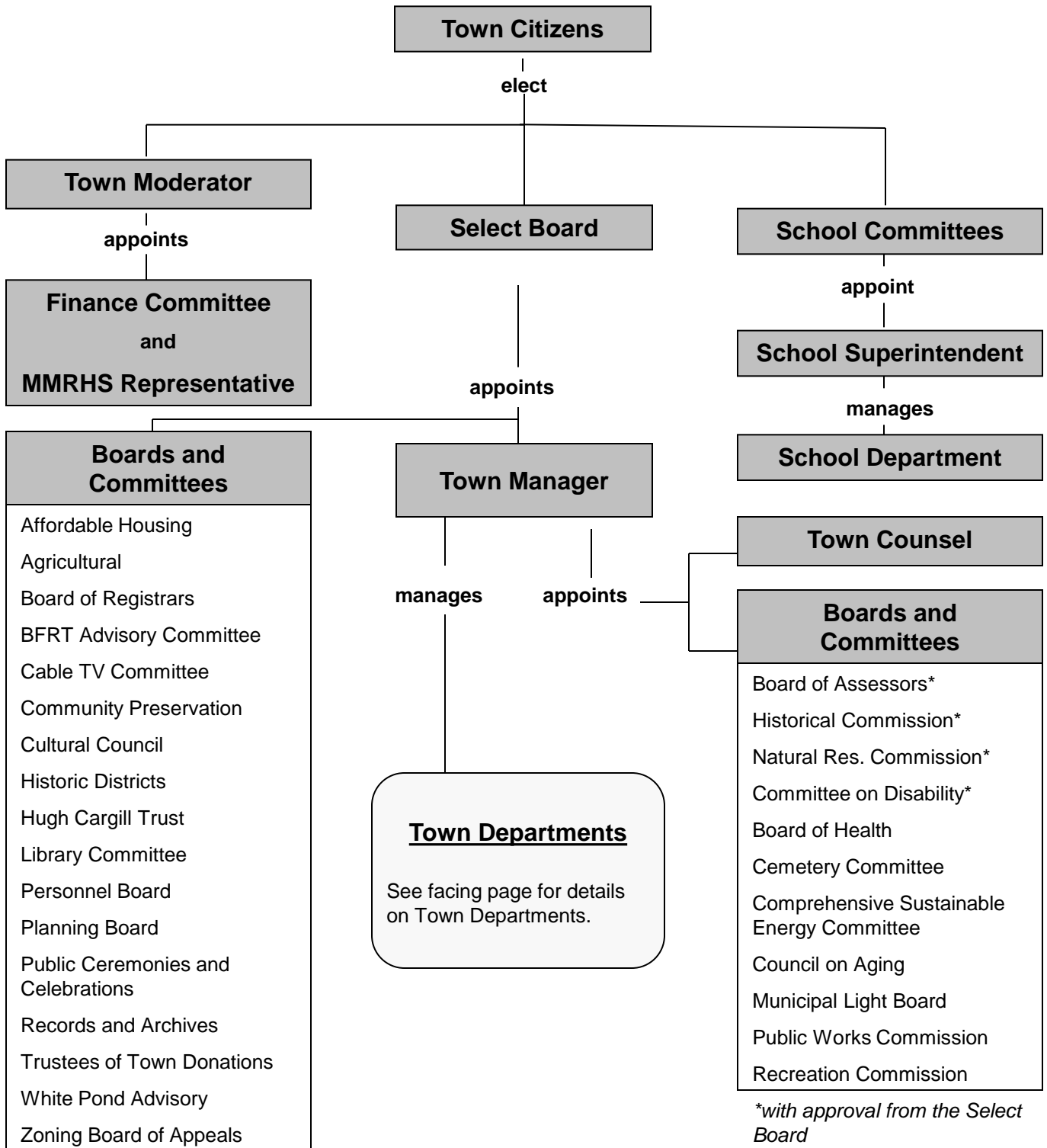
Christopher Whelan
Town Manager

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.



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**

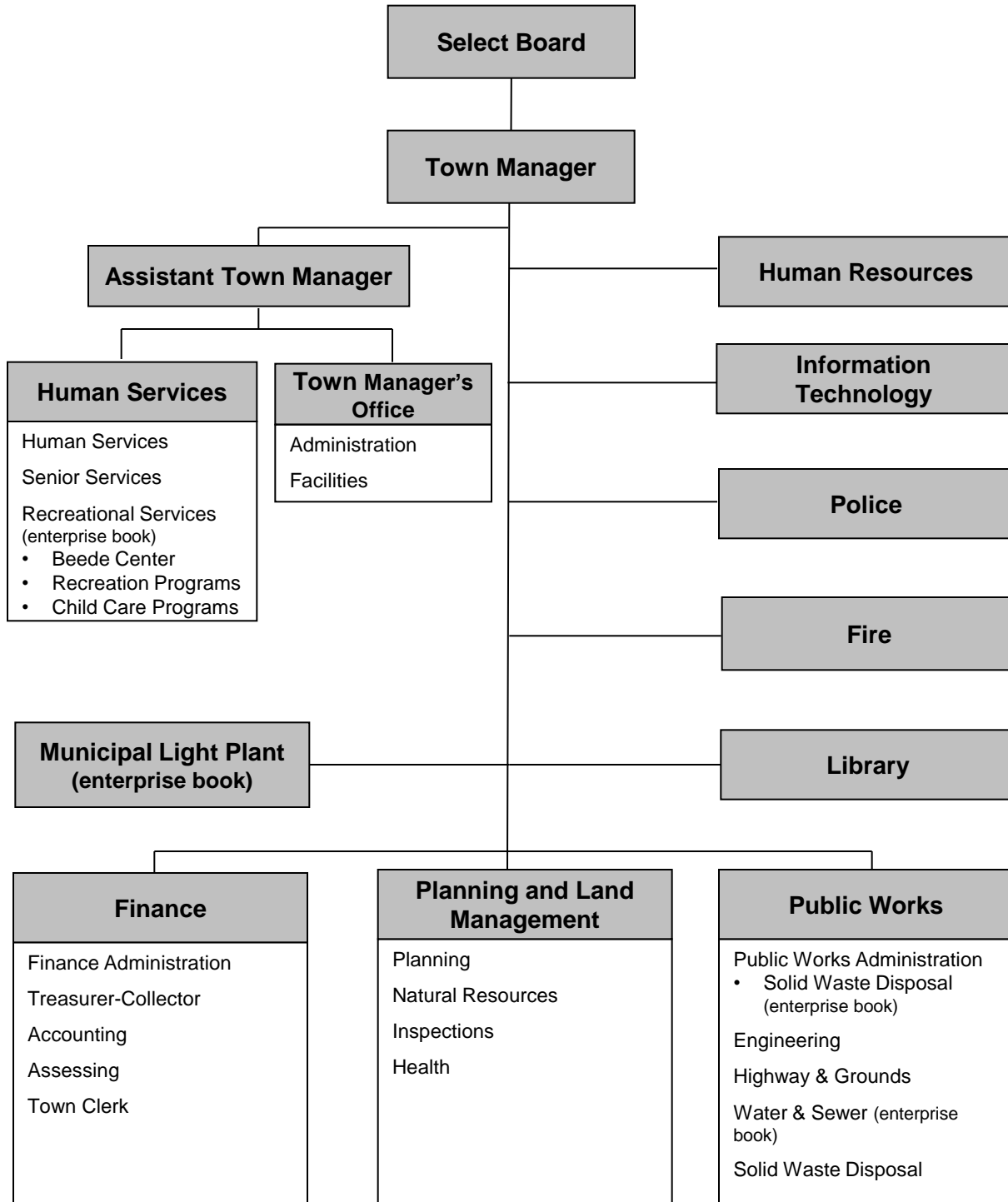


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Section I

Financial Summary

Section I Highlights**1: Overview**

- Proposed appropriations are as follows (see page 8):
 - Town Government: \$23,064,013
 - Concord Public Schools: \$36,100,111
 - Concord-Carlisle Regional School District: \$17,935,005
- Town Credit Rating: Moody's Aaa (see page 2)
- FY16 Free Cash estimate \$12,605,955 (see page 3)

2: Property Taxes

- Property Taxes fund 86% of the FY18 proposed budget (see page 10)
- FY18 Property Tax Levy is projected to increase by 3.1% over FY17 (see page 10)
- FY18 Unused Levy Limit is projected to be \$3,910,411 (see page 11)
- The FY17 Tax Rate is \$14.07 per \$1,000 assessed valuation (see page 12)
- A tax bill for the median valued home of \$819,400 is projected to increase by \$356, from \$11,529 in FY17 to \$11,885 in FY18 (see page 14)

3: Resources

- 86% of the budgeted resources come from property taxes. State Aid 4.6%, Other Receipts 4.0%, Motor Vehicle Excise 3.0%, Interfund Transfers 1.4%, and Stabilization Funds 0.8% make up the remainder of the resources for FY18 (see page 16)

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 \$101,866,856, a 3.68% increase from FY17 (see page 29)
- Town, CPS, & CCRSD Operating Budgets are proposed to be \$77,809,129 (see page 26)
- Joint accounts (Insurance, Retirement, Social Security, Medicare) are proposed to be \$15,159,583 (see page 28)
- Other obligations (Minuteman Tech., Debt Exclusions) are proposed to be \$7,668,991 (see page 29)
- Unappropriated accounts (State Assessments, Snow Deficits, Overlay) are proposed to be \$1,228,656 (see page 29)

6: Capital Outlay

- Capital outlay expenditures from Town departments is proposed to be \$1,870,000 (see page 42)
- Borrowing for Capital Projects is propose to be \$5,275,000 (see page 43)

7: Debt

- As of June 30, 2016, total outstanding principal is \$58,382,966 (see page 54)
- The FY18-22 Capital program details the proposed projects for the next 5 years (see pages 56 to 57)
- The Total Debt Service for FY18 is projected to be \$8,830,680 (see pages 58 to 59)

8: Major Liabilities

- As of June 30, 2016, the total major General Fund Liabilities totaled \$92,493,781. Of this amount, \$39,391,306 was for debt, \$23,967,947 for pension, and \$29,134,528 for OPEB (see page 66).
- As of the January 1, 2016 actuarial valuation, the employee pension system has been funded at 83% with an unfunded accrued liability of \$29,156,253 (see page 69)
- As of the June 30, 2016 actuarial valuation, Concord has a projected Funded Ratio of 21.4% for OPEB, net of FY16 contributions. The projected Unfunded Actuarial Accrued Liability (UAAL) is \$30,789,775 (see page 70)

9: Long Range Forecast

- The Finance Committee's five-year projection of property tax levels is presented (See pages 72 to 75)

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 65**
- Unfunded Liabilities** **66 to 71**
- Financial Projection** **72 to 76**

The Town Manager’s Budget

The Town Manager’s Proposed FY18 Budget totals:

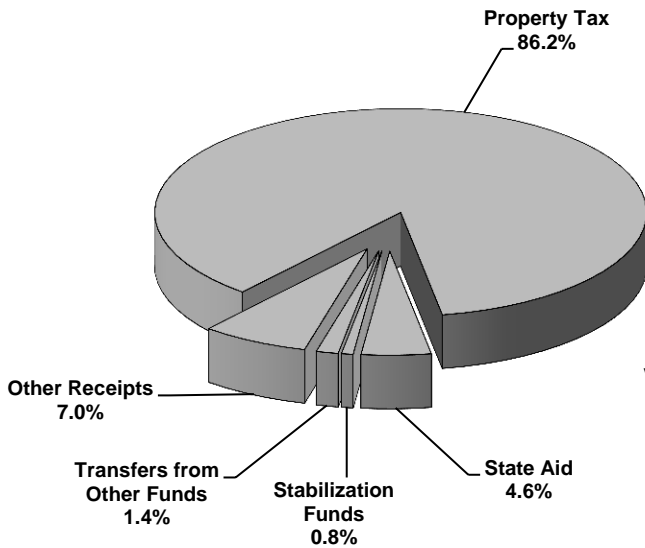
\$101,866,859

This level of appropriation is at the Finance Committee’s FY18 Budget Guidelines.

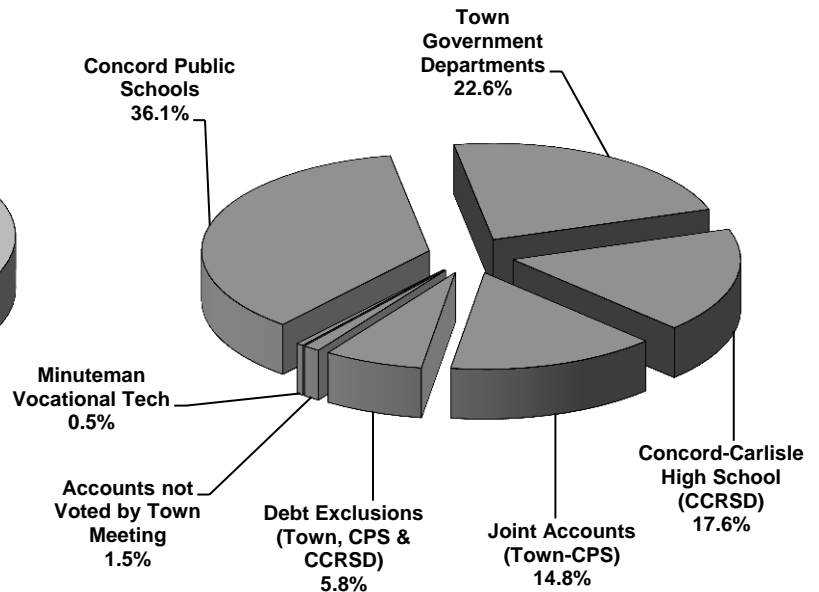
*See page 142 for more on the Finance Committee.

*See page 294 for the Finance Committee Guidelines.

FY18 General Fund Resources
Totaling \$101,866,859



FY18 General Fund Expenses
Totaling \$101,866,859



Fiscal Balance:

This FY18 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$101,866,859. All amounts are shown at the Finance Committee’s Budget Guidelines issued November 30, 2016.

Budget Level and Credit Rating:

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

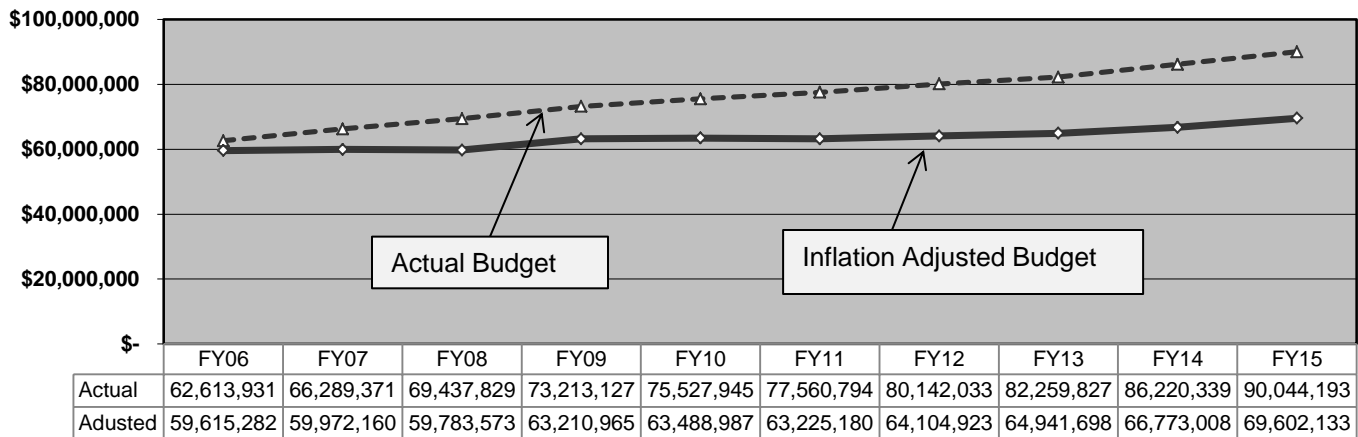
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

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 - FY06 to FY15
(in year 2006 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.

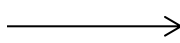
*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.9. Implicit Price Deflator for Gross Domestic Product, 2006-2015 (Annual), State and Local governments, viewed: 1/23/2017.

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.

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
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 FY15 and FY16 are actual amounts and for FY17 and FY18 are projections. The FY15 and FY16 column is derived from the "Schedule A" report filed with the Massachusetts Department of Revenue.



SECTION I: Financial Summary

Overview

General Fund Balance Analysis	FY15	FY16	FY17	FY18
"Schedule A" basis of reporting	Actual	Actual	Budgeted	Proposed
Revenues				
Taxes	\$81,849,440	\$85,162,839	\$88,540,689	\$92,434,859
Charges for Services	\$1,484,033	\$1,709,286	\$1,170,000	\$1,190,000
Licenses, Permits, and Fees	\$1,099,041	\$1,573,682	\$1,000,000	\$1,255,000
Revenues from Other Governments	\$4,198,576	\$4,586,038	\$4,732,015	\$4,750,000
Miscellaneous Revenues	<u>\$297,827</u>	<u>\$621,395</u>	<u>\$377,000</u>	<u>\$382,000</u>
Current Revenues	\$88,928,917	\$93,653,240	\$95,819,704	\$100,011,859
Expenditures				
Salary and Wages	-\$41,588,756	-\$43,707,527	-\$45,255,816	-\$47,757,970
Expenditures	-\$28,340,539	-\$30,604,693	-\$32,297,875	-\$32,971,299
Capital Outlay	-\$1,391,990	-\$2,081,460	-\$1,800,000	-\$1,870,000
Debt Service	-\$7,440,662	-\$6,196,965	-\$7,737,828	-\$7,467,507
Unclassified	<u>-\$8,527,436</u>	<u>-\$9,023,956</u>	<u>-\$9,677,310</u>	<u>-\$10,227,500</u>
Current Expenses	-\$87,289,383	-\$91,614,601	-\$96,768,829	-\$100,294,276
Net Revenues / Expenditures	\$1,639,534	\$2,038,639	-\$949,125	-\$282,417
Other Financing Sources (Uses)				
Transfer from Other Funds	\$2,095,171	\$2,139,454	\$2,459,878	\$1,785,000
Transfers to Other Funds	-\$2,525,087	-\$1,743,100	-\$1,400,000	-\$1,470,000
Other Financing Uses	<u>-\$3,428,068</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	-\$3,857,984	\$396,354	\$1,059,878	\$315,000
Total Excess (Deficiency)	-\$2,218,450	\$2,434,993	\$110,753	\$32,583
Fund Balance (Beginning of Year)	\$22,136,185	\$19,917,735	\$22,352,728	\$22,463,481
Fund Balance (End of Year)	\$19,917,735	\$22,352,728	\$22,463,481	\$22,496,064
Fund Balance Analysis				
Designated for Thoreau Debt Service	\$819,755	\$409,878	N/A	N/A
Reserved for Expenditures	\$1,575,000	\$1,000,000	N/A	N/A
Reserved for Encumbrances	\$4,217,430	\$5,385,454	N/A	N/A
Snow and Ice Deficit	-\$310,771	\$0	N/A	N/A
Unreserved Fund Balance	<u>\$13,616,309</u>	<u>\$15,557,385</u>	<u>N/A</u>	<u>N/A</u>
	\$19,917,723	\$22,352,717	N/A	N/A
Free Cash Analysis				
Unreserved Fund Balance	\$13,616,309	\$15,557,385	N/A	N/A
Minus: Receivables	-\$648,207	-\$692,416	N/A	N/A
Minus: Deferred Revenue	-\$1,795,789	-\$2,113,709	N/A	N/A
Minus: Miscellaneous	<u>-\$114,444</u>	<u>-\$145,306</u>	<u>N/A</u>	<u>N/A</u>
Certified Free Cash	\$11,057,869	\$12,605,955	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.

SECTION I: Financial Summary

Overview

Fund Balance by Category (as of June 30, 2016)

	<u>General Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Nonspendable			
Permanent Funds	-	4,972,345	4,972,345
Total Nonspendable	-	4,972,345	4,972,345
Restricted			
School Debt Service	409,878	-	409,878
Pension Fund	9,414,448	-	9,414,448
Community Preservation	-	2,049,110	2,049,110
Parking	-	258,065	258,065
Cemetery	-	407,571	407,571
PEG Access	-	661,965	661,965
Receipts Reserved for Appropriation	-	592,655	592,655
53G Review	-	14,570	14,570
Misc. Grants & Contributions	-	58,743	58,743
School Lunch	-	127,883	127,883
Gifts	-	1,360,731	1,360,731
Recreation	-	867,596	867,596
Other Revolving	-	479,418	479,418
Federal Grants	-	19,974	19,974
State Grants	-	885,184	885,184
Solid Waste	-	317,825	317,825
Sawyer Gift Fund	-	212,625	212,625
Capital Projects Funds	-	3,746,521	3,746,521
Permanent Funds	-	806,177	806,177
Total Restricted	9,824,326	12,866,613	22,690,939
Committed			
School Capital*	42,272	-	42,272
High School Debt*	2,045,330	-	2,045,330
Emergency Response*	708,884	-	708,884
Insurance	1,647,691	-	1,647,691
Transportation Infrastructure	-	925,000	925,000
School Technology*	694	-	694
Total Committed	4,444,871	925,000	5,369,871
Assigned			
For Encumbrances:			
Human Resources	114,050	-	114,050
Town-wide Building	190,603	-	190,603
Resource Sustainability	123,274	-	123,274
Computer Equipment	260,842	-	260,842
Planning Admin.	151,055	-	151,055
Other General Government	431,941	-	431,941
Assessors	125,558	-	125,558
Other Finance & Admin.	255,322	-	255,322
Police	119,584	-	119,584
Fire	121,971	-	121,971
Other Public Safety	94,462	-	94,462
Education	1,055,755	-	1,055,755
Engineering	254,784	-	254,784
Highway Maintenance	183,566	-	183,566
Park & Trees	207,244	-	207,244
Drainage Program	543,247	-	543,247
Sidewalk Management	212,735	-	212,735
133/135 Keyes Rd	106,871	-	106,871
Other Public Works & Facilities	118,783	-	118,783
Library	243,120	-	243,120
Harvey Wheeler Community Center	111,921	-	111,921
Other Human Services	129,742	-	129,742
Sick Leave Buyback	212,465	-	212,465
Employee Benefits	16,559	-	16,559
For next year's expenditures:	1,000,000	-	1,000,000
Total Assigned	6,385,454	-	6,385,454
Unassigned			
General Fund	14,745,005	-	14,745,005
General Stabilization*	4,203	-	4,203
Deficit Balances	-	(145,306)	(145,306)
Total Unassigned	14,749,208	(145,306)	14,603,902
Total Fund Balance	35,403,859	18,618,652	54,022,511

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 5, 2016.

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.

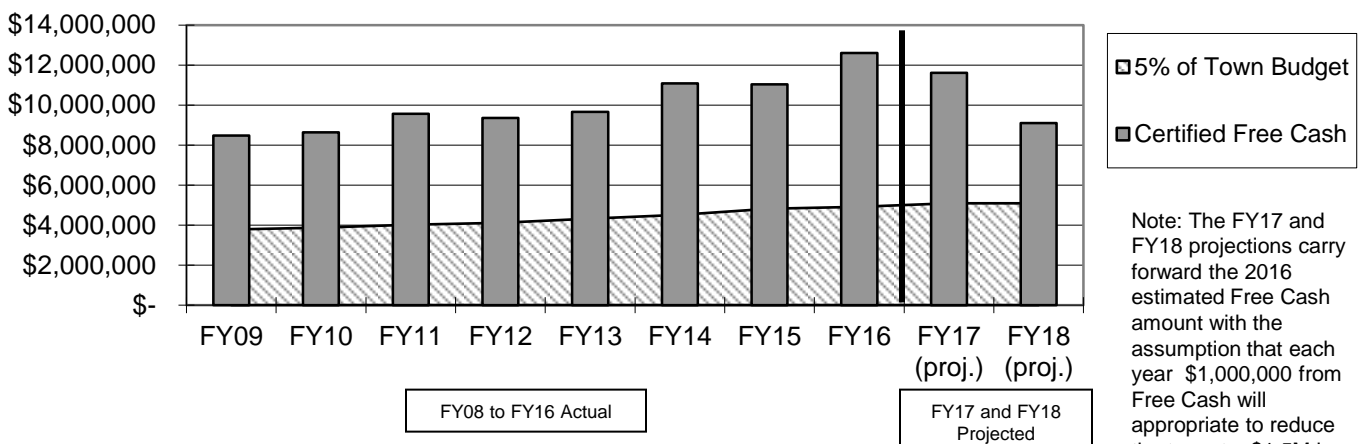
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which are designated for other purposes.

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, 2016 is estimated at \$12.6 million, although it has not yet been certified.

Certified Free Cash (Actual for FY08 to FY16, Projected for FY17 to FY18)



Note: The FY17 and FY18 projections carry forward the 2016 estimated Free Cash amount with the assumption that each year \$1,000,000 from Free Cash will appropriate to reduce the tax rate. \$1.5M is proposed for a Tech. Fund.

SECTION I: Financial Summary

Overview

Uses of Free Cash:

As appropriated by Town Meeting, the Town's available reserves have 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 FY18, \$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 FY17 and FY18 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 FY17 and FY18 do not reflect the positive results anticipated 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
2015	11,040,933	11.5%	2017	1,000,000				1,000,000
				proposed				
2016	12,605,955	12.8%	2018	1,000,000		2,500,000 (2)		3,500,000

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 ATM 24) and White Pond Management (\$25,000, 2015 ATM 29)

(2) Technology Improvement (\$1,500,000, 2017 ATM 25) and Junction Village (\$1,000,000, 2017 ATM 30)

SECTION I: Financial Summary

Overview

Budget - All Accounts, FY14 - FY17 and FY18 Adopted Finance Committee Guideline

Line #		FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Guideline	Dollar Change	Percent Change	Percent of Total
Town Government									
1	personal services	\$ 14,494,368	\$ 15,181,707	\$ 15,721,241	16,468,178	17,285,653	817,475	4.96%	16.97%
2	O & M	3,234,645	3,332,306	3,458,772	3,470,835	3,683,360	212,525	6.12%	3.62%
3	capital outlay	1,520,000	1,625,000	1,709,000	1,800,000	1,870,000	70,000	3.89%	1.84%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.22%
5	Total General Fund	\$ 19,474,013	\$ 20,364,013	\$ 21,114,013	21,964,013	\$ 23,064,013	\$ 1,100,000	5.01%	
	Emergency Services Stabilization Fund		200,000	100,000	50,000	0	(50,000)		
	Total Town Government	\$ 19,474,013	\$ 20,564,013	\$ 21,214,013	22,014,013	\$ 23,064,013	1,050,000	4.95%	22.64%
6	Concord Public Schools	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	35,660,111	\$ 36,810,111	\$ 1,150,000	3.22%	36.14%
7	Concord-Carlisle RSD	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	17,035,005	\$ 17,935,005	\$ 900,000	5.28%	17.61%
9	Total Operating Budgets	\$ 65,970,772	\$ 68,860,772	\$ 72,312,969	74,709,129	\$ 77,809,129	\$ 3,100,000	4.15%	76.38%
JOINT TOWN & CPS ACCOUNTS									
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	4,650,000	\$ 4,800,000	\$ 150,000	3.23%	4.71%
9a	OPEB Trust	650,000	900,000	1,150,000	1,400,000	1,470,000	70,000	5.00%	1.44%
10	Retirement	3,035,000	3,125,000	3,220,000	3,317,000	3,667,000	350,000	10.55%	3.60%
11	Debt Service	3,400,000	3,500,000	3,605,000	3,730,000	3,860,000	130,000	3.49%	3.79%
11a	Refunding savings, required levy			114,217	0	0	0	0.00%	0.00%
11b	Debt Service, CCRSD Non-Exempt				80,753	102,583	21,830	27.03%	0.10%
12	Social Security/Medicare	640,000	685,000	740,000	765,000	810,000	45,000	5.88%	0.80%
13	Other Fixed & Mandated	400,000	425,000	425,000	450,000	450,000	0	0.00%	0.44%
14	subtotal	\$ 12,775,000	\$ 13,285,000	\$ 13,904,217	14,392,753	\$ 15,159,583	\$ 766,830	5.33%	14.88%
15	Minuteman Voc Tech	\$ 227,033	\$ 191,689	\$ 407,041	423,444	\$ 500,000	\$ 76,556	18.08%	0.49%
16	High School Debt Exclusion	1,551,843	1,858,841	3,514,429	3,668,218	3,561,484	(106,734)	-2.91%	3.50%
17	Town Debt Exclusion	4,624,457	4,495,632	4,206,283	4,007,828	3,607,507	(400,321)	-9.99%	3.54%
	subtotal	\$ 6,403,333	\$ 6,546,162	\$ 8,127,753	8,099,490	\$ 7,668,991	\$ (430,499)	-5.32%	7.53%
	Appropriations from Free Cash			625,000	0	0	(625,000)		
18	TOWN MEETING VOTE	\$ 85,149,105	\$ 88,691,934	\$ 94,969,939	97,201,372	\$ 100,637,703	\$ 3,436,331	3.54%	98.79%
19	State assessments	\$ 429,403	\$ 511,384	\$ 497,843	495,310	\$ 500,500	\$ 5,190	1.05%	0.49%
20	Snow/ice & other deficits	101,951	285,362	310,772	0	178,656	178,656		0.18%
21	Overlay	539,880	555,513	543,663	552,900	550,000	(2,900)	-0.52%	0.54%
22	subtotal	\$ 1,071,234	\$ 1,352,259	\$ 1,352,278	1,048,210	\$ 1,229,156	\$ 180,946	17.26%	1.21%
23	TOTAL BUDGET PLAN	\$ 86,220,339	\$ 90,044,193	\$ 96,322,217	98,249,582	\$ 101,866,859	\$ 3,617,277	3.68%	100.00%

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

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

SECTION I: Financial Summary

Overview

**FY18 Guideline
Financing the Budget Plan**

Change from FY17 Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Guideline	Dollar Change	Percent Change	Percent of Total	
24	state aid	\$ 3,792,628	\$ 4,147,519	\$ 4,272,640	\$ 4,650,000	\$ 7,985	0.17%	4.56%	
25	motor vehicle excise tax	2,400,000	2,600,000	2,850,000	3,042,586	167,586	5.83%	2.99%	
26	investment earnings	125,000	100,000	100,000	150,000	0	0.00%	0.15%	
27	other local revenue	3,094,400	3,436,400	3,723,200	3,972,000	365,000	10.12%	3.90%	
28	Appropriations financed from:								
29	Elem. Debt Stabilization Fund	\$ 735,000	\$ 0	\$ 0	\$ 0	\$ 0			
30	CCHS Debt Stabilization Fund	230,000	500,000	1,500,000	785,000	(215,000)	-21.50%	0.77%	
31	Emergency Services Stab. Fund		200,000	100,000	0	(50,000)	-100.00%	0.00%	
32	Free Cash			625,000	0	0			
33	Transfers to General Fund:								
34	from CMLP (Light Fund)	\$ 447,800	\$ 458,650	\$ 472,400	\$ 474,000	\$ 8,500	1.83%	0.47%	
35	Thoreau School MSBA grant	409,878	409,878	409,878	0	(409,878)	-100.00%	0.00%	
36	"free cash" transfer	850,000	850,000	950,000	1,000,000	0	0.00%	0.98%	
37	subtotal	\$ 12,084,706	\$ 12,702,447	\$ 15,003,118	\$ 14,073,586	\$ (125,807)	-0.89%	13.82%	
Property Tax:									
38	property tax base	\$ 68,113,587	\$ 71,061,652	\$ 74,224,261	\$ 80,259,281	\$ 3,888,119	5.09%	78.79%	
39	new growth	1,220,624	835,499	1,284,004	1,150,000	(262,859)	-18.60%	1.13%	
40	total within the Levy Limit	\$ 69,334,211	\$ 71,897,151	\$ 75,508,265	\$ 81,409,281	\$ 3,625,260	4.66%	79.92%	
41	debt service excluded from Levy Limit	4,801,422	5,444,595	5,810,834	6,383,992	117,824	1.88%	6.27%	
42	total property tax	\$ 74,135,633	\$ 77,341,746	\$ 81,319,099	\$ 87,793,273	\$ 3,743,084	4.45%	86.18%	
TOTAL RESOURCES						\$ 101,866,859	3.68%	100.00%	

SECTION I: Financial Summary

Property Taxes

Property Taxes:

The total projected property tax levy for FY18 is:

\$87,793,273

This represents 86.2% of the total resources supporting the FY18 budget.

It also represents an increase of 4.45% over the FY17 tax levy of \$84,050,189.

This, however, *does not* mean that the property tax rate will increase by 4.45%, as \$1,150,000 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:

+ 3.09%

Property Tax Highlights

The FY18 property tax levy is projected to increase by 3.09% over the FY17 levy.

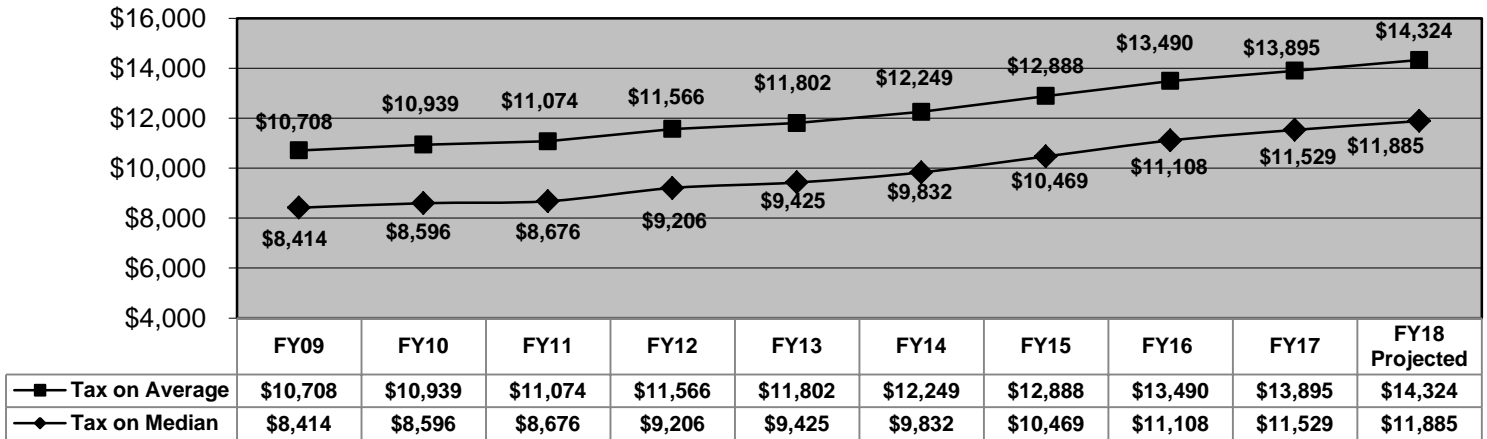
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY18 is projected to increase by \$356 from \$11,529 in FY17 to \$11,885 in FY18 (based on a median assessed value of \$819,400).

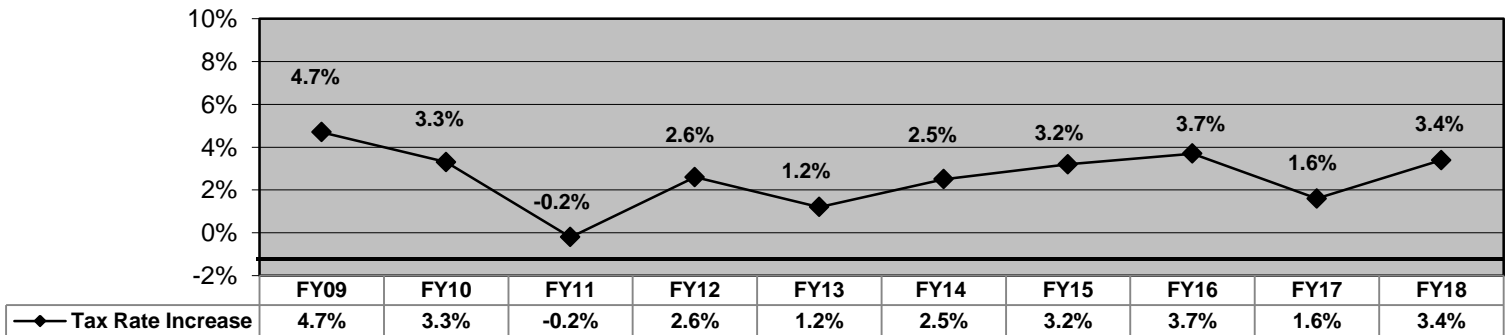
Or...

- The tax bill per \$100,000 of assessed value will increase by \$48, from \$1,409 in FY17 to an estimated \$1,457 in FY18.

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 FY18, the first number shown is the FY17 Levy Limit of \$82,116,773. As authorized by Prop 2½, the FY17 Levy Limit is multiplied by 2.5% to get \$2,052,919. The levy projected from new building construction (New Growth) is estimated to be \$1,150,000, the sum of these numbers is the new FY18 Levy Limit of \$84,169,692. After adding the levy for payment due on excluded debt of \$6,383,992, the maximum allowable levy equals \$91,703,684.

With the proposed FY18 level of spending requiring a tax levy of \$87,793,273, the result is a levy under the limit and an unused tax levy capacity projected at \$3,910,411.

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

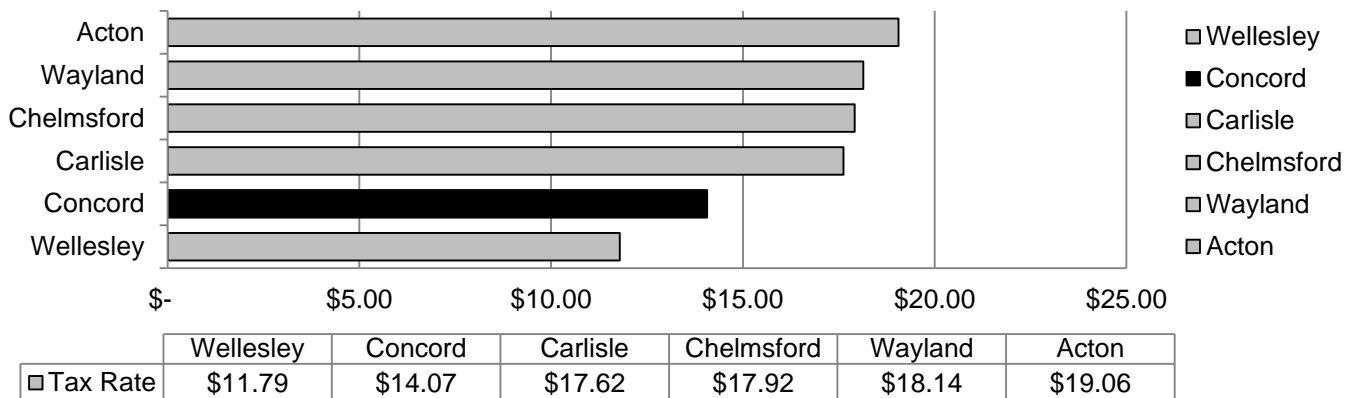
	FY16 Actual	FY17 Actual	FY18 Projected
Previous Levy Limit	\$ 75,539,516	\$ 78,712,008	\$ 82,116,773
New Growth Adjustment	-	23,518	-
Plus 2.5%	<u>1,888,488</u>	<u>1,968,388</u>	<u>2,052,919</u>
Subtotal	77,428,004	80,703,914	84,169,692
New Growth	1,284,004	1,412,859	1,150,000
Levy Limit	78,712,008	82,116,773	85,319,692
Excluded Debt Levy	<u>5,810,834</u>	<u>6,266,168</u>	<u>6,383,992</u>
Maximum Allowable Levy	\$ 84,522,842	\$ 88,382,941	\$ 91,703,684
Tax Levy	\$ 81,319,099	\$ 84,050,189	\$ 87,793,273
Unused Levy Limit	\$ 3,203,743	\$ 4,332,752	\$ 3,910,411

	FY17 Tax Rates		FY17 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Acton	\$ 19.06	\$ 19.06	\$ 989,954	1.21%
Wayland	18.14	18.14	8,032,462	11.35%
Chelmsford	17.92	17.92	465,898	0.49%
Sudbury	17.74	25.01	135,210	0.17%
Carlisle	17.62	17.62	2,089,898	7.53%
Westford	16.41	16.61	36,065	0.05%
Andover	15.18	26.46	1,323,435	0.99%
Bedford	14.81	32.04	3,468,953	5.24%
Lexington	14.49	28.13	94,519	0.06%
Danvers	14.19	21.83	129,506	0.18%
Concord	14.07	14.07	4,332,751	4.90%
Lincoln	13.70	18.05	11,826	0.04%
Winchester	12.28	11.59	58,153	0.07%
Needham	11.89	23.63	79,154	0.06%
Wellesley	11.79	11.79	67,288	0.05%
Newton	11.12	21.27	3,809	0.00%
Brookline	9.88	16.20	20,709	0.01%

The table presented above provides data on the FY17 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, 12/27/2016

Comparable Municipalities with Uniform Tax Rate



The chart presented above shows the FY17 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	Tax Bill	impact on existing taxpayers			
							Total Tax Levy	New Growth 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%
Jan. 1, 2015	2016	798,000	\$13.92	\$11,108	\$969,130	\$13,490	\$81,319,099	\$1,284,004	\$80,035,095	+3.5%
Jan. 1, 2016	2017	\$819,400	\$14.07	\$11,529	\$987,566	\$13,895	\$84,050,189	\$1,412,859	\$82,637,330	1.59%
Jan. 1, 2017	2018			\$11,920		\$14,366	\$87,793,273	\$1,150,000	\$86,643,273	+3.39%

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
2016	none		\$5,810,834	\$366,239	\$3,977,353
Budget 2017	none		\$6,266,168	\$455,334	\$2,731,090
Adopted Guideline 2018	none		\$6,383,992	\$117,824	\$3,743,084

* 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 Adopted budget 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 Adopted is net of \$1,000,000 proposed from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation (final).
 FY18 Projected is net of \$785,000 proposed from HS Debt Stabilization Fund

Proposed FY18 Budgets at Finance Committee Guidelines Property Tax impact

incremental and total tax levy and budget changes

	FY17	FY18 at Guidelines		
		plus	at proposed level	%Δ
Town Government operations	\$22,014,013	+\$ 1,050,000 =	\$ 23,064,013	4.77%
Concord Public Schools (K-8)	\$35,660,111	+\$ 1,150,000 =	\$ 36,810,111	3.22%
CCHS assessment:				
without debt exclusion	\$ 17,035,005	+\$ 900,000 =	\$ 17,935,005	5.28%
debt, non-exempt	102,583			
debt, exempt	<u>3,561,603</u>		<u>3,684,708</u>	
total assessment	\$ 20,699,191	↓	\$ 21,619,713	
<i>Concord's assessment share:</i>				
FY16: 73.71%				
FY17: 73.61%				
Sum for all operating budgets:			<u>\$ 3,100,000</u>	
<u>Projected Tax rate Impact</u>			3.09%	
Tax Bill at median \$819,400 value	\$ 11,529	+ 356 =	\$ 11,885	
Tax Bill per \$100,000 a.v.	\$ 1,409	+ 48 =	\$ 1,457	

SECTION I: Financial Summary

Property Taxes

Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2017

Fiscal Year	Total Assessed Value	Levy Ceiling	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%
2017	\$5,973,716,402	\$149,342,910	\$82,116,773	\$77,784,021	\$6,266,168	\$14.07					\$4,332,752	5.28%

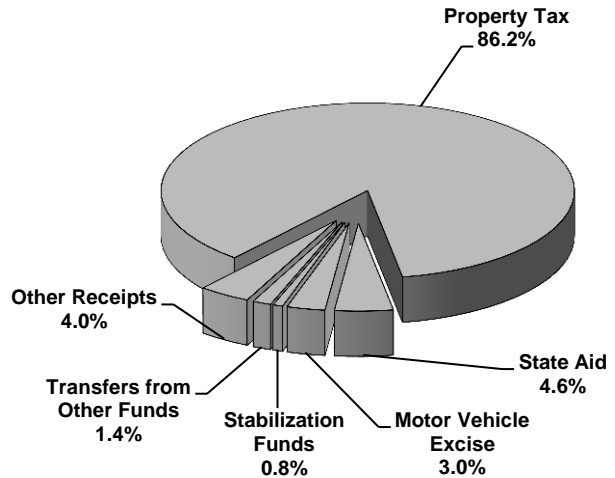
Financial Resources:

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

FY18 General Fund Resources
Totaling \$101,866,858



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 FY18 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	ACTUAL FY2015	ACTUAL FY2016	Budget Est FY2017 (Oct. 20, 2016)	Projected FY2018 (Dec. 27, 2016)
A. State Aid:							
1. Abatements:							
Veterans, blind & surviving spouses	31,273	30,775	36,970	36,113	4,141	39,627	39,627
Police Career Incentive ("Quinn")	0	0	0	0	0	0	0
Elderly Persons Abatements	8,534	6,024	6,024	4,518	0	0	0
School Aid (Ch.70)	1,998,997	2,075,197	2,125,993	2,573,232	2,705,857	3,030,314	3,039,192
Charter School tuition reimbursement	26,492	13,915	17,703	15,370	5,407	893	0
State-Owned Land	589,606	589,796	601,459	424,522	424,522	419,471	419,471
Unrestricted General Government Aid	910,291	981,239	1,004,433	1,032,288	1,069,450	1,115,436	1,115,436
Supplemental unrestricted aid	70,948	0	0	0	0	0	0
Veterans Benefits	5,687	1,591	14,141	28,086	32,509	36,274	36,274
Total State Aid	\$3,641,828	\$3,698,537	\$3,806,723	\$4,114,129	\$4,241,886	\$4,642,015	4,650,000
B. Local Excise Taxes:							
11. Motor Vehicle Excise	2,338,458	2,529,694	2,730,604	2,866,492	2,937,836	2,875,000	3,042,586
12. Hotel/Motel Room Excise	277,593	262,590	277,694	297,886	334,372	350,000	350,000
13. Meals Excise	290,004	296,839	311,555	333,073	360,185	325,000	350,000
14. Jet Fuel Excise	445,559	392,272	370,248	328,986	203,889	150,000	150,000
15. Farm Animal & Machinery	603	1,420	1,433	0	1,489	0	0
16. Total Local Excise	\$3,352,217	\$3,482,815	\$3,691,534	\$3,826,437	\$3,837,771	\$3,700,000	3,892,586
C. Fines and Forfeitures:							
17. Tax Penalties & Interest	121,819	108,530	127,975	107,274	104,483	100,000	100,000
18. Tax Title Interest	55,592	75,271	114,379	210,912	33,817	25,000	25,000
19. Tax Deferral Interest			21,820	37,930	1,566	0	0
20. Court Fines	113,915	93,419	101,728	85,447	118,112	90,000	100,000
21. Total Fines & Forfeitures	\$291,326	\$277,220	\$344,082	\$441,563	\$257,978	\$215,000	\$225,000
D. Uses of Money & Property:							
22. Rental - Nextel tower	20,000	20,000	20,000	20,000	22,500	22,500	22,500
23. Rental - other wireless towers	180,157	193,148	239,697	178,955	197,530	200,000	200,000
24. Rental - Ripley Building	19,744	20,258	21,588	19,262	21,686	22,750	22,750
25. Rental - Harvey Wheeler	13,548	15,698	23,547	29,763	32,272	25,000	30,000
26. Rental - Marshall farm	9,675	10,747	11,715	12,897	13,332	14,000	14,000
27. Rental - McGrath Farm	402	405	4,652	16,800	16,800	17,000	17,000
28. Rental - miscellaneous	196,510	151,078	1,402	8,510	1,847	750	750
29. Investment Earnings	\$440,036	\$411,334	\$408,897	\$368,741	\$464,004	\$452,000	\$457,000
30. Total Uses of Money & Prop.							
E. Licenses & Permits:							
31. Building Permits	577,624	526,205	847,659	620,248	1,007,159	600,000	800,000
32. Concord Mews building permits	297,173	0	0	0	0	0	0
33. Other Health & Inspections	252,318	277,085	321,441	296,513	374,693	300,000	325,000
34. Alcoholic Beverage	74,850	71,725	81,225	82,600	92,225	80,000	90,000
35. Miscellaneous	10,469	10,095	45,035	41,487	49,093	20,000	40,000
36. Total Licenses & Permits	\$1,212,434	\$885,110	\$1,295,360	\$1,040,848	\$1,523,170	\$1,000,000	\$1,255,000

SECTION I: Financial Summary

Resources

RESOURCE DETAIL - GENERAL FUND with FY18 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	ACTUAL FY2015	ACTUAL FY2016	Budget Est FY2017 (Oct. 20, 2016)	Projected FY2018 (Dec. 27, 2016)
F. Departmental Fees:							
37. Town Clerk	108,702	113,734	116,589	109,791	107,298	100,000	100,000
38. Planning	22,614	20,098	14,616	24,299	16,346	5,000	10,000
39. Collector-Treasurer	44,329	51,875	70,653	108,497	68,738	50,000	60,000
40. Fire - Ambulance	557,097	500,510	591,633	668,222	699,575	700,000	700,000
41. Public Safety	79,505	93,996	89,892	78,192	85,488	80,000	90,000
42. Library - Late Fines	45,707	50,327	46,746	43,482	34,940	45,000	35,000
43. School Department -misc	13,501	8,966	42,976	69,777	26,285	40,000	25,000
44. Kindergarten tuition	84,332	87,365	96,242	109,082	120,885	100,000	115,000
45. Medicaid reimbursements	52,628	13,212	34,769	28,306	42,829	30,000	30,000
46. Miscellaneous	35,080	46,723	29,408	24,305	27,097	20,000	25,000
47. Total Departmental Fees	\$1,043,495	\$986,806	\$1,133,524	\$1,263,953	\$1,229,481	\$1,170,000	\$1,190,000
G. All Other Revenue:							
48. Payments in Lieu of Taxes (PILOT)	9,759	23,140	21,988	25,077	23,751	20,000	20,000
(Fed.Govt., Housing Authority)						0	0
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	114,455	362,178	0	0
51. (41A) Redemptions	57,522	40,768	133,351	78,285	19,336	0	0
52. (61A) Rollback Tax	0	27,671	40,253	0	66,113	0	0
53. Supplemental tax on new construction	102,369	77,521	68,306	116,075	53,926	75,000	75,000
54. SREC - Willard School solar	22,496	8,890	10,845	15,021	20,724	0	0
55. Miscellaneous non-recurring	71,594	115,808	207,181	79,375	321,256	0	50,000
56. Total Other Revenue	\$403,456	\$381,302	\$821,747	\$428,288	\$867,284	\$95,000	\$145,000
57. TOTAL LOCAL (B-G)	\$6,742,964	\$6,424,587	\$7,695,144	\$7,369,830	\$8,179,688	6,632,000	7,164,586
H. Available Funds							
58. Municipal Light Plant (Electric Fund)	380,000	385,000	447,800	458,650	472,400	465,500	474,000
59. Thoreau School MSBA grant	427,412	409,878	409,878	409,878	409,878	409,878	0
60. Free Cash appropriated to reduce tax rate	850,000	850,000	850,000	850,000	950,000	1,000,000	1,000,000
61. Free Cash appropriated for expenditures	46,822	0	0	0	625,000	0	0
62. Elementary School Debt Stabilization Fund	700,000	475,000	735,000	0	0	0	0
63. High School Debt Stabilization Fund			230,000	500,000	1,500,000	1,000,000	785,000
64. Emergency Services Stabilization Fund				200,000	100,000	50,000	0
65. TOTAL AVAILABLE FUNDS	\$2,404,234	\$2,119,878	\$2,672,678	\$2,418,528	\$4,057,278	\$2,925,378	\$2,259,000
I. Property Tax:							
66. Base	64,206,150	65,862,787	68,113,587	71,061,652	74,224,261	76,347,645	80,259,281
67. New Growth	863,585	1,183,336	1,220,624	835,499	1,284,004	1,436,376	1,150,000
68. Within levy limit	\$65,069,735	\$67,046,123	\$69,334,211	\$71,897,151	\$75,508,265	\$77,784,021	\$81,409,281

SECTION I: Financial Summary

Resources

RESOURCE DETAIL - GENERAL FUND with FY18 FORECAST

	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	ACTUAL FY2015	ACTUAL FY2016	Budget Est FY2017 (Oct. 20, 2016)	Projected FY2018 (Dec. 27, 2016)
Debt Exclusion:							
69.	322,941	184,870	(4,213)	(10,456)	196,161	189,624	0
70.	116,994	69,258	1,556,056	1,869,297	3,318,268	3,508,314	3,561,484
71.	533,925	114,039	110,837	107,389	103,694	0	0
72.	228,633	522,769	509,863	496,519	439,838	432,645	156,672
73.	849,156	217,283	211,132	204,980	198,829	191,724	418,265
74.	602,705	828,392	807,628	786,172	588,300	670,755	176,240
75.	40,800	588,000	573,769	558,589	541,037	525,570	387,600
76.	226,631	0	0	0	0	0	333,330
77.	1,008,191	221,183	215,734	210,285	204,383	198,269	181,563
78.	1,044,016	995,601	979,864	955,980	937,245	918,750	898,438
79.	101,678	1,027,089	1,013,547	1,000,005	986,463	972,475	955,475
80.	109,438	101,565	101,450	101,332	101,212	101,089	99,925
81.		103,550	100,633	74,381	105,282	0	0
82.						0	0
83.							
84.	\$5,185,108	\$4,973,599	\$6,176,300	\$6,354,473	\$7,720,712	\$7,709,215	\$7,168,991
less:							
85.	(\$700,000)	(\$475,000)	(\$735,000)	(\$409,878)	(409,878)	(3,449)	0
85A.						(29,719)	0
85B.						(409,878)	0
86.	(\$427,412)	(\$409,878)	(\$409,878)	(\$500,000)	(1,500,000)	(1,000,000)	(785,000)
87.			(\$230,000)				
88.	\$4,057,696	\$4,088,721	\$4,801,422	\$5,444,595	\$5,810,834	\$6,266,168	\$6,383,991
89.	\$69,127,431	\$71,134,844	\$74,135,633	\$77,341,746	\$81,319,099	\$84,050,189	\$87,793,272
90.	\$81,916,457	\$83,377,846	\$88,310,178	\$91,244,233	\$97,797,951	\$98,249,582	\$101,866,858
	4.20%	1.78%	5.92%	3.32%	7.18%	0.46%	3.68%
FY12-17 increase over prior year actual; FY18 increase over FY17 revised estimate							

FY2018 PROJECTED TAX LEVY INCREASE

	Base	Debt Exclusion	New Growth	percent	amount
				2.94%	\$2,475,260
				0.14%	\$117,823
				3.09%	\$2,593,083
				1.37%	1,150,000
				4.46%	\$3,743,083

"FY2018 Base" minus "FY2017 Within levy limit" change in excluded debt tax levy
Change in Levy from current taxpayers
 Projected "New Growth" for FY2018
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.

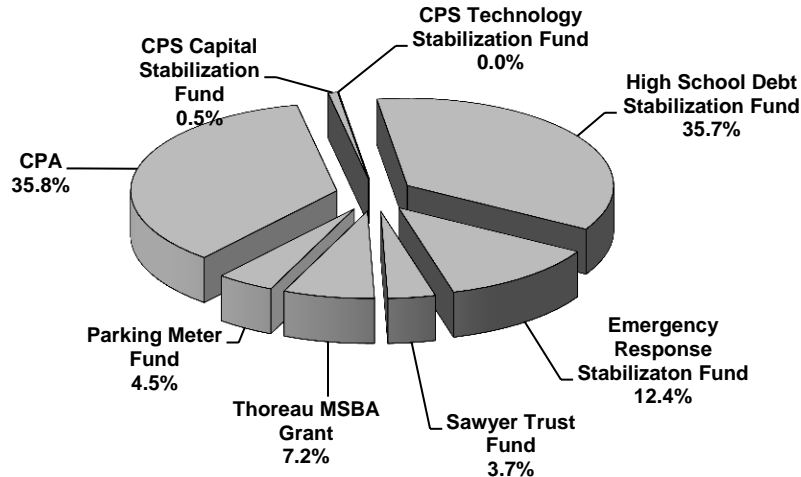
The Parking Meter Fund was established in 1975 to use revenues from parking meters and parking violation fines for the purchase and maintain parking meters and regulate and enforce parking activities.

Available Resources (as of June 30, 2016)

\$2.8 million from Stabilization Funds

\$2.0 million for CPA Projects

\$880,000 for Other Activities



Other Resources

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

- Concord Public Schools Capital Needs Stabilization Fund – As of June 30, 2016, the fund has an unencumbered total of \$42,274.
- Concord Public Schools Technology Stabilization Fund – As of June 30, 2016, the fund has a remaining balance of \$694.
- High School Debt Stabilization Fund – As of June 30, 2016, the fund has a total of \$2,045,329 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, 2016, the fund has \$708,884 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 \$211,625 as of June 30, 2016 for energy conservation initiatives in Town-owned buildings.

Thoreau School Massachusetts School Building Authority (MSBA) Grant Escrow – As of June 30, 2016, the fund has a balance of \$409,878 which is to be used to off-set debt service costs in FY17 of bonds issued to fund the construction of the Thoreau Elementary School.

Community Preservation Act Funds – As of June 30, 2016, the amount available to fund Community Preservation Act (CPA) is \$2,049,110. 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 \$258,065 as of June 30, 2016. This fund is replenished continually with revenue from meter collections and violation payments and in FY16 revenues totaled \$404,204. With the authorization of the Police Chief, FY16 expenditures equaled \$320,276.

Stabilization, Trust, and Escrow Funds as of June 30, 2016*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, \$119,316 of interest, dividends and recorded gains has been added to the fund. \$925,000 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, \$694 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 \$25,329 and \$2,230,000 has been drawn from the fund through June 30, 2016.

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 \$8,884. An amount of \$100,000 was drawn from the fund in FY16 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. The fund balance as of June 30, 2016 is \$708,884.

Sawyer Trust Fund

Special Town Meeting vote of Nov. 5, 1997 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 \$70,002. 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. \$211,625 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 FY17 debt service on Thoreau School construction bonds remaining outstanding from the 2006 and 2007 bond issuances.

SECTION I: Financial Summary

Other Resources

Status of Stabilization and other special funds at June 30, 2016

Fund#	FUND TITLE	Legal Basis	Initial Funding		Cumulative				FY16 transactions & activity (12 months)				Balance at June 30, 2016
			Amount	Date	Additions (after original deposit)	Interest and Dividends	realized and unrealized gains	Funds used	Additions	Interest and Dividends	realized and unrealized gains	Funds used	
86	Elementary School Debt Stabilization	Article 20 of 2008	\$2,500,000.00	7/1/08	\$0.00	\$257,410.66	\$154,501.24	\$2,910,000.00	\$0.00	\$5.92	\$0.00	\$1,917.82	\$0.00
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		\$0.00	\$4,020.09	\$0.00	\$925,000.00	\$42,271.91
80	Concord Public Schools Technology	Article 25 of 2010	\$25,000.00	12/7/10	\$50,000.00	\$69.11	\$75,000.00		\$0.00	\$3.05	\$0.00	\$0.00	\$694.15
83	General Stabilization Fund								\$1,917.82	\$4.77	\$0.00	\$0.00	\$4,202.79
78	High School Debt	Art. 7, Apr. 24, 2012 Special Town Mtg.	\$2,000,000.00	6/29/12	\$2,250,000.00	\$15,765.63	\$730,000.00		\$0.00	\$9,564.11	\$0.00	\$1,500,000.00	\$2,045,329.74
79	Emergency Response	Article 29 of 2012	\$1,000,000.00	6/29/12	\$5,790.11	\$5,790.11	\$2,000,000.00		\$0.00	\$3,094.32	\$0.00	\$100,000.00	\$708,884.43
	SUBTOTAL- STABILIZATION FUNDS		\$6,012,955.59		\$2,660,000.00	\$371,345.55	\$178,109.42	\$9,915,000.00	\$1,917.82	\$16,692.26	\$0.00	\$2,526,917.82	\$2,801,383.02
Trustees	Sawyer Trust	Art. 4, Nov. 5, 2007 Special Town Mtg.	\$1,730,437.58	1/3/08	\$15,197.12	\$199,692.01	\$59,909.30	\$1,787,914.94	\$0.00	\$1,204.02	\$0.00	\$0.00	\$212,625.09
General Fund reserved	Thoreau School MSBA grant escrow (General Fund restricted fund balance)	*	\$633,666.00	6/7/10		\$341,258.68	\$122,586.67	\$5,516,910.53	\$0.00	\$0.00	\$0.00	\$409,877.74	\$409,877.73

* Grant reserved (initial funding less funds used)

Shaded cells: General Fund revenue

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
- \$50,000 appropriated to be applied to Concord News emergency access from Forest Ridge Road, Article 29 of the 2012 Annual Town Meeting
- (d) \$3,428,088.36 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.
- (e) transfer remaining balance to Fund 83, General Stabilization Fund, as authorized under Article 9 of the 2016 Annual Town Meeting.

GRAND TOTAL:
Stabilization Trust and Escrow

\$6,340,867.30

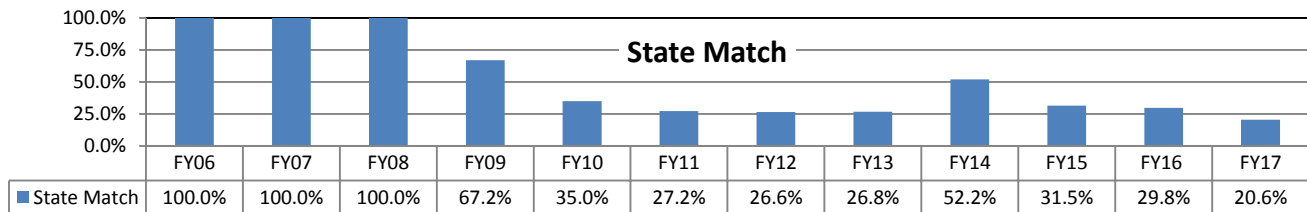
\$3,423,885.84

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 157 in FY17), the State match percentage has decreased.



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

	FY12	FY13	Actual FY14	FY15	FY16	Budgeted FY17	Projected FY18
Beginning Fund Balance (@July 1st)	\$1,863,110	\$1,977,882	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,905,060
Surcharge Collection (Current Year)	\$891,970	\$921,209	\$964,992	\$1,016,159	\$1,078,059	\$1,121,182	\$1,166,029
Surcharge Collection (Prior Years)	\$333	\$7,056	\$4,794	\$3,051	\$3,937	\$0	\$0
State Match (of Prior Year net committed)	\$230,656	\$241,434	\$485,112	\$306,163	\$302,422	\$215,612	\$224,236
Earnings on Investment	\$6,470	\$3,664	\$2,340	\$3,514	\$8,423	\$0	\$0
Tax and Tax Title Penalty Interest	<u>\$5,050</u>	<u>\$4,927</u>	<u>\$5,834</u>	<u>\$8,810</u>	<u>\$3,230</u>	<u>\$0</u>	<u>\$0</u>
Total Fund Revenues	\$1,134,479	\$1,178,290	\$1,463,072	\$1,337,697	\$1,396,072	\$1,336,794	\$1,390,265
Expenditures	\$1,019,707	\$1,912,231	\$1,470,788	\$746,182	\$1,174,702	\$1,480,844	
Ending Fund Balance (@ June 30th)	\$1,977,882	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,905,060	

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 2009 to 2016. In FY16, total revenues equaled \$404,204 and expenditures \$320,276. As a result, fund balance increased by \$83,927 to \$258,065.

SECTION I: Financial Summary

Other Resources

Proposed FY18 CPA Projects (to be voted on at the 2017 Annual Town Meeting)

Item	Name of Project	Suggested Category	Suggested Amount to Award	Notes
A	Regional Housing Services Program	Community Housing	18,000	
B	Emerson Umbrella - Window Restoration II	Historic Preservation	101,000	
C	Sleepy Hollow Cemetery Roadway and Stone Wall Improvements	Historic Preservation	300,000	\$143,071 from prior year fund balance
D	Concord Museum - Systems Replacement Project	Historic Preservation	170,000	
E	Alcott's Orchard House - Climate Control Project	Historic Preservation	100,000	
F	Timothy Wheeler House - Historic Structure Report	Historic Preservation	15,000	
G	Concord Children's Center - Ripley Tree Replacement	Open Space	6,000	
H	Open Space Reserve Fund	Open Space	120,000	
I	Chamberlain Park Bridge Replacement	Open Space	9,670	Project Divided 50% Open Space, 50% Recreation
		Recreation	9,670	
J	CIPS Playground Initiative	Recreation	105,000	
K	Rideout Improvement Project	Recreation	46,000	
L	Land Acquisition Reserve Fund	TBD	180,000	
M	Staff and Technical Support	Administration	30,000	
N	Community Housing Reserve Fund	Community Housing	116,000	
Total Requested:			1,326,340	
10% Minimum Amount = 139,026				

		Percentage of Recommended Funds (including Reserves)	Percentage of FY18 CPA Fund Revenues
Community Housing Recommendations	134,000	10%	11.3%
Historic Preservation Recommendations	686,000	52%	45.9%
Open Space Recommendations	135,670	10%	11.5%
Recreation Recommendations	160,670	12%	13.6%
Administration Recommendations	30,000	2%	2.5%
To Be Decided	<u>180,000</u>	<u>14%</u>	15.2%
Current Recommendation Total:	\$1,326,340	100.0%	100.0%
Amount Available in all available CPA Accounts:	<u>\$1,326,340</u>		
Unallocated Existing Funds	\$0		
FY18 Estimated CPA Funds Revenue Available:	\$1,183,269		
Existing Funds from Prior Undesignated Fund Balance:	\$143,071		
Total Funds Available for the 2017 Town Meeting:	\$1,326,340		

SECTION I: Financial Summary

Other Resources

Concord Parking Meter Fund Statement for Revenues, Expenditures and Changes in Fund Balance

Fiscal Years 2009 to 2016

	Code	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
REVENUES:									
Meter collections		138,634	138,067	141,581	144,358	139,460	133,436	128,558	172,442
Meter violations		154,069	136,284	133,383	135,705	139,787	119,302	118,454	155,724
MBTA lot fees		30,532	30,666	32,293	34,367	35,999	38,483	42,631	50,036
Parking permits		7,747	8,090	9,071	9,825	14,639	16,668	22,815	26,002
Total revenues		<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>	<u>404,204</u>
EXPENDITURES:									
Personal services:									
Parking officer	5111	54,157	56,083	59,890	60,407	60,747	70,523	62,744	63,551
Hearing officer	5120	359	314	1,688	240	240	260	320	493
Overtime	5130	54,673	61,131	55,638	60,131	56,493	67,437	56,330	51,780
Benefits	various	2,403	2,451	2,482	2,551	2,551	3,380	2,815	3,649
Total personal services		<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>	<u>119,473</u>
Supplies & services:									
Electricity - traffic lights	5211, 5215	9,236	7,693	8,543	9,512	7,807	7,115	7,284	7,012
Equipment maintenance	5243	0	479	874	4,105	1,575	629		203
Computer Equipment	5245	9,190	8,807	9,781	12,195	11,241	12,039	12,345	12,152
Traffic signal maintenance	5246	19,166	5,791	4,142	4,097	6,739	51,617	3,834	1,013
Vehicular Maintenance	5251	700	507	0	1,672	90	461	205	763
Street Painting Marking	5292	18,799	22,854	32,635	36,517	38,996	22,147	36,724	33,611
Other Property Related	5299	0	0	0	0	-	330		
Data processing - tickets	5303	14,300	12,936	12,349	12,819	10,577	10,359	10,882	13,271
Eng./Architect. Svs	5304	27,674	0	0	1,355	-	-		
Banking Services	5310	0	0	0	0	-	-		3,069
Other Prof./Tech. Svs	5319	0	0	0	26,669	64,865	-	10,678	22,857
Telephone	5341	0	0	0	0	-	-		200
Postage	5342	1,459	1,376	1,200	1,443	2,297	1,015	957	1,269
Printing	5381	4,490	433	0	0	2,464	2,400	4,598	4,777
Advertising	5383	0	839	0	0	-	-		587
Radar Service	5384	0	1,205	1,831	538	1,632	1,198	723	1,555
Misc. Purchased Services	5399	0	0	0	0	-	-		3,961
Gasoline	5411	2,079	1,997	2,027	2,542	3,039	2,681	2,226	611
Printed Forms	5423	724	834	4,664	860	1,626	1,490	1,104	1,669
Office Supplies	5429	47	0	0	0	-	-	30	-
Painting supplies	5434	1,382	2,075	1,550	1,248	797	1,119	1,469	562
Other equipment supplies	5484	653	1,221	962	1,732	961	2,091	2,053	724
Sign materials	5541	128	56	262	50	56	141	38	97
Traffic safety devices & signs	5551	5,488	0	4,830	2,320	2,147	4,459	3,245	1,425
Miscellaneous Signs	5553	0	8	109	0	-	-	628	290
Other Miscellaneous Supplies	5599	152	1,923	125	0	-	-	505	901
Intergovernmental assessmnt	5646	14,563	8,792	9,405	9,734	9,465	8,907	10,776	10,776
Total supplies & services		<u>130,228</u>	<u>79,825</u>	<u>95,290</u>	<u>129,409</u>	<u>166,372</u>	<u>130,196</u>	<u>110,301</u>	<u>123,356</u>
Capital outlay:									
Meters (additional & replace.)		0	0	0	0	-	-		
Coin counter/sorter		0	0	0	0	-	-		
Striping/Marking equipment		0	0	0	0	-	-		
Computer software		0	0	0	0	-	-		
Bicycle		0	0	0	0	-	-		
Radar units		0	0	0	0	-	-		
Speed Alert Trailer		0	0	0	0	-	-		
Handheld Tkt. Comp./Printer		0	0	0	0	-	-		
Traffic counters	5709	0	0	0	0	-	-		
Other Equipment Expense	5709	0	0	0	0	-	-		1,390
Highway Improvements	5841	0	71,725	0	4,269	81,988	-		9,277
Public Safety Equipment	5857	8,385	10,796	1,850	7,463	1,875	-		
Meter Replacement	5866	0	9,667	0	0	-	-	3,099	2,588
Vehicle	5871	0	0	0	0	37,725	-		
Public Safety Equip Replace	5877	0	0	0	0	-	1,495		
Computer Equipment Replace	5879					4,187	-		
MBTA Lot Drainage Improve.		0	0	0	0	-	-		
Replace. MBTA Lot Boxes		0	0	0	0	-	-		
Total capital outlay		<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>	<u>13,255</u>
Interfund transfers:									
Police - admin. & staffing		15,000	15,000	15,000	15,000	15,000	15,000	62,943	64,192
Treasurer - ticket collections		24,410	25,218	26,162	27,088	28,311	29,126		
Finance Administration		15,631	15,321	15,601	16,659	16,876	17,732		
Total interfund transfers		<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>	<u>64,192</u>
Total expenditures		<u>305,247</u>	<u>347,531</u>	<u>273,601</u>	<u>323,216</u>	<u>472,366</u>	<u>335,148</u>	<u>298,552</u>	<u>320,276</u>
Net of Revenues & Expenditures		25,735	(34,424)	42,727	1,038	(142,482)	(27,260)	13,907	83,927
FUND BALANCE, JULY 1									
		290,377	316,113	286,206	328,933	329,971	187,489	160,230	174,137
FUND BALANCE, JUNE 30									
		<u>316,113</u>	<u>281,688</u>	<u>328,933</u>	<u>329,971</u>	<u>187,489</u>	<u>160,230</u>	<u>174,137</u>	<u>258,065</u>

SECTION I: Financial Summary

Expenses

Expenses – General Fund Budget:

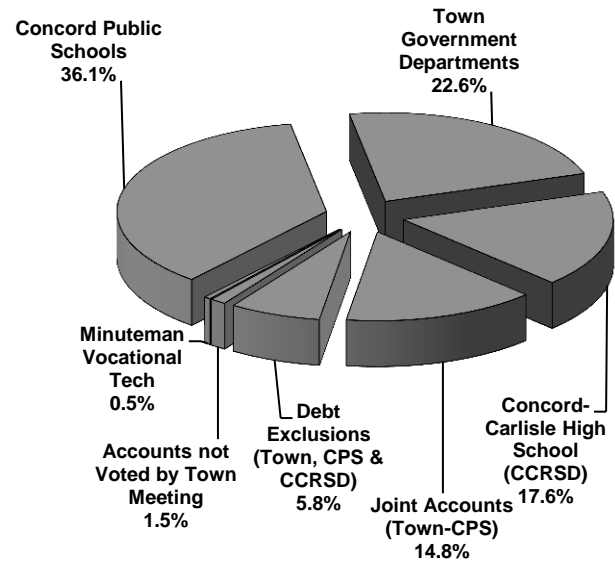
The General Fund budget is organized into 3 major organizational categories:

- 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

FY18 General Fund Expenses **Totaling \$101,866,859**



Town Government (Page 8, line 5 – \$23,064,013 proposed for FY18)

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 - \$36,810,111 Finance Committee Guideline for FY18)

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.

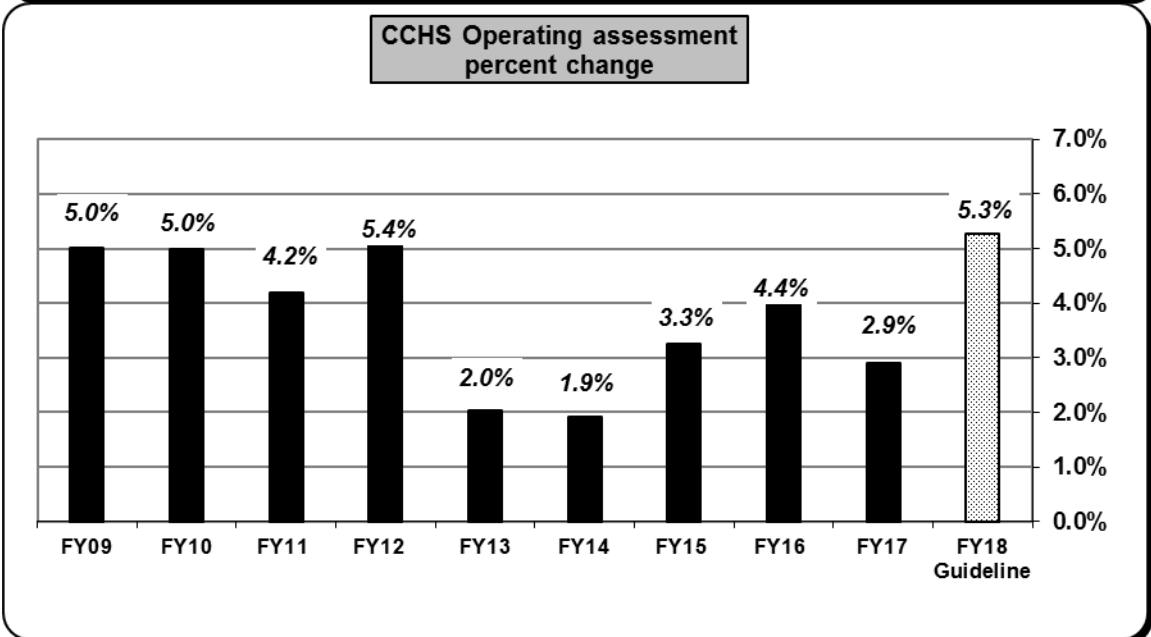
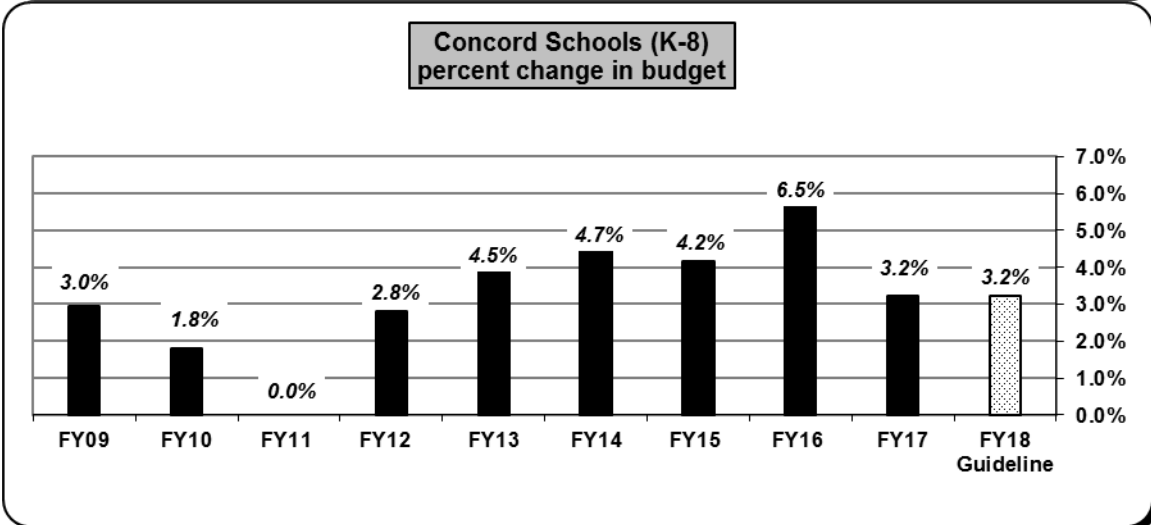
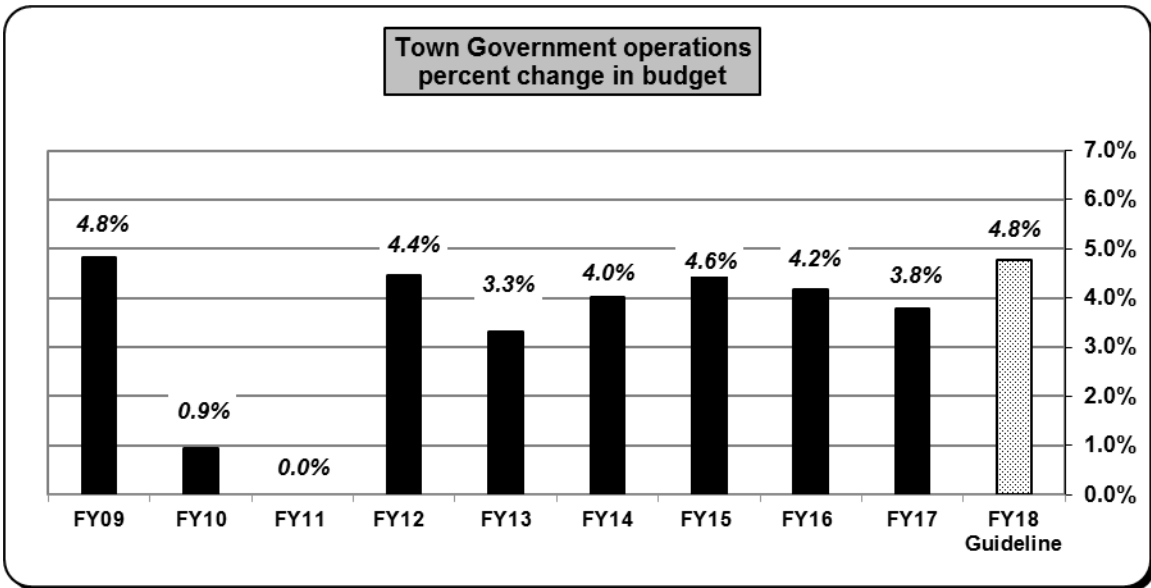
Concord-Carlisle Regional School District (CCRSD - page 8, line 7 - \$17,935,005 Finance Committee Guideline for FY18 as Concord's share of the Districts operating budget)

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:

\$77,809,129 (page 8, line 8)

+ 4.15% increase from FY17



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 - \$4,800,000, and line 9a - \$1,470,000)

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 \$1,470,000 toward the Annual Net Other Post Employment Benefit (OPEB) obligation which has been estimated at approximately \$1.80 million in FY18.

Retirement (Page 8, line 10 - \$3,667,000)

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 - \$3,860,000; 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 - \$810,000)

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:**\$15,159,583** (page 8, line 14)

+5.33% increase from FY17

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 - \$3,561,484)

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 - \$3,607,507)

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 **\$7,668,991**

Budget Subject to Town Meeting Vote: **\$100,637,703**

+3.54% increase from FY17

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

- State Assessments (Page 8, line 19 - \$500,000)

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 87% of the FY18 budgeted amount.

- Snow/Ice & Other Deficits (Page 8, line 20 – \$178,656)

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, 2017, if any, will be raised in the FY18 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: **\$101,866,859**

+3.68% increase from FY17

SECTION I: Financial Summary

Expenses

General Fund Operating Budget				
Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
General Government				
\$2,885,019 is 7.0% of Total				
1	Town Manager's Office			
	A. Town Manager	\$ 376,107	\$ 385,112	\$ 384,873
	B. Human Resources	226,464	236,342	250,054
	C. Facilities Management	224,962	238,348	290,000
	D. Resource Sustainability Fund	75,000	118,433	126,000
	E. Visitor's Center and Restroom	26,974	32,635	44,028
	F. 37 Knox Trail	-	8,334	17,762
	Subtotal	929,507	1,019,204	1,112,717
2	Legal Services	178,151	225,000	225,000
3	Elections and Registrars			
	A. Elections	52,164	34,815	13,627
	B. Registrars	8,103	7,967	8,476
	Subtotal	60,267	42,782	22,103
4	Town Meeting and Reports	64,266	44,900	44,900
5	Planning			
	A. Planning Administration	444,821	478,856	386,153
	B. Natural Resources	209,978	235,177	221,810
	C. Inspections	465,384	472,221	486,187
	D. Health	293,820	306,900	315,122
	Subtotal	1,414,003	1,493,154	1,409,272
6	141 Keyes Road	70,470	70,654	71,027
	Total General Government	\$ 2,716,664	\$ 2,895,694	\$ 2,885,019
Finance and Administration				
\$2,453,175 is 6.0% of Total				
7	Finance Committee	2,151	3,410	3,410
8	Finance			
	A. Finance Administration	296,630	304,171	291,073
	B. Treasurer-Collector	279,429	291,656	294,275
	C. Town Accountant	154,562	164,927	163,319
	D. Assessors	408,237	423,561	422,176
	E. Town Clerk	238,590	246,744	247,958
	Subtotal	1,377,449	1,431,059	1,418,801
9	Information Systems	681,610	790,818	921,919
10	Town House	104,232	108,512	109,045
	Total Finance and Administration	\$ 2,165,441	\$ 2,333,799	\$ 2,453,175

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
Public Safety				
\$9,307,692 is 22.7% of Total				
11	Police Department	4,356,428	4,453,109	4,468,879
12	Fire Department	4,237,885	4,443,659	4,471,397
13	West Concord Fire Station	57,630	40,289	39,664
14	Police-Fire Station	234,792	275,011	284,816
15	Emergency Management	22,647	15,077	16,937
16	Animal Control Officer	23,464	26,000	26,000
	Total Public Safety	\$ 8,932,846	\$ 9,253,145	\$ 9,307,692
Public Works and Facilities				
\$4,265,349 is 10.4% of Total				
17	Public Works			
	A. CPW Administration	179,683	195,289	195,728
	B. Engineering	384,645	395,323	393,000
	C. Highway Maintenance	1,284,438	1,406,326	1,404,032
	D. Parks and Trees	639,130	668,270	698,573
	E. Cemetery	57,269	69,916	66,679
	Subtotal	2,545,165	2,735,125	2,758,011
18	Snow and Ice Removal	473,604	597,500	610,000
19	Street Lighting	65,249	73,463	73,463
20	CPW Equipment	250,000	300,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	110,000
23	Road Improvements	90,000	90,000	100,000
24	133/135 Keyes Road	101,134	102,263	83,875
	Total Public Works and Facilities	\$ 3,830,152	\$ 4,203,351	\$ 4,265,349
Human Services				
\$3,018,855 is 7.4% of Total				
25	Library	1,953,234	2,136,945	2,142,218
26	A. Human Services	6,845	27,394	38,353
	B. Senior Services	334,848	351,197	383,149
	C. Recreation Services	49,391	74,032	75,245
27	Harvey Wheeler Community Ctr.	115,300	120,452	125,521
28	Hunt Recreation Ctr.	96,644	105,574	109,831
29	Veterans	86,763	69,990	125,310
30	Ceremonies and Celebrations	20,391	24,376	19,228
	Total Human Services	\$ 2,663,415	\$ 2,909,960	\$ 3,018,855

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2016 Expenses	Fiscal 2017 Appropriation	Fiscal 2018 Proposal
Unclassified \$1,133,923 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
	Total	97,334	100,000	100,000
32	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$36,500 were made to other accounts in Fiscal Year 2016.				
33	Salary Reserve**		28,065	793,923
**Transfers totaling \$553,957 in Fiscal Year 2016 and \$536,594 (to date) in Fiscal Year 2017 were made to other accounts.				
34	Land Fund	10,000	15,000	15,000
	Total Unclassified	\$ 107,334	\$ 368,065	\$ 1,133,923

TOWN GOVERNMENT SUBTOTAL Account 1-34		\$ 20,415,852	\$ 21,964,013	\$ 23,064,013
Joint (Town - CPS) \$17,879,507 is 44.1% of Total				
35	Insurance			
	A. Group Insurance	4,650,000	4,650,000	4,800,000
	B. OPEB	1,150,000	1,400,000	1,470,000
	C. Property/Liability	225,000	250,000	250,000
	Subtotal	6,025,000	6,300,000	6,520,000
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	131,536	100,000	100,000
	B. Workers' Comp.	53,495	100,000	100,000
	Subtotal	185,031	200,000	200,000
37	Retirement	3,220,000	3,317,000	3,667,000
38	Social Security and Medicare	708,552	765,000	810,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,551,988	2,751,725	3,015,800
	CPS Principal and Interest	940,113	883,375	700,350
	Subtotal	3,492,100	3,635,100	3,716,150
	Interest on Notes	-	54,900	135,000
	Other Debt Expense	2,917	40,000	8,850
	Subtotal Within Levy Limit	3,495,017	3,730,000	3,860,000
	B. Excluded Debt			
	Town Principal and Interest	203,488	101,089	99,794
	CPS Principal and Interest	2,501,376	3,906,739	3,507,713
	Less: Use of Stabilization Funds	(1,500,000)	(1,000,000)	(785,000)
	Subtotal Excluded Debt	1,204,865	3,007,828	2,822,507
	Total Debt Service	4,699,882	6,737,828	6,682,507
	Total Joint (Town - CPS)	\$ 14,838,465	\$ 17,319,828	\$ 17,879,507
	Total Appropriation	\$ 35,254,317	\$ 39,283,841	\$ 40,943,520

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 \$23,064,013 (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

	FY17 Adopted	FY18 Proposed	FY17 to FY18	
			\$Δ	%Δ
Personnel Services	\$ 16,468,178	\$ 17,285,653	\$ 817,475	5.0%
O&M	3,470,835	3,683,360	212,525	6.1%
Capital	1,800,000	1,870,000	70,000	3.9%
Reserve	225,000	225,000	-	0.0%
Stabilization	50,000	-	(50,000)	
Total (Accts. 1-34)	\$ 22,014,013	\$ 23,064,013	\$ 1,050,000	4.8%

By Functional Area

	FY17 Adopted	FY18 Proposed	FY17 to FY18	
			\$Δ	%Δ
General Government				
Personnel	\$ 1,838,282	\$ 1,910,497	\$ 72,215	3.9%
O&M	525,129	562,022	36,893	7.0%
Capital	462,500	412,500	(50,000)	-10.8%
Subtotal	\$ 2,825,911	\$ 2,885,019	\$ 59,108	2.1%
Finance & Administration				
Personnel	\$ 1,364,314	\$ 1,436,946	\$ 72,632	5.3%
O&M	670,100	771,229	101,129	15.1%
Capital	215,000	245,000	30,000	14.0%
Subtotal	\$ 2,249,414	\$ 2,453,175	\$ 203,761	9.1%
Public Safety				
Personnel	\$ 8,014,184	\$ 8,363,998	\$ 349,814	4.4%
O&M	681,518	693,695	12,177	1.8%
Capital	255,000	250,000	(5,000)	-2.0%
Subtotal	\$ 8,950,702	\$ 9,307,693	\$ 356,991	4.0%
Public Works				
Personnel	\$ 2,190,203	\$ 2,265,546	\$ 75,343	3.4%
O&M	1,016,497	1,062,303	45,806	4.5%
Capital	847,500	937,500	90,000	10.6%
Subtotal	\$ 4,054,200	\$ 4,265,349	\$ 211,149	5.2%
Human Services				
Personnel	\$ 2,255,487	\$ 2,414,743	\$ 159,256	7.1%
O&M	562,591	579,112	16,521	2.9%
Capital	20,000	25,000	5,000	25.0%
Subtotal	\$ 2,838,078	\$ 3,018,855	\$ 180,777	6.4%
Unclassified				
Personnel	855,708	893,923	\$ 38,215	4.5%
O&M	15,000	15,000	\$ -	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 1,095,708	\$ 1,133,923	\$ 38,215	3.5%
Total	\$ 22,014,013	\$ 23,064,013	\$ 1,050,000	4.8%

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

For FY18, the main **tax-supported** proposed staffing changes are as follows. Total FTE is 228.17

- The Human Resources Division is proposing a reclassification of a Sr. Dept. Clerk position to a HRIS Analyst for the implementation of a new Human Resources Information System. There is also a proposed increase of 125 hours for OT (0.06 FTE).
- The Visitors' Center proposes a slight increase of limited status services (0.11 FTE) in order to cover the annual expense of additional contracted cleaning services.
- In the Elections account, it is proposed that the FY18 staffing level be decreased by 1,211 hours for Election Officers and Technicians, due to the expectation that there will be 1 election scheduled during FY18.
- The Health Division proposes an additional 292 hours for the Public Health Nurse position, which is shared with the Senior Services Division (0.14 FTE).
- The IT Department is proposing an additional 209 hours of OT (0.10 FTE).
- The Fire Department proposes a new Fire Lieutenant (1.00 FTE), that will focus on fire preventions and inspections.
- The Parks & Trees Division and Highway and Grounds Division are proposing a joint position of an Assistant Highway and Grounds Superintendent which is a reclassification from the Assistant Public Works Supervisor position.
- The 133 & 135 Keyes Rd. budget proposes a decrease of (-1.00 FTE), due to contracting out for cleaning services.
- The Library is proposing an increase of (0.30 FTE) to fund a full time Administrative Assistant and provide additional weekend coverage. These additions are partially offset by restructuring within the department.
- Senior Services is proposing additional hours for Van Drivers, the Public Health Nurse, Outreach Coordinators, and Social Services Coordinators (1.16 FTE).
- The Veterans Services Division is proposing a slight increase of 84 hours for the Veteran's Agent due to an increase in veterans (0.04 FTE).

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 2017 Town Meeting Warrant)**1A Town Manager**

The Town Manager's operating appropriation represents a 1.9% decrease from FY17. 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), Concord Cultural Council (\$2,000) and the management of White Pond (\$20,000).

1B Human Resources

The Human Resources operating appropriation is proposed to increase by 5.3% in FY18 due to a staffing restructuring of an HRIS Analyst and 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 FY18 of \$290,000. The five-year Capital Outlay plan raises this funding target to \$360,000 by FY22. The account funds a Facilities Manager and Facilities Maintenance Supervisor to oversee the maintenance of municipal buildings.

1D Resource Sustainability Fund

With this new account initiated in FY13 with funding of \$25,000, an amount of \$126,000 is proposed to be allocated in FY18 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 FY18 operating appropriation for the Visitors Center is proposed to increase by 35% primarily because the Town has taken over responsibilities of operating the center.

1F 37 Knox Trail

The FY18 appropriation for the 37 Knox Trail office building is \$17,762 and is proposed to cover the utility and capital costs associated with the building. This building is currently shared between the RHSO and School Transportation Department.

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 FY18 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 FY18, it is expected that there will be one election. Each election costs the Town approximately \$14,000.

3B Registrars

There is a slight increase proposed in this account for additional staff hours. 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 2018. It has been common in the past several years for a Special Town Meeting 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 FY18 operating appropriation for the Planning Division is proposed to increase by 3.2%. Funding for Cross-Town Connect (\$7,500) and the RHSO (\$18,000) are included in this budget.

5B Natural Resources Division, DPLM

The proposed Natural Resources budget represents approximately a 3.2% increase in the appropriation from that of the FY16 budget. In addition to \$5,000 proposed for pond & stream management, \$10,000 is proposed for updating and printing trail map guides.

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 Commissioner, Local Inspectors (2.60 FTEs), and Administrative Assistant. Due to demand for services and associated staffing needs, the operating appropriation is proposed to increase 3.0%.

5D Health Division, DPLM

This appropriation represents a 2.7% increase in the operating appropriation from that of FY17. 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, \$15,600 is proposed for the funding of the Public Health Nurse which is a shared position with the COA.

6 141 Keyes Road, DPLM

The FY18 proposed operating appropriation represents a 0.6% decrease from FY17 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 FY17 budget.

8A Finance Administration Division, Finance Department

The Finance Administration Division operating appropriation is proposed to decrease by 4.3% from that of FY17, due to personnel savings. 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 0.8% in FY18. This account includes funding for much of the Town's postage expenses (\$56,650) and banking service charges (\$86,000). The increase in this budget is primarily a result of printing and legal services.

8C Town Accountant, Finance Department

The FY18 operating appropriation is proposed to increase by 1.1% with increases in staff training and development. The proposed budget also includes \$66,000 to cover the cost of the Town's annual external audit.

8D Assessing Division, Finance Department

The Assessing proposed operating appropriation represents a 0.3% decrease from FY17. 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 increase by 0.5% from FY17. This budget provides funding for the Town Clerk, Assistant Town Clerk and Senior Department Clerk positions.

9 Information Systems

The Information Systems operating appropriation is proposed to increase by 17.1% in FY18. This increase is mainly due to additional system maintenance and upgrade costs.

10 Town House

The FY18 proposed appropriation is increased by 1.5% from that of FY17. 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 FY18 operating appropriation proposes a 0.5% increase. This budget provides for about \$25,000 in additional overtime.

12 Fire Department

There is a proposed 2.6% increase in the Fire Department's FY18 operating appropriation. This budget provides for an additional Fire Lieutenant who will focus on inspections and fire prevention. This budget also allows for additional overtime for EMS training.

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 2.1% decrease in the operating appropriation for FY18.

14 Police/Fire Station

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY18 budget proposes a 3.8% 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

There is a proposed 12.3% increase in the operating appropriation for FY18 mainly due to the need for consulting services in emergency planning.

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 FY18 budget is level funded at \$26,000.

17A Public Works Administration, CPW

The FY18 operating appropriation reflects a 0.3% decrease from that of FY17. 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 0.4% decrease from FY17 to FY18. 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 increase by 2.0% from FY17. This account includes catch-basin cleaning (\$18,000), infrared patching of street openings (\$18,000), and crack sealing (\$2,000).

17D Parks & Trees, CPW

The FY18 Parks & Trees operating appropriation is proposed to have a 1.9% increase from FY17. Funding of \$12,800 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 FY18 operating appropriation has no significant changes from FY17.

18 Snow Removal, CPW

The snow removal budget is proposed to be funded at \$610,000, an increase of \$12,500 from that of FY17. The amount budgeted for road salt is funded at \$225,396. If the actual FY17 expenditure exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY18 budget plan provides room for a \$180,321 overrun of the \$597,500 FY17 appropriation.

19 Street Lights, CPW

The FY18 proposed Street Light appropriation is \$73,463, the same as FY17.

20 Public Works Equipment, CPW

The Public Works Equipment budget of \$325,000 funds the Town's well-planned schedule of equipment replacement. This represents an increase of \$25,000 from FY17.

21 Drainage, CPW

The FY18 funding plan includes \$105,000 for drainage improvements, \$100,000 for culvert improvements.

22 Sidewalk Management, CPW

The proposed FY18 budget calls for an increase of \$10,000 for maintenance of the Town's existing sidewalks program to \$110,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$671,400 expected from the State (Chapter 90 Funds) and \$1,415,000 in borrowing, the total FY18 amount for road improvements is recommended to be \$2,186,400.

24 133 and 135 Keyes Road, CPW

For FY18, there is a proposed decrease of 11.5% in the operating appropriation due to contracting out for custodial services.

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 FY18 operations, the Library operating appropriation is proposed to have an increase of 0.3% from FY17 to FY18. The proposed budget allows for funding of the Sr. Administrative Assistant, and \$6,500 for weekend staffing.

26A Human Services

Human Services covers the staffing costs for the Community Services Coordinator, and the Youth Services Coordinator. The FY18 budget of \$88,706 covers those salaries as well as office supplies. The General Fund contribution to the salary of the Community Services is proposed to increase from \$15,464 to \$34,887 in FY18.

26B Senior Services

The FY18 operating appropriation for Senior Services is proposed to increase by 8.2%. The increase is due to increases in hours for the Wellness Coordinator (Nurse), Van Drivers, and Social Service Coordinator.

26C Recreation Services

The FY18 operating appropriation for Recreation Services is proposed to increase by 1.6% due and provides 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 FY18 there is a proposed 0.1% increase in the operating appropriation.

28 Hunt Recreation Center

It is proposed that the FY18 operating appropriation for the Hunt Recreation Center decrease by 4% from the FY17 budgeted level due to an increase in funding for the Rideout Fieldhouse and 105 Everett.

29 Veterans Services

The FY18 proposed operating appropriation represents a 79% increase from that of FY17. This increase is a result of the predicted rise in veterans' benefits costs from \$45,000 to \$95,000 to accommodate additional beneficiaries as well as additional hours for the Veterans' Services Agent.

30 Ceremonies and Celebrations

The FY18 proposed operating appropriation represents a 21.1% decrease from FY17 due to reduced hours for Police overtime.

31 Town Employee Benefits

The proposed budget provides a total of \$100,000, with \$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 FY17.

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, 2017. 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 \$793,923 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 FY18 which is used for the acquisition of land.

35A Group Insurance

The budget anticipates a \$150,000 increase in the appropriation required for FY18 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 FY18, the General Fund share of the NOO is projected to be about \$1.65 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 \$1,470,000 for this purpose, an increase of \$70,000.

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 FY18, General Fund support is level funded at \$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, 2016, the revised Funding Schedule had been maintained to reach full funding status by the year 2030.

In FY18, the General Fund appropriation is projected at \$3,667,000, an increase of 10.6% from FY17 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 1.5%, to \$776,200, 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 projected cost is \$192,250.

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 FY18 budget proposes allocating \$6,682,507, which includes \$3,860,000 for debt service within the levy limit and \$2,822,507 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
- FY18 Capital Plan 43
- FY18–22 Capital Outlay Plan 44 to 46
- FY18 Capital by Account 47 to 49
- FY18 Capital Summary 50 to 53

Capital Improvement Plan

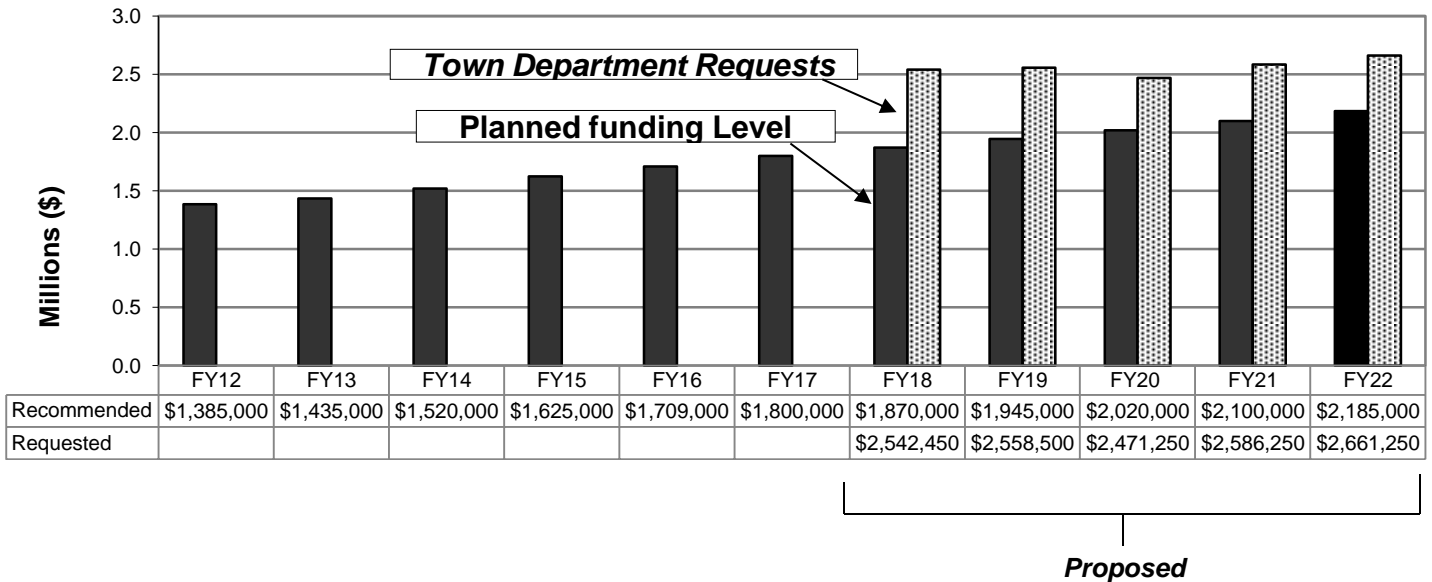
Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):

\$1,870,000

Capital Expenditures Within the Levy Limit Supported via FY18 Debt Authorizations:

\$5,275,000

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



Capital Improvement Program FY18 – FY22

FY18 General Fund Budget Component

1. Borrowing authorizations submitted to the 2017 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 8	Municipal Building Renovations	\$350,000
ART 9	Public Safety Communication Equipment	\$225,000
ART 10	Fire Engine 8 (Pumper '98)	\$575,000
ART 11	Ambulance Replacement	\$260,000
ART 15	Concord Public Schools Renovations	\$850,000
ART 23	Land Acquisition (55 Church St.)	\$1,200,000
ART 27	Municipal Facility Needs Study	\$250,000
ART 46	Cemetery Roads Improvements	\$150,000
ART 47	Road and Parking Lot Reconstruction	<u>\$1,415,000</u>
Total		\$5,275,000

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account. 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):	\$ 1,870,000
Concord Public Schools:	\$ 1,000,000

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 **\$101,866,859**
less \$7,168,991 excluded debt = \$94,697,868 net

- 7% to 8% target range equals **\$6,628,850 to \$7,575,829**

•FY18 Proposed Budget for capital expenditure financing:

Debt service budget (“within levy limit” portion)	\$3,860,000
Capital outlay, Town Departments	1,870,000
Capital outlay, Concord Public Schools	1,000,000
Total	\$6,730,000

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **7.1%**

FY2018-2022 Capital Outlay Plan (General Fund)

Acct #	Ref #	CODE	Item	ANNUAL PLANS												SUMMARY		
				FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		Total Recommended	Total Deferred	
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended			
			Town Manager															
1C	A-1		Building Improv - Townwide	400,000	235,000	400,000	290,000	400,000	295,000	400,000	400,000	400,000	340,000	400,000	360,000	1,610,000	390,000	
1A	A-2		ADA Compliance	10,000	5,000	10,000	5,000	10,000	5,000	10,000	10,000	10,000	5,000	10,000	5,000	25,000	25,000	
10	A-3		Building Improv - Town House	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000	0	
1E	A-4		Building Improv - Info Center	5,000	2,500	5,000	2,500	5,000	2,500	5,000	5,000	5,000	2,500	5,000	2,500	12,500	12,500	
1F	A-5		Building Improv - 37 Knox Trail	10,000	5,000	10,000	5,000	10,000	5,000	10,000	10,000	10,000	5,000	10,000	5,000	25,000	25,000	
1D	A-6		Resource Sustainability Fund	225,000	75,000	250,000	95,000	275,000	120,000	275,000	275,000	275,000	150,000	300,000	160,000	670,000	705,000	
1A	A-7		Redesign of Town Website	15,000												0	0	
1B	A-8		HRS software			50,000										0	0	
			Planning															
6	B-1		Building Improv - 141 Keves Road	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	5,000	
5A	B-2		Long Range Plan	40,000	40,000											0	0	
5A	B-3		Zoning Bylaw Recodification	65,000	65,000											0	0	
5A	B-4		Subdivision Rules & Regs													0	0	
5A	B-5		2229 Main St. Development Plan													0	0	
5B	B-6		Vehicle replacement for DP/LM	25,000	20,000	25,000	20,000	25,000	20,000	25,000	25,000	25,000	20,000	25,000	15,000	55,000	45,000	
5B	B-7		Pond & stream management	15,000	5,000	15,000	5,000	15,000	5,000	15,000	15,000	15,000	5,000	15,000	5,000	20,000	55,000	
5B	B-8		Agricultural fields improvements	10,000		10,000	0	10,000	0	10,000	10,000	10,000	0	10,000	5,000	5,000	45,000	
			Finance & Admin															
9	C-1		Town-wide Technology Fund	325,000	200,000	350,000	230,000	375,000	230,000	375,000	375,000	375,000	285,000	400,000	300,000	1,320,000	555,000	

FY2018-2022 Capital Outlay Plan (General Fund)

Acct #	Item	ANNUAL PLANS										SUMMARY			
		REFERENCE ONLY		FY2018		FY2019		FY2020		FY2021		FY2022		Total Recommended	Total Deferred
		Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended		
	Police														
	Police Dept. operations acct														
D-1	Police Vehicles	140,000	140,000	105,000	105,000	140,000	140,000	105,000	105,000	140,000	140,000	105,000	105,000	595,000	0
D-2	Public Safety Equipment	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000	130,000	0
D-3	EMD Automated Card System	40,712												0	0
D-4	Battleproof Vest Replacement	25,000		25,000	25,000									25,000	0
D-5	Night Vision Devices	13,200		13,200										0	13,200
D-6	Rifle Sights	5,500												0	0
D-7	Rifle Lights	6,000												0	0
D-8	Computer Upgrades/Invisible Ink	5,000		5,000										0	5,000
D-9	Ballistic Helmets	7,000												0	0
D-10	Office Center					10,000	0							0	0
D-11	Cruiser Laptop Replacement							40,000	0					0	40,000
D-12	Avon Body Cameras			35,000										0	35,000
D-13	Avon Vehicle Cameras			13,000										0	13,000
	Police/Fire Station 1														
E-1	Building Improv - Walden St	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000	0
E-2	Card Access System	30,000												0	0
	Fire														
E-1	Miscellaneous Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	0
E-2	Car 2 (2008) - Assistant Chief	45,000	25,000											25,000	25,000
E-3	Car 3 (2007) - Shift Card									50,000	0			0	50,000
E-4	Utility Pickup (2006)			45,000	25,000									25,000	20,000
E-5	Turnout gear replacement	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000	0
E-6	S/CBA	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	15,000	35,000
E-7	Supply line replacement									10,000	10,000			10,000	0
E-8	Medical equipment upgrade					25,000	25,000							40,000	40,000
E-9	Fire Alarm Equipment									60,000	30,000			30,000	30,000
E-10	Upgrade Community AED's													15,000	0
	Fire Station 6 (Station 2)														
H-1	Building Improv - W. Concord	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000	0

SECTION I: Financial Summary

Capital

FY2018-2022 Capital Outlay Plan (General Fund)

Act #	Ref #	CODE	Item	REFERENCE ONLY						ANNUAL PLANS						SUMMARY		
				FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		Total	Deferred	
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Recommended	Deferred	
			PUBLIC WORKS															
			Facilities & Systems															
24	L1		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	0	0	31,250
17B	E2		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	0	0	100,000
			Public Ways															
23	J-1		Road Reconstruction	95,000	90,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	10,000
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	0	0	50,000
17C	J-3		Guardrail Replacement	20,000	10,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	0	0	25,000
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	0	0	25,000
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	0	0	530,000
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	0	0	502,500
17B	J-7		Sustainable Drainage Inpmt	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0	125,000	
17B	J-8		NPD&S Permit Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	50,000	
22	J-9		Stk walks - Maintenance	125,000	100,000	125,000	110,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	0	0	600,000
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	0	0	100,000
			Park & Tree															
17D	K-1		Public Shade Trees	25,000	22,500	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0	125,000
17D	K-2		Turf Improv./ Park Rehab.	100,000	15,000	100,000	52,500	100,000	62,500	100,000	62,500	100,000	62,500	100,000	50,000	0	0	290,000
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	0	0	25,000
			Equipment															
20	L-1		Vehicles and Heavy Equipment	348,000	300,000	350,000	325,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	375,000	0	0	1,725,000
			Library															
25	M-1		Computer Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	50,000
			Human Services															
26A	N-1		Vehicle	14,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Senior Services															
27	O-1		Building Improv - Harvey Wheeler	10,000	10,000	15,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	0	0	70,000
27	O-2		HWCC Exterior Trim Painting	12,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Recreation Services															
28	P-1		Hunt Gym Improvements	49,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	P-2		Hunt Gym Exterior Trim Painting	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	P-3		Emerson Pool Bathing Facility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	57,250
28	P-4		105 Everett ADA Ramp	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	P-5		Pool Shed Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			GENERAL FUND TOTAL	2,766,662	1,800,000	2,542,450	1,870,000	2,558,500	1,945,000	2,471,250	2,020,000	2,586,250	2,100,000	2,661,250	2,185,000	10,120,000	2,649,700	10,130,000
			Target	1,800,000	1,800,000	1,880,000	1,880,000	1,945,000	1,945,000	2,020,000	2,020,000	2,100,000	2,100,000	2,185,000	2,185,000	10,130,000	2,699,700	10,130,000
			Not funded	966,662	0	672,450	672,450	613,500	613,500	451,250	451,250	486,250	486,250	476,250	0	0	0	0

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

Acct #	Category	Budget FY17	Dept. Request FY18	Town Mgr Proposed FY18	\$ Change FY17 Budget to FY18 Proposed
1A	Town Manager				
	ADA Compliance	5,000	10,000	5,000	-
	Total - account #1A	5,000	10,000	5,000	-
1B	Human Resources				
	HR Software System	-	50,000	-	-
	Total - account #1C	-	50,000	-	-
1C	Facilities Management				
	Building Improv - Townwide Fund	235,000	400,000	290,000	55,000
	Total - account #1C	235,000	400,000	290,000	55,000
1D	Resource Sustainability Fund				
	Resource Efficiency	75,000	250,000	95,000	20,000
	Total - account #1D	75,000	250,000	95,000	20,000
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	5,000	10,000	5,000	-
	Total - account #1F	5,000	10,000	5,000	-
5A	Planning Department				
	Zoning Bylaw recodification	65,000	-	-	(65,000)
	Long Range Plan	40,000	-	-	(40,000)
	Total - account #5A	105,000	-	-	(105,000)
5B	Natural Resources				
	Pond & stream management	5,000	15,000	5,000	-
	Vehicle Replacement	20,000	-	-	(20,000)
	Agricultural fields improvements	-	10,000	-	-
	Total - account #5B	25,000	25,000	5,000	(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	200,000	350,000	230,000	30,000
	Telephone System (via Internet)	-	-	-	-
	Total - account #9	200,000	350,000	230,000	30,000
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	140,000	105,000	105,000	(35,000)
	Public Safety Equipment	20,000	25,000	25,000	5,000
	EMD Card System	-	-	-	-
	Bulletproof Vest Replacement	-	25,000	25,000	25,000
	Night Vision Devices	-	13,200	-	-
	AED Replacement	-	-	-	-
	Computer Upgrade	-	5,000	-	-
	Ballistic Helmets	-	-	-	-
	Rifle Sight Upgrade	-	-	-	-
	Rifle Lights	-	-	-	-
	Body Cameras	-	35,000	-	-
	Taser Equipment	-	-	-	-
	Vehicle Cameras	-	13,000	-	-
	Office Copiers	-	-	-	-
	Total - account #11	160,000	221,200	155,000	(5,000)

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

Acct #	Category	Budget FY17	Dept. Request FY18	Town Mgr Proposed FY18	\$ Change FY17 Budget to FY18 Proposed
12	Fire Department				
	Miscellaneous Equipment	25,000	25,000	25,000	-
	Vehicle Replacement (Shift Cmd)	-	45,000	25,000	25,000
	Vehicle Replacement (Deputy)	25,000	-	-	-
	Upgrade Community AED's	-	-	-	-
	Turnout Gear Replacement	15,000	15,000	15,000	-
	SCBA	-	5,000	-	-
	Supply Hose Replacement	-	-	-	-
	EMS Equipment	-	-	-	-
	Total - account #12	65,000	90,000	65,000	-
13	West Concord Fire Station				
	Building Improv - W. Concord	10,000	10,000	10,000	-
	Exhaust System Upgrade	-	-	-	-
	Total - account #13	10,000	10,000	10,000	-
14	Police/Fire Station (Walden Street)				
	Office Design/Renovation	-	-	-	-
	Card Access System	-	-	-	-
	Building Improv - Walden St	20,000	20,000	20,000	-
	Total - account #14	20,000	20,000	20,000	-
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	15,000	5,000
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17C	15,000	27,500	20,000	5,000
17D	Parks & Trees				
	Public Shade Trees	22,500	25,000	25,000	2,500
	Turf Improv./Park Rehab.	15,000	100,000	52,500	37,500
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17D	42,500	132,500	82,500	40,000
20	Public Works Equipment				
	Vehicles and Heavy Equipment	300,000	350,000	325,000	25,000
	Total - account #20	300,000	350,000	325,000	25,000
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	110,000	10,000
	Total - account #22	100,000	125,000	110,000	10,000
23	Road Improvements				
	Road Reconstruction	90,000	100,000	100,000	10,000
	Total - account #23	90,000	100,000	100,000	10,000
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 FY17	Dept. Request FY18	Town Mgr Proposed FY18	\$ Change FY17 Budget to FY18 Proposed
25	Library				
	Computer Equipment	10,000	10,000	15,000	5,000
	Total - account #25	10,000	10,000	15,000	5,000
26C	Hunt Recreation Center				
	105 Everett ADA Ramp		-		
	Hunt Gym Improvements		-	-	
	Hunt Gym Trim Painting		-	-	
	Total - account #26B	-	-	-	-
26E	Harvey Wheeler Building:				
	HWCC Exterior Trim Painting		-		
	Building Improv - Harvey Wheeler	10,000	15,000	10,000	-
	Total - account #26E	10,000	15,000	10,000	-
TOTAL		\$ 1,800,000	\$ 2,542,450	\$ 1,870,000	\$ 70,000

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 FY18, it is proposed that the funding level is \$5,000, the same as in FY17.

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 FY18 of \$290,000. The five-year Capital Outlay plan raises this funding target to \$360,000 by FY22. For FY18, 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 FY18, it is proposed that this account be funded at \$95,000.

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 FY18.

5B Natural Resources Division, DPLM

Funding of \$5,000 is being proposed for pond and stream management.

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 \$230,000. 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 three police cruisers (\$105,000), the replacement of bulletproof vests (\$25,000) and the upgrade and maintenance of public safety equipment (\$25,000).

12 Fire Department

For the Fire Department, \$25,000 in funding is being proposed for miscellaneous equipment, \$25,000 for the replacement of the shift command vehicle 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 \$15,000 be allocated for guardrail replacement, and \$5,000 for small equipment.

17D Parks & Trees, CPW

The following items are being proposed for the Parks & Trees Division: \$25,000 for public shade trees, \$52,500 for turf improvements, and \$5,000 for small equipment.

20 Public Works Equipment, CPW

The proposed Public Works Equipment budget of \$325,000 funds the Town's well-planned schedule of equipment replacement. This represents an increase of \$25,000 from FY17.

21 Drainage, CPW

The FY18 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

22 Sidewalk Management, CPW

The proposed FY18 budget calls for an increase of \$10,000 for the maintenance of the Town's existing sidewalks program at \$110,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$671,400 expected from the State (Chapter 90 Funds) and \$1,200,000 in borrowing, the total FY18 recommended amount for road improvements is \$1,971,400.

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 FY18 the CIP proposes to provide the Library with \$15,000 for public-access computer equipment replacement.

26B Harvey Wheeler Community Center

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

SECTION I: Financial Summary

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Debt:

At the end of FY16 (June 30, 2016), the Town of Concord’s outstanding tax-supported long-term debt is **\$39,391,306**.

This tax-supported debt is 0.67% of the Town’s assessed value and equals \$2,230 per capita.

The Debt Section includes the following:

- Debt Overview 54
- Long-Term Debt Statistics 55
- FY18-22 Debt Authorization 56 to 57
- Debt Service Schedule 58 to 59
- Historical Debt & Charts 60 to 62
- Excluded Debt Detail 63
- Authorized and Unissued Debt 64

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.

Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2016								
Paid Down Percentage Starting on June 30, 2016	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/16	\$12,675,000		\$26,716,306		\$18,991,660		\$58,382,966	
In 5 years	\$2,355,000	81%	\$13,802,848	48%	\$8,903,554	53%	\$25,061,402	57%
In 10 Years	\$275,000	98%	\$3,275,000	88%	\$1,107,864	94%	\$4,657,864	95%
In 15 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.

Town of Concord, Long-Term Debt Statistics													
Direct Debt - June 30, 2006 to June 30, 2016													
@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial census	Assessed value % of		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%		
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%		

"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, 2016 is 1.05% of EQV.

SECTION I: Financial Summary

Debt

FY18-22 Capital Program DEBT AUTHORIZATION - February 1, 2017

	adopted		plan					FY18-22 Total
	FY2017 2016	FY2018 2017	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021		
Fiscal Year of Planned Long-term Debt Issuance Annual Town Meeting Year								
Projected Amount Available for Authorization								
General Fund - Financing within Levy Limit								
<i>Town Manager</i>								
Renovation/Construction/acquisition of office space			350,000	575,000	750,000		\$1,675,000	
Land acquisition for municipal purposes			1,200,000	300,000			\$300,000	
Archdiocese of Boston Building for Harvey Wheeler Expansion			250,000					
Comprehensive Municipal Building Feasibility Study								
Planning								
Land Acquisition, open space	800,000		250,000	250,000	75,000	450,000	\$1,025,000	
Rail Trail Design - Phase 2B	250,000							
Trail Improvements			75,000				\$75,000	
Warner's Pond Improvements				500,000			\$500,000	
Pedestrian Bridge Over Assebet River in W. Concord					800,000		\$800,000	
Public Safety								
Engine #3 Refurbishment (2008)	150,000						\$150,000	
Engine #4 Refurbishment (2010) Pumper			150,000				\$350,000	
Engine #5 Replacement (1988) Brush Truck				350,000			\$200,000	
Engine #6 Replacement (2006) Brush and Utility Vehicle			575,000				\$575,000	
Engine #8 Replacement (1988)			260,000				\$260,000	
Ambulance #1 Replacement (2008)					275,000		\$275,000	
Ambulance #2 Replacement (2011)						250,000	\$250,000	
Ladder #1 Refurbishment (2012)								
Police & Fire Radios			225,000					
Public Works								
Roads, Parking lots and Sidwalks Reconstruction	1,350,000		1,200,000	1,200,000	1,200,000	1,200,000	\$6,215,000	
Sidewalk extensions - phase 2				500,000			\$500,000	
Cemetery Roads Improvements	50,000		150,000				\$150,000	
Human Services								
Harvey Wheeler Roof Repair	150,000							
Harvey Wheeler Parking Lot					100,000		\$100,000	
Hunt Gym renovations	50,000							
Subtotal - Town Projects	2,800,000	4,425,000	2,550,000	3,550,000	1,850,000	2,700,000	\$13,400,000	

SECTION I: Financial Summary

Debt

**FY18-22 Capital Program
DEBT AUTHORIZATION - February 1, 2017**

Fiscal Year of Issuance Annual Town Meeting Year	adopted					plan					FY18-22 Total	
	FY2017 2016	FY2018 2017	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021						
CMS Middle School feasibility assessment study	155,000											
School Transportation facility	300,000											
Peabody	0	39,500	0	205,000	0							\$244,500
Sanborn	415,000	39,000	0	400,000	1,400,000							\$1,839,000
Alcott	0	155,000	150,000	0	195,000							\$500,000
Thoreau	0	285,000	140,000	95,000	0							\$520,000
Willard	0	94,000	350,000	0	0							\$444,000
Ripley Administration Building	0	690,000	1,290,000	250,000	0							\$2,230,000
Unassigned	0	0	0	0	0							\$1,000,000
Gross subtotal, CPS buildings	870,000	1,302,500	1,930,000	950,000	1,595,000							\$6,777,500
less: Unfunded	0	(452,500)	(1,030,000)	0	(595,000)							0
Subtotal - School Projects allocation	\$870,000	\$850,000	\$900,000	\$950,000	\$1,000,000							\$4,700,000
General Fund Total	\$3,670,000	\$5,275,000	\$3,450,000	\$4,500,000	\$2,850,000							\$19,775,000
debt supported within levy limit												
General Fund - Financing subject to Debt Exclusion Ballot												
School Transportation Facility	1,950,000											\$1,950,000
Keyes Road Campus - Site Reconstruction					20,000,000							\$20,000,000
Concord Public School - Middle School renovations			6,280,000 (a)									\$6,280,000
Debt Exclusion Total	\$1,950,000	\$0	\$6,280,000	\$20,000,000	\$0							\$26,280,000
Light Enterprise Fund												
Smart Grid Improvement		3,000,000										3,000,000
Telecommunications Services		1,000,000										1,000,000
Water Enterprise Fund												
Reservoir Improvements	\$965,000											965,000
Nagog Pond - Intake pipeline	\$1,870,000											1,870,000
Keyes Road site & covered storage				\$500,000								500,000
Nagog filtration plant	\$13,665,000											13,665,000
Land acquisition - Balls Hill	\$800,000											800,000
Sewer Enterprise Fund												
Keyes Road site & covered storage				\$100,000								100,000
Enterprise Funds Total	\$17,300,000	\$4,000,000	\$0	\$600,000	\$0							\$4,600,000
GRAND TOTAL	\$22,920,000	\$9,275,000	\$9,730,000	\$25,100,000	\$2,850,000							\$50,655,000

(a) subject to revision based upon a assessment study currently underway

Debt Service Schedule, July 1, 2017 to final maturity for debt issued through June 30, 2016

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 Matured	Interest Payment		Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment
2017	8,483,568	1,731,154	58,382,967	2,430,000	255,973	82,529	18,560	830,000	109,386	3,043,800	866,389
2018	7,283,674	1,547,006	49,899,399	1,940,000	203,000	84,196	16,767	605,000	95,350	2,555,000	795,911
2019	6,329,085	1,323,899	42,615,725	1,450,000	141,675	85,897	14,939	460,000	76,900	2,320,000	713,810
2020	5,879,490	1,126,494	36,286,640	1,110,000	94,275	87,632	13,073	455,000	60,600	2,295,000	636,535
2021	5,345,748	944,376	30,407,151	725,000	60,150	89,403	11,170	315,000	45,500	2,270,000	560,035
2022	4,826,060	773,886	25,061,403	475,000	37,050	91,209	9,229	295,000	33,300	2,250,000	481,085
2023	4,292,753	623,466	20,235,343	285,000	22,800	93,052	7,248	280,000	21,500	2,080,000	404,010
2024	3,957,381	488,584	15,942,590	185,000	12,400	94,932	5,227	120,000	12,000	2,055,000	330,585
2025	3,879,707	367,622	11,985,209	120,000	7,500	96,850	3,165	120,000	8,400	2,028,000	258,969
2026	3,447,637	255,732	8,105,502	85,000	4,600	98,806	1,062	115,000	4,900	1,640,000	192,675
2027	2,547,865	155,856	4,657,865	75,000	2,150	0	0	65,000	1,950	1,300,000	135,688
2028	1,435,000	82,694	2,110,000	70,000	700	0	0	65,000	650	1,300,000	81,344
2029	675,000	27,000	675,000	0	0	0	0	0	0	675,000	27,000
total	58,382,967	9,447,769		8,950,000	842,273	904,506	100,440	3,725,000	470,436	25,811,800	5,484,036

Interest expense as % of total debt service, FY17:

16.9%

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

13.9% as of July 1, 2016

Projected as of June 30, 2016:

Debt Retirement - all

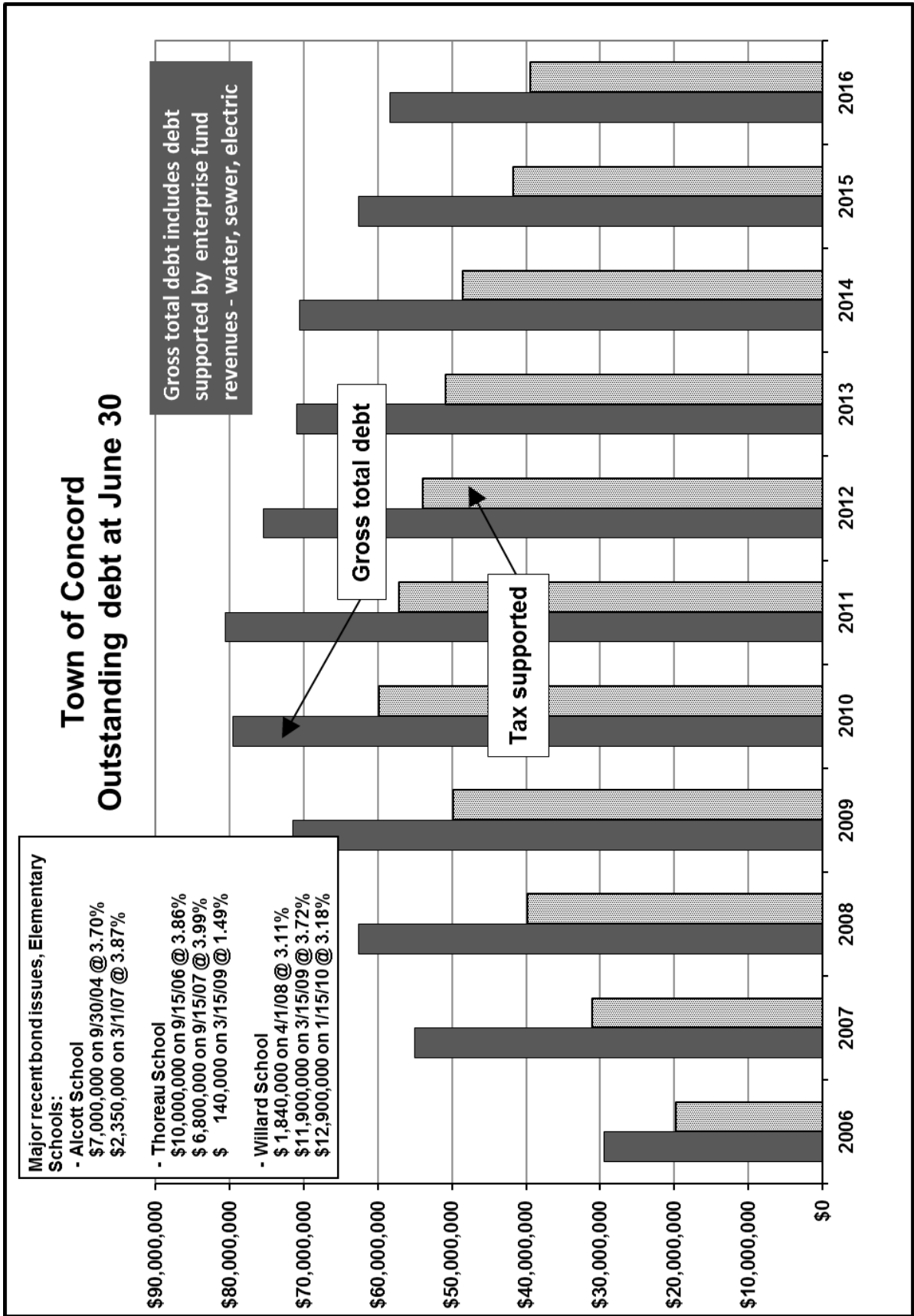
5 yrs | 10 yrs

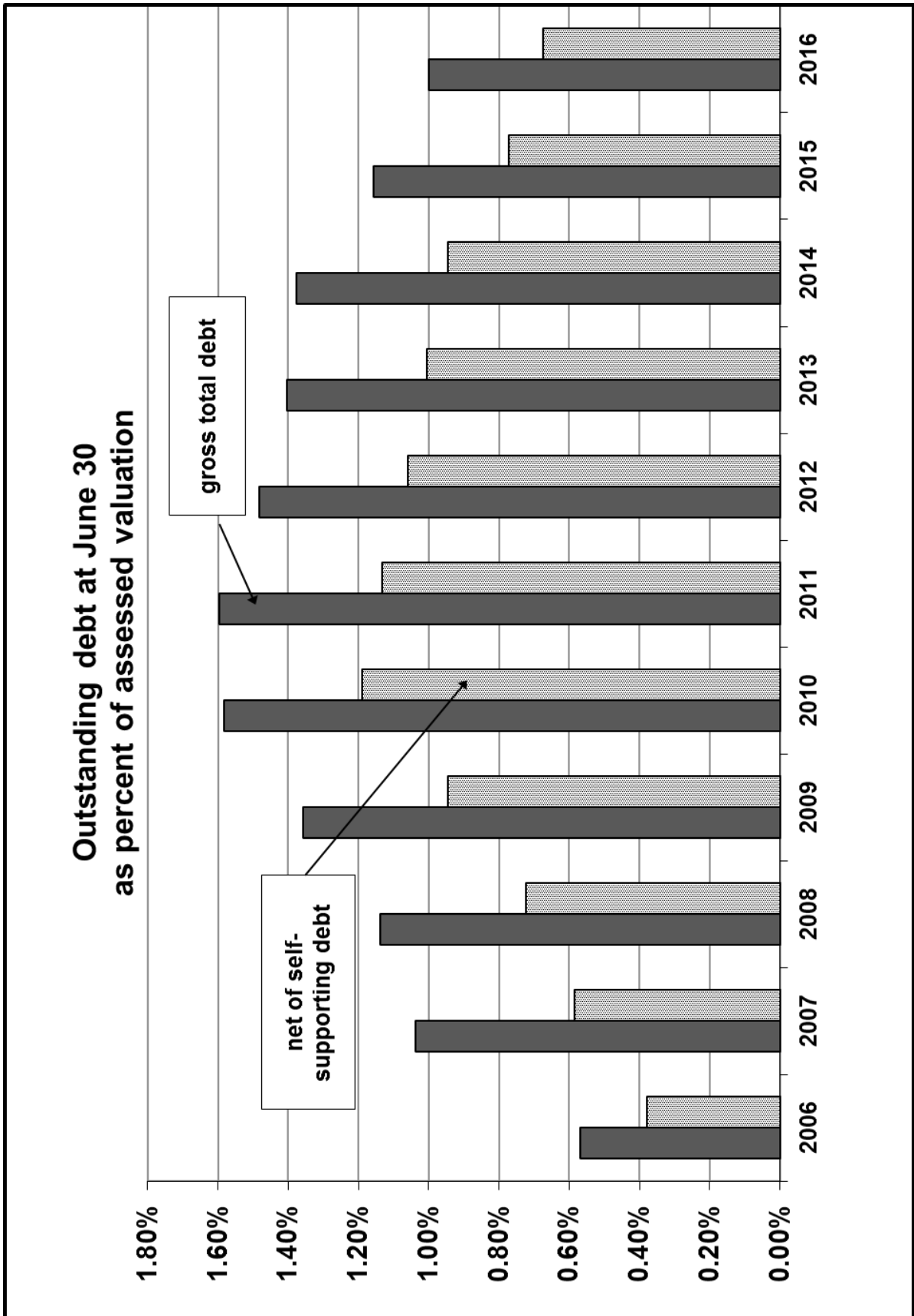
57.1% | 92.0%

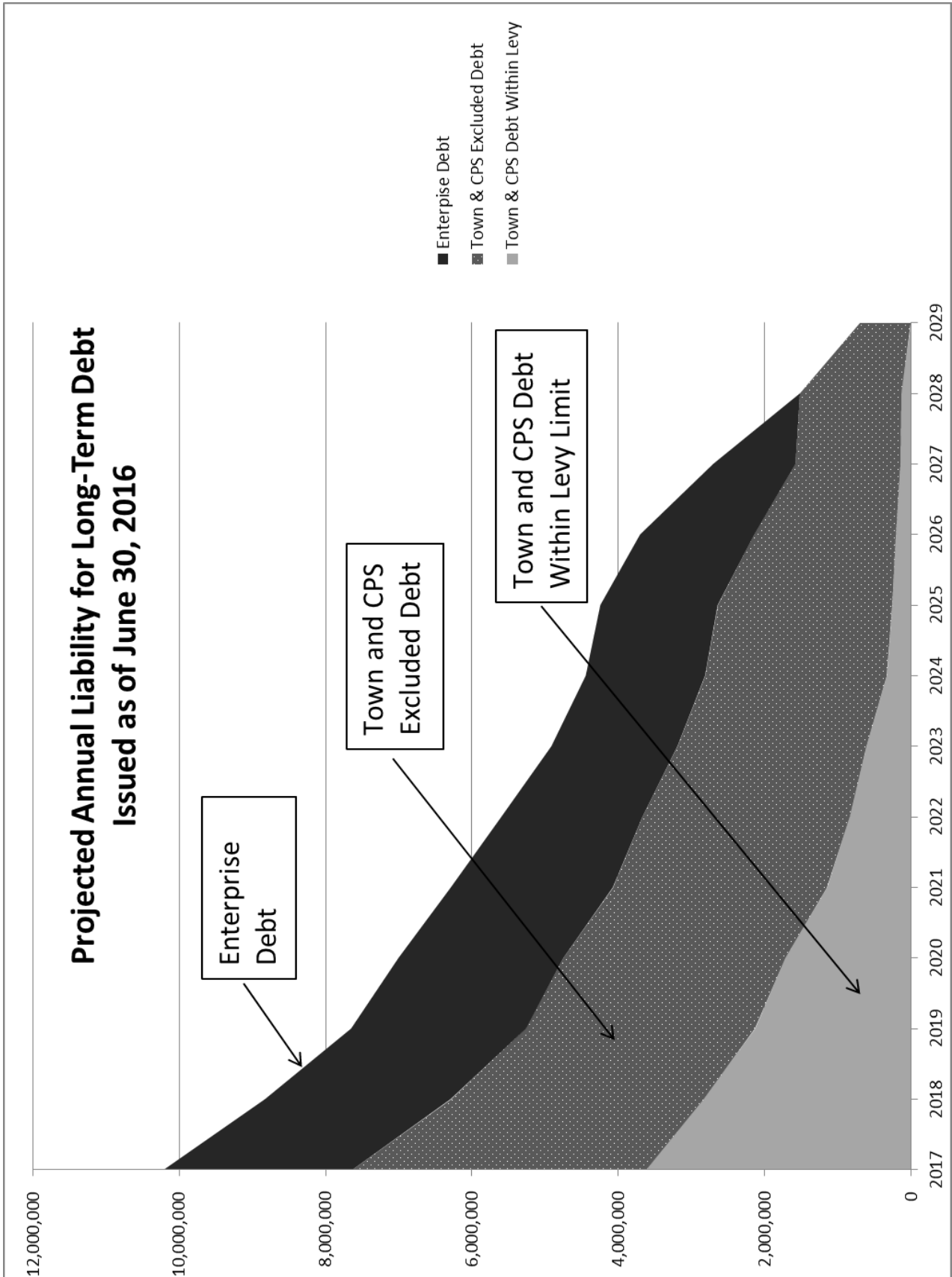
Debt Retirement - tax supported only

59.0% | 91.0%

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		Revenue-supported
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	<i>within Limit</i>	<i>Excluded</i>	
								0	0	0
441,200	94,730	609,516	143,591	291,523	28,908	755,000	213,618	3,625,359	4,011,278	2,578,086
410,000	87,228	607,814	129,946	294,164	26,116	787,500	192,688	2,843,350	3,451,874	2,535,456
335,000	72,015	618,831	116,229	296,857	23,268	762,500	165,063	2,128,575	3,134,646	2,389,763
335,000	60,815	617,570	102,459	229,288	20,362	750,000	138,375	1,719,875	3,032,240	2,253,869
335,000	49,615	629,036	88,633	232,310	17,398	750,000	111,875	1,145,650	2,930,608	2,213,867
225,000	38,415	640,734	74,558	224,118	14,374	625,000	85,875	840,350	2,831,523	1,928,074
225,000	30,015	602,668	60,979	227,033	11,289	500,000	65,625	609,300	2,584,310	1,722,609
220,000	21,715	614,843	47,891	167,606	8,141	500,000	50,625	329,400	2,485,744	1,630,821
217,000	14,995	627,265	34,538	170,589	4,930	500,000	35,125	255,900	2,386,984	1,604,442
215,000	8,300	639,936	20,916	153,895	1,654	500,000	21,625	209,500	1,932,543	1,561,326
155,000	1,550	652,865	7,018	0	0	300,000	7,500	144,100	1,435,688	1,123,933
0	0	0	0	0	0	0	0	136,350	1,381,344	0
0	0	0	0	0	0	0	0	0	702,000	0
3,113,200	479,393	6,861,078	826,758	2,287,383	156,440	6,730,000	1,087,994	13,987,709	32,300,782	21,542,246







Excluded Debt

Projected to June 30, 2017	Principal		FY18 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	\$737,782	45.0%	\$84,196	\$15,598	\$99,794
Alcott School <i>May 2015 (1.40%; refund), May 2016 (1.16%; refund)</i>	\$9,365,000	\$3,083,000	32.8%	\$494,000	\$100,505	\$594,505
Thoreau School <i>Sept 2007 (3.99%), May 2015 (1.40%; refund) May 2016 (1.16%; refund)</i>	\$16,940,000	\$7,167,000	42.3%	\$581,000	\$139,247	\$720,247
Willard School <i>Apr. 2008 (3.11%), Mar. 2009 (3.72%), Jan. 2010 (3.09%)</i>	\$27,025,000	\$13,715,000	50.6%	\$1,480,000	\$554,089	\$2,034,089
CPS Bus Depot						\$156,672
Town Excluded Debt - Total	\$54,968,290	\$24,702,782	\$2	\$2,639,196	\$809,438	\$3,605,307
<u>Outstanding CCRSD-Issued Exempt Debt</u>						
Existing High School				\$240,000	\$4,173	\$244,173
New High School (\$32.5 million issued June 2013, 3.00%)				\$1,300,000	\$882,006	\$2,182,006
New High School Bond (\$30 million issued in March 2015, 2.87%)				\$1,350,000	\$891,532	\$2,241,532
New High School Bond (\$2.5 million issued in March 2016, 2.40%)				\$115,000	\$62,700	\$177,700
Projected New High School Issue (\$1.9 million to be issued January 2017, 4.0%)				\$190,000	\$76,000	\$266,000
Landfill Remediation (\$1.5 million to be issued, 4%)				\$150,000	\$60,000	\$210,000
Less: Reserves from FY17 assessment not expended						(\$162)
Total Assessable						\$5,321,249
Concord Share @ 74.30%						\$3,953,688
Less: Stabilization fund appropriation						(\$785,000)
Net CCRSD Excluded Debt						\$3,168,688
Net Levy for the Total Town and CCRSD Exempt Debt						\$6,773,995

SECTION I: Financial Summary

Debt

Town of Concord, MA Authorized and Unissued Debt @ June 30, 2016

debt category	Town Meeting	Vote	Purpose	Debt Amount Authorized & Unissued	Code	Bond or Note Issuance and other comment	Expected future issue	Expected to rescind	TOTAL (equals column J)	Projected May 2017 Bond Plan
Betterment	Art. 42, 2009	18-455-455-0316	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. 36, 2012	62-460-460-345	Land Acquisition (WR Grace)	187,500	62-460-460-345	\$800K bond issued 5/21/15	0	375,000	375,000	
enterprise	Art. 48, 2013	73-0-0-350	Telecommunications	400,000	73-0-0-350	\$25k bond issued 5/19/16 \$100K bond issued 6/12/14 \$500K bond issued 5/19/16	400,000	0	400,000	200,000
within limit	Art. 30, 2014	30-426-426-357	Keyes Road public works facilities design	150,000	30-426-426-357		150,000		150,000	150,000
within limit	Art. 31, 2014	30-197-197-358	141 Keyes Road renovations (Planning dept)	400,000	30-197-197-358	\$200K bond issued 5/19/16	400,000		400,000	400,000
within limit	Art. 33, 2014	30-410-410-360	West Concord infrastructure improvements	100,000	30-410-410-360		100,000		100,000	100,000
within limit	Art. 34, 2014	30-215-215-361	Public Safety Bldg security improvements	85,000	30-215-215-361		85,000		85,000	85,000
within limit	Art. 23, 2015	0 30-300-300-365	Concord Public Schools renovations	0	30-300-300-365	\$650K bond issued 5/19/16	0	0	0	
within limit	Art. 24, 2015	0 30-122-123-366	Concord Public Schools - Bus Depot	0	30-122-123-366	\$950K bond issued 5/19/16	0	0	0	
within limit	Art. 42, 2015	0 30-429-429-367	Road Improvements - 2016 Program	0	30-429-429-367	\$1.2M bond issued 5/19/16	0	0	0	
within limit	Art. 52, 2015	600,000 30-122-123-368	Rideout & Emerson Playground Improvements	600,000	30-122-123-368		600,000		600,000	600,000
within limit	Art. 53, 2015	100,000 30-180-175-369	Parking Management Plan Implementation	100,000	30-180-175-369	\$150K bond issued 5/19/16	100,000		100,000	100,000
within limit	Art. 54, 2015	350,000 30-122-123-370	Town House Interior Improvements	350,000	30-122-123-370	\$350K bond issued 5/19/16	350,000		350,000	350,000
within limit	Art. 55, 2015	0 30-122-123-371	37 Knox Trail renovations and site work	0	30-122-123-371	\$200K bond issued 5/19/16	0	0	0	
within limit	Art. 57, 2015	0 30-220-220-372	Fire Engine Replacement	0	30-220-220-372	\$550K bond issued 5/19/16	0	0	0	
within limit	Art. 12, 2016	570,000 30-300-300-373	Concord Public Schools renovations	570,000	30-300-300-373		570,000		570,000	570,000
within limit	Art. 12, 2016	300,000 30-300-300-366	School Bus Depot	300,000	30-300-300-366		300,000		300,000	300,000
excluded	Art. 15, 2016	1,950,000 30-122-123-374	Concord Public Schools - Bus Depot (excluded debt)	1,950,000	30-122-123-374		1,950,000		1,950,000	1,950,000
within limit	Art. 22, 2016	150,000 30-520-546-375	Municipal Building Renovations	150,000	30-520-546-375		150,000		150,000	150,000
within limit	Art. 22, 2016	50,000 30-520-631-375	(HWCC & Hunt)	50,000	30-520-631-375		50,000		50,000	50,000
within limit	Art. 23, 2016	800,000 30-122-123-376	Land Acquisition - Ball's Hill Road	800,000	30-122-123-376		800,000		800,000	800,000
within limit	Art. 23, 2016	800,000 61-450-450-376	Land Acquisition - Ball's Hill Road	800,000	61-450-450-376		800,000		800,000	800,000
within limit	Art. 24, 2016	150,000 30-220-220-377	Public Safety Equipment - Fire Engine refurbish	150,000	30-220-220-377		150,000		150,000	150,000
within limit	Art. 25, 2016	50,000 30-410-491-378	Cemetery Improvements	50,000	30-410-491-378		50,000		50,000	50,000
within limit	Art. 26, 2016	1,350,000 30-429-429-379	Road Improvement Program 2016	1,350,000	30-429-429-379		1,350,000		1,350,000	1,350,000
enterprise	Art. 28, 2016	13,665,000 61-450-450-380	Water System Improvements	13,665,000	61-450-450-380	Water Treatment Plant	13,665,000		13,665,000	8,000,000
enterprise	Art. 28, 2016	965,000 61-450-450-381	Water System Improvements	965,000	61-450-450-381	Reservoir improvements	965,000		965,000	
enterprise	Art. 28, 2016	1,870,000 61-450-450-382	Water System Improvements	1,870,000	61-450-450-382	Nagog Water Intake pipeline	1,870,000		1,870,000	
within limit	Art. 57, 2016	250,000 30-180-175-383	Rail Trail design/Engr. - Phase 2B	250,000	30-180-175-383		250,000		250,000	250,000
				\$ 26,957,826			26,957,826	375,000	26,957,826	16,405,000

tax, within limit	5,455,000
debt exclusion	1,950,000
Water	8,800,000
Sewer	0
CMLP	0
Telecom	200,000
	16,405,000

Detail: Authorized & Unissued by Funding Source

Tax Supported - within limit	\$ 5,455,000
Tax Supported - debt exclusion	1,950,000
Betterments	1,477,826
Light Fund (#62)	187,500
Telecom Fund (#73)	400,000
Sewer Fund (#60)	187,500
Water Fund (#61)	17,300,000
	\$ 26,957,826

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).

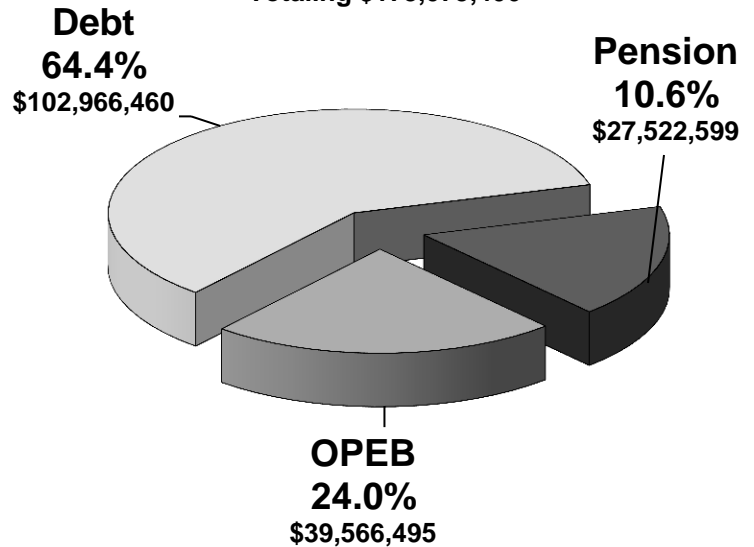
This section contains the following:

• Major Liabilities	66
• Reason for Presenting Major Liabilities	67
• Debt	68
• Pensions	69
• OPEB	70

Major Liabilities at June 30, 2016

(with CCRSD Overlapping Debt)

Totaling \$173,075,406



Major Liabilities (with CCRSD overlapping liability) as of June 30, 2016

<u>FY16 Liabilities</u>	<u>Debt</u>	<u>Pension</u>	<u>OPEB</u>	<u>Total</u>
General Fund	\$39,391,306	\$23,967,947	\$29,134,528	\$92,493,781
Enterprise and Other	<u>\$18,991,660</u>	<u>\$3,554,652</u>	<u>\$1,655,247</u>	<u>\$24,201,559</u>
Total Direct Town Liabilities	\$58,382,966	\$27,522,599	\$30,789,775	\$116,695,340
CCRSD Assessment @73.71%	<u>\$44,583,494</u>	<u>\$3,019,852</u>	<u>\$8,776,720</u>	<u>\$56,380,066</u>
Total	<u>\$102,966,460</u>	<u>\$30,542,451</u>	<u>\$39,566,495</u>	<u>\$173,075,406</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, 2016, the Town is responsible for 73.71% 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 January 2014, Moody’s Investors Service restated the 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.

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
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 Investor Service uses a 20% weight for Debt / Pension in establishing the credit rating. 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 \$44,583,494 million as the Town's share of CCRSD debt, has increased to \$83,974,800 at June 30, 2016. With the inclusion of enterprise debt which is paid from user fees, the total is \$102,966,460.

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.

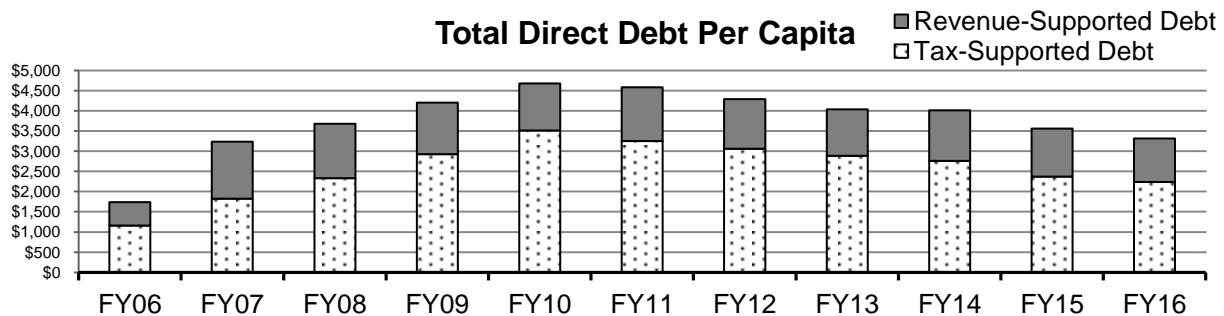
Direct Debt

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, 2016, 81% of the borrowed principal will be repaid within 5 years and 98% 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 Debt to be retired for debt issued as of June 30, 2016								
Paid Down Percentage Starting on June 30, 2016	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/16	\$12,675,000		\$26,716,306		\$18,991,660		\$58,382,966	
In 5 years	\$2,355,000	81%	\$13,802,848	48%	\$8,903,554	53%	\$25,061,402	57%
In 10 Years	\$275,000	98%	\$3,275,000	88%	\$1,107,864	94%	\$4,657,864	95%
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.



SECTION I: Financial Summary

Liabilities

Pension Liability:

As of the January 1, 2016 actuarial valuation, the Concord Contributory Retirement System's has a estimated Unfunded Liability was \$29,159,253. In FY18, the Town's annual funding to meet current obligations and to pay down this liability is \$4.72 million, of which \$3.66 million is the General Fund share.

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, 2016 valuation.

Pension

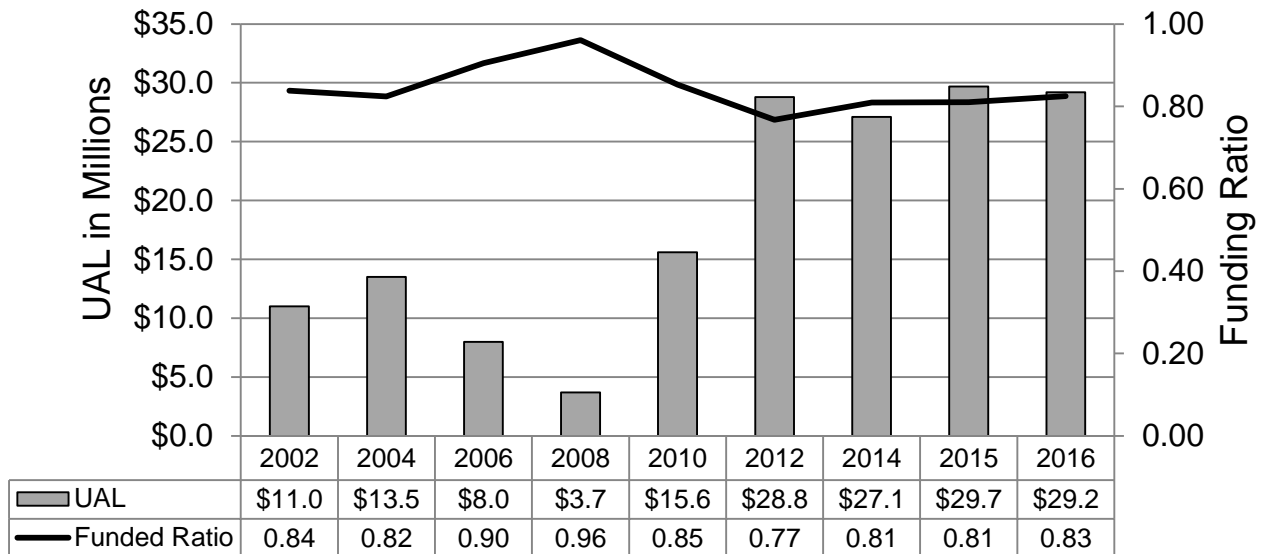
The Concord Contributory Retirement System operates under M.G.L. Chapter 32 to provide retirement benefits to substantially all municipal employees (with the exception of teachers who are covered by the State Teachers Retirement System) who work at least 25 hours per week.

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, 2016, the Town's Actuarial Accrued Liability is estimated at \$167,011,493 and the Actuarial Value of Assets \$137,855,240, which results in an Unfunded Accrued Liability of \$29,156,253. The funding status (AVA / AAL) is 83%.

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, 2016, the Unfunded Actuarial Accrued Liability (UAAL) was \$30.8 million. OPEB Trust Fund assets were \$8,394,780 at that date (at market value) and the funded ratio was 21.4%. 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 (8.6% of the total liability). Second, the amount appropriated for the costs associated with other covered Town Government employees is to be maintained at a level of \$1.4 million plus inflation to cover the annual required contribution level in FY18.

Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) consists of health care and other benefits for retirees, spouses, and survivors.

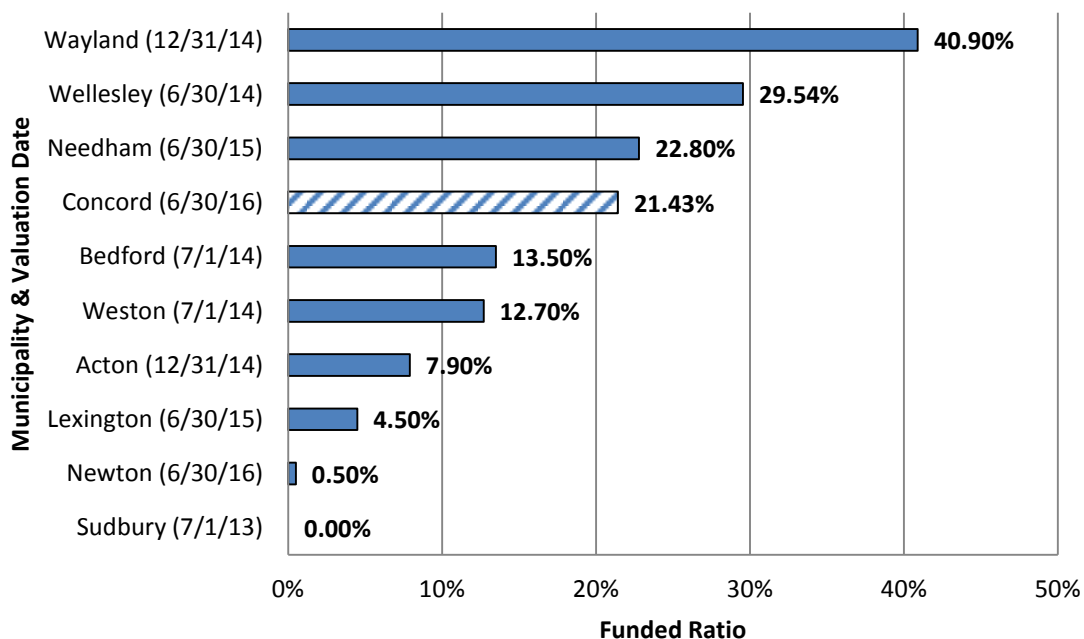
As determined by an actuarial study, the OPEB liability, known as the Unfunded Actuarial Accrued Liability (UAAL) is the difference between the amount needed to fund present and future benefits, or the Actuarial Accrued Liability (AAL) and the amount set aside to fund this obligation, or the Actuarial 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. The metric useful in determining how municipalities are progressing is the Funded Ratio. The Funded Ratio (or AVA divided by the AAL) measures the percentage of the AAL that is funded. As of June 30, 2016, Concord's Funded Ratio is 21.4%.

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.

OPEB Funded Ratios

(based on PERAC & town websites as of 12-28-16)



SECTION I: Financial Summary

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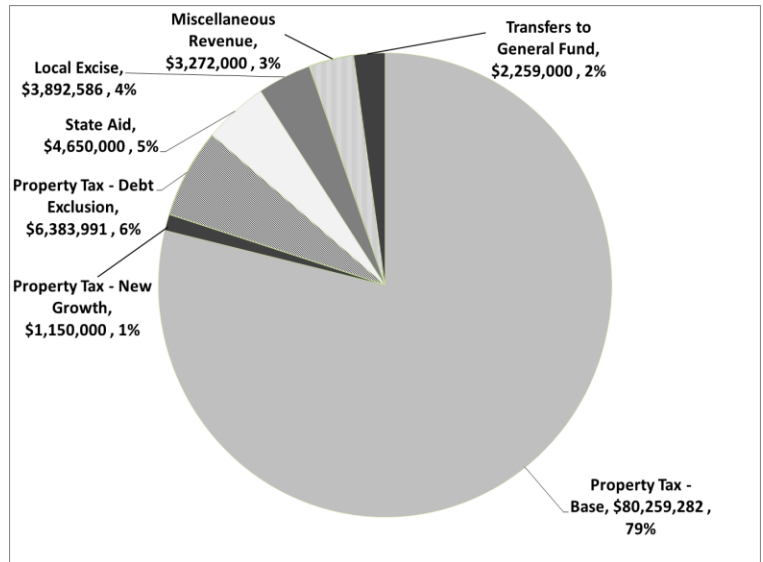
Five-Year Projection

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 sixth year that the analysis has been conducted and the projection is for the period from FY19 through FY23.

This section contains the following:

- Overview 72
- Expenditure Assumptions 73
- Revenue Assumptions 74
- Projection 75
- Property Tax Calculator 75

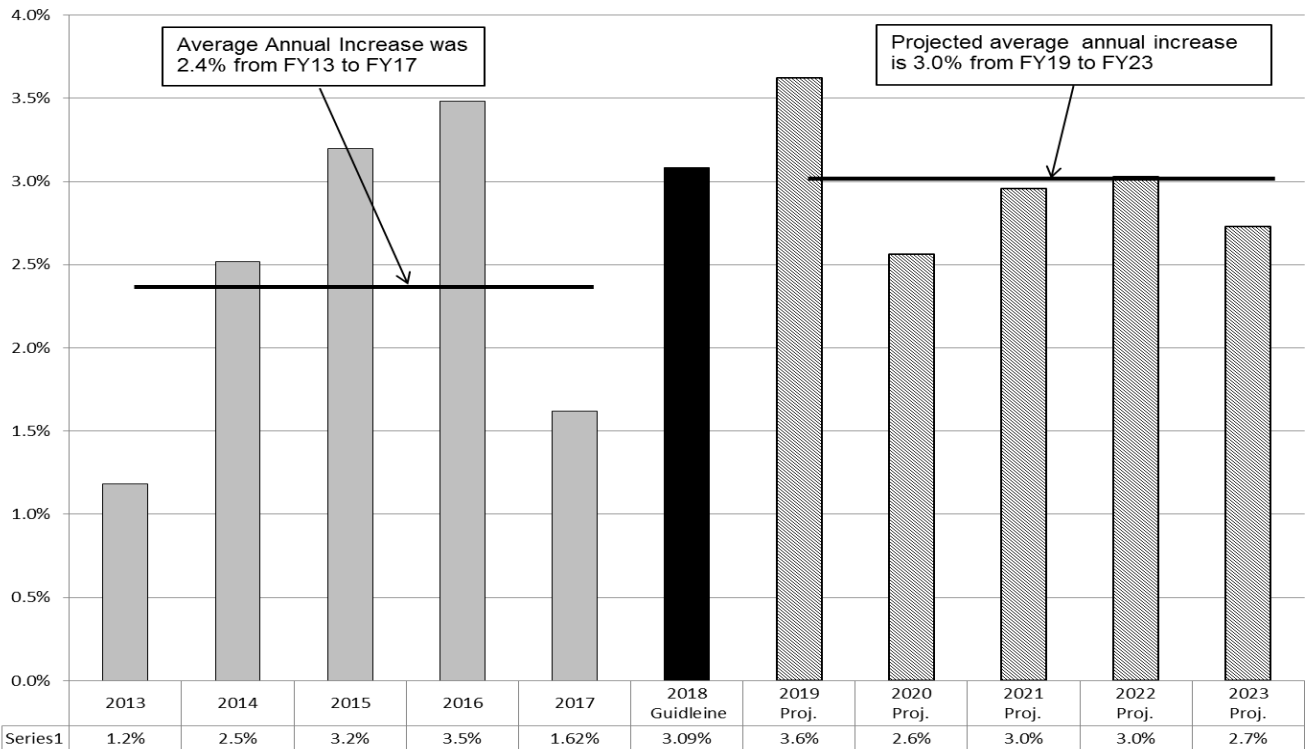
FY18 Sources of Revenues



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 3.0% per year for the next five years. 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 3.7% in FY19, 3.0% in FY20, 3.6% in FY21, 3.7% in FY22, and 3.4% in FY23.

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 FY18 to FY19		Change from FY19 to FY20		Change from FY20 to FY21		Change from FY21 to FY22		Change from FY22 to FY23	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Town	800,785	3.5%	828,588	3.5%	857,357	3.5%	887,125	3.5%	917,926	3.5%
CPS	1,261,309	3.4%	1,304,528	3.4%	1,349,228	3.4%	1,395,459	3.4%	1,443,275	3.4%
CCRS	1,094,046	6.1%	497,142	2.6%	924,719	4.7%	1,074,260	5.3%	946,757	4.4%
Total Operating Budgets	3,156,139	4.1%	2,630,258	3.2%	3,131,304	3.7%	3,356,844	3.9%	3,307,957	3.7%
Group Insurance	240,000	5.0%	252,000	5.0%	264,600	5.0%	277,830	5.0%	291,722	5.0%
OPEB Trust	73,500	5.0%	77,175	5.0%	81,034	5.0%	85,085	5.0%	89,340	5.0%
Retirement	360,010	9.8%	370,810	9.2%	381,935	8.7%	393,393	8.2%	405,194	7.8%
Debt Service - Town	140,000	3.6%	135,000	3.4%	145,000	3.5%	150,000	3.5%	155,000	3.5%
Debt Service - CCRSD Assess	(3,467)	-3.4%	(99,116)	-100.0%	-	-	-	-	-	-
Minuteman Tech	25,000	5.0%	25,000	4.8%	25,000	4.5%	25,000	4.3%	25,000	4.2%
Excluded Debt - Minuteman	285,735		-	0.0%	-	0.0%	-	0.0%	-	0.0%
Excluded Debt - High School	(179,992)	-5.1%	(135,223)	-4.0%	(23,478)	-0.7%	(81,802)	-2.5%	(73,238)	-2.3%
Excluded Debt - Town	(417,047)	-11.6%	(98,346)	-3.1%	(102,542)	-3.3%	(101,026)	-3.4%	(261,763)	-9.1%
Other	49,783	2.0%	50,779	2.0%	51,794	2.0%	52,830	2.0%	53,887	2.0%
Total Budget Plan	3,729,661	3.7%	3,208,337	3.0%	3,954,647	3.6%	4,158,155	3.7%	3,993,098	3.4%

SECTION I: Financial Summary

Projection

Revenue Assumptions:

Under the “most likely” scenario, most non-property revenue items are not projected to increase. Total Property Tax Base (including the levy within the Proposition 2 ½ limit and the levy for excluded debt) is projected to increase by 4.7% in FY19, 3.6% in FY20, 4.0% in FY21, 4.0% in FY22, 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 FY18 to FY19		Change from FY19 to FY20		Change from FY20 to FY21		Change from FY21 to FY22		Change from FY21 to FY22	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
State Aid	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Local Excise Taxes	97,315	2.5%	99,748	2.5%	102,241	2.5%	104,797	2.5%	107,417	2.5%
Fines & Forfeitures	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Rental & Investments	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Licenses & Permits	12,550	1.0%	12,676	1.0%	12,802	1.0%	12,930	1.0%	13,060	1.0%
Fees	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
All other	(20,000)	-13.8%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Free Cash	51,580	5.2%	32,159	3.1%	42,375	3.9%	42,392	3.8%	39,082	3.3%
CMLP PILOT	(9,480)	-2.0%	(9,290)	-2.0%	(9,105)	-2.0%	(8,923)	-2.0%	(8,744)	-2.0%
Debt Stabilization (CCRSB)	(535,000)	-68.2%	(250,000)	-100.0%	-	-	-	-	-	-
Subtotal	(403,035)	-2.9%	(114,708)	-0.8%	148,314	1.1%	151,197	1.1%	150,815	1.1%
Property Taxes										
Base (1)	4,109,000	5.1%	3,287,614	3.9%	3,912,973	4.5%	4,170,018	4.6%	4,157,122	4.3%
New Growth	(200,000)	-17.4%	19,000	2.0%	19,380	2.0%	19,768	2.0%	20,163	2.0%
Debt Exclusion	(311,304)	-4.3%	(233,569)	-3.4%	(126,020)	-1.9%	(182,828)	-2.8%	(335,001)	-5.3%
Less Debt Stab. (CCRSB)	535,000	-68.2%	250,000	-100.0%	-	-	-	-	-	-
Total Property Taxes	4,132,696	4.7%	3,323,045	3.6%	3,806,333	4.0%	4,006,958	4.0%	3,842,283	3.7%
Total Resource Plan	3,729,661	3.7%	3,208,337	3.0%	3,954,647	3.6%	4,158,155	3.7%	3,993,098	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.

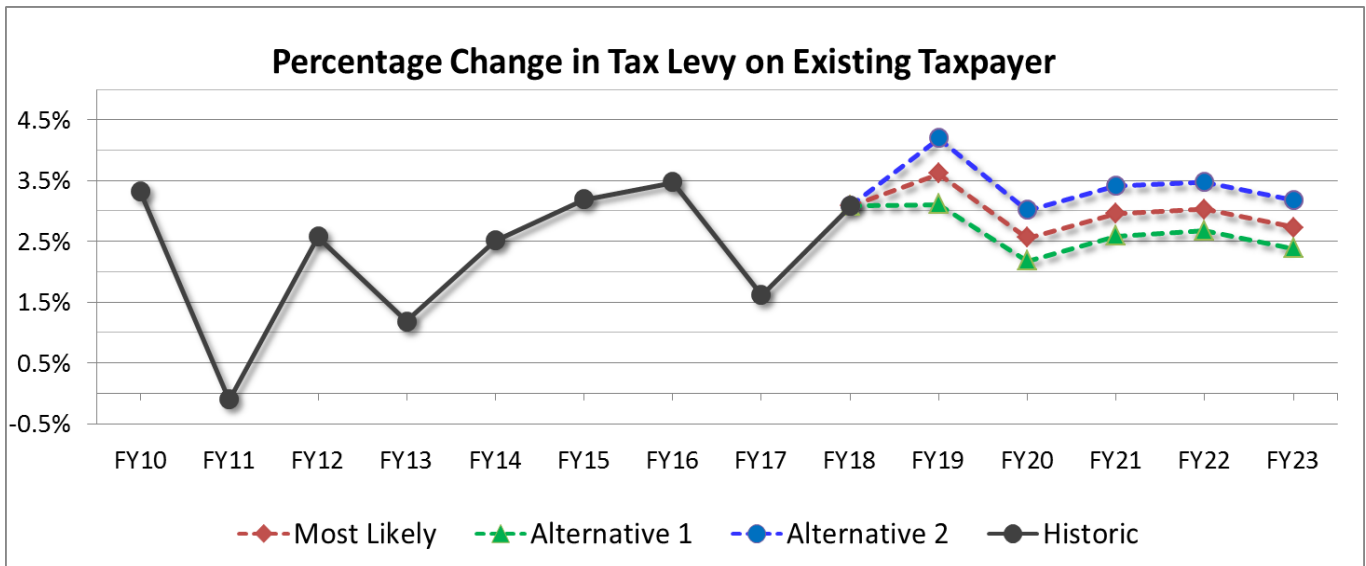
Scenario Analysis

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 FY19 to FY23.

Alternative 1 (the lower line): This scenario projects lower expenditures. For example, in FY19, Town Government Operations are projected to increase by 3.0%, CPS Operations by 2.9%, and the CCRSD Assessment by 5.5%.

Alternative 2 (the upper line): This scenario projects higher expenditures. For example, in FY19, Town Government Operations are projected to increase by 4.0%, CPS Operations by 3.9%, and the CCRSD Assessment by 6.7%.



Property Tax Calculator (Most Likely Scenario)

Home Value	FY17 Actual	FY18 Budgeted	FY19 Estimated	FY20 Estimated	FY21 Estimated	FY22 Estimated	FY23 Estimated
Concord FY17 Median (\$819,400)	11,529	11,885	12,316	12,631	13,005	13,398	13,764
- per 100K	1,407	1,450	1,503	1,541	1,587	1,635	1,680
\$250,000	3,518	3,626	3,757	3,854	3,968	4,088	4,199
\$500,000	7,035	7,252	7,515	7,707	7,935	8,176	8,399
\$750,000	10,553	10,878	11,272	11,561	11,903	12,264	12,598
\$1,000,000	14,070	14,504	15,030	15,415	15,871	16,351	16,798
\$1,500,000	21,105	21,756	22,545	23,122	23,806	24,527	25,197
\$2,000,000	28,140	29,008	30,060	30,830	31,742	32,703	33,596

Note: The median single family residential tax bill in FY17 is \$11,529, based on an assessed value of \$819,400 at a tax rate of \$14.07 per thousand. Estimates assume no change in property values over FY17.

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 86)
- Sister Cities, and Concord Cultural Council support (see page 86)
- Half of Energy Conservation Coordinator salary covered by the General Fund (see page 96)
- Increased support for operating the Visitors Center (see page 102)
- Town's share to operate & maintain 37 Knox Trail (see pages 104-105)

2: Planning & Land Management

- Moderate increase in funding for Regional Housing Services Office (see pages 114-117)
- Funding of Cross Town Connect (see pages 114-117)
- Increase in hours for Assistant Building Inspectors (see pages 124-127)
- Additional hours for the Public Health Nurse (see pages 128 -131)

3: Finance & Administration

- Banking and legal fees are proposed to increase (see pages 140-143)
- Increase for Audit Services to comply with new GASB rules (see pages 144-147)
- Increase in cost for payroll and accounting software licenses (see page 156)

4: Public Safety

- Increase in Overtime for Police Officers & Dispatchers (see pages 162-165)
- 2nd Ambulance Staffing (Decrease in use of Stabilization Fund) (see pages 166-169)
- Funding for new position of Fire Inspection Lieutenant for fire inspections and prevention (see pages 166-169)

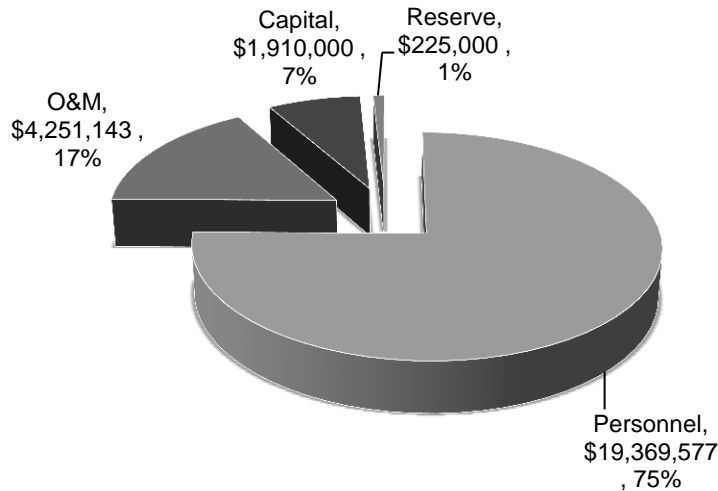
5: Public Works

- New position of Assistant Highway & Grounds Superintendent (see page 186)
- Increase for Snow/Ice removal (see pages 198-201)
- Additional capital funding for CPW equipment (see pages 204-205)

6: Human Services

- Additional Library staffing for weekend hours (see pages 218-221)
- Additional General Fund support for the Community Services Coordinator and Youth Services Coordinator (see pages 222-225)
- Moderate increase in wage and hours for Outreach Coordinators and Van Drivers (see pages 226-229)
- Increase in Veteran benefits due to more beneficiaries (see pages 236-237)

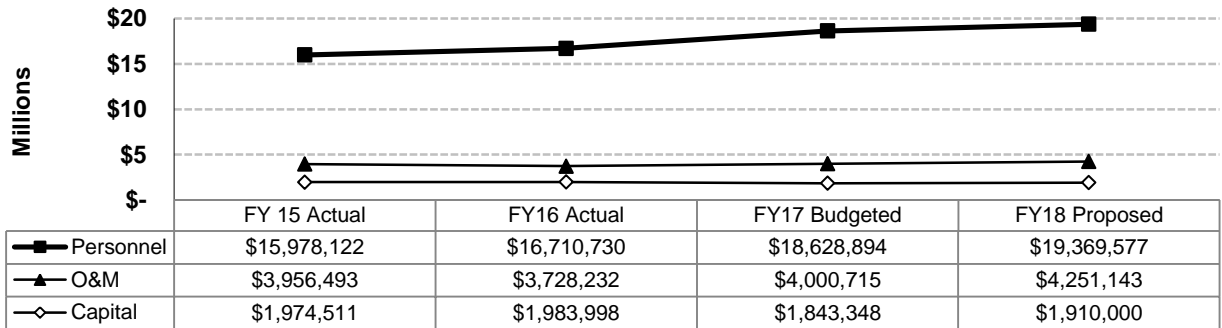
FY18 Proposed Budget Expenses



Budget Highlights:

- The FY18 Town Government General Fund Appropriated Budget is \$23,064,013. After including funds transferred in by the Town’s Enterprise Funds and other sources, the Total Budget is \$25,755,720.
- The FY18 Appropriated Budget is proposed to increase \$1,050,000 or 4.8%, with personnel expenses increasing by 5.0%, operations and maintenance (O&M) by 6.1%, and capital expense increasing by 3.9%.
- The FY18 Total Budget is proposed to increase by \$1,056,764 or 4.3%, with personnel expenses increasing by 3.0%, O&M by 6.3%, and capital expenses by 14.3%.

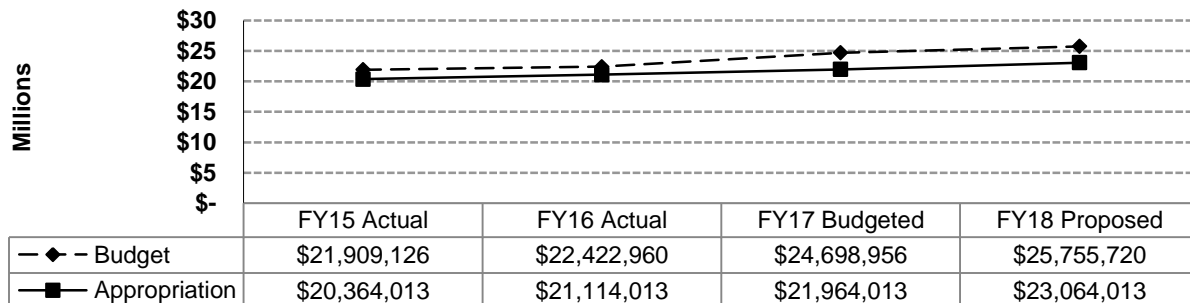
Town Government - Expense Categories History



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

In this FY18 budget, Personnel expense represent 75% of the total budget, O&M represents 17%, and Capital represents 7% (the Reserve Fund appropriation of \$225,000 represents the remaining 1%).

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 FY18 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 0.44 over FY17 budgeted levels. Total Town Government FTEs are proposed to rise from to 226.82 to 227.26.

The changes are as follows:

- Human Resources is proposing additional overtime hours (0.06 FTE).
- The Visitors' Center proposes a slight increase of limited status services (0.11 FTE) in order to cover additional building maintenance.
- In the Elections account, it is proposed that the FY18 staffing level be decreased by 1,211 hours for Election Officers and Technicians, due to the expectation that there will be 1 election in FY18.
- The Health Division is proposing additional hours for the Public Health Nurse, and increase of (0.14 FTE).
- IT is proposing an increase in overtime hours (0.10 FTE).
- The Fire Department is proposing a new Fire Prevention Lieutenant position to manage fire inspections (1.00 FTE).
- 133 & 135 Keyes Rd are proposing the use of contracted cleaning services rather than hiring a full time employee (-1.00 FTE).
- The Library is proposing an increase of (0.30 FTE) to fund additional weekend staffing hours.
- Senior Services is proposing 522 additional hours for the Outreach Coordinators, and Van Drivers this nets to an increase of (0.25 FTE).
- Veterans' Services is proposing additional hours (0.04 FTE) to manage increased demand for services for the Veterans Agent.

<u>Town Government Full-Time Equivalents (FTEs) Detail</u>				
Budget Unit	FY16 Budget	FY17 Budget	FY18 Proposed	FY17-FY18 Change
1a Town Manager's Office	5.53	5.53	5.53	0.00
1b Human Resources	4.00	4.07	4.12	0.06
1c Facilities Management	2.00	2.02	2.02	0.00
1d Energy Conservation	0.20	0.50	0.50	0.00
1e Visitors' Center	0.13	0.04	0.15	0.11
1f 37 Knox Trail	0.00	0.02	0.02	0.00
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.32	0.81	0.23	-0.58
3b Registrars	0.10	0.10	0.12	0.02
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	0.91	0.91	0.00
5c Inspections	5.39	5.66	5.66	0.00
5d Health	4.16	4.16	4.30	0.14
6 141 Keyes Road	0.00	0.50	0.50	0.00
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	5.50	5.50	5.50	0.00
8d Assessors	4.40	4.44	4.44	0.00
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.34	3.75	3.85	0.10
10 Town House	1.02	1.01	1.00	-0.01
11 Police Department	46.30	46.30	46.30	0.00
12 Fire Department	43.90	43.90	44.90	1.00
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.03	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	7.00	7.00	7.00	0.00
17c Highway Maintenance	13.28	13.78	13.78	0.00
17d Parks and Trees	9.43	8.75	8.75	0.00
17e Cemetery	1.47	1.19	1.19	0.00
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	0.00	-1.00
25 Library	27.12	27.86	28.16	0.30
26a Human Services	1.48	1.48	1.49	0.01
26b Senior Services	8.93	9.06	9.31	0.25
26c Recreation Services	0.50	0.75	0.75	0.00
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	0.45	0.45	0.49	0.04
30 Ceremonies	0.00	0.00	0.00	0.00
Totals	<u>227.08</u>	<u>226.82</u>	<u>227.26</u>	<u>0.44</u>

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

	FY15 Actual	FY16 Actual	FY17 Budget	FY18 Proposed
General Government				
Personnel	\$ 2,142,258	\$ 2,359,095	\$ 2,460,790	\$ 2,466,965
O&M	\$ 550,019	\$ 544,729	\$ 625,718	\$ 676,438
Capital	\$ 234,981	\$ 340,722	\$ 465,848	\$ 412,500
Subtotal	\$ 2,927,258	\$ 3,244,546	\$ 3,552,356	\$ 3,555,903
Finance & Administration				
Personnel	\$ 1,618,178	\$ 1,820,573	\$ 2,166,976	\$ 2,150,959
O&M	\$ 772,322	\$ 750,309	\$ 791,406	\$ 896,480
Capital	\$ 200,907	\$ 179,009	\$ 215,000	\$ 245,000
Subtotal	\$ 2,591,407	\$ 2,749,891	\$ 3,173,382	\$ 3,292,439
Public Safety				
Personnel	\$ 7,471,955	\$ 7,943,264	\$ 8,456,282	\$ 8,453,653
O&M	\$ 720,716	\$ 729,403	\$ 681,518	\$ 693,695
Capital	\$ 320,319	\$ 378,179	\$ 255,000	\$ 250,000
Subtotal	\$ 8,512,990	\$ 9,050,846	\$ 9,392,800	\$ 9,397,348
Public Works				
Personnel	\$ 2,697,850	\$ 2,610,959	\$ 2,981,264	\$ 2,887,898
O&M	\$ 1,273,210	\$ 1,007,193	\$ 1,214,769	\$ 1,281,849
Capital	\$ 1,064,443	\$ 968,069	\$ 887,500	\$ 977,500
Subtotal	\$ 5,035,503	\$ 4,586,221	\$ 5,083,534	\$ 5,147,247
Human Services				
Personnel	\$ 1,957,890	\$ 1,904,983	\$ 2,436,516	\$ 2,516,179
O&M	\$ 640,226	\$ 686,598	\$ 672,303	\$ 687,682
Capital	\$ 153,860	\$ 118,019	\$ 20,000	\$ 25,000
Subtotal	\$ 2,751,976	\$ 2,709,601	\$ 3,128,819	\$ 3,228,861
Unclassified				
Personnel	\$ 89,991	\$ 71,856	\$ 128,065	\$ 893,923
O&M	\$ -	\$ 10,000	\$ 15,000	\$ 15,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 368,065	\$ 1,133,923
Town Government Total	\$ 21,909,126	\$ 22,422,960	\$ 24,698,956	\$ 25,755,720

Town Government (Accounts 1 - 34) - Funding Plan

	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 21,964,013	88.9%	\$ 23,064,014	89.5%	5.0%
Light Fund	452,730	1.8%	456,191	1.8%	0.8%
Telecom Fund	31,363	0.1%	31,363	0.1%	0.0%
Water Fund	652,717	2.6%	654,793	2.5%	0.3%
Sewer Fund	224,014	0.9%	224,942	0.9%	0.4%
Swim and Fitness Center	93,151	0.4%	89,074	0.3%	-4.4%
Solid Waste Fund	141,721	0.6%	140,595	0.5%	-0.8%
Parking Meter Fund	135,524	0.5%	135,132	0.5%	-0.3%
Recreation Fund	84,555	0.3%	86,805	0.3%	2.7%
Cemetery	166,846	0.7%	166,837	0.6%	0.0%
Retirement	130,014	0.5%	134,340	0.5%	3.3%
Misc.	522,307	2.1%	534,785	2.1%	2.4%
PEG Funds	-	0.0%	36,850	0.1%	N/A
Stabilization Fund	100,000	0.4%	-	0.0%	-100.0%
Totals	\$ 24,698,956	100.0%	\$ 25,755,720	100.0%	4.3%

Account Summary - General Government

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%Δ
1a Town Manager's Office	\$ 619,587	\$ 618,400	-0.2%	\$ 385,112	\$ 384,873	-0.1%
1b Human Resources	373,607	393,242	5.3%	236,342	250,054	5.8%
1c Facilities Management	238,348	290,000	21.7%	238,348	290,000	21.7%
1d Resource Sustainability	118,433	126,000	6.4%	118,433	126,000	0.0%
1e Visitors' Center	32,635	44,028	34.9%	32,635	44,028	34.9%
1f 37 Knox Trail	25,000	43,287	0.0%	8,334	17,762	0.0%
2 Legal Services	225,000	225,000	0.0%	225,000	225,000	0.0%
3a Elections	39,289	13,627	-65.3%	34,815	13,627	-60.9%
3b Registrars	10,460	11,231	7.4%	7,967	8,476	6.4%
4 Meeting and Reports	81,750	81,750	0.0%	44,900	44,900	0.0%
5a Planning	565,506	475,036	-16.0%	478,856	386,153	-19.4%
5b Natural Resources	290,056	278,416	-4.0%	235,177	221,810	-5.7%
5c Inspections	472,221	486,187	3.0%	472,221	486,187	3.0%
5d Health	389,810	398,672	2.3%	306,900	315,122	2.7%
6 141 Keyes Road	70,654	71,027	0.5%	70,654	71,027	0.5%
Total	\$ 3,552,356	\$ 3,555,903	0.1%	\$ 2,895,694	\$ 2,885,019	-0.4%

Account Summary - Finance and Administration

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	506,989	485,147	-4.3%	\$ 304,171	\$ 291,073	-4.3%
8b Treasurer-Collector	513,624	517,705	0.8%	\$ 291,656	\$ 294,275	0.9%
8c Town Accountant	431,012	436,213	1.2%	\$ 164,927	\$ 163,319	-1.0%
8d Assessors	423,561	422,176	-0.3%	\$ 423,561	\$ 422,176	-0.3%
8e Town Clerk	249,744	250,958	0.5%	\$ 246,744	\$ 247,958	0.5%
9 Information Systems	913,143	1,044,267	14.4%	790,818	921,919	16.6%
10 Town House	131,899	132,563	0.5%	108,512	109,045	0.5%
Total	\$ 3,173,382	\$ 3,292,439	3.8%	\$ 2,333,799	\$ 2,453,175	5.1%

Account Summary - Public Safety

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%Δ
11 Police Department	\$ 4,536,764	\$ 4,552,534	0.3%	\$ 4,453,109	\$ 4,468,879	0.4%
12 Fire Department	4,499,659	4,477,397	-0.5%	\$ 4,443,659	\$ 4,471,397	0.6%
13 W. Concord Fire	40,289	39,664	-1.6%	\$ 40,289	\$ 39,664	-1.6%
14 Police and Fire Station	275,011	284,816	3.6%	\$ 275,011	\$ 284,816	3.6%
15 Emergency Management	15,077	16,937	12.3%	\$ 15,077	\$ 16,937	12.3%
16 Animal Control	26,000	26,000	0.0%	\$ 26,000	\$ 26,000	0.0%
Total	\$ 9,392,800	\$ 9,397,348	0.0%	\$ 9,253,145	\$ 9,307,693	0.6%

Account Summary - Public Works

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%Δ
17a CPW Administration	\$ 400,346	\$ 401,502	0.3%	\$ 195,289	\$ 195,728	0.2%
17b Engineering	712,237	709,504	-0.4%	\$ 395,323	\$ 393,000	-0.6%
17c Highway Maintenance	1,435,881	1,433,587	-0.2%	\$ 1,406,326	\$ 1,404,032	-0.2%
17d Parks and Trees	763,195	795,037	4.2%	\$ 668,270	\$ 698,573	4.5%
17e Cemetery	233,762	230,516	-1.4%	\$ 69,916	\$ 66,679	-4.6%
18 Snow and Ice Removal	597,500	610,000	2.1%	597,500	610,000	2.1%
19 Street Lighting	74,000	74,000	0.0%	73,463	73,463	0.0%
20 Public Works Equipment	300,000	325,000	8.3%	300,000	325,000	8.3%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	100,000	110,000	10.0%	100,000	110,000	10.0%
23 Road Improvements	90,000	100,000	11.1%	90,000	100,000	11.1%
24 133 and 135 Keyes Road	171,612	153,102	-10.8%	102,263	83,875	-18.0%
Total	\$ 5,083,534	\$ 5,147,247	1.3%	\$ 4,203,351	\$ 4,265,349	1.5%

Account Summary - Human Services

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%Δ
25 Library	\$ 2,162,945	\$ 2,168,218	0.2%	\$ 2,136,945	\$ 2,142,218	0.2%
26a Human Services	\$ 85,998	\$ 88,706	3.1%	\$ 27,394	\$ 38,353	40.0%
26b Senior Services	\$ 435,014	\$ 470,569	8.2%	\$ 351,197	\$ 383,149	9.1%
26c Recreation Services	98,425	100,328	1.9%	\$ 74,032	\$ 75,245	1.6%
27 HWCC	120,452	125,521	4.2%	\$ 120,452	\$ 125,521	4.2%
28 Hunt Recreation Center	131,619	130,981	-0.5%	\$ 105,574	\$ 109,831	4.0%
29 Veterans	69,990	125,310	79.0%	\$ 69,990	\$ 125,310	79.0%
30 Ceremonies	24,376	19,228	-21.1%	\$ 24,376	\$ 19,228	-21.1%
Total	\$ 3,128,819	\$ 3,228,861	3.2%	\$ 2,909,960	\$ 3,018,855	3.7%

Account Summary - Unclassified

Accounts	Budget			Appropriation		
	FY17	FY18	%Δ	FY17	FY18	%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	28,065 *	793,923	N/A	28,065	793,923	N/A
34 Land Fund	15,000	15,000	0.0%	15,000	15,000	0.0%
Total	\$ 368,065	\$ 1,133,923	208.1%	\$ 368,065	\$ 1,133,923	208.1%

* Original appropriation of \$755,708 in FY17; \$727,643 has been transferred to other accounts as of 1/14/17.

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				
	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 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			

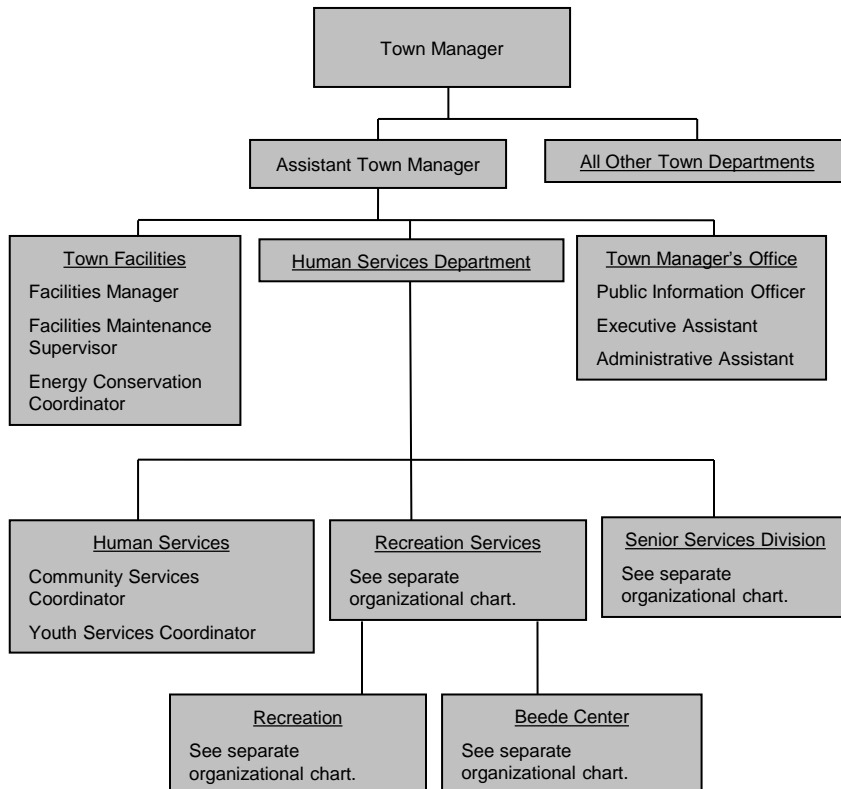
Budget Highlights:

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 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

		FY17 Budgeted		FY18 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:

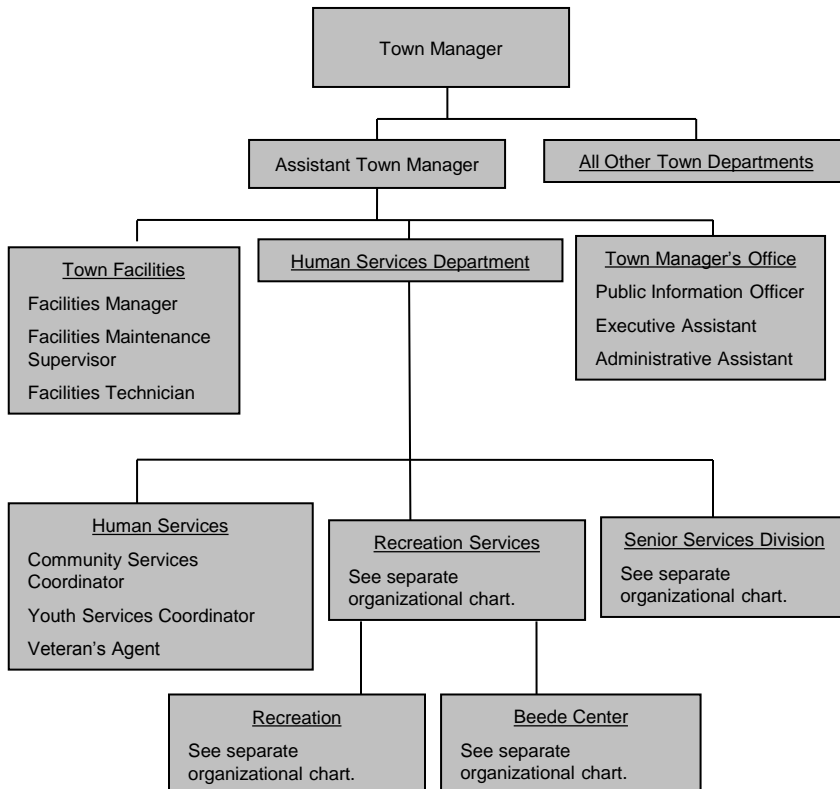
The mission of the Office of the Town Manager is to support the Town Manager and the Select Board in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support 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 1.9% decrease in the operating appropriation from that of the FY17 budget.
- This budget showcases the newly organized and structured divisions within the Human Services Department, under the Assistant Town Manager.
- For FY18, \$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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 268,240	\$ 376,107	\$ 385,112	\$ 384,873
Other Funds	\$ 265,807	\$ 191,663	\$ 234,475	\$ 233,527
Total Expenditures	\$ 534,047	\$ 567,770	\$ 619,587	\$ 618,400



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.

GENERAL GOVERNMENT: Town Manager

Item 1A

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 457,635	\$ 529,784	\$ 550,605	\$ 547,414	\$ 546,714
Purchased Services	41,994	13,763	21,221	23,911	23,911
Supplies	4,095	6,248	5,095	6,055	6,055
Other Charges	15,733	16,658	37,666	36,720	36,720
Capital Outlay	14,590	1,318	5,000	6,500	5,000
Totals	\$ 534,047	\$ 567,770	\$ 619,587	\$ 620,600	\$ 618,400

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 385,112	62.16%	\$ 384,873	62.24%	-0.06%
Light Fund	103,693	16.74%	103,454	16.73%	-0.23%
Water Fund	62,218	10.04%	62,076	10.04%	-0.23%
Sewer Fund	31,111	5.02%	31,040	5.02%	-0.23%
Solid Waste Disp. Fund	5,748	0.93%	5,737	0.93%	-0.19%
Beede Fund	10,239		9,765	1.58%	0.00%
Recreation Fund	21,466		21,455	3.47%	0.00%
Community Chest	-	0.00%	-	0.00%	0.00%
Totals	\$ 619,587	100.00%	\$ 618,400	100.00%	-0.19%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 199,233	1.00	\$ 199,233
	Assistant Town Manager	1.00	\$ 112,270	1.00	\$ 112,270
	Public Information Officer	1.00	\$ 60,084	1.00	\$ 60,084
	Exec. Asst. to the Town Manager	1.00	\$ 79,762	1.00	\$ 79,762
	Senior Administrative Assistant	1.00	\$ 61,242	1.00	\$ 57,379
	Sub Total	5.00 FTEs	\$ 512,591	5.00 FTEs	\$ 508,728
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.	1,014	20 hrs.	986
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	<u>5.00 FTEs</u>	<u>\$ 550,605</u>	<u>5.00 FTEs</u>	<u>\$ 546,714</u>

Program Implementation

The FY18 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Assistant to the Town Manager, Senior 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 Human Services Department which is comprised of Recreation Services (Recreation Programs and Beede operations), Senior Services (including the COA), and the Human Services Division (including the Community Services Coordinator, Youth Services Coordinator, and the Veterans Agent). In addition to overseeing the Office of the Town Manager and having responsibility for the Town’s public information, facilities and resource sustainability programs, the Assistant Town Manager will soon supervise two new Departments under the Town’s Authority—Concord Cable Television (PEG Access) and the Visitor’s/Tourism Center operation located on Main Street in the downtown area.

The Public Information Officer position was established in 2015 in an effort to enhance the Town’s communication with the public. Over this past year, the Town completed a total website redesign project which boasts up-to-date information, meeting and events calendars, graphic photos and tourism information and links to the Town’s many social media platforms. Spearheaded by the Town’s Public Information Officer, the new *ConcordMA.gov* website debuted in September of 2016 and has been well received by members of the community and staff.

In December of 2016, the Town Manager’s office was notified that the new *ConcordMA.gov* website was to be recognized as the first place winner in Category 2 (communities with populations between 15,000-50,000) for the municipal website award. This statewide placement is not only a great honor for the Town, but is also an award which the Town had never received in years’ past. The ceremony recognizing this unique distinction is to be held in conjunction with MA Municipal Association’s Annual Conference held in Boston in January of 2017.

In addition to other expenses itemized in the budget lines above, 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

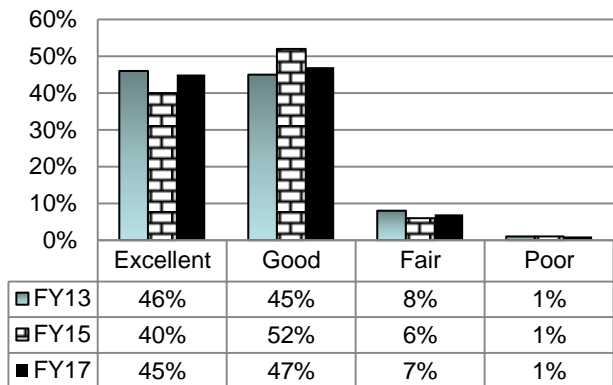
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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

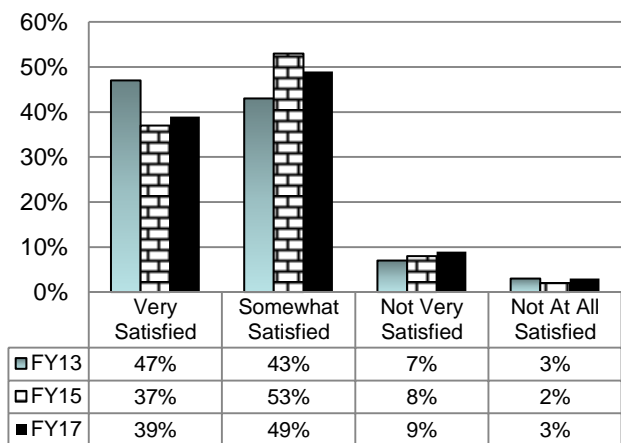
Division Goal: *To provide residents with quality services in relation to taxes paid*

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 1,022 Concord residents in FY17, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY17, 88% 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

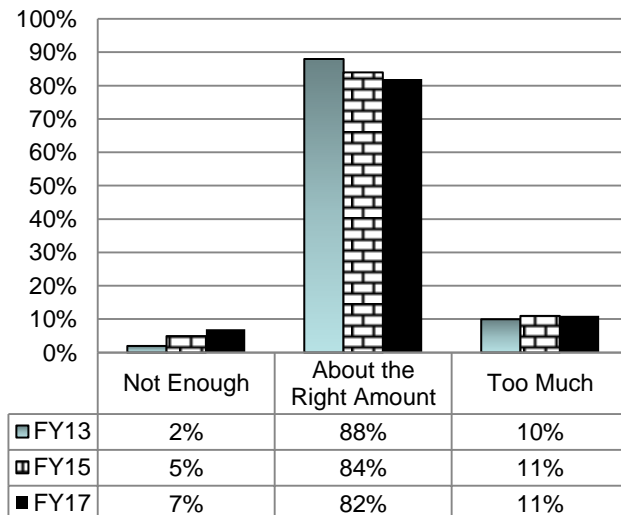
Division Goal: *To spend the right amount on Town Government Services*

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

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, that produces a statistically significant result.

Trend: In FY17, 82% 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:

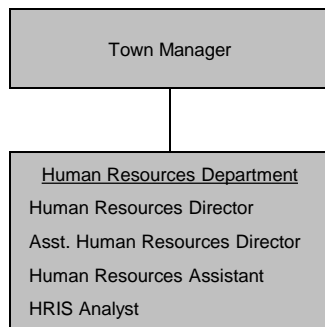
The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration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

Budget Highlights:

- This budget represents a 5.3% *increase* in the operating appropriation from that of the FY17 budget.
- Personnel expenses are increased approximately \$19,000: \$6,000 for overtime related to a software conversion project, \$12,000 to increase the level of a clerk position to analyst, and \$1,000 for regular salary increases.
- Other than personnel expenses, the budget represents level funding in the operating appropriation from that of the FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 206,258	\$ 226,464	\$ 236,342	\$ 250,054
Other Funds	\$ 122,737	\$ 131,628	\$ 137,265	\$ 143,188
Total Expenditures	\$ 328,995	\$ 358,092	\$ 373,607	\$ 393,242



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 295,975	\$ 299,280	\$ 326,112	\$ 344,977	\$ 344,977
Purchased Services	21,699	43,649	34,570	34,640	34,640
Supplies	1,639	2,720	2,000	2,700	2,700
Other Charges	9,681	11,345	10,925	10,925	10,925
Capital Outlay	-	1,099	-	50,000	-
Totals	\$ 328,995	\$ 358,092	\$ 373,607	\$ 443,242	\$ 393,242

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 236,342	63.26%	\$ 250,054	63.59%	5.80%
Light Fund	65,371	17.50%	68,028	17.30%	4.06%
Water Fund	19,998	5.35%	20,545	5.22%	2.74%
Sewer Fund	6,069	1.62%	6,235	1.59%	2.74%
Solid Waste Fund	1,426	0.38%	1,465	0.37%	2.73%
Recreation Fund	7,408	1.98%	14,150	3.60%	91.01%
Swim and Fitness Center	33,042	8.84%	29,047	7.39%	-12.09%
Retirement System	2,281	0.61%	2,343	0.60%	2.72%
Schools	1,670	0.45%	1,375	0.35%	-17.66%
Totals	\$ 373,607	100.00%	\$ 393,242	100.00%	5.26%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 128,455	1.00	\$ 128,455
	Assistant HR Director	1.00	74,256	1.00	74,970
	Human Resources Assistant	1.00	68,898	1.00	69,343
	HRIS Analyst	1.00	47,374	1.00	59,257
	Sub Total	<u>4.00 FTEs</u>	\$ 318,983	<u>4.00 FTEs</u>	\$ 332,025
5130	Overtime	144 hrs.	7,129	260 hrs.	12,952
	Total	<u>4.00 FTEs</u>	\$ <u>326,112</u>	<u>4.00 FTEs</u>	\$ <u>344,977</u>

Program Implementation
<ul style="list-style-type: none"> •The FY18 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, Human Resources Assistant, and HRIS Analyst; funding is included in the recommended budget (\$12,952) for support staff overtime. •In FY18, 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 (\$3,075). •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 650 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 2016, HR staff: processed 669 applications for employment; managed 52 recruitments and new appointments; managed 28 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 50 work-related injury cases; responded to unemployment claims and prepared defense of appeals; verified and processed more than 1,029 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 4 contracts, including a newly certified unit of the Town’s highway and grounds division employees; made arrangements for an employee appreciation picnic attended by 227 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 47 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 8 positions; partnered with Finance and IT to continue implementation of software that will integrate human resources, payroll, time and attendance systems; ensured that summaries of the Massachusetts conflict of interest law and the Town’s policy prohibiting harassment were distributed to all employees; developed an on-line employment application form and process; 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, 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 individual long-term disability subscriber rates; and processing of 26 “Go the Extra Mile” Certificates and 10 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; training for new employees regarding harassment prevention; orientations for new employees to the town’s policies; and an employee benefits and wellness fair.

Employment Data By Calendar Year					
	2012	2013	2014	2015	2016
Number Employed	597	593	621	614	657
Regular-Status Positions	280	281	283	293	297
Regular-Status New Hires	16	19	32	26	30
Regular-Status Separations	9	13	12	12	14
Regular-Status Retirements	3	6	10	12	11

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 a 21.7% *increase* in the capital appropriation over that of the FY17 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).
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY18 budget recommends an increase of \$55,000 (over FY17 as originally budgeted, before salary reserve transfers).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm, \$8,000 for McGrath Farm.
- In FY18, the 37 Knox Trail Account has been budgeted in Item 1F (pages 112-113)

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 193,866	\$ 224,962	\$ 238,348	\$ 290,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 193,866	\$ 224,962	\$ 238,348	\$ 290,000

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 193,866	\$ 224,962	\$ 238,348	\$ 474,964	\$ 290,000
Totals	<u>\$ 193,866</u>	<u>\$ 224,962</u>	<u>\$ 238,348</u>	<u>\$ 474,964</u>	<u>\$ 290,000</u>

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	1.00	\$ 89,250	1.00	\$ 89,250
	Facilities Maintenance Supervisor	1.00	\$ 80,911	1.00	\$ 80,911
	Total	2.00 FTEs	\$ 170,161	2.00 FTEs	\$ 170,161

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 238,348	100.00%	\$ 290,000	100.00%	21.67%
Totals	<u>\$ 238,348</u>	100.00%	<u>\$ 290,000</u>	100.00%	21.67%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
A-1	Town-Wide Building Improvements	\$ 235,000	\$ 290,000	\$ 295,000	\$ 325,000	\$ 340,000	\$ 360,000
	Totals	<u>\$ 235,000</u>	<u>\$ 290,000</u>	<u>\$ 295,000</u>	<u>\$ 325,000</u>	<u>\$ 340,000</u>	<u>\$ 360,000</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 6.4% *increase* in the total appropriation over that of the FY17 budget.
- The FY18 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 \$160,000 by FY22.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 75,000	\$ 75,000	\$ 118,433	\$ 126,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 75,000	\$ 75,000	\$ 118,433	\$ 126,000

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 were 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. While the Town did not reach that goal, progress was made. As of July 1, 2015, electricity consumption in municipal facilities + streetlights had declined 14% compared to CY2008. Heating energy consumption declined 4% per heating degree day compared to CY2008.

In 2013, the Town was designated as a Green Community by the Massachusetts Department of Energy Resources. Green Community designation is predicated upon a commitment to reduce energy consumption by Town government (including vehicle fleets) by 20% compared to FY11. In FY16, overall weather-normalized Town government energy consumption was 6% less than it was in FY11.

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.

Further, the Town has applied for and received Green Communities grant money. In 2014 and 2015, the grants helped fund heating system upgrades at the Sanborn and Peabody Schools. In 2016 and 2017, grants are partially funding lighting upgrades at the Town’s Wastewater Treatment Plant, Main and Fowler Libraries, CMLP headquarters, Alcott and Thoreau Elementary Schools and the Ripley Administration Building.

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. In 2015 and 2016, Resource Sustainability Fund monies supported the Green Your Heat Program, which helped 141 Concord residents weatherize their homes,

As of January 1, 2017, 23% of Concord’s electricity will come from renewable sources. The Town’s next benchmark is to have 30% of its energy be renewable by 2020.

GENERAL GOVERNMENT: Resource Sustainability Fund

Item 1D

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	-	\$ 3,984	43,433	31,000	31,000
Capital Outlay	\$ 75,000	\$ 71,016	\$ 75,000	\$ 250,000	\$ 95,000
Totals	\$ 75,000	\$ 75,000	\$ 118,433	\$ 281,000	\$ 126,000

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Energy Conservation Coordinator	0.50	\$ 43,433	0.50	\$ 31,000
	Total	0.50 FTEs	\$ 43,433	0.50 FTEs	\$ 31,000

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
A-5	Resource Sustainability Projects	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000	\$ 160,000
	Totals	\$ 75,000	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000	\$ 160,000

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 FY17, Sawyer Trust, Green Communities and Library Corporation capital funds are being used to upgrade the lighting at the Town’s Wastewater Treatment Plant, Main and Fowler Libraries, CMLP headquarters, Alcott and Thoreau Elementary Schools and the Ripley Administration Building. The Concord Municipal Light Plant plans to replace its aging HVAC system with more efficient equipment in the spring of 2017.

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 by June 2018. The replacements will be funded in part by a Massachusetts DOER Rapid LED Streetlight Conversion Grant.

Electricity

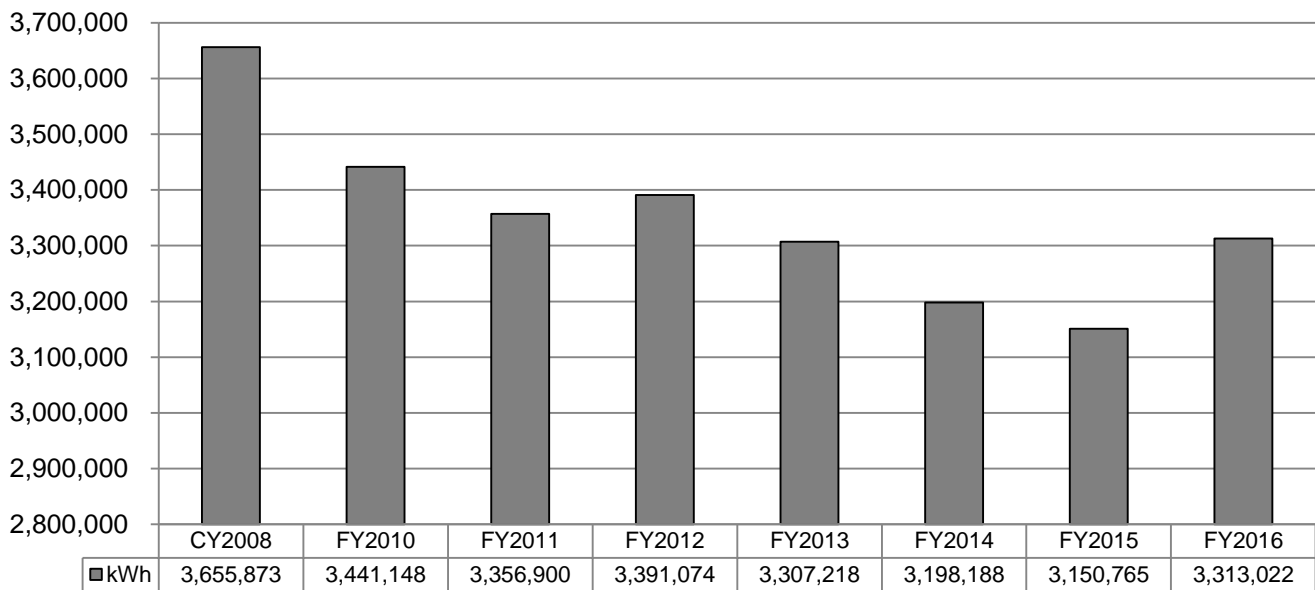
Analysis: Townwide electricity consumption (kWh) has been reduced by 9% from CY08. While FY15 was a 14% reduction, some of the buildings that were a part of that were using underperforming systems that did not meet the needs of the facility.

Some of these facilities include the Beede Center, the Fowler Branch Library, the Hunt Gym, and the Harvey Wheeler Community Center. All of these facilities saw moderate increases to electricity consumption due to need.

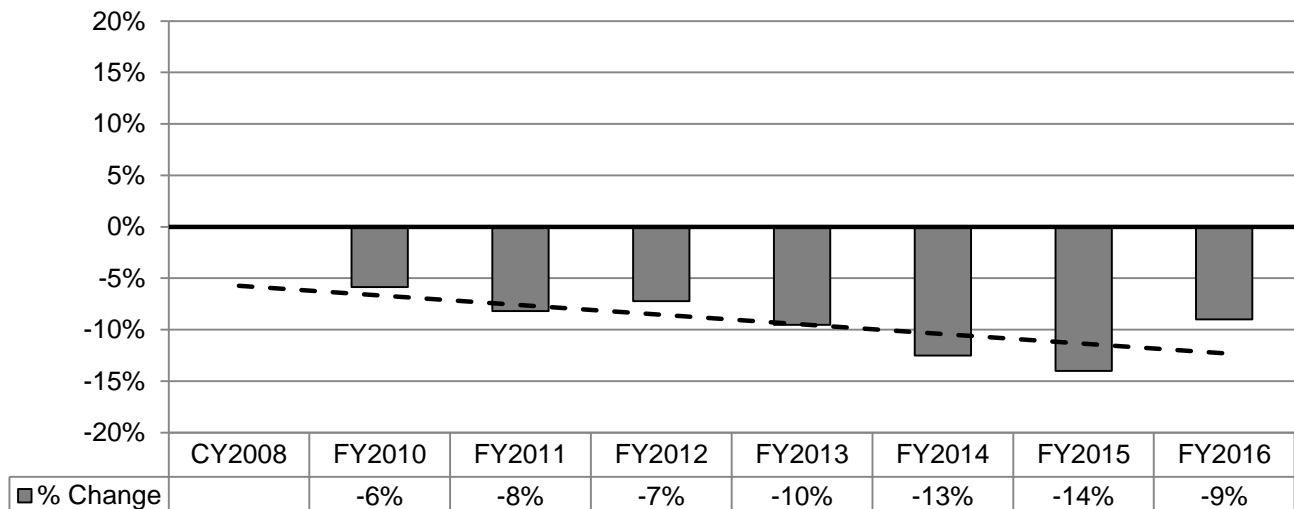
Town staff continue to monitor energy consumption and look for ways to improve systems through capital funds and grants.

As of January 1, 2017, 23% of Concord's electricity will come from renewable sources. The Town's next benchmark is to have 30% of its energy be renewable by 2020.

Townwide Electricity Output (kWh)



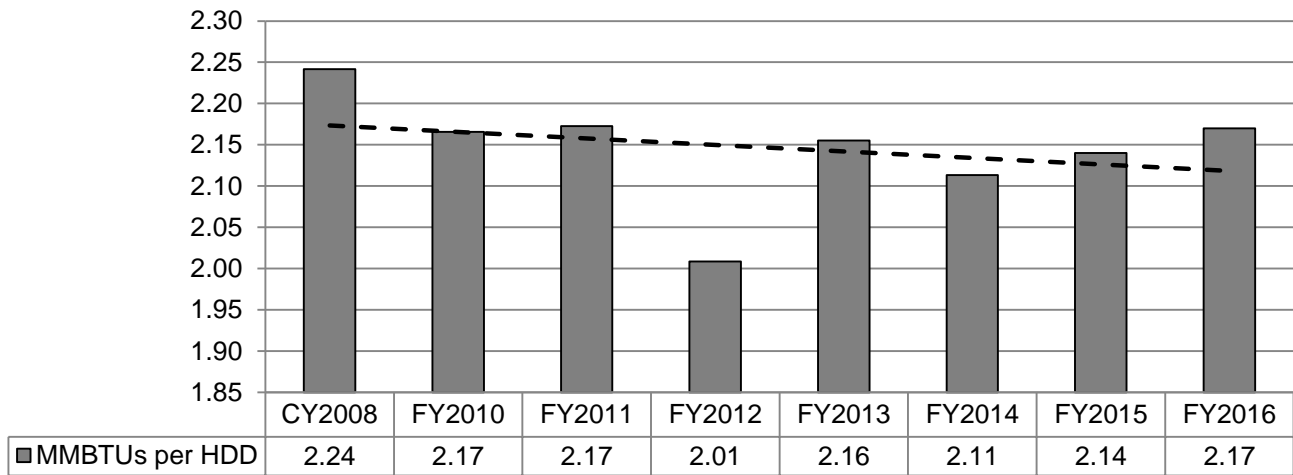
% Change in Electricity Output from Base Year (CY2008)



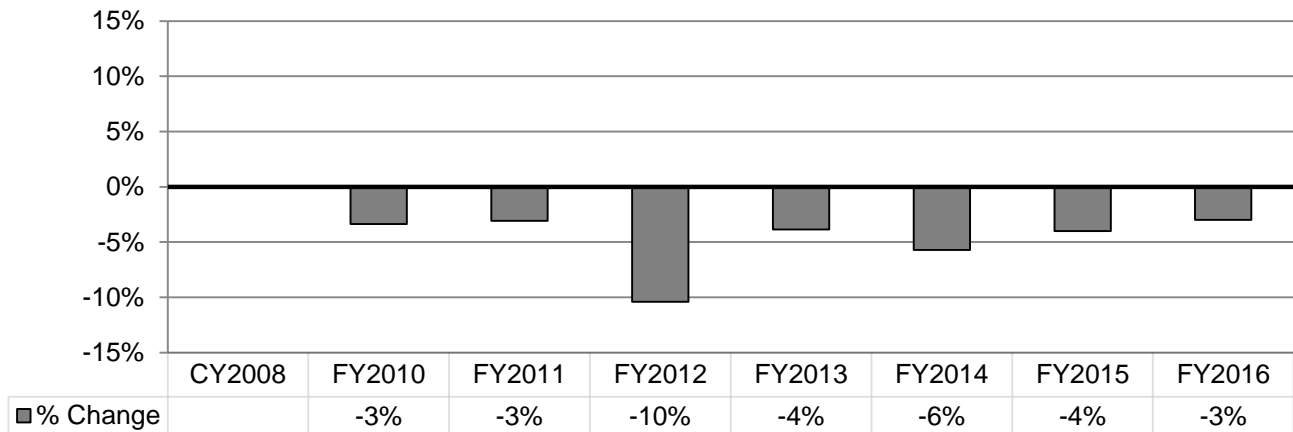
Natural Gas

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 3% 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.

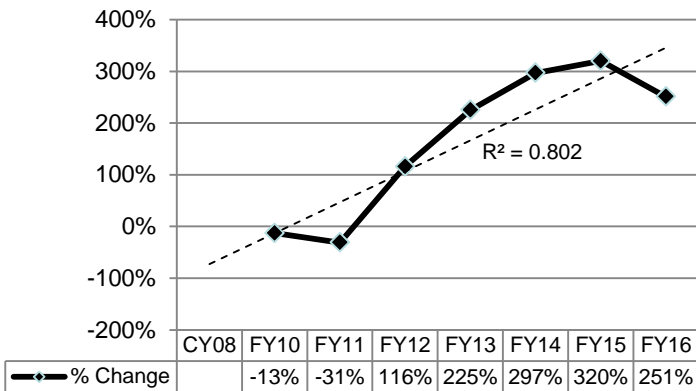
Bede Center, Fowler Library Branch & Street Light Energy Consumption

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		
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%
FY2016	56,904	9.90	38%	11%	1,191,240	-5%	25%

Analysis: After the initial install of the dehumidification units, there were some technical issues related to system controls and operations. By early 2016 the contractor was able to resolve these issues and the units were functioning as required.

With the new units, there is a need for greater dehumidification capacity and as a result energy consumption has increased even with more energy efficient units.

Fowler Library: % Change in Electricity Use from Base Year

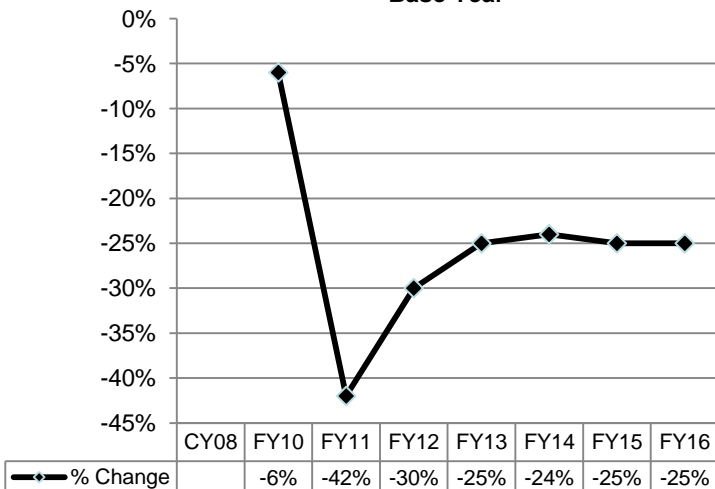


Analysis: Year-long use of the central Liebert dehumidifier likely explains, at least in part, the increase in electricity use from FY13 to FY14.

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.

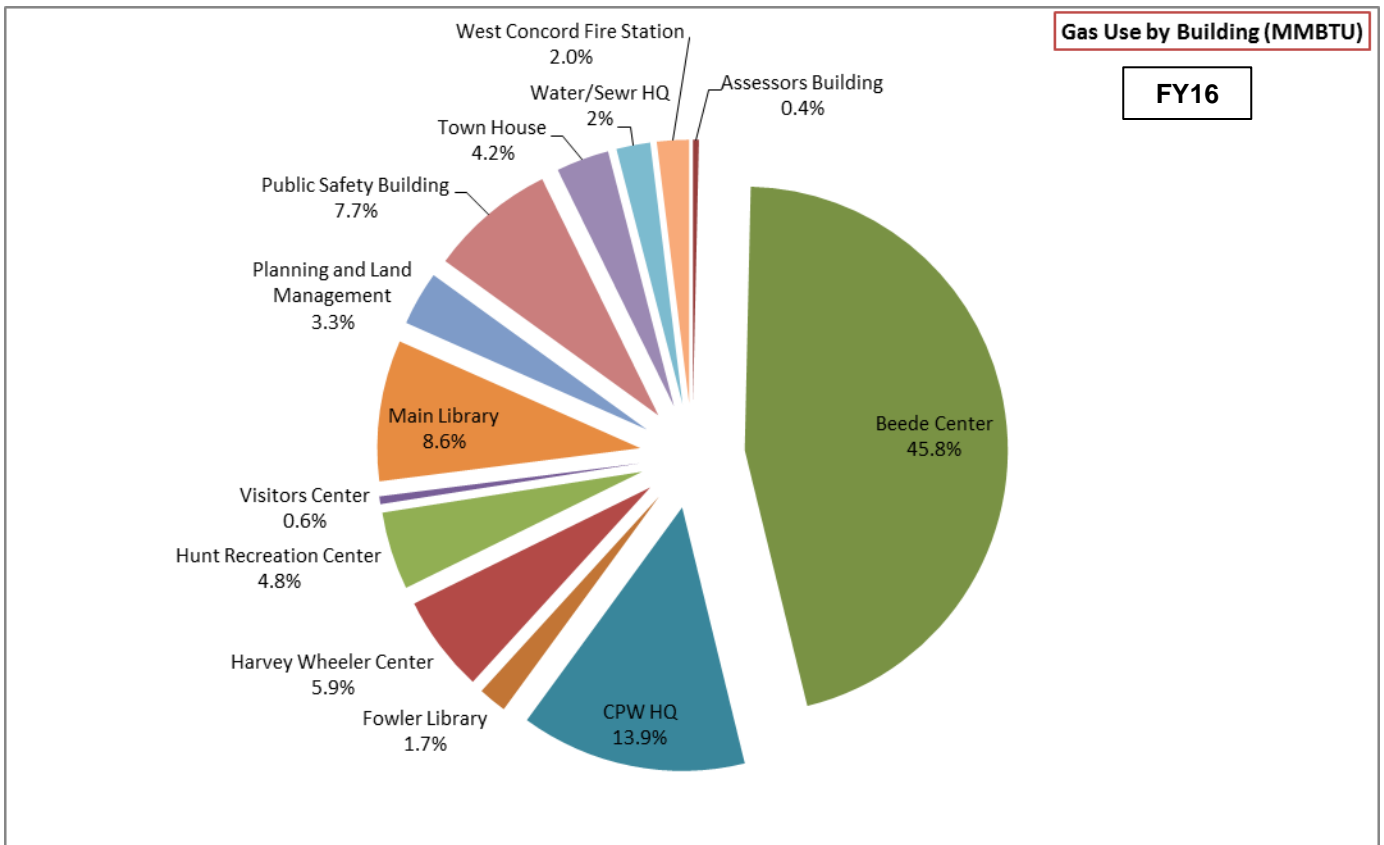
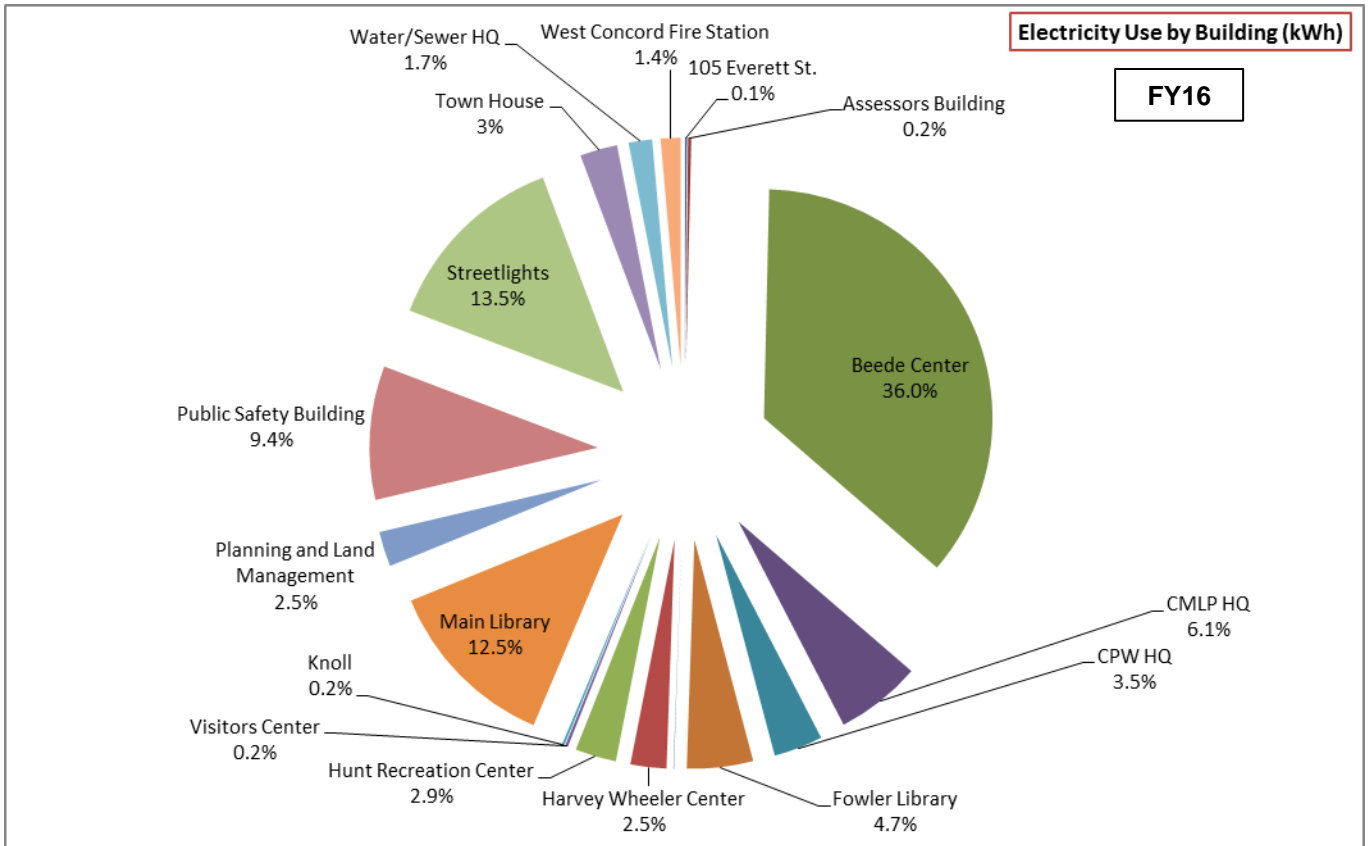
In February 2015, we had National Grid conduct an energy audit of the Fowler Library. Since the rooftop units had been replaced during the renovation, they did not assess the heating or cooling systems. They did do a lighting audit.

Street Lighting: % Change in Electricity Use from Base Year



Analysis: As of 11/21/16, plans are to replace 1,200 existing metal halide fixtures with LEDs by the end of 2018. The existing fixtures are 50W metal halide that use 65W, according to MassSave system wattage table. The wattage difference is based upon a proposed 3000K 54W LED Cree light that is most likely to be chosen. We anticipate dimming them down to 24W. These are system wattages that include any electricity used by the driver.

The possibility also exists of dimming some of these new LED streetlights to an even lower level between 12am and 4am, but that remains to be decided.



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 4.6% *increase* in the operating appropriation from that of the FY17 budget.
- The Town is in the process of taking over the responsibilities for information services program from the Concord Chamber of Commerce. \$16,000 is allocated for this service.
- 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.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 24,488	\$ 26,974	\$ 32,635	\$ 44,028
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 24,488	\$ 26,974	\$ 32,635	\$ 44,028

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 fourth 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		
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%
FY2016	593	0.10	-11%	-16%	6,686	-20%	-7%

GENERAL GOVERNMENT: Visitors Center Restroom

Item 1E

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,824	\$ 4,039	\$ 1,175	\$ 4,698	\$ 4,698
Purchased Service	14,311	20,727	26,106	24,430	34,430
Supplies	2,310	2,208	2,854	2,400	2,400
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	5,045	-	2,500	5,000	2,500
Totals	<u>\$ 24,488</u>	<u>\$ 26,974</u>	<u>\$ 32,635</u>	<u>\$ 36,528</u>	<u>\$ 44,028</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 32,635	100.00%	\$ 44,028	100.00%	34.91%
Totals	<u>\$ 32,635</u>	100.00%	<u>\$ 44,028</u>	100.00%	34.91%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	78 hrs.	\$ 1,175	313 hrs.	\$ 4,698
	Total	<u>0.04 FTEs</u>	<u>\$ 1,175</u>	<u>0.15 FTEs</u>	<u>\$ 4,698</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:

- The operating appropriation for the office building at 37 Knox Trail is proposed to *increase* by 91.4% over FY17.
- \$5,000 is proposed for building maintenance projects.
- Of the \$43,287 budget, \$17,762 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$25,525 for the operations of the facility.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ -	\$ -	\$ 8,334	\$ 17,762
Other Funds	\$ -	\$ -	\$ 16,666	\$ 25,525
Total Expenditures	\$ -	\$ -	\$ 25,000	\$ 43,287

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ 4,294	\$ 4,294	\$ 4,294
Purchased Service	-	-	14,356	32,643	32,643
Supplies	-	-	1,350	1,350	1,350
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	-	-	5,000	10,000	5,000
Totals	\$ -	\$ -	\$ 25,000	\$ 48,287	\$ 43,287

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,334	33.34%	\$ 17,762	41.03%	213.13%
RHSO	\$ 3,333	13.33%	\$ 6,381	14.74%	191.45%
Schools	\$ 13,333	53.33%	\$ 19,144	44.22%	143.58%
Totals	\$ 25,000	100.00%	\$ 43,287	100.00%	173.15%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
A-5	Building Improvements	\$ 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

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Electrician	0 hrs.	\$ 2,500	50 hrs.	\$2,500
5130	Overtime	0 hrs.	1,794	52 hrs.	\$1,794
	Total	0.00 FTEs	\$ 4,294	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 FY17 budget.
- The FY18 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 174,280	\$ 178,151	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 174,280	\$ 178,151	\$ 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 \$133,965 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY18 Legal Services budget is level funded at the FY17 level.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	174,280	178,151	225,000	225,000	225,000
Totals	\$ 174,280	\$ 178,151	\$ 225,000	\$ 225,000	\$ 225,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 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
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	225,000		\$ 225,000	178,151
2017 Budgeted (Status thru 12/31/16)	225,000	-	\$ 225,000	133,965

*FY17 expended amount (\$133,965) 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 65.3% decrease in operating appropriation from that of the FY17 budget, due to the decrease in the number of scheduled elections.
- One election is scheduled for FY18 compared to three in FY17. Several changes to election law were implemented during FY17, including early voting for state/federal elections; online voter registration; and early registration for 16 and 17-year olds. It is anticipated that these initiatives will continue to evolve following significant feedback and suggested changes made in the past few months of implementation.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 25,714	\$ 52,164	\$ 34,815	\$ 13,627
Other Funds	\$ 4,131	\$ 2,237	\$ 4,474	\$ -
Total Expenditures	\$ 29,845	\$ 54,401	\$ 39,289	\$ 13,627

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 FY18, we are budgeting for only the Annual Town Election. No state or federal elections are scheduled for FY18, so no state reimbursement is anticipated or budgeted (included as “Other Funds” in the Expenditure Summary above). Concord purchased new election equipment in FY17 (budgeted in FY16), which was used for the first time at the November 2016 Presidential Election. Maintenance costs for the first two years of this new equipment is covered our recent purchase (through November 2018), so there is no maintenance cost budgeted for FY18. The State pays for the service agreement for our AutoMark machines, which are at each precinct to assist disabled voters.

Date	Election	Turnout	% Registered Voters
Nov. 8, 2016	General Election/Presidential	11,447	85%
Sept. 20, 2016	Special District Election/Minuteman	1,079	9%
April 14, 2016	Special Town Election (Debt Exclusion Votes for CCHS Landfill; School Transportation; & Minuteman)	1,012	8%
March 1, 2016	Presidential Primary	7,692	60%
Nov. 4, 2014	State Gubernatorial Election	8,274	64%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 19,246	\$ 17,406	\$ 29,139	\$ 9,127	\$ 9,127
Purchased Services	8,447	7,760	7,600	3,450	3,450
Supplies	2,152	1,911	2,550	1,050	1,050
Other Charges	-	-	-	-	-
Capital Outlay	-	27,325	-	-	-
Totals	\$ 29,845	\$ 54,401	\$ 39,289	\$ 13,627	\$ 13,627

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 34,815	88.61%	\$ 13,627	100.00%	-60.86%
State Reimbursement	4,474	11.39%	-	0.00%	-100.00%
Totals	\$ 39,289	100.00%	\$ 13,627	100.00%	-65.32%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
C-3	Voting Machines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY17 Budgeted		FY18 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	1631 hrs.	\$ 16,725	461 hrs.	\$ 4,777
	Technician	54 hrs.	2,100	18 hrs.	750
	Overtime	38 hrs.	1,614	13 hrs.	600
5131	Police Overtime	168 hrs.	8,700	56 hrs.	3,000
	Total	0.91 FTEs	\$ 29,139	0.26 FTEs	\$ 9,127

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 7.4% *increase* in operating appropriation from that of the FY17 budget.
- Revenues from the sale of the Street List book and CD, totaling \$1,805 in 2016, are credited to the General Fund to offset the printing costs (\$1,650 for 275 copies in FY17).
- Online voter registration was introduced by the State in the Fall of 2015, and is heavily used by Concord residents, with the vast majority of voters registering online. Although Concord already has a high registration rate (94% of eligible residents), this option makes it even easier.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 4,646	\$ 8,103	\$ 7,967	\$ 8,476
Other Funds	\$ 2,547	\$ 2,380	\$ 2,493	\$ 2,755
Total Expenditures	\$ 7,193	\$ 10,483	\$ 10,460	\$ 11,231

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 275 Street List books (budgeted cost: \$1,900—a decrease of \$100 from FY17); the # of printed books has been reduced in recent years due to the convenience of the electronic version for many customers.
- Registering voters, maintaining resident and voter database; preparing voter lists for elections and candidates; and promoting voter registration and upcoming elections for Concord voters. Concord reached an all-time high of 13,141 registered voters at the end of 2016.
- 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 FY18, it is expected that the School Department will provide \$2,755 for this purpose.

Performance Information

	2011	2012	2013	2014	2015	2016
Residents Counted in Census January 1	15,627	15,638	15,954	15,830	15,798	15,987
Registered voters as of December 31	12,300	12,716	12,820	12,581	12,637	13,141
New Voters Registered during Year	668	1,553	637	820	735	1,834
Nomination/Petition Papers Signatures Certified	1,547	3,862	2,510	3,398	2,564	1,942

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,134	\$ 1,554	\$ 4,010	\$ 4,681	\$ 4,681
Purchased Services	3,225	5,420	5,500	5,600	5,600
Supplies	833	766	950	950	950
Other Charges	-	-	-	-	-
Capital Outlay	-	2,743	-	-	-
Totals	\$ 7,193	\$ 10,483	\$ 10,460	\$ 11,231	\$ 11,231

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 7,967	76.17%	\$ 8,476	75.47%	6.39%
School Department Transfer	\$ 2,493	23.83%	\$ 2,755	24.53%	10.51%
Totals	\$ 10,460	100.00%	\$ 11,231	100.00%	7.37%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY17 Budgeted		FY18 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 3,323	250 hrs.	\$ 4,208
5130	Overtime	15 hrs.	687	10 hrs.	473
	Total	<u>0.10 FTEs</u>	<u>\$ 4,010</u>	<u>0.12 FTEs</u>	<u>\$ 4,681</u>

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 FY17 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 (\$36,850).

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 64,522	\$ 64,266	\$ 44,900	\$ 44,900
Other Funds	\$ -	\$ -	\$ 36,850	\$ 36,850
Total Expenditures	\$ 64,522	\$ 64,266	\$ 81,750	\$ 81,750

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 2018 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 15,052	\$ 14,442	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	49,176	49,001	63,750	63,750	63,750
Supplies	294	824	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 64,522	\$ 64,266	\$ 81,750	\$ 81,750	\$ 81,750

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 44,900	55.06%	\$ 44,900	55.06%	0.00%
PEG Fund	\$ 36,650	44.94%	\$ 36,650	44.94%	0.00%
Totals	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY17 Budgeted		FY18 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	<u>0.14 FTEs</u>	<u>\$ 17,700</u>	<u>0.14 FTEs</u>	<u>\$ 17,700</u>

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 3.2% *increase* in operating appropriation over that of the FY17 budget.
- Included in the budget are funds to support the Planning Board, Board of Appeals, Historic Districts Commission, Historical Commission, and Community Preservation Committee, among others.
- In FY18, an additional \$7,500 is requested for the Town to participate in CrossTown Connect, a regional transportation management association. to provide better coordinated transportation services.
- In addition, \$18,000 is proposed to fund a portion of Concord's share of the Regional Housing Services Office.

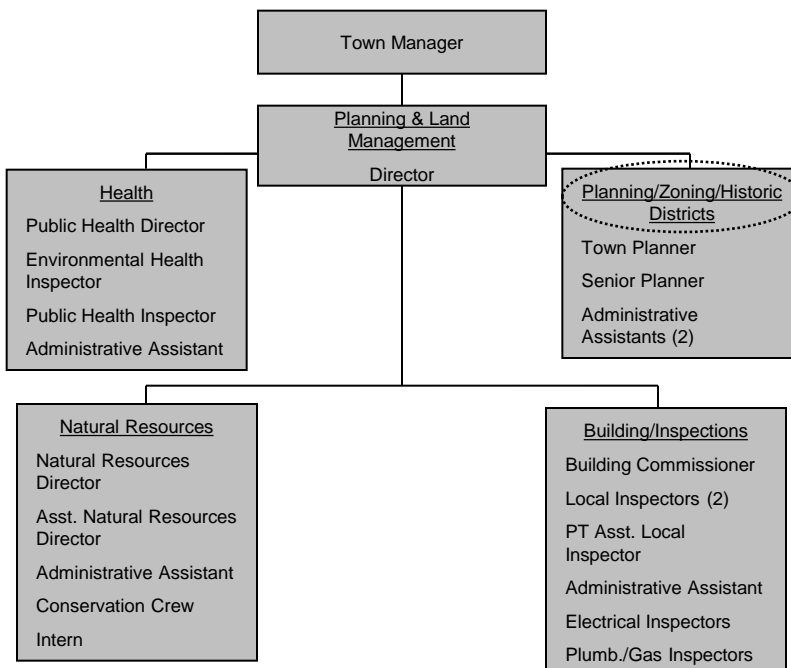
Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 323,485	\$ 444,821	\$ 478,856	\$ 386,153
Other Funds	\$ 80,187	\$ 63,204	\$ 86,650	\$ 88,883
Total Expenditures	\$ 403,672	\$ 508,025	\$ 565,506	\$ 475,036

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 365,335	\$ 369,568	\$ 426,331	\$ 428,635	\$ 428,635
Purchased Services	22,814	11,983	23,060	35,316	35,316
Supplies	11,018	6,169	6,775	7,275	7,275
Other Charges	4,505	3,242	4,340	3,810	3,810
Capital Outlay	-	117,062	105,000	-	-
Totals	<u>\$ 403,672</u>	<u>\$ 508,025</u>	<u>\$ 565,506</u>	<u>\$ 475,036</u>	<u>\$ 475,036</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 478,856	84.68%	\$ 386,153	81.29%	-19.36%
Light Fund	11,463	2.03%	11,857	2.50%	3.44%
Water Fund	45,840	8.11%	47,415	9.98%	3.44%
Sewer Fund	7,643	1.35%	7,907	1.66%	3.45%
Community Preserv. Fund	21,704	3.84%	21,704	4.57%	0.00%
Totals	<u>\$ 565,506</u>	100.00%	<u>\$ 475,036</u>	100.00%	-16.00%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
B-2	Zoning Bylaw Recodification	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
B-7	Long Range Plan	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ 105,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

GENERAL GOVERNMENT: Planning

Item 5A

Personnel Services Summary

		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 128,455	1.00	\$ 128,455
	Town Planner	1.00	95,747	1.00	95,853
	Senior Planner	1.00	86,813	1.00	86,813
	Planning Administrative Assistant	1.00	58,485	1.00	59,279
	ZBoA Administrative Assistant	1.00	56,831	1.00	58,235
	Total	<u>5.00 FTEs</u>	<u>\$ 426,331</u>	<u>5.00 FTEs</u>	<u>\$ 428,635</u>

Program Implementation

The FY18 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, the West Concord Advisory Committee 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 support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise the Select Board with regard to the rail trail design of Phase 2B and 2C in Concord (note that Phase 2C will finally break ground in April 2017). The Director will continue to serve on the Parking Management Group, which includes the Finance Director, Police Chief, Public Works Director, Town Engineer among others focused on improving parking management in Concord Center, Thoreau Depot and West Concord. The Director and Senior Planner also support the work of the Chamber of Commerce in the two cultural districts – Concord Center and West Concord Junction.

The Town Planner provides technical support to the Planning Board and Board of Appeals. The Town Planner coordinates the application review process for development projects, which in FY17 included two Planned Residential Developments, projects at Middlesex School and Concord Academy and the Millbrook Tarry Market. The Town Planner works closely with the Director on providing support for the Comprehensive Long Range Plan Committee (CLRPC). In FY18, the Town Planner will begin updating the Subdivision Rules & Regulations, facilitate progress on a pedestrian bridge over the Assabet River from the West Concord Commuter Rail Station to 300 Baker Ave., and develop an outline of Best Practices for Site Plan Rules and Regulations.

The Senior Planner works with the RHSO staff to promote affordable housing opportunities and provides technical support to the Historic Districts Commission and the Community Preservation Committee. In FY17, the Senior Planner worked closely with the Historical Commission on the drafting and successful passage of a new Demolition Review Bylaw and the continued work with Brandeis University on the McGrath Farmstead archeological project. For FY18, the Senior Planner will be working with the Historical Commission to expand the archeological program for ‘Camp Massachusetts’ (circa 1859 in West Concord), developing a Demolition Review process, and working to relocate, restore and repurpose the Ball-Benson House and Barn.

The Planning Division submitted 4 applications for funding consideration by the Community Preservation Committee in the fall of 2016 as follows: continued support of the Regional Housing Services Office; Junction Village Assisted Living Facility; Harrington Park Master Plan, and Land Acquisition. Three projects are recommended for funding at the 2017 Annual Town Meeting (Harrington Park Master Plan not recommended).

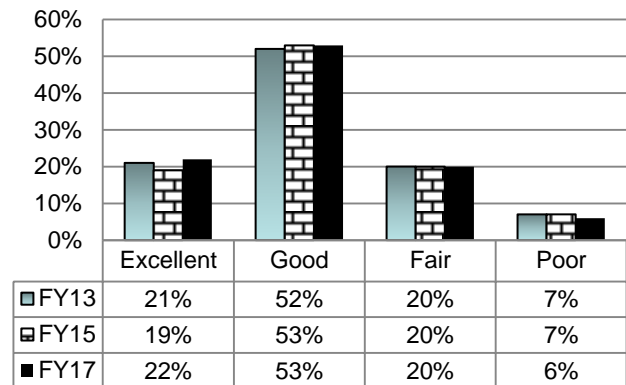
Town Manager Goal: To Preserve the Town's Character

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 1,022 Concord residents in FY17, that produces a statistically significant result.

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



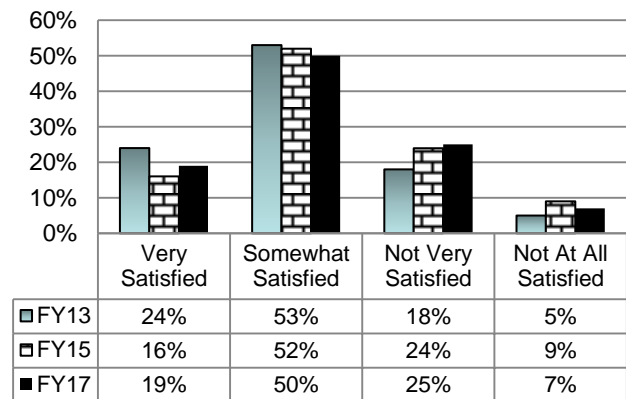
Town Manager Goal: To Preserve the Town's Character

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 1,022 Concord residents in FY17, that produces a statistically significant result.

Satisfaction with the way Concord is being developed



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

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

Measure: The adoption of a new Plan by the Planning Board and Select Board by April 2018.

The Committee has met 2 times a month since June 2016. During that time, the Committee completed a Strength, Weakness, Opportunity and Threat (SWOT) analysis of the APA's six Sustaining Principles: Livable Built Environment, Harmony with Nature, Resilient Economy, Interwoven Equity, Healthy Community, and Responsible Regionalism. The Committee was able to have five questions included in the 2016 Citizens Survey to help begin defining the community's priority issues and challenges for the next 10 to 20 years. In October, the Committee issued a Request For Proposals (RFP) for a consultant to assist with development of the Plan. Three well qualified firms responded to the RFP. The Committee's goal is to have the consultant on-board in February with an intense public engagement process starting in spring 2017 to solicit public input, affirm community values, develop a statement of goals and objectives for the Plan and present an interim report to the Planning Board and Select Board by June 2017. From June to November 2017, the Committee will continue to refine the Plan and present findings and initial recommendations in various public forums to receive feedback from Town citizen on the proposed Plan and incorporate additions and revisions as needed. The Committee will submit a final Comprehensive Long Range Plan to Planning Board for adoption in March 2018 and to Select Board for acceptance in April 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 which allows 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 Select Board.

The Administrative Assistant is responsible for insuring compliance with State laws regarding notice of hearings, timing and publication of public notices, maintaining records of the Board and filing the Board’s decisions with the Town Clerk’s office, as noted below.

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 Zoning Bylaw and the Board of Appeals decisions, 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 in a comparable capacity to the Historic Districts Commission.

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 12 public hearings and 12 public meetings in 2016, during which it considered 39 applications. The Board granted 33 special permits, including renewals and amendments. One appeal of the decision of the Building Inspector was denied. There was one appeal of the Board’s decision that was later withdrawn without prejudice. Two applications were withdrawn without prejudice at the request of the Applicant (Many applications include multiple activities; therefore, the totals below exceed the number of applications.)

ZONING BOARD OF APPEALS ACTIVITIES

Special Permits Granted	FY11	FY12	FY13	FY14	FY15	FY16
Change, alteration or extension of a nonconforming use and structure	14	15	21	13	21	26
Nonconforming single & 2-family structure (increase by more than 50%)		5	7	5	9	12
Restoration of a non-conforming use or structure damaged by fire	1	0	0	0	0	0
Site plan approval (associated with a special permit)	12	11	6	2	2	4
Amend or extend a special permit and site plan approval	1	0	0	0	1	0
Institutional Use						4
Relief from design requirements	1	4	1	2	0	1
Relief from parking requirements	1	9	6	1	3	15
Relief from the height requirements						2
Off-site parking/increased parking demand/joint parking facilities	1	0	1	1	1	1
Parking of Commercial Vehicles	1	0	2	1	1	0
Special home occupation (new and renewal)	4	4	1	2	3	1
Additional dwelling unit	2	5	3	5	2	5
Planned residential development (PRD)	0	1	0	2	3	0
Hammerhead lot (new and amendment)	0	3	1	1	0	0
Private Recreation	1	1	0	0	1	0
Seasonal catering in LBD #5	0	0	0	1	1	0
Accessory Uses	4	4	0	3	3	0
Transfer development rights					1	0
Work in the Flood Plain conservancy district	2	4	4	3	0	5
Work in the Groundwater conservancy district	0	4	0	1	0	0
Work in the Wetland conservancy district						1
Earth Removal						1
Temporary accessory mobile trailers					2	0
Extend Zoning district line	1	0	0	0	1	0
Combined Industrial/Business/Residential Use	0	1	1	0	0	0
Bed & Breakfast	1	0	1	0	3	3
Temporary event parking or special event	2	0	2	2	2	3
Wireless communications facility (amendment and new)	6	1	0	0	0	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	3	0	0	0
Relief from maximum floor area ratio						3
Divide land to preserve historically significant structure					1	0
Comprehensive permit	0	0	1	0	0	0
Special permits denied	0	0	0	0	0	0
Variances granted	0	3	3	1	0	1
Variances denied					1	0
Sign bylaw variances granted	2	0	2	2	5	7
Sign bylaw variances denied	0	0	0	0	0	0
Appeal of the decision of Bldg. Inspector granted					1	0
Appeal of the decision of Bldg. Inspector denied					1	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 Select Board and Town Manager in open space planning; to manage open space and farmland to the benefit of current and future generations, to provide a high level of staff support to the Natural Resources Commission and its subcommittees, and to provide environmental outreach and education to Concord residents.

Budget Highlights:

- This budget represents approximately 3.2% increase in operating appropriation from that of the FY17 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 \$10,000 to develop and publish a comprehensive trail guide of all conservation lands, as well as state, federal, and privately held, publicly accessible lands, compiling an extensive number of existing maps for individual sites.
- This budget includes \$5,000 in capital expenditures for pond and stream management.

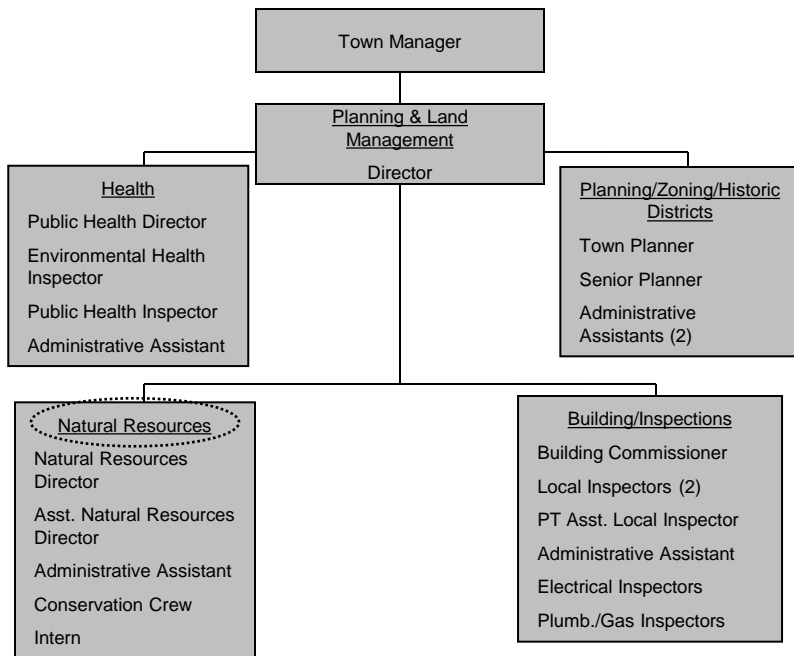
Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 228,506	\$ 209,978	\$ 235,177	\$ 221,810
Other Funds	\$ 51,891	\$ 53,921	\$ 54,879	\$ 56,606
Total Expenditures	\$ 280,397	\$ 263,899	\$ 290,056	\$ 278,416

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 four community gardens. In addition to the NRC, the Division provides staff support to the following active committees: the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, and Trails Committee.



GENERAL GOVERNMENT: Natural Resources

Item 5B

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 217,073	\$ 224,968	\$ 243,921	\$ 255,176	\$ 243,456
Purchased Services	8,342	5,798	11,100	19,350	19,350
Supplies	7,180	11,143	7,650	8,125	8,125
Other Charges	3,442	2,579	2,385	2,485	2,485
Capital Outlay	44,360	19,411	25,000	50,000	5,000
Totals	<u>\$ 280,397</u>	<u>\$ 263,899</u>	<u>\$ 290,056</u>	<u>\$ 335,136</u>	<u>\$ 278,416</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 235,177	81.08%	\$ 221,810	79.67%	-5.68%
Light Fund	21,740	7.50%	22,423	8.05%	3.14%
Water Fund	26,508	9.14%	27,344	9.82%	3.15%
Sewer Fund	6,631	2.29%	6,839	2.46%	3.14%
Totals	<u>\$ 290,056</u>	100.00%	<u>\$ 278,416</u>	100.00%	-4.01%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
B-4	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000
B-5	Vehicle Replacement	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ 15,000
B-6	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Totals	<u>\$ 25,000</u>	<u>\$ 5,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ 25,000</u>

GENERAL GOVERNMENT: Natural Resources

Item 5B

Personnel Services Summary

		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 99,881	1.00	\$ 99,881
	Assistant Natural Resources Director	1.00	69,409	1.00	69,409
	Administrative Assistant	1.00	52,451	1.00	50,426
	Sub Total	<u>3.00 FTEs</u>	\$ 221,741	<u>3.00 FTEs</u>	\$ 219,716
5120	Conservation Crew**	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	500 hrs.	5,000	500 hrs.	5,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Cell Phone Allowance		-		1,560
	Total	<u>3.91 FTEs</u>	\$ 243,921	<u>3.91 FTEs</u>	\$ 243,456

Program Implementation

The FY18 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. Rangers (funded from the Town Manager’s budget) will again be hired to monitor the Town-owned land around White Pond to ensure compliance with Town rules and regulations.

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 also provide support to 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 many Planning Board and Zoning Board of Appeals applications for potential effects to the environment; and review building permit applications for compliance with wetlands regulations. Division staff manage 15 agricultural agreements over 200 acres of Town lands, and oversee four community gardens. Division staff also review and make recommendations on Town-held Conservation Restrictions that are accepted by the NRC.

Division staff initiate projects and programs on conservation land to protect and improve the environment and to provide trail access. In 2016, Division staff worked with the Concord Land Conservation Trust and Town officials to acquire an 80-acre parcel off Ball’s Hill Road for conservation and water supply purposes. Division staff are working with consultants to develop plans to improve eroded areas around White Pond, and to complete a limited dredging feasibility study at Warner’s Pond.

DNR staff submitted two Community Preservation Act requests for funding in 2016: design funds to replace the Chamberlin Park bridge and invasives species control at Mill Brook Way. Funds to design a replacement for the Chamberlin Park bridge was recommended for funding at 2016 Town Meeting and, pending Town Meeting approval, will be undertaken in FY18.

Seasonal part-time staff assist the Division in managing and maintaining conservation lands and trails. Funding for the Conservation Crew provides for 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.

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	2012	2013	2014	2015	2016
Public Hearings	23	24	21	22	23
Notices of Intent and ANRADs	45	57	37	35	43
Request for Determination of Applicability	16	21	14	16	20
Administrative Approvals	49	37	45	52	63
Amended Orders	7	2	1	6	2
Requests for Extension	2	0	0	2	0
Certificates of Compliance	36	48	29	22	24
Regulatory Appeals	0	2	2	3	0
Wetland Enforcement Actions/Violations	3	4	0	0	1
Emergency Certifications	1	3	4	2	1

Permitting remained high in 2016, with 43 Notices of Intent and Abbreviated Notices of Resource Area Determination reviewed, and 20 Requests for Determination of Applicability, for a total of 63 new applications. This represents a 21% increase over the number of applications reviewed and approved in 2015. Sixty-three administrative approvals for very minor projects were issued, the highest number in the past five years. Twenty-four Certificates of Compliance to close out projects were issued in 2016.

One new violation was identified in 2016 and Division staff are working with the homeowner to bring the site back into compliance. No appeals were filed this year.

One Emergency Certification was issued in 2016 to breach the dam Crosby’s Pond, as directed by the Office of Dam Safety.

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 3.0% *increase* in the operating appropriation from the FY17 budget.
- Building construction activity continued to be strong in 2016. From January 2016 to December 2016, the Division issued 909 building permits, which was a 13.7% decrease from the prior year; however, the overall construction value was higher at \$84.7 million compared to \$80.7 million in 2015.
- An increase in hours for the part-time assistant local inspector is included in this budget to help with the permit workload and additional hours for the Assistant Plumbing, Gas, and Electrical Inspector is also proposed.
- The Building Inspections Division collected \$927,555 in permit fees in CY16.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 401,364	\$ 465,384	\$ 472,221	\$ 486,187
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 401,364	\$ 465,384	\$ 472,221	\$ 486,187

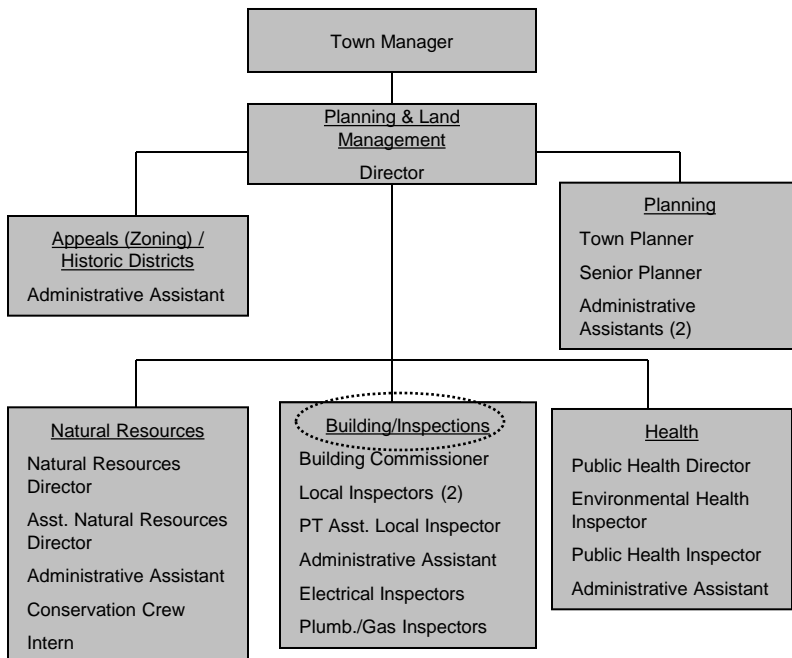
Description:

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 382,794	\$ 446,615	\$ 460,676	\$ 471,177	\$ 471,177
Purchased Services	7,790	6,554	1,530	2,250	2,250
Supplies	3,728	2,679	2,715	2,950	2,950
Other Charges	7,028	9,535	7,300	9,810	9,810
Capital Outlay	25	-	-	100,000	-
Totals	\$ 401,364	\$ 465,384	\$ 472,221	\$ 586,187	\$ 486,187

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 472,221	100.00%	\$ 486,187	100.00%	2.96%
Totals	\$ 472,221	100.00%	\$ 486,187	100.00%	2.96%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 112,257	1.00	\$ 112,257
	Local Inspector	2.00	165,131	2.00	165,168
	Assistant Local Inspector	0.00	-	0.00	-
	Part Time Assistant Local Inspector	0.60	37,060	0.60	37,060
	Administrative Assistant	1.00	65,376	1.00	65,376
	Sub Total	<u>4.60 FTEs</u>	\$ 379,824	<u>4.60 FTEs</u>	\$ 379,861
5115	Plumbing/Gas Inspector	980 hrs.	\$ 46,172	1110 hrs.	\$ 51,086
	Electrical Inspector	980 hrs.	31,200	1110 hrs.	36,750
5158	Cell Phone Allowance	N/A	780	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>5.54 FTEs</u>	\$ 460,676	<u>5.66 FTEs</u>	\$ 471,177

Program Implementation

The major expenditure in the FY18 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 a Part-time Assistant Local Inspector).

The Building Inspections Division issued 909 building permits in 2016, which is a 13.7% decrease from last year. The overall construction value in 2016 was \$84.7 million compared to \$80.7 million in 2015. Of this total, \$53.8 million was for residential construction with \$30.9 million in commercial work. This is a 5% increase in overall construction value.

The Building Inspections Division staff is committed to pursuing Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap access, structural integrity, fire safety and many other items relative to public safety. Technical assistance provided to property owners, builders, real estate professionals, other Town departments, boards and committees, continues to increase each year. Beyond issuing building permits and conducting required onsite inspections, the Building Inspections Division staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints, in addition to providing review and comment on all Select Board annual license renewals. This year the Building Inspections staff was also called upon to inspect and determine the safety of a neglected vacant property at 91 Sudbury Road in accordance with MGL Ch. 143, taking the necessary legal steps to have the building demolished due to public safety concerns.

The value of “new residential dwelling units” built in Concord went from \$27.4 million last year to \$24.6 million in 2016. This new residential construction value represents forty-three (43) new detached single family homes and 3 duplex homes permitted in 2016 versus fifty-one (51) new home permits issued in 2015. Of these forty-three (43) new homes, twenty-two (22) or 45% were the result of “tear downs” (the demolition of an existing house to allow the construction of a new, often larger home). Over the past year, an additional \$29.2 million dollars was spent on alterations or additions to existing single family residential homes in Concord. This is a 15.5% increase over 2015.

Significant projects completed this year include: Concord-Carlisle Regional High School at 500 Walden Street, Marriott Residence Inn at 320 Baker Ave., Landry Residence Hall on the Middlesex School Campus at 1400 Lowell Road, 7 residential homes in the ‘Millstone’ Planned Residential Development at 1888 Main Street/Ingham Lane, and the Science Laboratories at the Concord Academy Campus at 176 Main Street..

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	2016
New single family home	41	30	29	55	38	51	43
Multi-family attached units	21	0	0	0	75	6	6
Additions and Alterations	644	686	631	770	759	866	760
Commercial	90	90	73	100	114	115	100
Total Building Permits	796	806	733	925	873	1038	909
Electrical	642	745	730	933	907	751	865
Plumbing	424	470	487	480	546	478	108
Mechanical	-	26	70	91	119	122	542
Gas	320	340	382	416	443	391	428
Sign	30	41	35	54	68	62	29
Total (all permits)	2,212	2,428	2,899	2,899	2,956	2,824	2,881

<u>Value of Construction</u>							
	2010	2011	2012	2013	2014	2015	2016
Value in Millions	\$90.0*	\$44.0	\$68.8	\$142.6	\$80.4	\$80.7	\$84.7

<u>Permit Fee Revenue (by Calendar Year)</u>							
	2010	2011	2012	2013	2014	2015	2016
Revenue	\$955,212*	\$554,211	\$809,045	\$783,883	\$1,015,370	\$991,099	\$927,555

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 2.3% *increase* in the operating appropriation over that of the FY17 budget.
- In FY18 an amount of \$15,600 is proposed to provide 624 hours of service by a Public Health Nurse, increasing the PHN hours to 12.5 hr./week. The FY17 amount was 6.5 hr./week (\$8,500).
- This budget allocates \$7,500 to continue implementing recommendations of the Healthy Communities Initiative.
- Water testing for bathing beaches is increased to \$4,800, compared to FY17 \$3,600, to add a fourth beach requiring testing.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 283,497	\$ 293,820	\$ 306,900	\$ 315,122
Other Funds	\$ 76,985	\$ 82,849	\$ 82,910	\$ 83,550
Total Expenditures	\$ 360,481	\$ 376,668	\$ 389,810	\$ 398,672

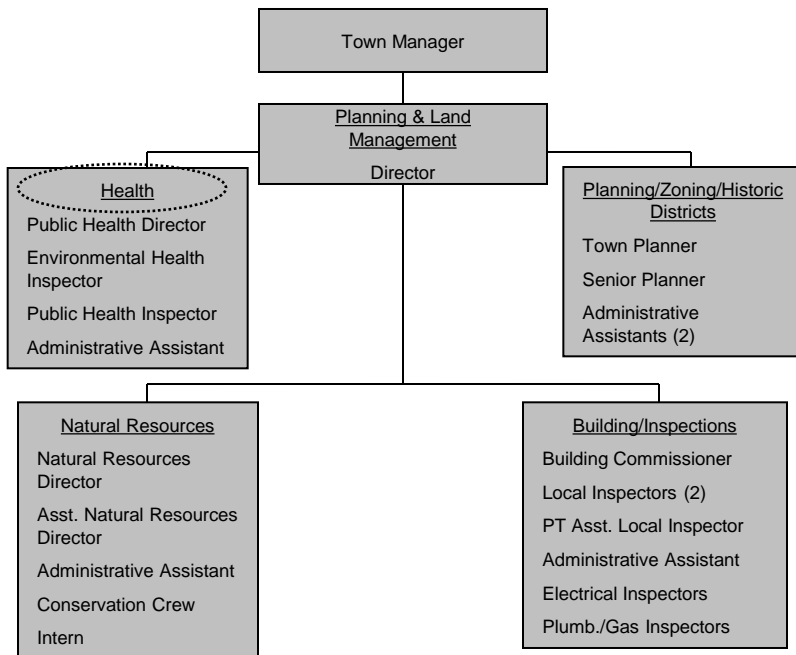
Description:

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.



GENERAL GOVERNMENT: Health

Item 5D

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 306,821	\$ 324,630	\$ 331,470	\$ 338,582	\$ 338,582
Purchased Services	48,489	47,530	51,700	52,700	53,700
Supplies	2,864	1,625	3,250	3,000	3,000
Other Charges	2,201	2,885	3,390	3,390	3,390
Capital Outlay	106	-	-	-	-
Totals	\$ 360,481	\$ 376,668	\$ 389,810	\$ 397,672	\$ 398,672

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 306,900	78.73%	\$ 315,122	79.04%	2.68%
Water Fund	29,251	7.50%	29,760	7.46%	1.74%
Sewer Fund	33,959	8.71%	34,090	8.55%	0.39%
Other Towns	19,700	5.05%	19,700	4.94%	0.00%
Totals	\$ 389,810	100.00%	\$ 398,672	100.00%	2.27%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 97,331	1.00	\$ 97,331
	Assistant Public Health Director	1.00	85,206	1.00	85,206
	Public Health Inspector	1.00	75,057	1.00	75,069
	Administrative Assistant	1.00	65,376	1.00	65,376
	Sub Total	<u>4.00 FTEs</u>	\$ 322,970	<u>4.00 FTEs</u>	\$ 322,982
5120	Public Health Nurse	340 hrs.	\$ 8,500	624 hrs.	\$ 15,600
	Total	<u>4.16 FTEs</u>	<u>\$ 331,470</u>	<u>4.30 FTEs</u>	<u>\$ 338,582</u>

Program Implementation

The FY18 budget recommendation includes a 2.3% increase in the operating appropriation over that of the FY17 budget.

This budget reflects increased funding for the Public Health Nurse position at \$15,600 to provide 624 hours of nurse staff time or 12 hours/week, compared to FY17 funding of \$8,500 for 340 hours or 6.5 hours/week..

The FY18 budget continues to fund Healthy Concord initiatives originally identified in 2014/15 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; \$4,800 for water quality testing at public beaches.

The FY18 budget requests 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 larvicides to prevent mosquito growth. Line items also include \$700 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 the State lab and veterinarian fees to prepare specimens.

FY18 recommendation includes \$6,700 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

Beginning in 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 2016, collecting \$150,000 in total fees.

Permits and Licenses Issued							
	2010	2011	2012	2013	2014	2015	2016
Food services/retail food	125	180	168	197	207	209	210
Tobacco sales	22	20	17	17	14	14	14
Permits to keep farm animals	64	68	83	84	99	116	107
Bathing beaches	3	3	3	3	3	3	4
Swimming pools	21	21	21	26	24	23	23
Hazardous materials control permits	48	49	49	50	56	52	52
Recreational camp sites	13	13	13	12	13	13	15
Tanning facilities	2	1	1	1	1	1	1
Disposal works installers	103	71	76	90	97	92	92
Septage haulers	18	20	18	22	24	27	27
Rubbish haulers	13	12	13	13	14	15	15
Funeral directors	4	4	4	3	3	4	4
On-site sewage disposal permits	128	117	108	95	117	189	189
Building permit reviews	151	146	170	191	220	184	195
Drinking/irrigation well permits	14	29	24	17	14	19	19
Body Art Establishments			1	1	1	1	1
Body Art Practitioners			2	3	5	5	5

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 90 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 100 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 0.6% *increase* in operating appropriation over that of the FY17 budget.
- The budget anticipates hiring a part-time custodian to clean and maintain the building. This work had been done by an outside contractor.
- The Sawyer Trust Fund provided funding to replace all interior lights with LED lighting. This installation was completed in 2016. The conversion is expected to save \$2,359/year.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 74,560	\$ 70,470	\$ 70,654	\$ 71,027
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 74,560	\$ 70,470	\$ 70,654	\$ 71,027

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 approximately 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. This is the third year that the Town has hosted the Regional Housing Services Office, in the second floor meeting room. There is currently only one meeting room available in the building. The capacity of this room is 89 people and the 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 in Precinct 1 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 continues to receive occasional 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		
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%
FY2016	4,142	0.80	15%	2%	81,920	-16%	-2%

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 760	\$ 1,320	\$ 21,924	\$ 21,924	\$ 21,924
Purchased Services	56,433	35,625	35,730	37,523	37,523
Supplies	1,842	1,844	3,000	1,580	1,580
Other Charges	-	-	-	-	-
Capital Outlay	15,526	31,682	10,000	10,000	10,000
Totals	<u>\$ 74,560</u>	<u>\$ 70,470</u>	<u>\$ 70,654</u>	<u>\$ 71,027</u>	<u>\$ 71,027</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 70,654	100.00%	\$ 71,027	100.00%	0.53%
Totals	<u>\$ 70,654</u>	100.00%	<u>\$ 71,027</u>	100.00%	0.53%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 21,924	0.50	\$ 21,924
	Total	<u>0.50 FTEs</u>	<u>\$ 21,924</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 FY17 budget.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 3,404	\$ 2,151	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 3,404	\$ 2,151	\$ 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 2016, the Finance Committee met 23 times:

- 14 regular meetings;
- 5 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, 2016 of budget guidelines for the FY18 budget year commencing July 1, 2017.

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	3,118	1,915	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	286	236	350	350	350
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 3,404</u>	<u>\$ 2,151</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%
Totals	<u>\$ 3,410</u>	100.00%	<u>\$ 3,410</u>	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:

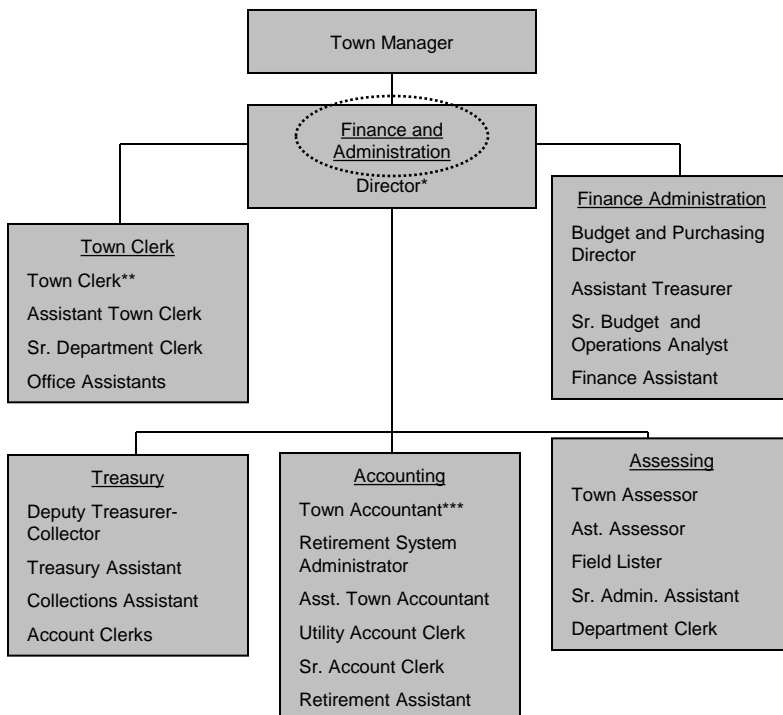
The mission of the Finance Administration Division is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide numerous high quality administrative services to the Town's departments.

Budget Highlights:

- This budget represents a 4.3% decrease in the operating appropriation from that of the FY17 budget.
- Personnel costs account for 95% of the proposed budget in FY18. These costs go to cover the salaries of the Finance Director, Budget and Purchasing Director, 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 (\$6,500) for half the cost of the survey and (\$2,700) for associated printing and postage costs. In FY17 one survey was sent to each residence and received about a 15% response rate.
- 40% of the FY18 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 276,262	\$ 296,630	\$ 304,171	\$ 291,073
Other Funds	\$ 182,394	\$ 187,630	\$ 202,818	\$ 194,074
Total Expenditures	\$ 458,656	\$ 484,260	\$ 506,989	\$ 485,147



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 435,917	\$ 467,176	\$ 483,764	\$ 459,352	\$ 459,352
Purchased Services	13,384	10,567	12,200	24,850	13,945
Supplies	1,165	339	2,500	2,500	2,500
Other Charges	8,122	5,318	8,525	9,350	9,350
Capital Outlay	69	860	-	-	-
Totals	\$ 458,656	\$ 484,260	\$ 506,989	\$ 496,052	\$ 485,147

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 304,171	60.00%	\$ 291,073	60.00%	-4.31%
Light Fund	50,702	10.00%	48,517	10.00%	-4.31%
Water Fund	81,121	16.00%	77,626	16.00%	-4.31%
Sewer Fund	20,283	4.00%	19,408	4.00%	-4.31%
Solid Waste Fund	10,143	2.00%	9,705	2.00%	-4.32%
Swim and Fitness Fund	10,143	2.00%	9,705	2.00%	-4.32%
Parking Meter Fund	20,283	4.00%	19,408	4.00%	-4.31%
Town Trust Fund	10,143	2.00%	9,705	2.00%	-4.32%
Totals	\$ 506,989	100.00%	\$ 485,147	100.00%	-4.31%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary

		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 172,327	1.00	\$ 147,000
	Budget and Purchasing Director	1.00	98,365	1.00	98,365
	Assistant Treasurer	1.00	76,402	1.00	76,402
	Senior Budget & Operations Analyst	1.00	63,737	1.00	63,737
	Finance Assistant	1.00	69,033	1.00	69,948
	Sub Total	<u>5.00 FTEs</u>	\$ 479,864	<u>5.00 FTEs</u>	\$ 455,452
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	<u>\$ 483,764</u>	<u>5.00 FTEs</u>	<u>\$ 459,352</u>

Program Implementation

- The proposed FY18 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Director, 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.
- Other non-Personnel expenditures reflect an increase of \$1,745 in Purchased Services, most of which is used to partially fund the biennial Citizen Survey (\$6,500). There is also \$2,700 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 (5/5/16)

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	\$350,006	Yes	
		10%	Wealth (median family income)	> 150% of US Median	245%	Yes	
Finances	30%	10%	Fund Balance (% of Revenues)	> 30%	27.4%	No	
		5%	Fund Balance Trend (5-yr change)	> 25%	12.7% (2011-15)	No	
		10%	Cash Balance (% of Revenues)	> 25%	43.5%	Yes	
		5%	Cash Balance Trend (5-yr change)	> 25%	6.9% (2011-15)	No	
Management	20%	10%	Institutional Framework		"Aa" (all Mass. Cities/Towns)	No	
		10%	Operating History	> 1.05x	Op Rev/Op Exp .94x (2011-15)	No	
Debt/Pensions	20%	5%	Debt to Full Value	< 0.75%	0.8%	No	
		5%	Debt to Revenue	< 0.33x	0.5x	No	
		5%	Net Pension Liability to Full Value	< 0.9%	1.9%	No	
		5%	Net Pension Liability to Revenue	< 0.4x	1.2x	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 \$12,605,955 for the end of FY16, 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 0.8% *increase* in the operating appropriation from that of the FY17 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 \$2,050 is proposed to cover increased other professional technical services (ambulance billing fees) and \$3,000 for increased legal fees.

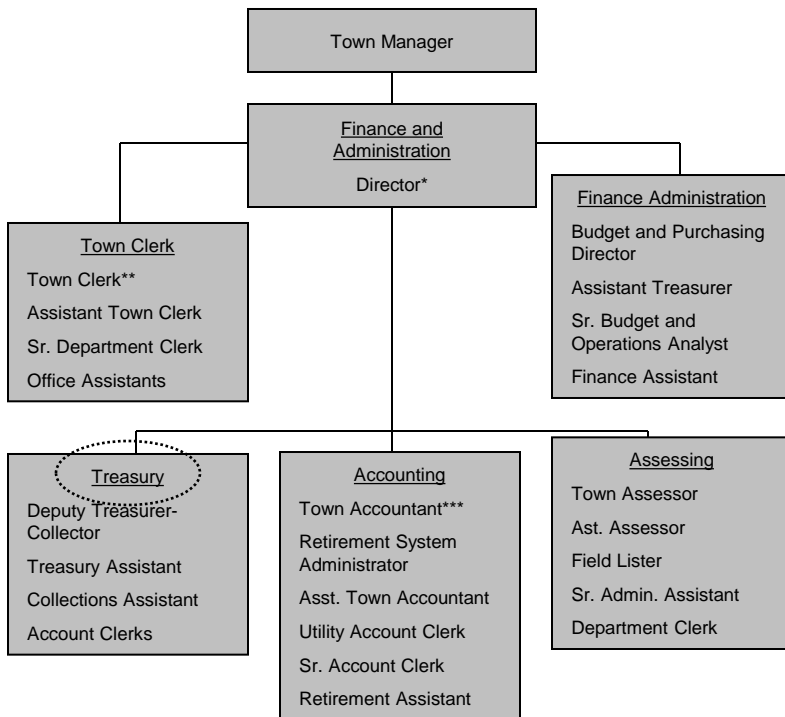
Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 269,893	\$ 279,429	\$ 291,656	\$ 294,275
Other Funds	\$ 212,227	\$ 214,873	\$ 221,968	\$ 223,430
Total Expenditures	\$ 482,120	\$ 494,302	\$ 513,624	\$ 517,705

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.

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 286,124	\$ 306,851	\$ 315,649	\$ 318,410	\$ 318,410
Purchased Services	185,209	172,603	189,475	189,325	189,325
Supplies	4,354	4,995	5,500	6,750	6,750
Other Charges	1,432	1,987	3,000	3,220	3,220
Capital Outlay	5,000	7,866	-	-	-
Totals	\$ 482,120	\$ 494,302	\$ 513,624	\$ 517,705	\$ 517,705

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 291,656	56.78%	\$ 294,275	56.84%	0.90%
Light Fund	58,863	11.46%	58,446	11.29%	-0.71%
Water Fund	54,789	10.67%	55,124	10.65%	0.61%
Sewer Fund	13,556	2.64%	13,648	2.64%	0.68%
Solid Waste Disp. Fund	31,586	6.15%	32,069	6.19%	1.53%
Swim and Fitness Center	19,742	3.84%	20,044	3.87%	1.53%
Parking Meter Fund	31,586	6.15%	32,069	6.19%	1.53%
Town Trust Fund	3,949	0.77%	4,011	0.77%	1.57%
Retirement System	7,897	1.54%	8,019	1.55%	1.54%
Totals	\$ 513,624	100.00%	\$ 517,705	100.00%	0.79%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

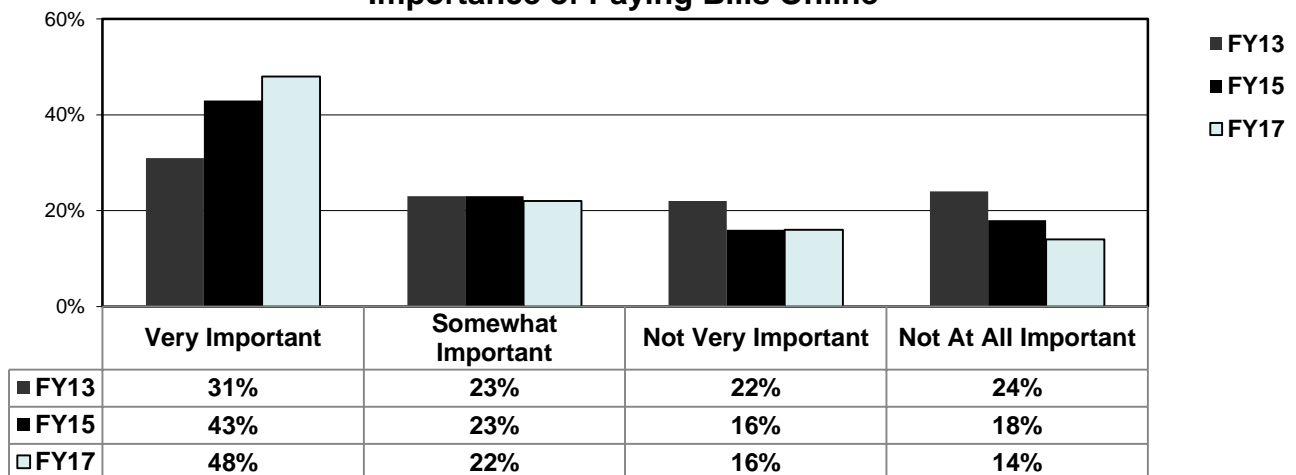
Personnel Services Summary

		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 109,984	1.00	\$ 110,026
	Collections Assistant	1.00	51,951	1.00	52,722
	Treasury Assistant	1.00	63,679	1.00	64,875
	Senior Account Clerk	2.00	90,035	2.00	90,787
	Total	<u>5.00 FTEs</u>	<u>\$ 315,649</u>	<u>5.00 FTEs</u>	<u>\$ 318,410</u>

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 charging fees for services are required to promptly transmit collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$86,000, 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 \$56,650, 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.

Importance of Paying Bills Online



Discussion: The Citizen Surveys conducted in the fall of 2012 (FY13), 2014 (FY15), and 2016 (FY17) 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 .51% delinquency rate marks the 21st 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, 2016)



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

	FY12	FY13	FY14	FY15	FY16
Earnings	\$196.5	\$151	\$86	\$82.5	\$158
Yield	0.33%	0.25%	0.22%	0.24%	0.43%

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 FY16	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	34,093	(Accounting Division)	X
Electricity bills	59,878	(Accounting Division)	X
Departmental Turnovers processed	4,850	(Town Department)	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 0.3% decrease in the operating appropriation from that of the FY17 budget.

Expenditure Summary

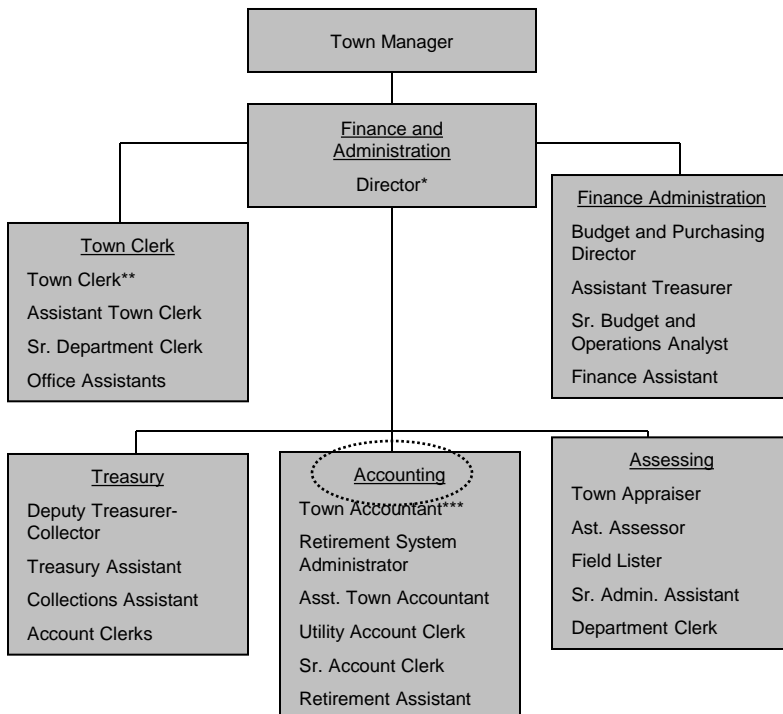
	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 124,032	\$ 154,562	\$ 164,927	\$ 163,319
Other Funds	\$ 143,493	\$ 156,508	\$ 266,085	\$ 272,894
Total Expenditures	\$ 267,525	\$ 311,070	\$ 431,012	\$ 436,213

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 192,978	\$ 240,894	\$ 360,002	\$ 360,313	\$ 360,313
Purchased Services	2,687	1,940	2,300	5,300	5,300
Supplies	1,179	961	1,110	1,200	1,200
Other Charges	1,181	2,276	2,600	3,400	3,400
Capital Outlay	20,500	-	-	-	-
Audit	49,000	65,000	65,000	66,000	66,000
Totals	\$ 267,525	\$ 311,070	\$ 431,012	\$ 436,213	\$ 436,213

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 164,927	38.27%	\$ 163,319	37.44%	-0.98%
Light Fund	56,660	13.15%	57,638	13.21%	1.73%
Water Fund	59,625	13.83%	60,663	13.91%	1.74%
Sewer Fund	20,598	4.78%	20,945	4.80%	N/A
Solid Waste Disp. Fund	4,984	1.16%	5,069	1.16%	1.71%
Beede Center	10,228	2.37%	10,480	2.40%	2.46%
Retirement System	113,990	26.45%	118,099	27.07%	3.60%
Totals	\$ 431,012	100.00%	\$ 436,213	100.00%	1.21%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 84,069	1.00	\$ 84,069
	Retirement System Administrator	1.00	80,117	1.00	80,207
	Utility Account Clerk	1.00	53,140	1.00	53,140
	Senior Account Clerk	1.00	49,448	1.00	49,611
	Assistant Town Accountant	1.00	63,256	1.00	63,314
	Retirement Assistant	0.50	29,972	0.50	29,972
	Total	<u>5.50 FTEs</u>	<u>\$ 360,002</u>	<u>5.50 FTEs</u>	<u>\$ 360,313</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				
	FY12	FY13	FY14	FY15	FY16
	Qualified Opinion *	Qualified Opinion *	Clean 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>					

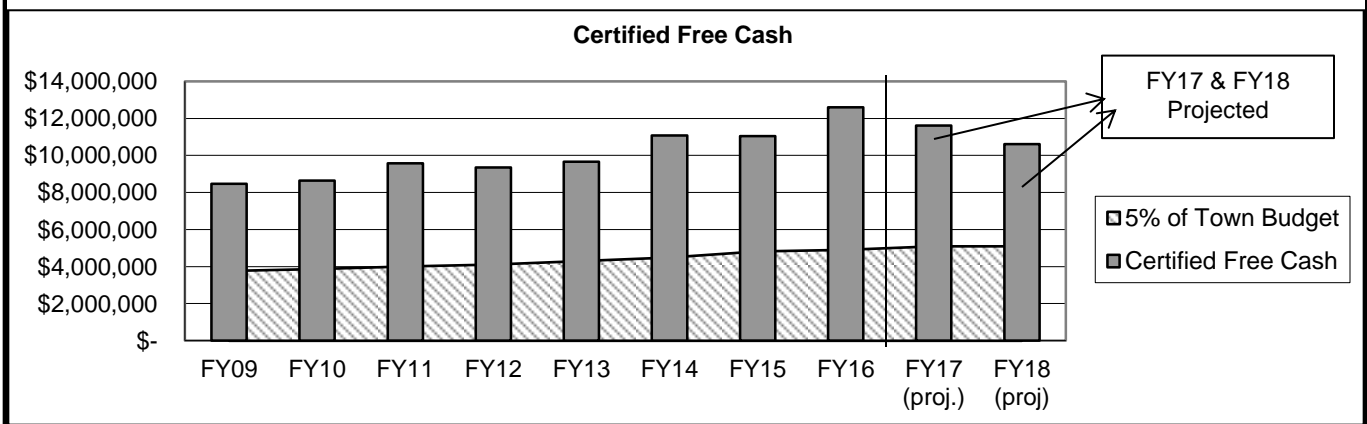
<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p>Measure: Accounting Activity for the last 4 fiscal years</p>	Accounting Department Activity				
		FY13	FY14	FY15	FY16
	Invoices Processed	14,960	16,184	18,928	22,926
	Warrants Produced	56	55	55	55
	Water and Sewer Bills	33,864	33,792	33,911	34,093
	Electric Bills	40,742	55,932	55,352	59,878

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 0.3% decrease in the operating appropriation from that of the FY17 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). FY18 is a re-certification year, which is a large expenditure for the Division. The cost is level funded and along with this year's expenditure and encumbrances we will have sufficient funds to complete the job.

Expenditure Summary

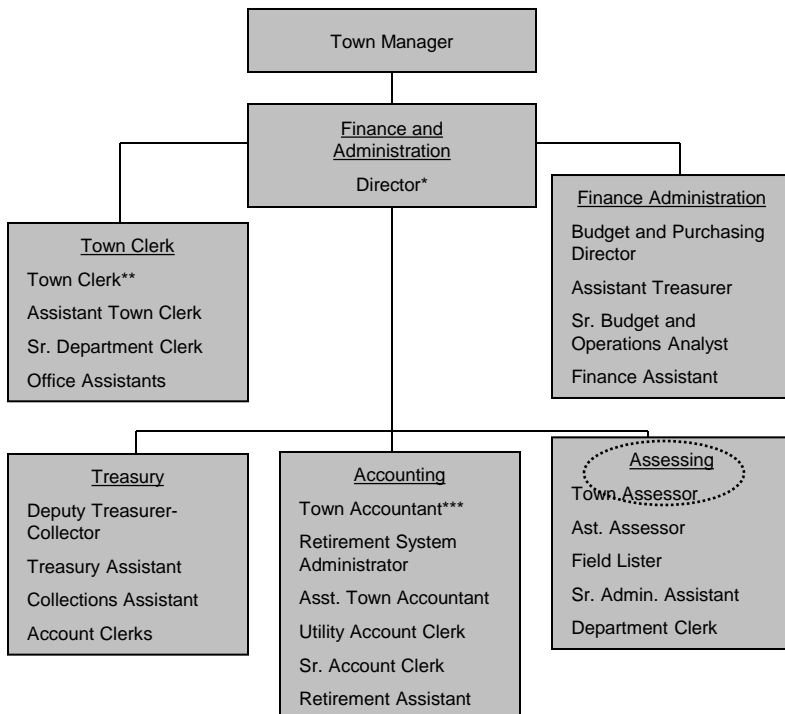
	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 379,175	\$ 408,237	\$ 423,561	\$ 422,176
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 379,175	\$ 408,237	\$ 423,561	\$ 422,176

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 property tax exemption 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.

FINANCE & ADMINISTRATION: Assessors

Item 8D

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 284,856	\$ 286,849	\$ 323,756	\$ 321,276	\$ 321,276
Purchased Services	82,674	107,579	85,215	86,050	86,050
Supplies	1,628	2,243	2,925	2,600	2,600
Other Charges	10,016	11,567	11,665	12,250	12,250
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 379,175</u>	<u>\$ 408,237</u>	<u>\$ 423,561</u>	<u>\$ 422,176</u>	<u>\$ 422,176</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 423,561	100.00%	\$ 422,176	100.00%	-0.33%
Totals	<u>\$ 423,561</u>	100.00%	<u>\$ 422,176</u>	100.00%	-0.33%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

FINANCE & ADMINISTRATION: Assessors

Item 8D

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Assessor	1.00	\$ 109,153	1.00	\$ 109,153
	Assistant Assessor	1.00	\$ 69,762	1.00	\$ 69,873
	Field Lister	0.40	24,347	0.40	20,554
	Senior Administrative Assistant	1.00	64,891	1.00	65,459
	Department Clerk	1.00	51,253	1.00	51,887
	Sub Total	<u>4.40 FTEs</u>	\$ 319,406	<u>4.40 FTEs</u>	\$ 316,926
5120	Limited Status	75 hrs.	\$ 2,250	75 hrs.	\$ 2,250
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.44 FTEs</u>	\$ 323,756	<u>4.44 FTEs</u>	\$ 321,276

Program Implementation

- The Assessors Division is staffed by a Town Assessor, an Assistant Assessor, 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 at a minimum of every nine years, but 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. Even with the increase in building permits the staff has been able to maintain the inspection schedule and outside contractors have not been needed. Also on each 5-year 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 this coming year for FY18.
- FY18 is also the last tri-annual re-certification as new legislation has extended the time frame to every five years. In a re-certification year a full sales analysis and adjustment 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 past year (FY17) 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 for FY18 include field review, valuation and consulting services (\$55,400), Appraisal Services for (\$15,000) computer software (\$11,550), telephone (\$800), postage (\$500), printing (\$1,200), telephone and office equipment maintenance (\$500), advertising (\$500), and custodial services (\$600).
- The Supplies expense category includes \$2,500 for office supplies, \$100 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 fees (\$300) for recording of liens for Chapter Land and Tax Deferrals. Overall the expense section of the budget has been increased a modest \$1,095 from Fiscal 2017.

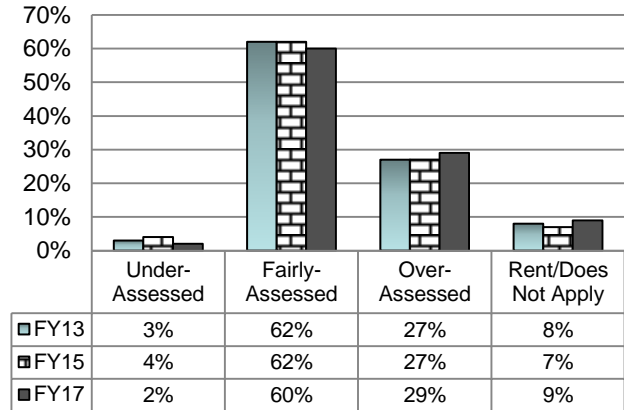
Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To fairly assess property

Objective: To maintain a positive town sentiment on the assessors valuation of property

Measure: Town Biennial Survey of 1,022 Concord residents in FY17, 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	FY15	FY16
Total # Visits	1,072	653
% Visited	12%	10%
Full Measure & List	537	398

- 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 had slipped to 6 years, because of the abundance of building permits and lack of staff, but is only one year off the five year cycle. A new part time inspector was hired this fall, which will allow the Division to get back to the 5 year cycle.
- FY17 Personal property inspections completed a 3 year cycle.
- In FY18 every Improved property in town will also received a field review as part of the re-certification

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted *	# Filed	# Pending		
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	6,602	53	.80%	21	6	2	9,551,685	138,022
FY15	6,591	57	.86%	22	4	4	2,476,000	35,392
FY16	6,607	56	.85%	30	3	3	4,693,580	65,335

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. The Town Clerk serves as the Town's Public Records Access Officer.

Budget Highlights:

- This budget represents a 0.5% *increase* in the operating appropriation from that of the FY17 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 (1.2% of Town Clerk's budget) reflects these activities.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 231,282	\$ 238,590	\$ 246,744	\$ 247,958
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditures	\$ 234,282	\$ 241,590	\$ 249,744	\$ 250,958

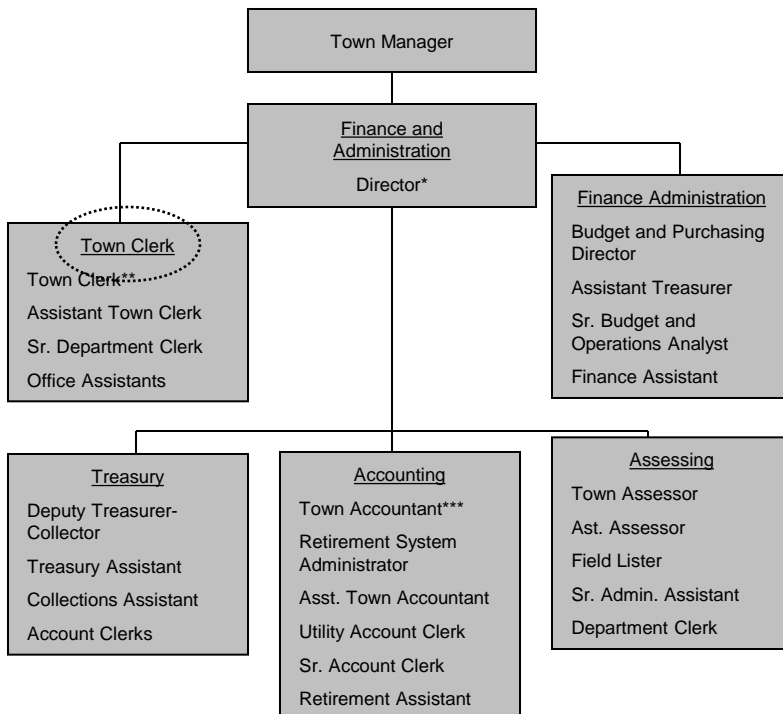
Description:

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 210,535	\$ 231,517	\$ 239,419	\$ 240,893	\$ 240,893
Purchased Services	2,681	3,376	2,435	2,800	2,800
Supplies	2,174	2,145	2,485	2,460	2,460
Other Charges	4,612	2,209	5,405	4,805	4,805
Capital Outlay	14,280	2,343	-	-	-
Totals	\$ 234,282	\$ 241,590	\$ 249,744	\$ 250,958	\$ 250,958

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 246,744	98.80%	\$ 247,958	98.80%	0.49%
Cemetery Fund	3,000	1.20%	3,000	1.20%	N/A
Totals	\$ 249,744	100.00%	\$ 250,958	100.00%	0.49%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 101,920	1.00	\$ 101,920
	Assistant Town Clerk	1.00	64,912	1.00	65,981
	Senior Department Clerk	1.00	52,929	1.00	53,203
	Sub Total	<u>3.00 FTEs</u>	\$ 219,761	<u>3.00 FTEs</u>	\$ 221,104
5157	Office Assistant	934 hrs.	\$ 16,993	934 hrs	\$ 17,054
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime (special elections)	62 hrs	2,665	62 hrs	2,735
	Total	<u>3.45 FTEs</u>	<u>\$ 239,419</u>	<u>3.45 FTEs</u>	<u>\$ 240,893</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	2013	2014	2015	2016
Births Registered (Concord residents)	1,194 (126)	1,229 (100)	1,215 (104)	1,329 (113)
Deaths Registered (Concord residents)	397 (174)	349 (160)	356 (163)	347 (164)
Marriages Registered (Concord residents)	81 (35)	77 (32)	83 (40)	70 (30)
Marriage Intentions Filed	83	78	84	73
Dog Licenses Issued	1,958	1,968	1,956	1,877
Burial Permits Issued	391	316	319	297
Business Certificates Recorded	137	111	102	157
Cemetery Deeds Prepared & Recorded	37	36	43	44
Public Meetings Posted	951	867	917	995
Raffle Permits Issued	16	19	19	17
Affidavits & Corrections Prepared & Recorded	52	50	67	56
Net Receipts to General Fund	\$123,840	\$111,941	\$109,194	\$108,264

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 14.2% *increase* in the operating appropriation from FY17.
- This budget reflects the requirements to maintain and improve core IT services in support of Town operations.
- Purchased Services includes offsite Helpdesk and Server Management, hosted applications and technical support for project such as server upgrades.
- In FY18, 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 639,125	\$ 681,610	\$ 790,818	\$ 921,919
Other Funds	\$ -	\$ -	\$ 122,325	\$ 122,348
Total Expenditures	\$ 639,125	\$ 681,610	\$ 913,143	\$ 1,044,267

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 proposed to increase from \$200,000 to \$230,000. 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 FY18

Expense Category	Cost	Detail
Financial Systems Operations	\$142,000	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	\$658,267	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$230,000	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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$153,661	\$228,695	\$ 380,827	\$ 395,977	\$ 386,917
Purchased Services	340,099	277,456	315,566	403,100	403,100
Supplies	8,322	22,223	14,500	22,000	22,000
Other Charges	199	785	2,250	2,250	2,250
Capital Outlay	136,843	152,452	200,000	250,000	230,000
Totals	\$639,125	\$ 681,610	\$ 913,143	\$ 1,073,327	\$ 1,044,267

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 790,818	86.60%	\$ 921,919	88.28%	16.58%
Light Fund	71,167	7.79%	71,185	6.82%	0.03%
Telecom Fund	31,363	3.43%	31,363	3.00%	0.00%
Water Fund	14,235	1.56%	14,239	1.36%	0.03%
Sewer Fund	3,560	0.39%	3,561	0.34%	0.03%
RHSO	2,000	0.22%	2,000	0.19%	0.00%
Totals	\$ 913,143	100.00%	\$ 1,044,267	100.00%	14.36%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
C-1	Town-Wide Technology Fund	200,000	230,000	230,000	275,000	285,000	300,000
	Totals	\$ 200,000	\$ 230,000	\$ 230,000	\$ 275,000	\$ 285,000	\$ 300,000

Personnel Services Summary					
Code	Position Title	FY17 Budgeted		FY18 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 156,814	1.00	\$ 156,814
	GIS / App. Prog. Manager	1.00	\$ 85,690	1.00	\$ 85,690
	Sr. Information Systems Technician	1.00	71,392	1.00	71,482
	GIS Technician/Analyst	0.75	41,931	0.75	41,931
	Telecom Support	N/A	25,000	N/A	25,000
	Total	3.75 FTEs	\$ 380,827	3.75 FTEs	\$ 380,917
5115	Regular Part Time	0 hrs	\$ -		\$ -
5130	Overtime	0.00	-	200 hrs	6,000
	Total	3.00 FTEs	\$ 380,827	3.75 FTEs	\$ 386,917

Description of Information Technology Infrastructure

The Town's Information Technology infrastructure includes approximately 50 servers, 365 workstations and laptops, 70 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 network which is used for voice and data. In addition to the in-house IT staff, vendors provide support for many of the key systems. Some Town systems are hosted at, or processing is performed by service bureaus.

The Town maintains a virtual server environment. All of the Town's major applications can be dynamically relocated between two locations without any disruption over the Town's fiber optic network. By the end of FY17, the few remaining physical servers and most of the phone system will have been moved to the virtual infrastructure. Virtualization also helps address the need to update application servers cost effectively. Update projects are time consuming for both IT and other department staffs, however they are a focus of both the FY17 & FY18 plans because of the need to improve reliability, security and functionality of many of our systems. For FY18, major new systems, such as for Licensing and Permitting, are also planned.

The systematic workstation refresh program, in place since 2011, has achieved an approximately 6-year refresh cycle. The Town uses CMLP's fiber network and Internet service for both data and voice. Virtually all municipal buildings, including the Water, Sewer and School departments, which otherwise would require expensive, lower speed connections from other common carriers, are connected by town-owned fiber.

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 FY18 budget for Information Technology Operations maintains the same staffing as FY17 at 3.75 FTEs. The majority of the funding increase for FY18 reflects additional use of professional services to support IT projects as well as some increases in the cost of contracted support services and software licenses.

- 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 FY17 the GIS Technician was added as a regular part-time position in IT. GIS is among the fastest growing areas for municipal IT applications.
- The Senior Information Systems (IS) Technician manages the end-user computing environment. The Senior IS Technician provides direct IT support and has responsibilities which include assessing department workstation needs and managing 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 FY18 budget provides for professional services at a higher level. This contract was re-bid in FY17 and the result was slightly more cost due to increased volume. Establishing a balance between professional services and internal staff resources is an ongoing strategic focus of the CIO.
- Capital initiatives planned for FY18 include incremental increases in servers and storage, and new applications to meet needs in licensing and permitting.
- The FY18 capital program will also include activities funded by the Technology Improvement Plan which is proposed as a separate funding Article at the 2017 Annual Town Meeting.

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?

Yes, Systems are consistently available, and availability is monitored continuously. The major application 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 to prevent recurrences.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes continue to be made to improve the reliability of critical systems. The server infrastructure is capable of running all major systems from either of two different physical locations. The Town has redundant internet connections. The network improvements completed in FY16 placed redundant core switches at each major site. FY17 upgrades to the email servers have made that system fault tolerant as well.

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 3250 tickets were generated in calendar year 2016 versus about 2,750 in 2015 and 2100 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 \$50,000 of the technology fund is expended on computer workstation upgrades annually. IT maintain the inventory of over 365 workstations (up 9% in the past year). A replacement rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2016, Windows XP was eliminated. 40 workstations and 15 laptops were replaced in 2016, compared to 68 in 2015, 80 in 2014, and 67 in 2013. The Town achieved the goal of eliminating workstations over six years old by the end of 2014, except in cases where there is an exceptional business need for such a device. Sufficient funding is proposed to maintain the program. In addition to the workstations all critical IT infrastructure, such as the VMware virtual server and the network hardware and software, is being kept up to date to ensure reliability.

There remain a few application systems that should be replaced due to age or lack of functionality. However, in most cases, the technology in use, while not necessarily the latest, is current and has vendor support. The CIO works with department heads to identify and prioritize application upgrades. As we enter FY18, the CIO working with the Senior Management Team have identified strategic technology improvement objectives that involve the deploying of new applications, leveraging the Town's recently updated Web site for citizen engagement, and consolidating systems used across various departments to achieve operational efficiencies. The Technology Improvement Fund Article proposed at the 2017 Town Meeting will provide resources to promote accelerated changes in support of these objectives.

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 FY17 budget. This is attributable to investing additional capital outlay to continue to provide for ongoing building repairs and improvements to the 167 year old Town House and the Assessor's Offices located at 24 Court Lane.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 104,672	\$ 104,232	\$ 108,512	\$ 109,045
Other Funds	\$ 22,450	\$ 22,439	\$ 23,387	\$ 23,518
Total Expenditures	\$ 127,122	\$ 126,671	\$ 131,899	\$ 132,563

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 167th 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		
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%
FY2016	4,025	0.72	-32%	2%	71,760	-20%	-1%

FINANCE & ADMINISTRATION: Town House

Item 10

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 54,107	\$ 58,591	\$ 63,559	\$ 63,798	\$ 63,798
Purchased Services	36,332	39,425	38,827	39,925	39,925
Supplies	8,193	4,914	8,095	8,400	8,400
Other Charges	-	23	-	-	-
Capital Outlay	24,215	15,488	15,000	15,000	15,000
Assessor's Office Building	4,276	8,229	6,418	5,440	5,440
Totals	\$ 127,122	\$ 126,671	\$ 131,899	\$ 132,563	\$ 132,563

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 108,512	82.27%	\$ 109,045	82.26%	0.49%
Light Fund	5,846	4.43%	5,879	4.43%	0.56%
Water Fund	7,016	5.32%	7,055	5.32%	0.56%
Sewer Fund	3,508	2.66%	3,528	2.66%	0.57%
Solid Waste Disposal Fund	1,171	0.89%	1,177	0.89%	0.51%
Retirement	5,846	4.43%	5,879	4.43%	N/A
Totals	\$ 131,899	100.00%	\$ 132,563	100.00%	0.50%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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					
Code	Position Title	FY17 Budgeted		FY18 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 51,845	1.00	\$ 51,992
	Sub Total	1.00 FTEs	51,845	1.00 FTEs	51,992
5115	Electrician	30 hrs.	540	0 hrs.	-
5130	Overtime	300 hrs.	11,174	300 hrs.	11,206
5157	Car Allowance		-		600
	Total	1.01 FTEs	\$ 63,559	1.00 FTEs	\$ 63,798

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:

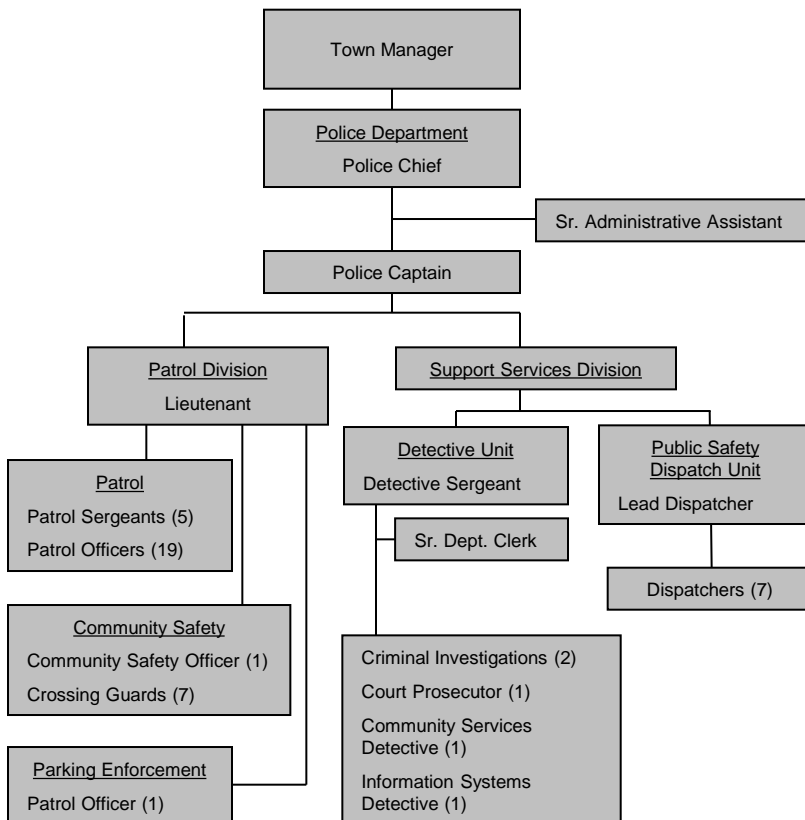
- This budget represents a 0.5% *increase* in the operating appropriation from that of the FY17 budget.
- The FY18 capital expenditures total \$155,000 and includes the replacement of three (3) police vehicles (\$105,000), and the upgrade and maintenance of public safety equipment (\$50,000).
- The FY18 budget provides an additional 970 hours (\$25,013) of overtime for Police Officers.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 4,156,904	\$ 4,356,428	\$ 4,453,109	\$ 4,468,879
Other Funds	\$ 77,943	\$ 79,192	\$ 83,655	\$ 83,655
Total Expenditures	\$ 4,234,847	\$ 4,435,620	\$ 4,536,764	\$ 4,552,534

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, 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. In addition, the Department investigates all crimes and collaborates with Domestic Violence Services Network (DVSN) and Communities For Restorative Justice (C4RJ). The Department also 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, and is often the contact for other Town services during non-business hours.



PUBLIC SAFETY: Police Department

Item 11

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,795,619	\$ 3,969,046	\$ 4,231,817	\$ 4,251,950	\$ 4,251,950
Purchased Services	148,571	138,187	42,597	42,649	42,649
Supplies	82,796	84,166	90,520	91,065	91,065
Other Charges	20,907	39,892	11,830	11,870	11,870
Capital Outlay	186,953	204,328	160,000	155,000	155,000
Totals	<u>\$ 4,234,847</u>	<u>\$ 4,435,620</u>	<u>\$ 4,536,764</u>	<u>\$ 4,552,534</u>	<u>\$ 4,552,534</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,453,109	98.16%	\$ 4,468,879	98.16%	0.35%
Parking Meter Fund	83,655	1.84%	83,655	1.84%	0.00%
Totals	<u>\$ 4,536,764</u>	100.00%	<u>\$ 4,552,534</u>	100.00%	0.35%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
D-1	Police Vehicles	140,000	105,000	140,000	105,000	140,000	105,000
D-2	P.S. Equipment	20,000	25,000	25,000	25,000	25,000	30,000
D-3	Cruiser Laptops	-	-	-	-	-	-
D-4	Vests	-	25,000	-	-	-	-
D-5	AED Replacement	-	-	-	-	-	-
D-6	Computers	-	-	-	-	-	-
D-7	Rifle Sights	-	-	-	-	-	-
D-8	Night Vision Devices	-	-	-	-	-	-
D-9	Card Access System	-	-	-	-	-	-
D-10	Taser Equipment	-	-	-	-	-	-
D-11	911 Replay System	-	-	-	-	-	-
D-12	Office Copiers	-	-	-	-	-	-
	Totals	<u>\$ 160,000</u>	<u>\$ 155,000</u>	<u>\$ 165,000</u>	<u>\$ 130,000</u>	<u>\$ 165,000</u>	<u>\$ 135,000</u>

PUBLIC SAFETY: Police Department

Item 11

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 168,373	1.00	\$ 168,374
	Captain	1.00	\$ 133,303	1.00	\$ 133,304
	Lieutenant	1.00	111,172	1.00	111,172
	Sergeant	6.00	580,952	6.00	580,954
	Inspection/Detective	7.00	609,792	7.00	609,794
	Patrol Officer	19.00	1,373,588	19.00	1,374,436
	Uniformed Sub Total	35.00 FTEs	\$ 2,977,180	35.00 FTEs	\$ 2,978,035
	Senior Administrative Assistant	1.00	72,624	1.00	73,080
	Senior Department Clerk	1.00	52,869	1.00	46,104
	Lead Dispatch	1.00	67,398	1.00	67,398
P.S. Dispatch	7.00	393,801	7.00	394,034	
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	11.30 FTEs	\$ 641,172	11.30 FTEs	\$ 635,096
5130	Overtime - Uniformed	6615 hrs.	411,790	7585 hrs.	436,803
	Overtime - Dispatchers	1600 hrs.	66,266	1600 hrs.	66,298
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	30,006	534 hrs.	30,752
	Overtime Sub Total	0.00 FTEs	\$ 508,062	0.00 FTEs	\$ 533,853
5143	Holiday Pay - Uniformed	N/A	31,873	N/A	32,058
	Holiday Pay - Dispatchers	N/A	11,929	N/A	10,608
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	37,100	N/A	37,800
Total		<u>46.30 FTEs</u>	<u>\$ 4,231,817</u>	<u>46.30 FTEs</u>	<u>\$ 4,251,950</u>

Program Implementation

The FY18 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 (1) full-time police officer, and administrative support for all parking activities.

The Capital Outlay Plan allocates \$155,000 for the Department, which includes the replacement of three (3) police vehicles (\$105,000), and the upgrade and maintenance of public safety equipment (\$50,000).

The FY18 budget allocates additional resources for community policing programs, including the implementation of the two kiosks located in the lobby of the Police Station for the disposal of unwanted medications and unwanted medical sharps. Additionally, the recommended budget will fund the Department's Annual "Open House" and Citizen's Police Academy, as well as all Department safety education initiatives.

Town Manager Goal: To Preserve the Health and Safety of Residents and Visitors and Protect their Property

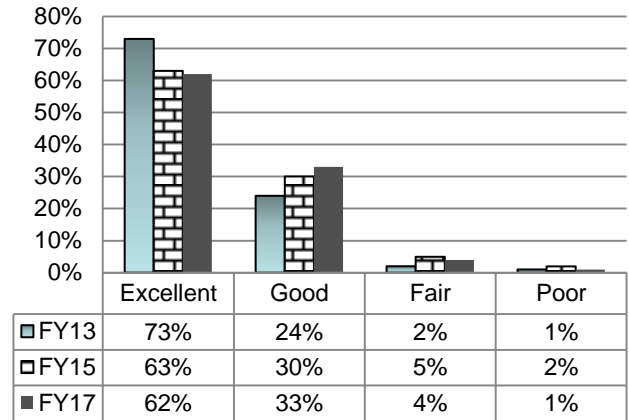
Division Goal: To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

Objective: To have a positive survey response about the services of the department

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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 make Concord a safer place for all to live, work and visit. We will accomplish this through prevention efforts and by providing rapid and effective fire, rescue and emergency medical services to the community.

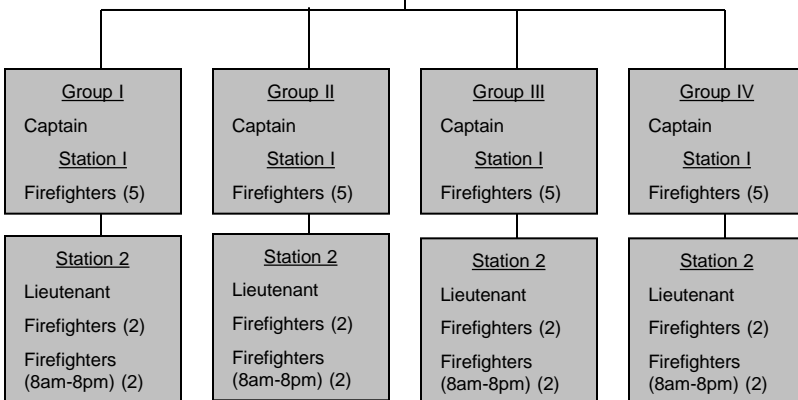
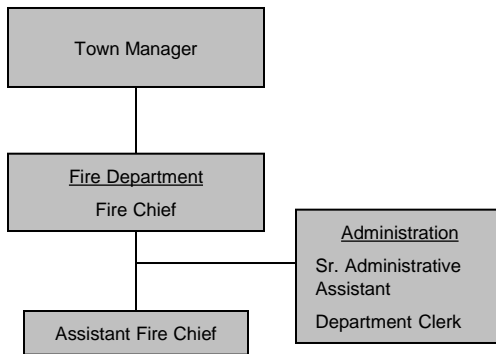
To achieve this mission, the Fire Department’s vision is to meet or exceed the expectations of our community by setting a high standard of excellence, guided by the principles of trust, integrity, honesty, loyalty and respect for all.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 3,833,878	\$ 4,237,885	\$ 4,311,531	\$ 4,471,397
Other Funds	\$ 8,500	\$ 3,000	\$ 6,000	\$ 6,000
Stabilization Fund	\$ 200,000	\$ 100,000	\$ 50,000	\$ -
Total Expenditures	\$ 4,042,378	\$ 4,340,885	\$ 4,367,531	\$ 4,477,397

Budget Highlights:

- This budget represents 2.6% *increase* in the operating appropriation from that of the FY17 budget.
- The budget increase allows for a new Fire Prevention Lieutenant beginning on October 1, 2017.
- 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.
- After more than two years of operating the second ambulance, EMS response times between 8AM and 8PM in West Concord have decreased by an average of 39 seconds, an improvement of nearly 11% from prior to implementation.
- The cost of purchased services in FY18 has been level funded.
- Capital outlay, totaling \$65,000, will replace miscellaneous firefighting equipment, turnout gear and partially fund the replacement of a vehicle.



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,733,053	\$ 4,034,301	\$ 4,088,217	\$ 4,234,864	\$ 4,197,583
Purchased Services	100,427	94,772	99,403	99,403	99,403
Supplies	81,413	83,218	102,703	108,203	103,203
Other Charges	10,717	18,501	12,208	12,208	12,208
Capital Outlay	116,768	110,093	65,000	90,000	65,000
Totals	\$ 4,042,378	\$ 4,340,885	\$ 4,367,531	\$ 4,544,678	\$ 4,477,397

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,311,531	98.72%	\$ 4,471,397	99.87%	3.71%
State Reimb. - HazMat	\$ 6,000	0.14%	\$ 6,000	0.13%	0.00%
Stabilization Fund	\$ 50,000	1.14%	\$ -	0.00%	-100.00%
Totals	\$ 4,367,531	100%	\$ 4,477,397	100%	2.52%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
F-1	Misc. Equip.	25,000	25,000	25,000	25,000	25,000	25,000
F-2	Car 2 (2007)	25,000	-	-	-	-	25,000
F-3	Car 3 (2008)	-	-	-	-	-	-
F-4	Utility Pickup (2006)	-	25,000	-	-	-	-
F-5	Turnout Gear	15,000	15,000	15,000	15,000	15,000	15,000
F-6	SCBA	-	-	-	-	-	15,000
F-7	Supply Hose	-	-	-	-	-	-
F-8	EMS Equip.	-	-	25,000	-	-	15,000
F-9	Fire Alarm Equip.	-	-	-	-	30,000	-
F-10	Upgrade Med. Equip.	-	-	-	-	-	15,000
	Totals	\$ 65,000	\$ 65,000	\$ 65,000	\$ 40,000	\$ 70,000	\$ 110,000

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Fire Chief	1.00	\$ 143,044	1.00	\$ 143,044
	Assistant Fire Chief	1.00	110,647	1.00	110,647
	Captain	4.00	373,169	4.00	373,169
	Lieutenant	4.00	338,047	5.00	401,666
	Firefighter	32.00	2,224,958	32.00	2,224,958
	Uniformed Sub Total	<u>42.00 FTEs</u>	\$ 3,189,865	<u>43.00 FTEs</u>	\$ 3,253,484
	Senior Administrative Assistant	1.00	64,687	1.00	65,376
	Regular Compensation Sub Total	<u>43.00 FTEs</u>	\$ 3,254,552	<u>44.00 FTEs</u>	\$ 3,318,860
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.	168,747	4920 hrs.	172,402
	Sub Total	<u>0.90 FTEs</u>	\$ 188,920	<u>0.90 FTEs</u>	\$ 192,575
5130	Firefighter Overtime	12203 hrs.	643,505	12438 hrs.	684,896
	Non-Union Overtime	40 hrs.	1,240	40 hrs.	1,252
	Total	<u>43.90 FTEs</u>	\$ 4,088,217	<u>44.90 FTEs</u>	\$ 4,197,583

Program Implementation

In the proposed operating budget, 94% is for salary and related personnel expenses. The remaining 6% of the funds are for purchased services and supplies.

In 2016, 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 more than two years of operating the second ambulance, EMS response times between 8AM and 8PM in West Concord have decreased by an average of 39 seconds, an improvement of nearly 11% from prior to implementation.

This year's budget provides for 1 Fire Inspector to work in Fire Prevention. This will allow the CFD to meet the increased demand for fire prevention services as noted in the recently completed Fire Prevention Staffing Needs Assessment (available on the CFD website).

.Future initiatives include:

- Given the growing community / medical infrastructure, large percentage of residents over age 65 and rising number of emergency responses ; 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

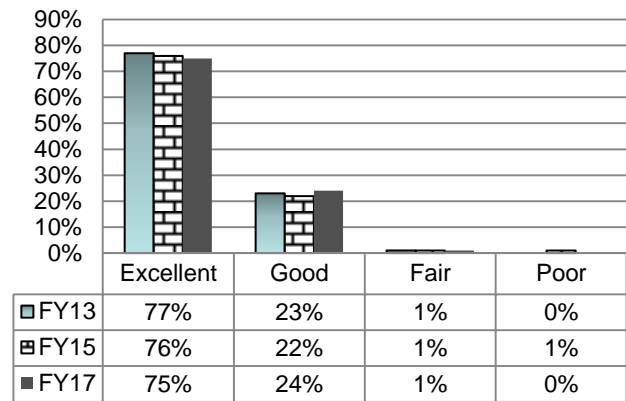
Division Goal: To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

Objective: To measure citizen satisfaction with Fire Department services

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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



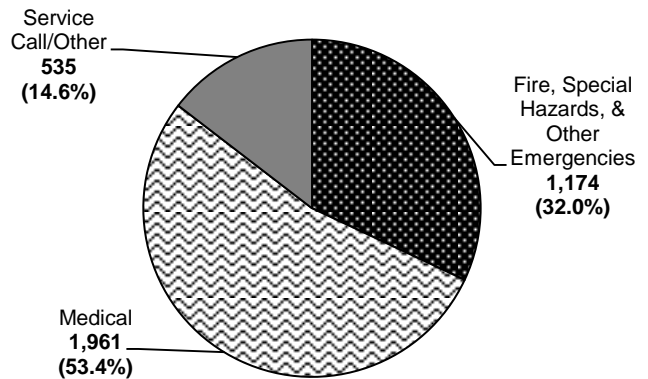
Division Goal: To prepare for the emergency needs of the residents

Objective: To determine the trends in emergency services

Measure: Emergency call breakdown from CY 2016

Trend: The occurrence of calls for most fires remains relatively stable. However, there was an increase in brush fires in 2016. There remains a high volume of special hazard and other emergencies. 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 CY16



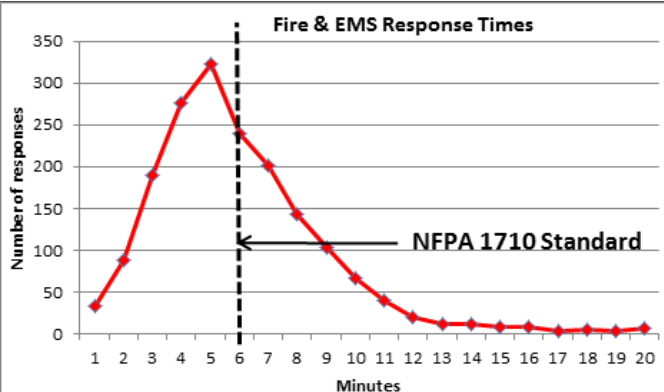
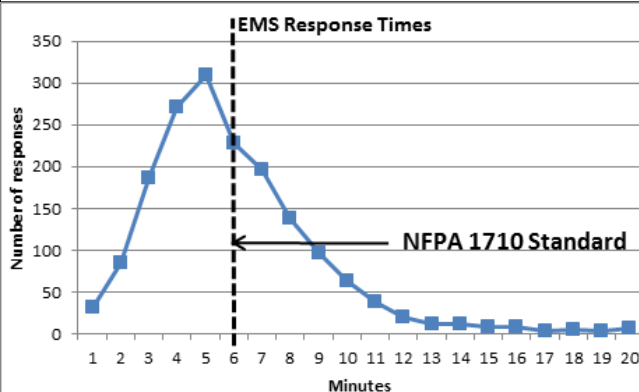
Division Goal: To provide efficient response to fire & medical emergencies

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 CY16 and shows the number of responses and the corresponding response times for each.



PUBLIC SAFETY: W. Concord Fire Station

Item 13

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 2.1% decrease in the operating appropriation from that of the FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 35,692	\$ 57,630	\$ 40,289	\$ 39,664
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 35,692	\$ 57,630	\$ 40,289	\$ 39,664

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		
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%
FY2016	2,436	0.44	-67%	-12%	46,791	3%	-5%

PUBLIC SAFETY: W. Concord Fire Station

Item 13

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 350	\$ -	\$ -	\$ -	\$ -
Purchased Services	21,707	19,317	26,551	25,914	25,914
Supplies	3,827	3,837	3,738	3,750	3,750
Other Charges	-	-	-	-	-
Capital Outlay	9,808	34,476	10,000	10,000	10,000
Totals	<u>\$ 35,692</u>	<u>\$ 57,630</u>	<u>\$ 40,289</u>	<u>\$ 39,664</u>	<u>\$ 39,664</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 40,289	100.00%	\$ 39,664	100.00%	-1.55%
Totals	<u>\$ 40,289</u>	100.00%	<u>\$ 39,664</u>	100.00%	-1.55%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
H-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
H-2	Exhaust System Upgrade	-	-	-	-	-	-
	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>

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 3.8% *increase* in the operating appropriation from that of the FY17 budget.
- The FY18 budget increase in computer equipment maintenance (\$3,900) is partially due to the addition of CodeRED weather alerts.
- The addition of a needle/sharps kiosk at the Police/Fire Headquarters requires Hazardous Waste Disposal (\$2,000).
- The FY18 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 227,409	\$ 234,792	\$ 275,011	\$ 284,816
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 227,409	\$ 234,792	\$ 275,011	\$ 284,816

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		
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%
FY2016	9,620	1.73	-25%	-15%	312,800	5%	-4%

PUBLIC SAFETY: Police / Fire Station

Item 14

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 5,875	\$ 4,109	\$ 4,120	\$ 4,120	\$ 4,120
Purchased Services	207,945	203,018	244,191	253,496	253,496
Supplies	6,798	7,182	6,700	7,200	7,200
Other Charges	-	-	-	-	-
Capital Outlay	6,791	20,483	20,000	20,000	20,000
Totals	\$ 227,409	\$ 234,792	\$ 275,011	\$ 284,816	\$ 284,816

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 275,011	100.00%	\$ 284,816	100.00%	3.57%
Totals	\$ 275,011	100.00%	\$ 284,816	100.00%	3.57%

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00	\$ -	0.00	\$ -
5115	Limited Status	60 hrs.	\$ 3,000	60 hrs.	\$ 3,000
5130	Overtime	32 hrs.	\$ 1,120	32 hrs.	\$ 1,120
	Total	0.00 FTEs	\$ 4,120	0.00 FTEs	\$ 4,120

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
E-1	Building Improv.	20,000	20,000	20,000	20,000	20,000	20,000
	Totals	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

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 12.3% *increase* in the operating appropriation from that of the FY17 budget.
- 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 12,216	\$ 22,647	\$ 15,077	\$ 16,937
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 12,216	\$ 22,647	\$ 15,077	\$ 16,937

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 two 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.

Volunteers are utilized to augment Mass Shelter, Medical Reserve Corp and Amateur Radio operations. These volunteers 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).

CEMA, in conjunction with the Metropolitan Area Planning Council (MAPC) and various town departments, is currently 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.

Future Initiatives:

- In FY18 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -		\$ -	\$ -	\$ -
Purchased Services	12,216	13,847	8,627	10,487	10,487
Supplies	-	-	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	-	8,800	-	-	-
Totals	\$ 12,216	\$ 22,647	\$ 15,077	\$ 16,937	\$ 16,937

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,077	100.00%	\$ 16,937	100.00%	12.34%
Totals	\$ 15,077	100.00%	\$ 16,937	100.00%	12.34%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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 *no change* in the operating appropriation from that of the FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 23,392	\$ 23,464	\$ 26,000	\$ 26,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,392	\$ 23,464	\$ 26,000	\$ 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	23,392	23,464	26,000	26,000	26,000
Totals	<u>\$ 23,392</u>	<u>\$ 23,464</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 26,000	100.00%	\$ 26,000	100.00%	0.00%
Totals	<u>\$ 26,000</u>	100.00%	<u>\$ 26,000</u>	100.00%	0.00%

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:

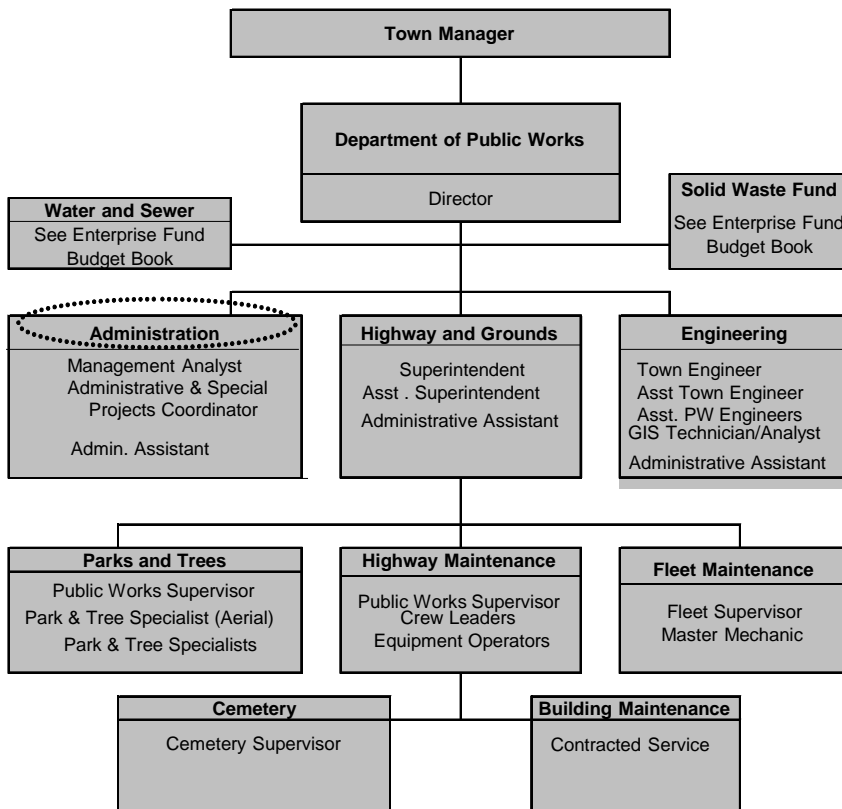
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.3% *increase* from the FY17 operating budget.
- Decreases experienced in the cost of telephone services, and other expenses made a modest increase in operating supplies 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 181,338	\$ 179,683	\$ 195,289	\$ 195,728
Other Funds	\$ 191,185	\$ 194,419	\$ 205,057	\$ 205,774
Total Expenditures	\$ 372,523	\$ 374,102	\$ 400,346	\$ 401,502



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 350,200	\$ 355,691	\$ 378,946	\$ 379,807	\$ 379,807
Purchased Services	5,630	5,985	11,385	10,905	10,905
Supplies	5,130	6,796	5,660	6,640	6,640
Other Charges	1,462	1,629	4,355	4,150	4,150
Capital Outlay	10,100	4,000	-	-	-
Totals	<u>\$ 372,523</u>	<u>\$ 374,102</u>	<u>\$ 400,346</u>	<u>\$ 401,502</u>	<u>\$ 401,502</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 195,289	48.78%	\$ 195,728	48.75%	0.22%
Water Fund	92,930	23.21%	93,118	23.19%	0.20%
Sewer Fund	37,173	9.29%	37,247	9.28%	0.20%
Solid Waste Fund	74,954	18.72%	75,409	18.78%	0.61%
Totals	<u>\$ 400,346</u>	100.00%	<u>\$ 401,502</u>	100.00%	0.29%

PUBLIC WORKS: Administration

Item 17A

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 156,895	1.00	\$ 156,939
	Management Analyst	1.00	88,510	1.00	88,510
	Administrative & Special Projects Coordinator	1.00	75,066	1.00	75,069
	Administrative Assistant	1.00	57,275	1.00	58,089
	Sub Total	<u>4.00 FTEs</u>	\$ 377,746	<u>4.00 FTEs</u>	\$ 378,607
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 378,946	<u>4.00 FTEs</u>	\$ 379,807

Program Implementation
<p>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.</p> <p>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 54 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.</p> <p>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:</p> <ul style="list-style-type: none"> ▪ 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

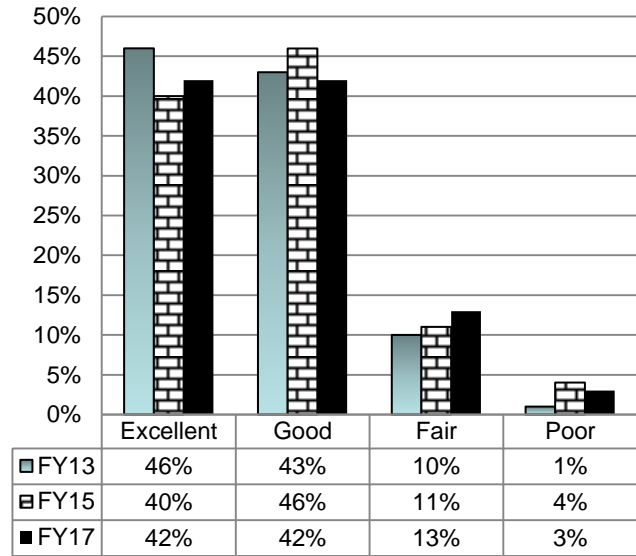
Division Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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:

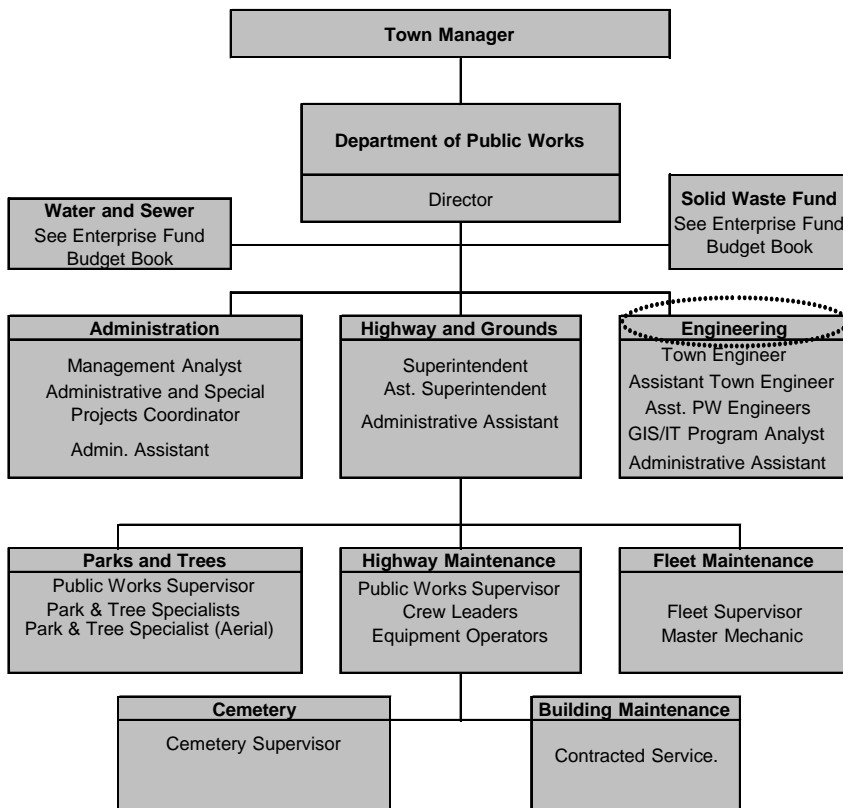
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 0.4% decrease from the FY17 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 Geographic Information System (GIS) application development.
- 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 347,537	\$ 384,645	\$ 395,323	\$ 393,000
Other Funds	\$ 250,080	\$ 290,279	\$ 316,914	\$ 316,504
Total Expenditures	\$ 597,617	\$ 674,924	\$ 712,237	\$ 709,504



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$379,597	\$482,992	\$ 486,661	\$ 493,338	\$ 491,338
Purchased Services	34,803	27,768	40,500	36,050	36,050
Supplies	7,371	6,673	10,580	10,080	10,080
Other Charges	4,426	4,932	11,445	8,985	8,985
Capital Outlay	64,582	60,165	65,000	75,000	65,000
GIS Personnel	66,890	59,850	65,191	65,191	65,191
GIS Non Personnel	39,948	32,545	32,860	32,860	32,860
Totals	\$ 597,617	\$ 674,924	\$ 712,237	\$ 721,504	\$ 709,504

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 395,323	55.50%	\$ 393,000	55.39%	-0.59%
Light Fund	-	0.00%	-	0.00%	0.00%
Water Fund	89,128	12.51%	88,800	12.52%	-0.37%
Sewer Fund	22,786	3.20%	22,704	3.20%	-0.36%
Capital Projects	180,000	25.27%	180,000	25.37%	0.00%
Grant Funds	-	0.00%	-	0.00%	N/A
Road Repair Fund	25,000	3.51%	25,000	3.52%	0.00%
Totals	\$ 712,237	100.00%	\$ 709,504	100.00%	-0.38%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 111,806	1.00	\$ 111,907
	Asst. Town Engineer	1.00	99,008	1.00	99,008
	Assistant Public Works Engineer	3.00	215,656	3.00	217,507
	GIS/IT Program Analyst	1.00	65,191	1.00	65,191
	Administrative Assistant	1.00	58,991	1.00	59,216
	Sub Total	<u>7.00 FTEs</u>	\$ 550,652	<u>7.00 FTEs</u>	\$ 552,829
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
5191	Tuition Reimbursement	N/A	-	N/A	2,500
	Total	<u>7.00 FTEs</u>	<u>\$ 551,852</u>	<u>7.00 FTEs</u>	<u>\$ 556,529</u>

Program Implementation
<p><u>Major projects anticipated for FY18 include:</u></p> <p>2017/18 Roads Program – In-house design, bidding and construction inspection/administration of the annual Roads Program contract. The program is anticipated to rehabilitate approximately 3.7 miles of roadway, install 61 drainage structures and install 4,100 feet of drain pipe.</p> <p>Sleepy Hollow Cemetery Roadway Network (Phase II) - In-house design, bidding and construction inspection/administration of Phase II of the Cemetery infrastructure rehabilitation which will include roadways, drainage system and wall improvements.</p> <p>Parking Lot Rehabilitations - In-house design, environmental permitting, bidding and construction inspection/administration for the reconstruction of the Stow Street, Concord Library and Fairyland parking areas, including drainage improvements.</p> <p>2017 Sidewalk and ADA Program - In-house survey, design, bidding and construction inspection for the annual Sidewalk rehabilitation bid. The bid is anticipated to rehabilitate 1 mile of sidewalk and install 15 new ADA-compliant curb ramps. The 2017/18 Roads program will also install 15 new ADA-compliant curb ramps.</p> <p>Lowell Road Culvert - In-house design, bidding and construction inspection/management for Lowell Road. The Division was successful in obtaining \$500,000 in HMGP grant funds from FEMA, representing 75% federal funding for the replacement of the culverts. The project will also include rehabilitation of 17 structures, 2,000 lf of drain pipe and 2,000 lf of roadway.</p> <p>Cambridge Turnpike Improvement Project – Continuing consultant management and technical oversight for the final design, permitting, bidding and construction of the Cambridge Turnpike Reconstruction Project. Project bid is targeted for late Summer 2017 bid and will include construction of new sidewalks, a new bridge structure and drainage improvements.</p> <p>Stormwater and Drainage Management - Annual reporting (Year 14) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and development of the Notice of Intent to apply for coverage under the new final 2016 NPDES MS4 permit.</p> <p>Church and Commonwealth Bump Out - Bid and provide construction management of the streetscape enhancement project. The project will include new curb bump-outs, sustainable infrastructure retrofits, rehabilitation of Mandrioli Park and construction of a new recreational plaza between Tea Cakes and Twin Seafood.</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:

2016/17 Roads Program - Completed the in-house design, permitting, bidding and construction oversight for the 2016/17 Roads Program bid. The program rehabilitated 1.18 miles of roadway, replaced/installed 21 drainage structures and installed approximately 2,800 feet of drain and underdrain pipe. The bid also included the replacement of three culverts on Shadyside Avenue.

Sleepy Hollow Cemetery Roadway Network (Phase I) – Completed in-house design, bidding and construction inspection/ administration of Phase I of the cemetery infrastructure rehabilitation which included rehabilitation of 3,700 linear feet of roadways, installed 30 new drainage structures, 1,350 feet of new drainage pipe, 400 feet of new stone waterways and 200 feet of retaining wall improvements in the Cemetery.

Sleepy Hollow Cemetery Culvert – Completed in-house design, permitting bidding and construction inspection for the replacement of three culverts within the Sleepy Hollow wetland system between Bedford Street and the Reformatory Branch Trail. The project included the installation of a new pedestrian bridge as well as two new inlet control structures.

Church and Commonwealth Bump Out – Completed in-house design and bidding for the streetscape enhancement project which included new curb bump-outs, sustainable infrastructure retrofits, rehabilitation of Mandrioli Park and construction of a new recreational plaza between Tea Cakes and Twin Seafood. 2016 bid results were unfavorable and the project will be re-bid in 2017.

2016/17 Parking Lot Rehabilitation – Completed in-house design and permitting for the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots. The project is coordinated with DPLM planned parking management improvements, CMLP electric vehicle charging station and lighting improvements, and sustainable infrastructure retrofits. The project will be constructed in the Summer of 2017.

Westford Road Culvert Replacement – Completed in-house construction inspection/administration and project closeout of the FEMA Hazard Mitigation Grant Program (HMGP) funded culvert replacement project. The Town received over \$73,000 in HMGP grant funds from FEMA for the culvert replacement.

Lowell Road Culvert Replacement – Completed the culvert design and permitting for the FEMA HMGP- funded culvert replacement project. Project will be bid in Winter 2017 and constructed in the 2017 construction season. The Town received over \$500,000 in HMGP grant funds from FEMA for the culvert replacement.

ADA Program –Completed the refinement of the Public Right of Way Transition Plan. The plan included a Townwide assessment of physical mobility barriers along pedestrian access routes (sidewalks), development of a new Accessibility Standards Section for the Concord Public Works – Design and Construction Standards and Details, development of a new ADA Variance Request Policy and updates to the Sidewalk Plowing Procedures.

NPDES MS4 Permit - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 13 annual reporting to the Environmental Protection Agency by the May 1st deadline. The Division provided stormwater technical review and environmental monitoring review and administration for 14 projects meeting NPDES permit thresholds.

Cambridge Turnpike Improvement Project - Continued consultant management and technical engineering guidance for the public outreach and preliminary design efforts for the Cambridge Turnpike Reconstruction Project, including the selection of ground improvements technology. Project is scheduled to be bid in the Fall of 2017.

2016 Pavement Maintenance – Developed bids for the annual crack–sealing and pavement patching contracts. The crack sealing contract maintained 7.0 miles of roadways; the pavement patching contract maintained 8.5 miles.

Mission Statement:

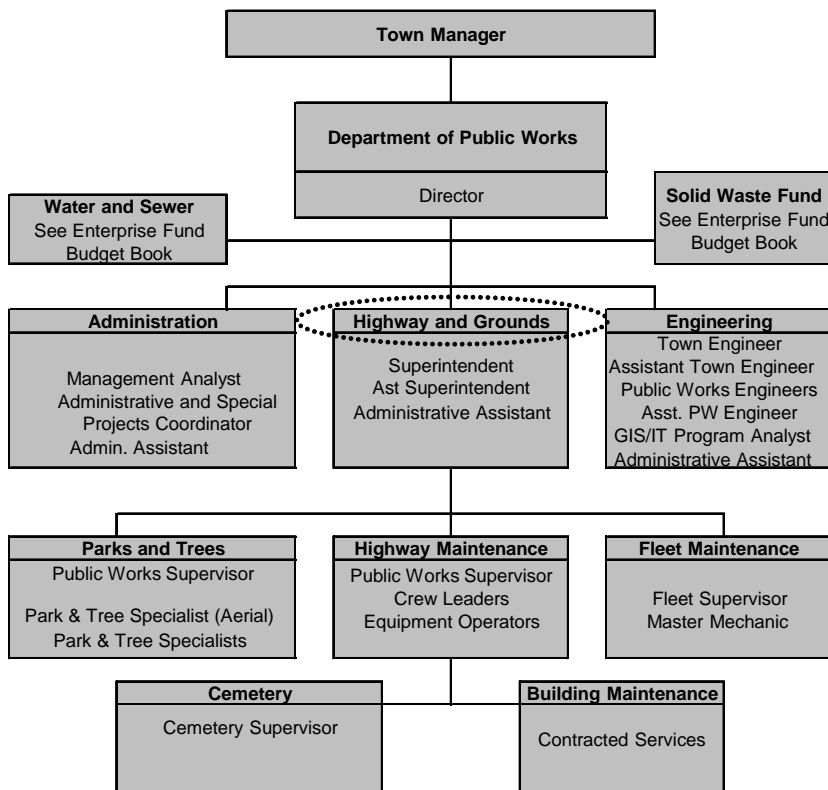
The mission of Highway Maintenance is to maintain and improve the Town’s public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 1.9% *increase* in the operating appropriation from that of the FY17 budget.
- Establishment of the position of Assistant Highway & Grounds Superintendent to be funded in this Division and Parks & Trees Division.
- Both the Equipment Maintenance and Vehicular Maintenance accounts have been increased to support ongoing sandblasting and painting of CPW’s fleet. This investment is necessary to control the impact of corrosion and to ensure the longevity of the fleet.
- The budgeted amount for infrared patching has been increased for FY18 to support expanded efforts to patch roads utilizing this technology.
- The budgets for bituminous concrete and fuel are based on pricing trends over the past few years.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$24,555) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$15,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 1,277,325	\$ 1,284,438	\$ 1,372,405	\$ 1,404,032
Other Funds	\$ 28,161	\$ 28,916	\$ 29,555	\$ 29,555
Total Expenditures	\$ 1,305,486	\$ 1,313,354	\$ 1,401,960	\$ 1,433,587



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 903,654	\$ 925,118	\$ 1,011,075	\$ 1,018,601	\$ 1,018,601
Purchased Services	82,044	113,044	120,148	134,144	134,144
Supplies	225,094	195,618	250,837	255,942	255,942
Other Charges	4,236	4,206	4,900	4,900	4,900
Capital Outlay	90,457	75,369	15,000	27,500	20,000
Totals	<u>\$ 1,305,486</u>	<u>\$ 1,313,354</u>	<u>\$ 1,401,960</u>	<u>\$ 1,441,087</u>	<u>\$ 1,433,587</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,372,405	97.89%	\$ 1,404,032	97.94%	2.30%
Water Fund	19,618	1.40%	19,618	1.37%	0.00%
Sewer Fund	4,937	0.35%	4,937	0.34%	0.00%
Solid Waste Fund	5,000	0.36%	5,000	0.35%	0.00%
Totals	<u>\$ 1,401,960</u>	100.00%	<u>\$ 1,433,587</u>	100.00%	2.26%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 15,000	\$ 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>\$ 20,000</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					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 99,500	1.00	\$ 99,500
	Asst. Highway & Grounds Superintendent	0.50	40,130	0.50	41,120
	Administrative Assistant	1.00	57,086	1.00	58,235
	Public Works Supervisor	1.00	90,987	1.00	90,996
	Fleet Supervisor	1.00	78,676	1.00	78,676
	Crew Leader	2.00	143,698	2.00	143,698
	Master Mechanic	1.00	64,979	1.00	64,979
	Equipment Operator	7.00	375,468	7.00	375,468
	Sub Total	<u>14.50 FTEs</u>	\$ 950,524	<u>14.50 FTEs</u>	\$ 952,672
	Less: Snow Reimbursement	-2500 hrs.	\$ (74,640)	-2500 hrs.	\$ (75,210)
	Sub Total	<u>13.30 FTEs</u>	\$ 875,884	<u>13.30 FTEs</u>	\$ 877,462
5111	Workers Compensation	N/A	\$ 23,147	N/A	\$ 23,147
5120	Temporary/ Seasonal	1000 hrs.	\$ 14,000	1000 hrs.	\$ 15,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 64,082	1420 hrs.	\$ 64,082
	Overtime - Compost Site	300 hrs.	13,540	410 hrs.	18,503
5131	Overtime - Police	400 hrs.	19,222	400 hrs.	18,607
	Cell Phone Allowance	N/A	1,200	N/A	1,800
	Total	<u>13.30 FTEs</u>	<u>\$ 1,011,075</u>	<u>13.30 FTEs</u>	<u>\$ 1,018,601</u>

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 2,788 catch basins, 211 culverts, 440 outfalls, 1,187 drainage manholes, 3 dams, 15 detention basins, 150 leaching structures, 2 infiltration basins, 8 treatment chambers, 5 bio-retention areas, and over 61 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 FY18 budget includes funds for 600 square yards of infrared roadway patching. The use of this contractual service has been increased in the last few years as it has proven to be an effective method 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 \$102,529 for vehicle and equipment maintenance and supplies, \$43,050 for bituminous concrete material for road and sidewalk repairs completed by CPW staff, \$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.

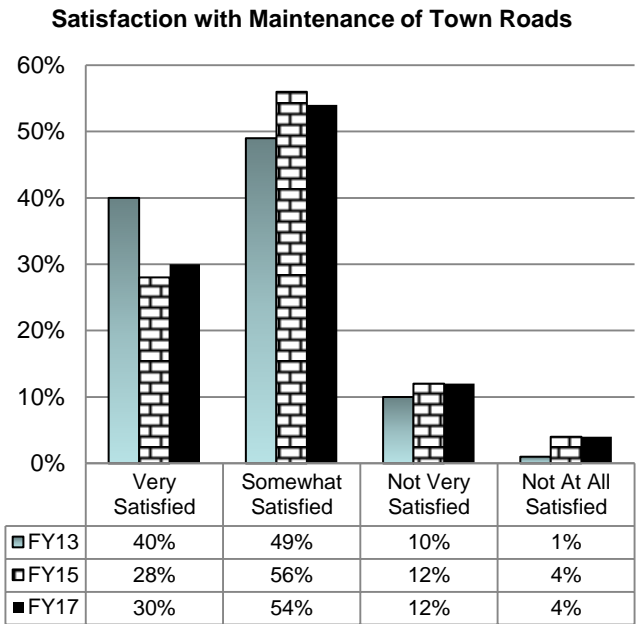
Town Manager Goal: To Maintain the Town’s Infrastructure

Division Goal: *To ensure the maintenance of town roads.*

Objective: To measure citizen satisfaction with town roads.

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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 2016
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.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 646,590	\$ 639,130	\$ 646,502	\$ 698,573
Other Funds	\$ 37,225	\$ 37,225	\$ 94,925	\$ 96,464
Total Expenditures	\$ 683,815	\$ 676,355	\$ 741,427	\$ 795,037

Budget Highlights:

- This budget represents a 1.9% *increase* in the operating appropriation over that of the FY17 budget.
- The Light Fund is providing funding (\$8,764) for services associated with tree maintenance around power lines.
- The Tree Removal Service line item has been increased to allow for the additional use of a contracted crane service to assist with complex tree removals.
- 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 is partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

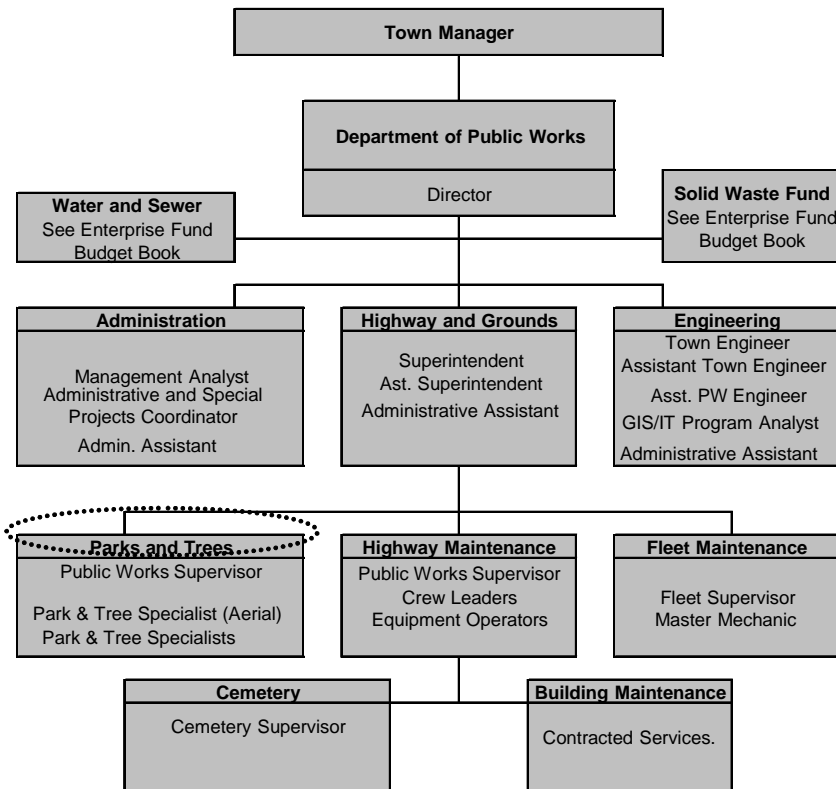
Description:

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 417,270	\$ 463,229	\$ 541,163	\$ 543,387	\$ 543,387
Purchased Services	25,405	36,313	33,182	41,934	41,934
Supplies	94,254	93,108	121,447	124,081	124,081
Other Charges	2,677	5,705	3,135	3,135	3,135
Capital Outlay	144,209	78,000	42,500	132,500	82,500
Totals	\$ 683,815	\$ 676,355	\$ 741,427	\$ 845,037	\$ 795,037

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 646,502	87.20%	\$ 698,573	87.87%	8.05%
Light Fund	7,225	0.97%	8,764	1.10%	21.30%
Recreation Fund	15,000	2.02%	15,000	1.89%	0.00%
School Department	15,000	2.02%	15,000	1.89%	0.00%
C&C Youth Baseball	7,700	1.04%	7,700	0.97%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.74%	50,000	6.29%	0.00%
Totals	\$ 741,427	100.00%	\$ 795,037	100.00%	7.23%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
K-1	Public Shade Trees	22,500	25,000	25,000	25,000	25,000	25,000
K-2	Turf Improvement	15,000	52,500	62,500	62,500	62,500	50,000
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 42,500	\$ 82,500	\$ 92,500	\$ 92,500	\$ 92,500	\$ 80,000

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary

		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 91,204	1.00	\$ 91,204
	Asst. Highway & Grounds Superintendent	0.50	\$ 40,130	0.50	\$ 41,120
	Park and Tree Specialist (Aerial)	1.00	\$ 64,541	1.00	\$ 64,541
	Park and Tree Specialist	6.00	\$ 328,008	6.00	\$ 328,008
	Sub Total	<u>8.50 FTEs</u>	\$ 523,883	<u>8.50 FTEs</u>	\$ 524,873
	Less: Cemetery Adjustment	-695 hrs.	\$ (18,130)	-695 hrs.	\$ (18,169)
	Less: Snow Reimbursement	-700 hrs.	\$ (20,154)	-700 hrs.	\$ (20,273)
	Sub Total	<u>7.83 FTEs</u>	\$ 485,599	<u>7.83 FTEs</u>	\$ 486,431
5120	Temporary (Summer Crew)	1220 hrs.	13,420	1250 hrs.	14,380
	Temporary (Seasonal Help)	0 hrs.	-	0 hrs.	-
	Temporary (Ripley)	700 hrs.	7,700	670 hrs.	7,700
	Overtime	600 hrs.	26,066	600 hrs.	26,070
	Overtime (Playing Fields)	70 hrs.	3,042	70 hrs.	3,041
5131	Police Overtime	125 hrs.	5,336	125 hrs.	5,165
5158	Cellphone Allowance	N/A	-	N/A	600
	Sub Total	<u>0.92 FTEs</u>	\$ 55,564	<u>0.92 FTEs</u>	\$ 56,956
	Total	<u>8.75 FTEs</u>	\$ 541,163	<u>8.75 FTEs</u>	\$ 543,387

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 effort is needed to properly maintain Concord's athletic fields and parks to keep them in top condition for users. The programs supported by the FY18 budget reflect a proactive and professional approach to grounds maintenance in Concord. Proper turf grass maintenance is achieved through frequent mowing, developing fertilization programs on results of soil testing, and maintaining adequate soil moisture levels through responsible irrigation use. Throughout the growing season, 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 frequently to maintain level playing surfaces that are free of weeds. A fall over-seeding program increases turf density and assists turf areas to recover 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 that they establish properly. 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 2017. This tool will be very useful in managing these valuable resources.
- The Parks and Trees Division shares one full-time position with the Cemetery Division. This position assists the Cemetery Supervisor with funerals and other small projects as needed.
- The FY18 Parks and Trees Capital Outlay budget includes \$25,000 for the replacement of public shade trees, \$52,500 for turf improvement and park rehabilitation, and \$5,000 for small equipment.

Major Activities in FY16

Specific major objectives accomplished in 2016 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 2016
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:

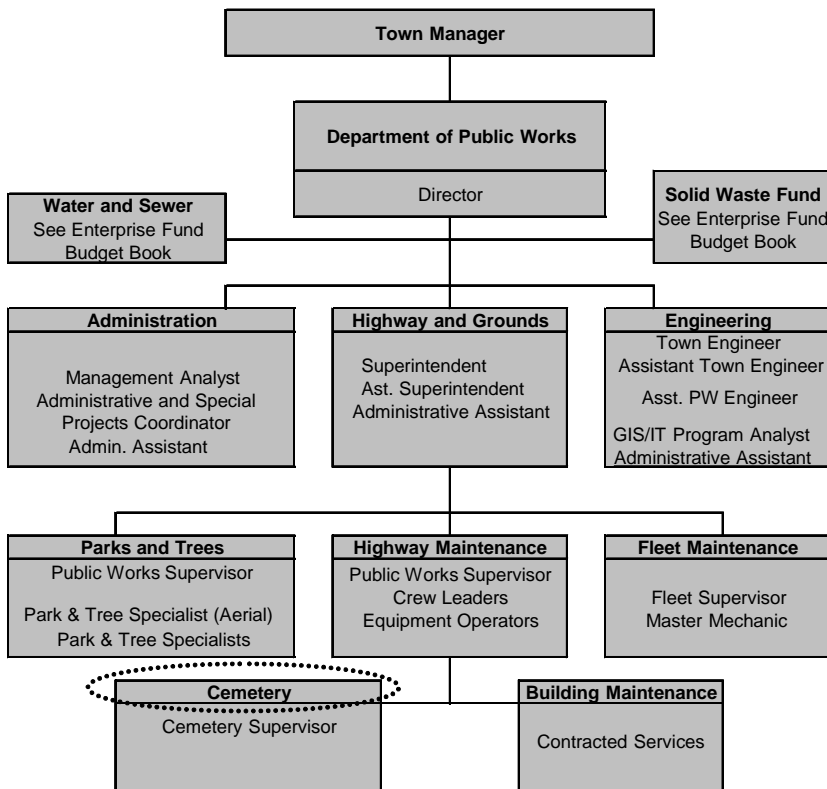
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four historic cemeteries and the Melvin Memorial with a commitment to quality, respect, compassion and cost-effectiveness while striving to ease the process of lot purchase, interment and historic burial research.

Budget Highlights:

- This budget represents no significant change in the operating appropriation from that of the FY17 budget.
- The FY18 budget allows for a 2% increase for contractual landscaping services for mowing and spring and fall clean-up needs in Sleepy Hollow Cemetery. The current three-year contract will be ending this year. It is expected that this escalation will be required to respond to market conditions for these 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 61,336	\$ 57,269	\$ 66,683	\$ 66,679
Other Funds	\$ 121,811	\$ 136,230	\$ 163,846	\$ 163,837
Total Expenditures	\$ 183,147	\$ 193,499	\$ 230,529	\$ 230,516



Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery, 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 88,474	\$ 83,496	\$ 97,721	\$ 97,761	\$ 97,760
Purchased Services	79,620	74,319	81,679	82,655	82,655
Supplies	6,751	4,989	10,414	9,386	9,386
Other Charges	409	553	715	715	715
Capital Outlay	7,893	30,142	40,000	40,000	40,000
Totals	<u>\$ 183,147</u>	<u>\$ 193,499</u>	<u>\$ 230,529</u>	<u>\$ 230,517</u>	<u>\$ 230,516</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 66,683	28.93%	\$ 66,679	28.93%	-0.01%
Cemetery Fund	163,846	71.07%	163,837	71.07%	-0.01%
Totals	<u>\$ 230,529</u>	100.00%	<u>\$ 230,516</u>	100.00%	-0.01%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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>

PUBLIC WORKS: Cemetery

Item 17E

Personnel Services Summary					
		FY17 Budgeted		FY18 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	695 hrs.	\$ 18,130	695 hrs.	\$ 18,169
	Less: Snow Removal	-300 hrs.	(10,323)	-300 hrs.	(10,323)
	Sub Total	<u>0.86 FTEs</u>	\$ 79,656	<u>0.86 FTEs</u>	\$ 79,695
5120	Temporary Employee	0 hrs.	\$ -	0 hrs.	\$ -
5130	Overtime	350 hrs.	18,065	350 hrs.	18,065
	Total	<u>0.86 FTEs</u>	\$ 97,721	<u>0.86 FTEs</u>	\$ 97,760

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 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 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 (FY18 will be the eleventh year at the Old Hill Burying Ground), 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 were slightly less in FY16. Revenues in FY17 and FY18 are expected to continue at a slightly increased level. Operational expenses are expected to increase in FY17 and FY18 reflecting increases in the cost of contracted maintenance services. Budgeted capital costs for FY18 have been maintained at an annual level of \$40,000. The Cemetery Fund balance at the end of FY16 stands at \$407,571.

Cemetery Revolving Fund Detail

	FY15 Actual	FY16 Actual	FY17 Revised Estimate	FY18 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$70,502	\$62,250	\$63,300	\$63,300
Interest, Perpetual Care Fund	46,500	46,400	50,000	50,000
Lot sales plus interest	36,485	39,655	38,300	38,300
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$153,487</u>	<u>\$148,315</u>	<u>\$151,600</u>	<u>\$151,600</u>
Cemetery Fund Expenses				
Operations	\$114,555	\$106,085	\$123,844	\$123,835
Capital	7,256	30,142	40,000	40,000
Cemetery Dept. Subtotal	\$121,811	\$136,227	\$163,844	\$163,835
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Fund Expenses	<u>\$124,811</u>	<u>\$139,227</u>	<u>\$166,844</u>	<u>\$166,835</u>
Net For Year	<u>+\$28,676</u>	<u>+\$9,088</u>	<u>-\$15,244</u>	<u>-\$ 15,235</u>
Cemetery Fund Balance at Fiscal Year-End	<u>\$398,483</u>	<u>\$407,571</u>	<u>\$392,327</u>	<u>\$377,092</u>

Snow & Ice Mission Statement:

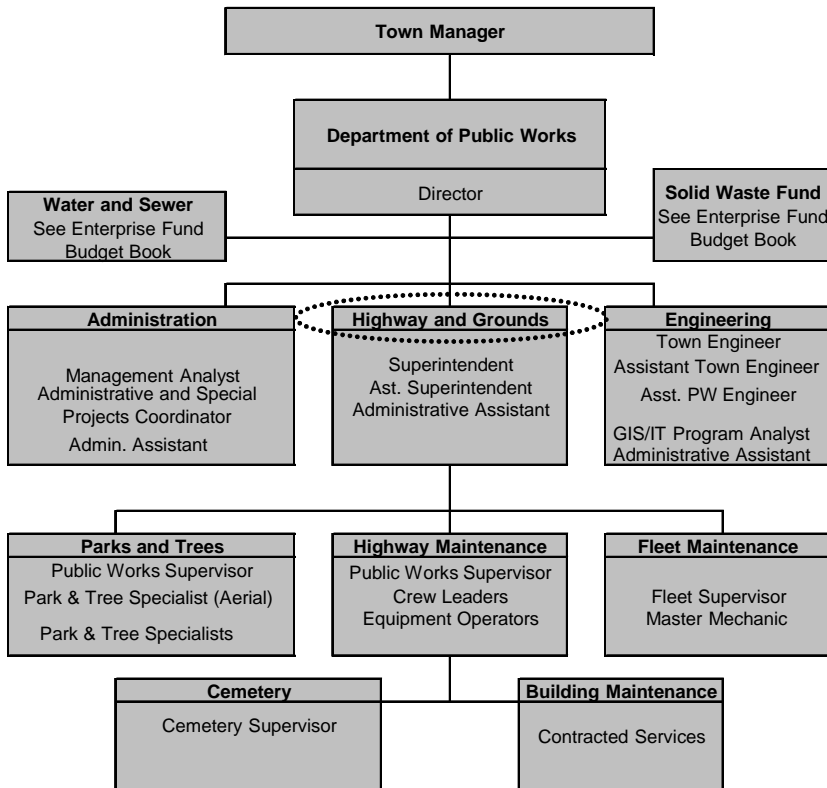
The purpose of this funding is to provide for the costs of maintaining the Town’s transportation network including streets, sidewalks, curb ramps and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce, and emergency services

Budget Highlights:

- This budget represents a 2.1% *increase* in the operating appropriation over that of the FY17 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$623,000. However, due to budget constraints, \$610,000 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 remained the same for FY15 and FY16 and are currently 3% less for FY17. Salt can account for as much as 40% of winter maintenance expenditures.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 868,268	\$ 473,604	\$ 597,500	\$ 610,000
Other Funds	\$ 99,839	\$ -	\$ -	\$ -
Total Expenditures	\$ 968,107	\$ 473,604	\$ 597,500	\$ 610,000



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 than expected during the winter season 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 968,107	\$ 473,604	\$ 597,500	\$ 625,000	\$ 610,000
Totals	<u>\$ 968,107</u>	<u>\$ 473,604</u>	<u>\$ 597,500</u>	<u>\$ 625,000</u>	<u>\$ 610,000</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 597,500	100.00%	\$ 610,000	100.00%	2.09%
Totals	<u>\$ 597,500</u>	100.00%	<u>\$ 610,000</u>	100.00%	2.09%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 74,640	2500 hrs.	\$ 75,210
	Park/Tree Staff	700 hrs.	20,154	700 hrs.	20,273
	Cemetery Staff	300 hrs.	10,323	300 hrs.	10,323
	Water/Sewer Staff	200 hrs.	6,124	200 hrs.	6,124
	Sub Total	<u>1.77 FTEs</u>	\$ 111,241	<u>1.77 FTEs</u>	\$ 111,930
5130	Overtime - Highway Staff	2400 hrs.	107,482	2400 hrs.	110,909
	Overtime - Park/Tree Staff	600 hrs.	25,912	600 hrs.	26,659
	Overtime - Cemetery Staff	250 hrs.	12,904	250 hrs.	13,159
	Overtime - Water/Sewer Staff	600 hrs.	27,558	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 173,856	<u>0.00 FTEs</u>	\$ 178,285
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ 286,697	<u>1.77 FTEs</u>	\$ 291,815

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 had computerized, closed- loop ground speed controllers installed; the remaining two trucks will be retrofitted before the end of FY17. 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 through better control of the application equipment. An additional truck was outfitted with an underbody scraper in FY17, adding a fifth under-body scraper to the fleet. These mid-mount plows allow the operator to scrape roads prior to applying salt, making the application 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 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

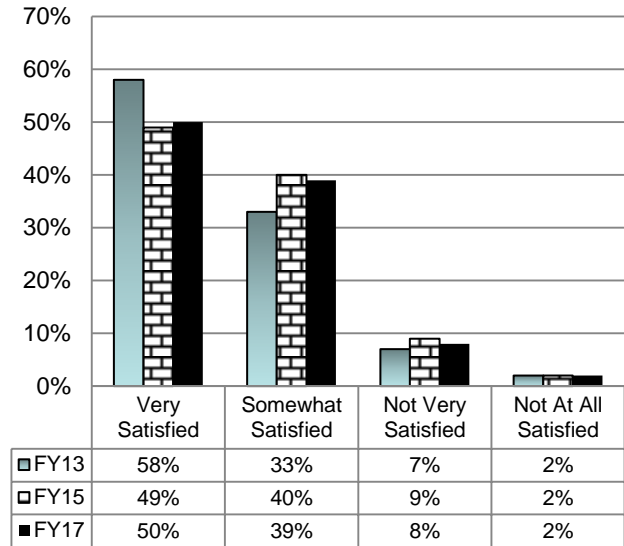
Goal: *To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.*

Objective: To measure citizen satisfaction with the Town’s snow and ice removal services

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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 FY17 89% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Budgeted	2017-2018 Proposed
Regular and Overtime Hours	11,188	12,117	5,642	7,550	7,550

Performance Measures

	Municipal Standard*	Concord FY2016
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 FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 64,955	\$ 65,249	\$ 73,463	\$ 73,463
Other Funds	\$ 537	\$ 537	\$ 537	\$ 537
Total Expenditures	\$ 65,492	\$ 65,786	\$ 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

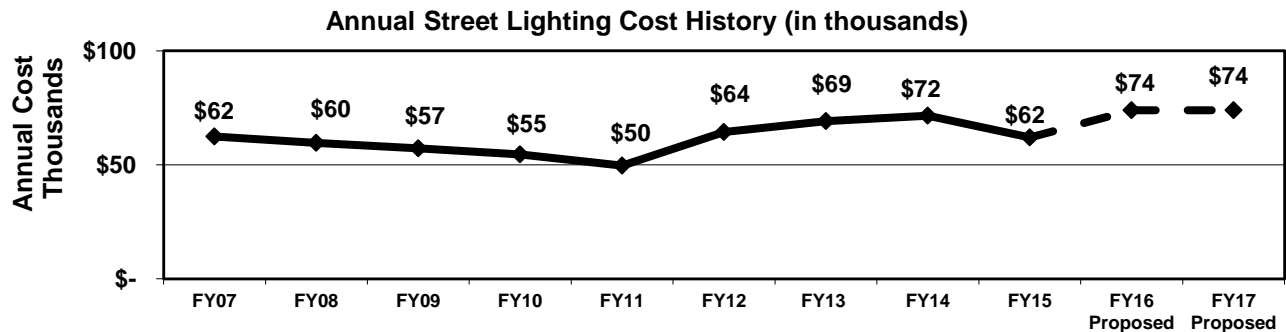
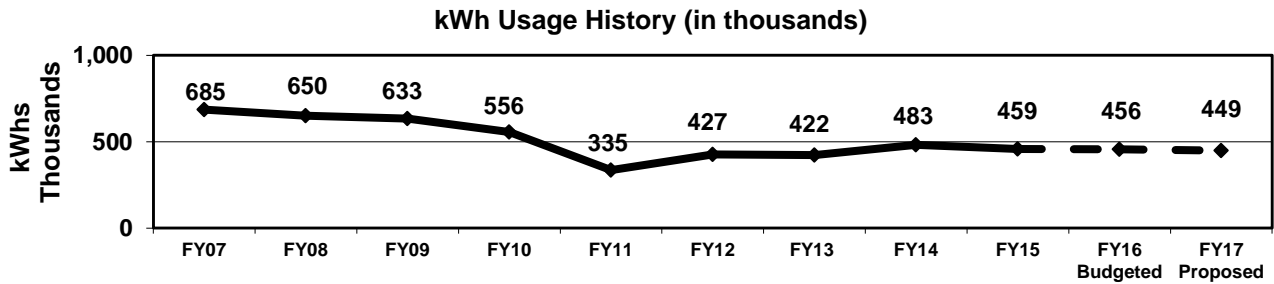
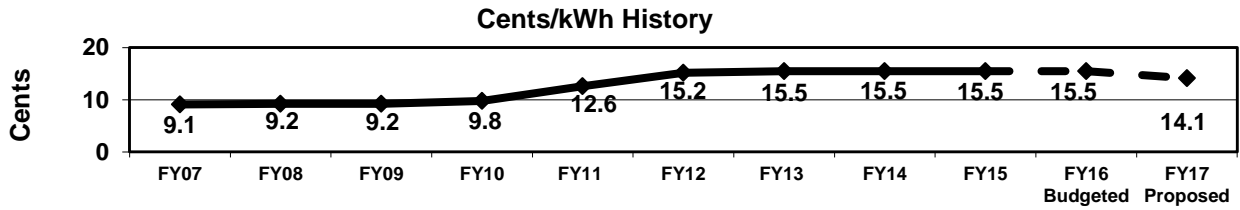
Expenditure Detail

	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	65,492	65,786	74,000	74,000	74,000
Totals	\$ 65,492	\$ 65,786	\$ 74,000	\$ 74,000	\$ 74,000

Funding Plan

	FY17 Budgeted	% of Budget	FY18 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 8.3% *increase* in the capital appropriation from that of the FY17 budget.
- The FY18 replacement plan includes replacement of H20 – 2003 26,000 GVWR truck with dump/plow, H22 – 2001 26,000 GVWR truck with dump/plow, H44 – 2003 Trackless MT, and the 2002 leaf vacuum.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000

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 FY18 equipment plan includes replacement of the following:

- Truck H20 – 2003 26,000 GVWR truck with dump/plow. This truck will be replaced with a 26,000 GVWR truck with dump/plow.
- Truck H22 – 2001 26,000 GVWR truck with dump/plow. This truck will be replaced with a 26,000 GVWR truck with dump/plow.
- H44 – 2003 Trackless MT sidewalk machine. This will be replaced with a Trackless MT with snow blower and flail mower attachments if funding allows.
- 2002 leaf vacuum. This will be replaced with a similar unit that meets the needs of the Park and Tree Division.

All of the trucks and equipment scheduled to be replaced have reached the end of their useful lives and will be traded in during the procurement process.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
H41 - 2014 Cat Wheel Loader + Wing Plow	117,000		22,000		
H43 - 2014 Cat Backhoe	94,000				
G61 - 2014 John Deere Tractor/Implements	46,997				
H10 - 2015 Supervisor Pickup w/Plow	25,358				
H15 - 2003 Rack Body Truck		38,436			
G50 - 2003 Supervisor Pickup w/Plow		29,196			
H11 - 2004 Ext Cab					
H2 - 2001 SUV Hybrid		16,858			
G57 - 2000 Vermeer Chipper		63,348			
H32A - 1995 Swap Salt/Sand Spreader		27,675			
G49 - 2001 Chevy P/U					
H06 - 2016 Fleet Maintenance Pickup		27,362			
H30 - 1998 35,000 GVWR Truck w Dump/Plow			110,000		
H36 - GVWR Truck			150,000		
H34 - 2008 35,000 GVWR Truck -Swap/Plow Repair	3,649				
H76 - 1995 SnoGo Blower (refurbish)					
Cirus Closed Loop Spreader Controls	775	8,700	18,000		
Mobile Radio for H02	221				
Leaf Vacuum 2002				20,000	
H20 - 2003 26,000 GVWR Truck with Dump/Plow				100,000	100,000
H22 - 2001 26,000 GVWR Truck with Dump/Plow				100,000	100,000
H44 - 2003 Trackless MT w/ Snow Blower/Flail Mower				130,000	125,000
Encumbrances		38,425			
Totals	\$ 288,000	\$ 250,000	\$ 300,000	\$ 350,000	\$ 325,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 300,000	100.00%	\$ 325,000	100.00%	8.33%
Totals	\$ 300,000	100.00%	\$ 325,000	100.00%	8.33%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
L-1	Vehicles & Heavy Equipment	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000	\$ 350,000
	Totals	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 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 FY17 budget.

FY18 preliminary plan includes:

- Reconstruction of the Lowell Road Culvert.
- Drainage collection system rehabilitations on Baker Ave., Baker Ave. Extension, Assabet Avenue, Hubbard Street and Monument Street in conjunction with the 2017/18 Roads Program.
- Maintenance of Town compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 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, 440 outfalls, 1,187 drainage manholes, 2,788 catch basins, 150 leaching structures, 61.4 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams.

The drainage program also funds 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 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					
	FY17 Budgeted	% of Budget	FY18 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	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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>

Recent Funding History	
Fiscal Year	Appropriation
2012	215,000
2013	205,000
2014	205,000
2015	205,000
2016	205,000
2017	205,000
2018	205,000

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 six minimum control measures 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 was re-issued by EPA in 2016 with increased requirements for the six minimum control measures.

The Massachusetts Coalition for Water Resources Stewardship (MCWRS), of which Concord is a member, filed a petition for review of the final Massachusetts MS4 permit with First Circuit of the United States Court of Appeals. The expectation is that the Court's interpretation of the municipal stormwater provisions of the federal Clean Water Act will be consistent with that of Massachusetts municipalities. The use of the courts to challenge EPA actions is a step frequently employed by environmental advocacy groups in Massachusetts and across the country. This action by MCWRS is very much in keeping with that practice. The Town of Concord will be required to file a Notice of Intent to be covered under the new NPDES MS4 Permit after the case is decided.

Preliminary Program Plan (FY18):

Planned improvements for the FY18 Drainage Program include the construction of the Lowell Road Culvert Replacement which will include significant improvements to the drainage collection system. In addition to Lowell Road, drainage collection system replacements are planned to be included within the 2017/18 Roads Program bid on Baker Avenue, Baker Avenue Extension, Hubbard Street and Monument Street. Preliminary evaluations of these construction programs anticipate the replacement/installation of 59 drainage structures and 1.14 miles of drainage pipe.

Performance

Town Manager Goal: To Maintain the Town's Infrastructure

Multiple improvements to the Town's drainage system were completed by the Engineering Division in FY17:

•**Sleepy Hollow Culvert Improvements** - Completed in-house design, permitting, bidding and construction administration for the replacement of three culverts within the Sleepy Hollow Wetland system between Bedford Street and the Reformatory Branch Trail. The work included the removal of an existing 30" CMP culvert near the Woods Hollow section of the Cemetery and the installation of a new concrete and wood pedestrian bridge was installed meeting Massachusetts Stream Crossing Standards (MSCS). The second culvert replaced was a 12" CMP culvert on a trail bisecting the wetland system. The culvert was replaced with a corrugated plastic pipe with an inlet control structure to maintain a deep water habitat pool for the endangered Blanding's turtle. The third culvert at the Reformatory Branch Trail was cleaned and a new inlet concrete control structure installed which restored flow out of the northern portion of the wetland system. The project was completed by the Fall of 2016.

•**Westford Road Replacement** – Provided construction oversight and contract administration services for the installation of the new 7' x 4.5' concrete box culvert with stone facial parapet walls and natural gravel bottom meeting MSCS standards. The Engineering Division obtained \$73,000 in FEMA Hazard Mitigation Grant Program (HMGP) funds for the culvert replacement. The project was completed in the summer of 2016.

•**NPDES MS4 Permit** - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 13 annual reporting to the Environmental Protection Agency by the May 1st deadline. The Division provided stormwater technical review and environmental monitoring review and administration for 14 projects meeting NPDES permit thresholds.

•**Adams Road** - Completed in-house design for drainage collection system upgrades on Adams Road. The upgrades were included within the 2016/17 Roads Program bid. The work include the replacement of 21 drainage structures, installation of 1,400 feet of drain line and installation of 1,400 feet of new underdrain.

•**Shadyside Avenue Culverts** - Completed in-house design, permitting and construction administration for the replacement of three culverts on Shadyside Avenue. The work was included in the 2016/17 Roads Program bid and consisted of the installation of a new 48" RCP culvert pipe with a natural gravel bottom, the installation of a new 18" culvert with an inlet box structure and the installation of a new 18" CPP driveway culvert.

•**Lowell Road Culvert Replacement** – Completed the culvert design and permitting for the culvert replacement project. The project will be bid in the winter of 2017 and constructed in the 2017 construction season. The Town received over \$500,000 in HMGP grant funds from FEMA for the culvert replacement.

•**Reformatory Branch Trail Culvert** – Completed in-house design and permitting and construction of a culvert repair to correct a sink hole that developed in the trail over the culvert. The construction was completed as an internal project by the Highway Division in July 2016.

•**2016/17 Parking Lot Rehabilitation** – Completed in-house design and permitting for the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots incorporating sustainable infrastructure including bioretention and pavement reduction. The project will be completed in the summer of 2017.

•**Church and Commonwealth Avenue Bump Out** – Completed in-house design and initial bidding for a streetscape enhancement project. The project incorporated several sustainable stormwater retrofits including the installation of porous pavers in Mandrioli Park and the Tea Cakes Plaza as well as a new bioretention area. The project will be re-bid in 2017.

Mission Statement:

The purpose of this funding is to provide safe and accessible pedestrian accommodations within the Town.

Budget Highlights:

- This budget represents a 10% increase in the capital appropriation from that of the FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 110,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 110,000

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 Sidewalk Condition Index (SCI) range of 80-85.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 110,000
Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 110,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 110,000	100.00%	10.00%
Totals	\$ 100,000	100.00%	\$ 110,000	100.00%	10.00%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000	\$ 125,000
	Totals	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 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	51.3 mi
Stone Dust	2.0
Portland Cement	4.0
Stone Treated	0.3
Brick	0.4
Total Miles	58.0

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2012	81
2013	78
2014	84
2015	83
2016	79

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	14.9	26%
Shows Wear	71-90	32.9	57%
No Distresses	91-100	9.4	16%
Total		58.0	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:

- FY18 funding level of \$100,000 represents an 11.1% *increase* from the FY17 general fund capital appropriation.
- Total funding from all sources for the Roads Program is \$2,186,400, with an assumed state aid level of \$671,400.
- Major program highlights include the rehabilitation of Lowell Road coordinated with planned culvert improvements.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 100,000
Other Funds	\$2,315,069	\$1,875,340	\$ 2,021,434	\$ 2,086,400
Total Expenditures	\$2,405,069	\$1,965,340	\$ 2,111,434	\$ 2,186,400

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 2,405,069	\$ 1,965,340	\$ 2,111,434	\$ 2,186,400	\$ 2,186,400
Total Expenditure	\$ 2,405,069	\$ 1,965,340	\$ 2,111,434	\$ 2,186,400	\$ 2,186,400

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	4.26%	\$ 100,000	4.57%	11.11%
State Aid - Chapter 90	671,434	31.80%	671,400	30.71%	-0.01%
Roads Program Borrowing	1,350,000	63.94%	1,415,000	64.72%	4.81%
Totals	\$ 2,111,434	100.00%	\$ 2,186,400	100.00%	3.55%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
J-1	Road Improvements	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 90,000	\$ 100,000	\$ 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) based on pavement distresses and their severity is developed for each segment in the Town's roadway network. The most recent inspection was completed in 2014. 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 preventive 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 in the maintenance of the Town's roadway network is crack sealing (funded in Highway Maintenance, Item 18) as well as localized pavement patching.

The 2017/18 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 2017 Public Works Commission public hearing on the Roads Program. At this point approximately 3.7 miles of roadway improvements are planned within the 2017/2018 Roadway Rehabilitation bid.

Performance

Town Manager Goal: To Maintain the Town’s Infrastructure

• The 2016/17 Roads Program improved approximately 1.2 miles of roadway. The current Townwide PCI is 80 which is 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

	2008	2009	2010	2011	2012	2013	2014	2015	2016
<u>PCI Network Average</u>	83	84	82	80	80	81	81	82	80
<u>Recommended Repairs</u>									
Rehabilitation	12%	9%	8%	8%	10%	6%	7%	6%	12%
Maintenance	52%	51%	48%	52%	51%	40%	29%	36%	38%
No Maintenance Required	36%	40%	44%	40%	39%	54%	64%	58%	50%

• The recommended funding level for FY18 provides total Roads Program funding of approximately \$2,186,400, consisting of \$100,000 from the General Fund for related engineering design and inspection services, an estimated \$671,400 in Chapter 90 aid, and \$1,415,000 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		90,000	1,200,000	675,340	50771	1,965,340
2017		90,000	1,350,000	671,434	50771	2,111,434
2018	Plan	100,000	1,415,000	671,400	50771	2,186,400
2019	Plan	100,000	1,200,000	671,400	50771	1,971,400
2020	Plan	100,000	1,200,000	671,400	50771	1,971,400
2021	Plan	100,000	1,200,000	671,400	50771	1,971,400
2022	Plan	110,000	1,200,000	671,400	50771	1,981,400

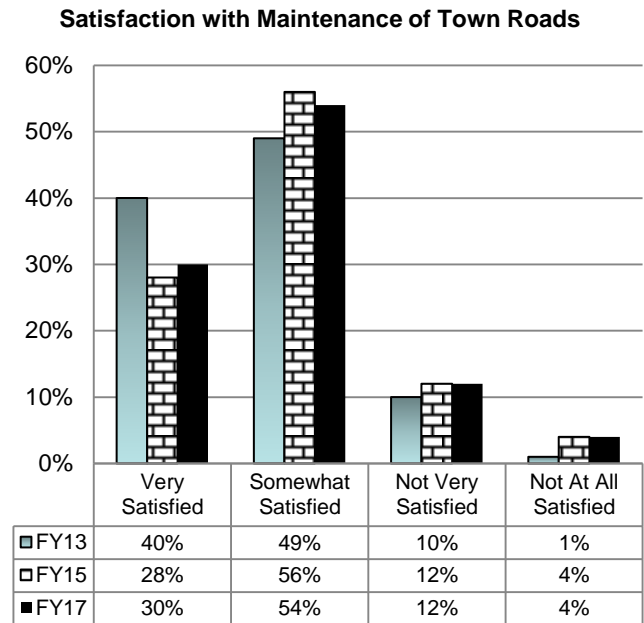
Town Manager Goal: To Maintain the Town’s Infrastructure

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 1,022 Concord residents in FY17, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality of the town’s roads. In FY17 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



Town Manager Goal: To Maintain the Town’s Infrastructure

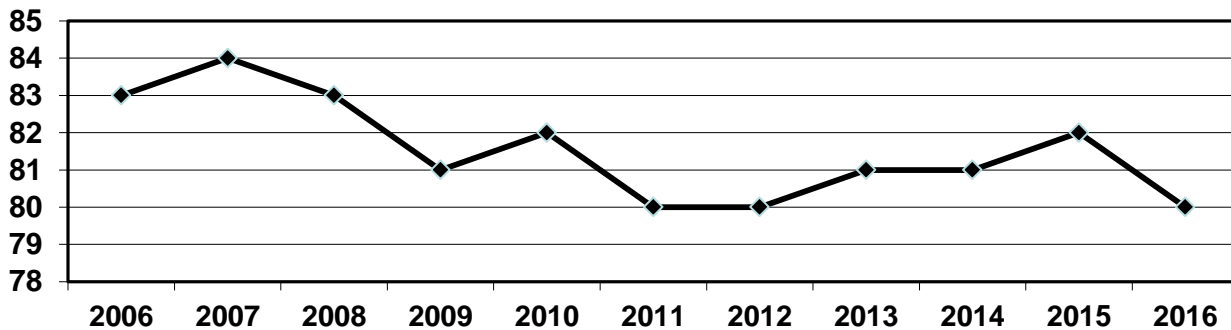
Division Goal: *To maintain quality roads*

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 80 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 11.5% decrease in the operating appropriation from that of the FY17 budget.
- The use of custodial services has aided in reducing the FY18 budget.
- Utility costs (electric, water and natural gas comprised nearly 48% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to decrease slightly in FY18.
- Capital Outlay consists of \$10,000 for building and site improvements

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 109,202	\$ 101,134	\$ 102,263	\$ 83,875
Other Funds	\$ 67,115	\$ 68,463	\$ 69,349	\$ 69,227
Total Expenditures	\$ 176,317	\$ 169,597	\$ 171,612	\$ 153,102

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 Park & Tree 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		
FY2011	16,992	2.58	9%	13%	147,200	-7%	-1%
FY2012	12,963	2.39	1%	-7%	144,160	-9%	-2%
FY2013	15,472	2.46	4%	3%	148,560	-7%	3%
FY2014	15,611	2.21	-6%	-10%	149,440	-6%	1%
FY2015	16,291	2.31	-2%	4%	134,960	-15%	-10%
FY2016	11,723	2.04	-14%	-12%	114,560	-28%	-15%

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	0.29			89,600		
FY2011	2,960	0.45	53%	46%	68,923	-23%	-9%
FY2012	1,576	0.29	-1%	-35%	59,896	-33%	-13%
FY2013	2,344	0.37	26%	28%	63,253	-29%	6%
FY2014	3,156	0.45	52%	20%	61,159	-32%	-3%
FY2015	3,539	0.50	70%	12%	59,021	-34%	-3%
FY2016	2,579	0.45	52%	-10%	54,940	-39%	-7%

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,408	\$ 39,838	\$ 54,888	\$ -	\$ -
Purchased Services	-	-	-	-	-
Capital Outlay	24,254	30,848	10,000	16,250	10,000
133 Keyes Road	66,475	71,345	79,273	99,278	99,278
135 Keyes Road	32,180	27,566	27,451	43,824	43,824
Totals	\$ 176,317	\$ 169,597	\$ 171,612	\$ 159,352	\$ 153,102

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 102,263	59.59%	\$ 83,875	54.78%	-17.98%
Water Fund	\$ 50,440	29.39%	\$ 51,410	33.58%	1.92%
Sewer Fund	\$ 12,200	7.11%	\$ 12,853	8.40%	5.35%
Solid Waste Fund	\$ 6,709	3.91%	\$ 4,964	3.24%	-26.01%
Totals	\$ 171,612	100.00%	\$ 153,102	100.00%	-10.79%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 52,618	0.00	\$ -
5130	Overtime	60 hrs.	\$ 2,270	0 hrs.	\$ -
	Total	1.00 FTEs	\$ 54,888	0.00 FTEs	\$ -

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 0.3% *increase* in the operating appropriation from that of the FY17 budget.

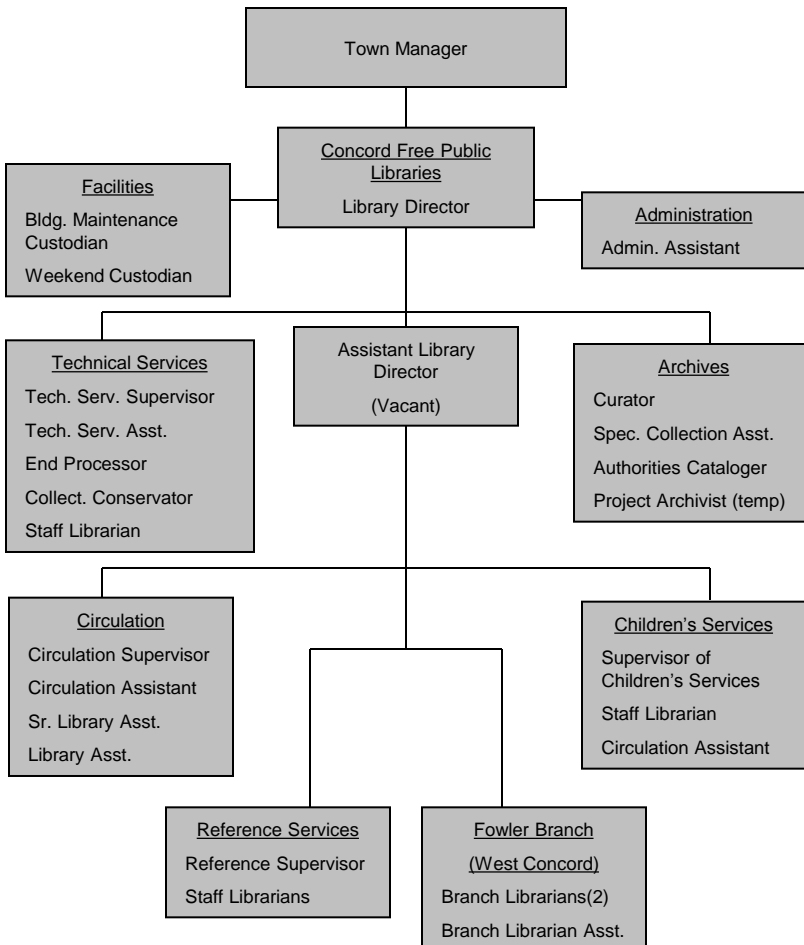
- Salary savings from the restructuring of a vacant Library Assistant position will cover the cost of opening the Main Library on 2 additional Saturdays and 10 additional Sundays to coincide with the school year.

- 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 at \$105,525, which represents a 5% increase over FY17. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY18.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 1,978,038	\$ 1,953,234	\$ 2,136,945	\$ 2,142,218
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 2,004,038	\$ 1,979,234	\$ 2,162,945	\$ 2,168,218



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,511,966	\$ 1,501,835	\$ 1,734,281	\$ 1,768,617	\$ 1,768,617
Purchased Services	180,353	173,056	170,514	124,700	124,700
Supplies	105,422	110,312	100,525	105,525	105,525
Other Charges	2,101	1,258	2,600	2,600	2,600
Capital Outlay	57,692	49,971	10,000	10,000	10,000
Assumption of Lib. Corp. Costs	146,503	142,802	145,025	156,776	156,776
Totals	\$ 2,004,038	\$ 1,979,234	\$ 2,162,945	\$ 2,168,218	\$ 2,168,218

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,136,945	98.80%	\$ 2,142,218	98.80%	0.25%
State Aid	26,000	1.20%	26,000	1.20%	0.00%
Totals	\$ 2,162,945	100.00%	\$ 2,168,218	100.00%	0.24%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000
	Totals	\$ 10,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000

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		
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%
FY2016	10,743	2.07	-9%	-5%	413,520	-12%	3%

HUMAN SERVICES: Library

Item 25

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 127,980	1.00	\$ 127,980
	Assistant Library Director	1.00	86,328	1.00	88,458
	Administrative Assistant	0.00	-	1.00	55,457
	Non-Union Sub Total	<u>2.00 FTEs</u>	<u>\$ 214,308</u>	<u>3.00 FTEs</u>	<u>\$ 271,895</u>
	Technical Services Coordinator	1.00	94,447	1.00	94,447
	Curator	1.00	94,797	1.00	94,797
	Supervisor of Children's Services	1.00	88,710	1.00	88,710
	Circulation Supervisor	1.00	84,121	1.00	84,120
	Branch Librarian	1.50	116,790	1.50	115,979
	Head of Reference	1.00	59,994	1.00	60,779
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 538,859</u>	<u>6.50 FTEs</u>	<u>\$ 538,832</u>
	Authorities Cataloger	0.41	25,357	0.41	25,357
	Staff Librarian	3.13	231,690	3.13	232,233
	Special Collections Assistant	0.50	32,469	0.50	32,468
	Technical Services Assistant	2.00	111,640	2.00	112,376
	Branch Library Assistant	1.00	46,967	1.00	47,586
	Circulation Assistant	1.94	97,112	1.94	97,184
	Collections Conservator	0.45	25,939	0.45	26,375
	Sr. Library Assistant	0.00	-	0.00	-
	Library Assistant	5.45	244,018	5.20	233,848
End Processor	0.45	11,935	0.45	11,792	
Library Page	0.90	19,488	0.90	18,333	
Maintenance Custodian	1.25	54,685	1.25	55,055	
Union Nonsupervisory Sub Total	<u>17.48 FTEs</u>	<u>\$ 901,300</u>	<u>17.23 FTEs</u>	<u>\$ 892,607</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	0.00	\$ -
	Senior Worker	0.03	\$ 486	0.03	\$ 503
	Misc. Sub Total	<u>1.88 FTEs</u>	<u>\$ 74,917</u>	<u>1.43 FTEs</u>	<u>\$ 53,886</u>
	Substitut Staffing	N/A	\$ 2,500	N/A	\$ 2,500
	Weekend Staff	N/A	-	N/A	6,500
	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
Total	<u>27.86 FTEs</u>	<u>\$ 1,734,281</u>	<u>28.16 FTEs</u>	<u>\$ 1,768,617</u>	

Program Implementation

The FY18 budget provides \$105,075 for Library books and materials.

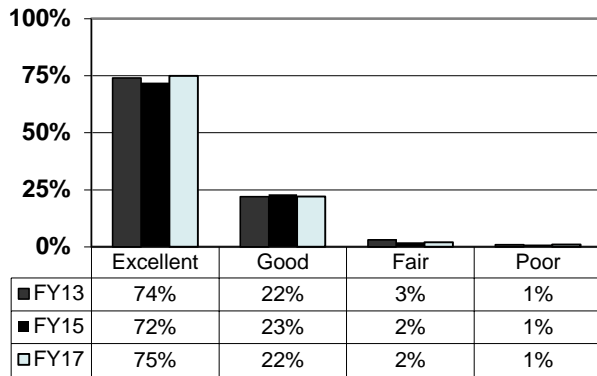
In accordance with the terms of a 1987 agreement between the Select Board and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$99,097), natural gas (\$23,448), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$156,776.

During FY17 the Concord Free Public Library received an additional \$7,500 LSTA grant titled *Mind in the Making* from the Massachusetts Board of Library Commissioners, which will enable the Library to enhance the children’s areas at both locations by developing age appropriate educational play spaces. Related activities and programs will be offered during the year-long implementation period.

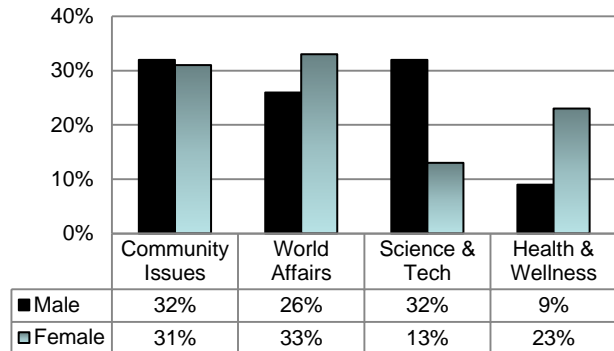
The Concord Municipal Light Plant received a Green Communities grant that will allow for a substantial upgrade of library lighting to LED bulbs during FY17. The benefits of this change will begin to be realized with greater energy efficiency and cost savings during FY18.

Residents can look forward to the continuation of a number of enhancements in FY18 including: 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



Types of Lectures or Events residents would like offered



Discussion: Citizen Surveys were conducted in the fall of 2012 (FY13), 2014 (FY15), and 2016 (FY17).

CFPL Performance Measures					
	2012	2013	2014	2015	2016
Direct Circulation	435,566	424,987	409,667	414,084	390,131
Ebooks-Circulation	3,424	5,199	8,601	13,298	17,179
Programs Held					
Adult	62	67	65	178	169
Young Adult	28	26	30	25	22
Children	123	140	111	187	218
Total	213	233	206	390	409
Programs Attendance					
Adult	2,586	2,579	3,144	3,108	6,539
Young Adult	667	539	585	620	772
Children	2,014	2,815	2,093	3,887	4,466
Total	5,267	5,933	5,822	7,615	11,777

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 40% *increase* in the General Fund operating appropriation over the FY17 budget.
- The increase is primarily due to the Town being responsible for a greater percentage of the Community Services Coordinator’s salary which will be split 50/50 between the Town and the Concord-Carlisle Community Chest.
- In FY18, there are small line items for recreation and programming efforts. These funds have been allocated to assist staff in their goal of creating greater prevention discussions and expanded activities surrounding substance abuse education and prevention.

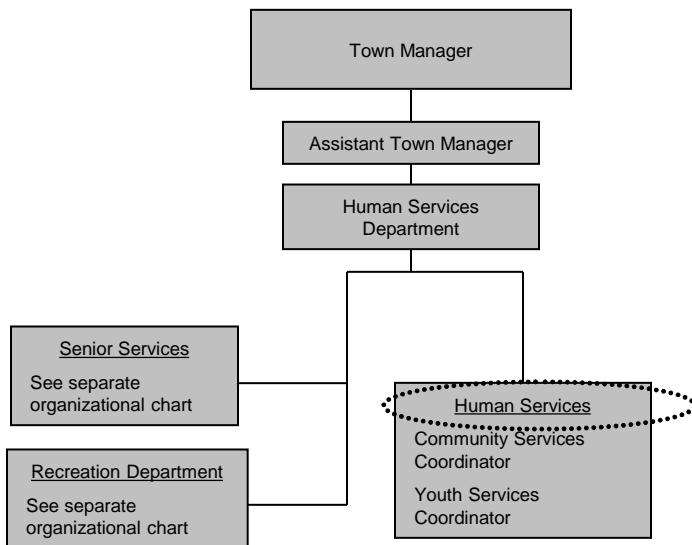
Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ -	\$ 6,845	\$ 27,394	\$ 38,353
Other Funds	\$ -	\$ -	\$ 58,604	\$ 50,353
Total Expenditures	\$ -	\$ 6,845	\$ 85,998	\$ 88,706

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 partially 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 work 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 low income families, people with limited or 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ 1,635	\$ 82,982	\$ 85,241	\$ 85,241
Purchased Services	\$ -	\$ 2,147	\$ 1,561	1,850	1,850
Supplies	\$ -	\$ -	\$ 825	850	850
Other Charges	\$ -	\$ 3,063	\$ 630	765	765
Capital Outlay	\$ -	\$ -	\$ -	325	-
Totals	\$ -	\$ 6,845	\$ 85,998	\$ 89,031	\$ 88,706

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 27,394	31.85%	\$ 38,353	43.24%	40.00%
Community Chest	\$ 58,604	68.15%	\$ 50,353	56.76%	-14.08%
Totals	\$ 85,998	100.00%	\$ 88,706	100.00%	3.15%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	58,182	1.00	59,467
		<u>1.00 FTEs</u>	<u>\$ 58,182</u>	<u>1.00 FTEs</u>	<u>\$ 59,467</u>
5115	Youth Coordinator	992 hrs.	24,800	1031 hrs.	25,774
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>\$ 25,774</u>
	Total	<u>1.48 FTEs</u>	<u>\$ 82,982</u>	<u>1.48 FTEs</u>	<u>\$ 85,241</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, this past year was focused mainly around funding strategies, community outreach efforts, citizen awareness (regarding both departmental services offered and various identified needs which exist within the community) 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 70% 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 began last fiscal year. The goal, as proposed, is for the Community Services and Youth Services staff positions to become fully funded over the next four years time. 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: metal 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: Continue to identify and advocate acceptable funding strategies related to the Human Services Department overall. subdivisions with special focus on Youth and Community Outreach.

Division Goal: Maintain and expand upon implementation strategies related to 5-year financing proposal identified in FY16. 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; \$50,000 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: Assist in the creation and administration of youth at-risk survey in conjunction with Emerson Hospital. Partner with other area non-profits and municipalities for drug prevention task force initiatives; utilize data collected in these offerings to create community-wide strategic master plan for emergency and prevention events/offerings.

Objective: Offer a variety of programs, trainings, groups and events which are widely attended because they are of interest to the community or reflect popular trends or epidemics which warrant educational efforts.

Measure: Attendance records for all offered classes, programs, and events shall be maintained and recorded.

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:

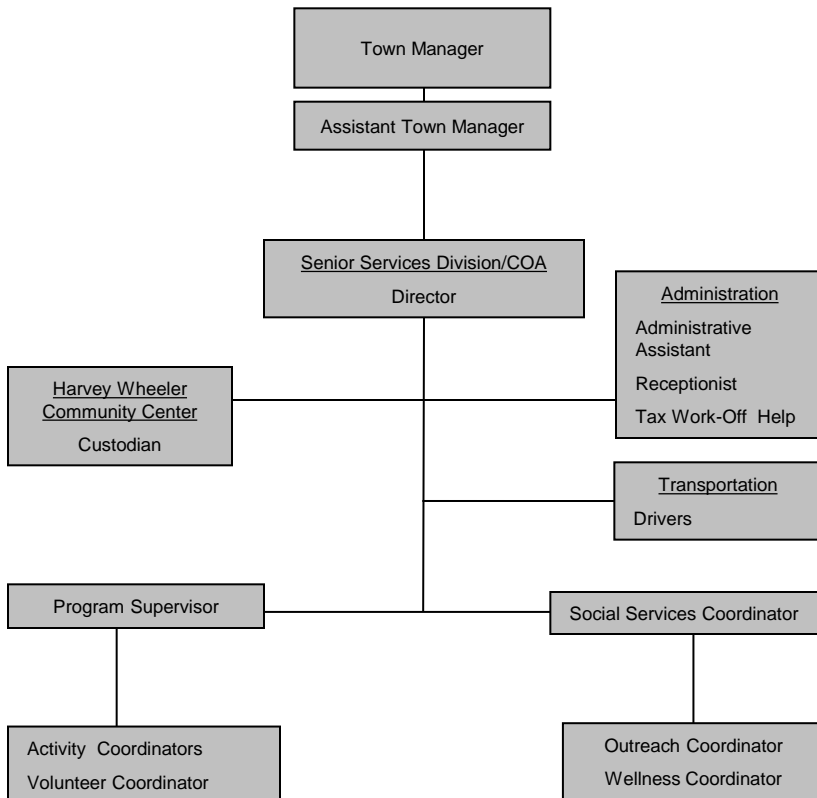
The mission of the Senior Services Division formerly the (COA) is to improve the quality of life of Concord citizens over the age of 60. Senior Services strives to assist them in maintaining their dignity, self-esteem, and personal independence. We work to enhance their roles as full participants in 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 8.2% *increase* in the operating appropriation from that of the FY17 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY18 is expected to be \$46,680, 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 \$34,098 will be used to fund or partially fund the Outreach Coordinator, Social Service Coordinator and Volunteer Coordinator positions.
- A request was proposed to increase the hours of the Social Service Coordinator and the Wellness Coordinator positions to meet increasing demand.
- The Van Driver, Wellness and Outreach Coordinator budgets were increased to fund a small wage increase.
- A gift of the estate of John Florio contributes \$8,222 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 and events, is provided on a case by case basis by the Concord Friends of the Aging.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 310,949	\$ 334,848	\$ 351,197	\$ 383,149
Other Funds	\$ 69,643	\$ 73,311	\$ 83,817	\$ 87,420
Total Expenditures	\$ 380,593	\$ 408,159	\$ 435,014	\$ 470,569



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$328,952	\$351,932	\$ 398,989	\$ 433,091	\$ 433,091
Purchased Services	9,764	10,881	16,225	16,125	16,125
Supplies	14,937	12,284	15,525	19,575	17,075
Other Charges	2,940	3,063	4,275	4,278	4,278
Capital Outlay	24,000	30,000	-	-	-
Totals	<u>\$ 380,593</u>	<u>\$ 408,159</u>	<u>\$ 435,014</u>	<u>\$ 473,069</u>	<u>\$ 470,569</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 351,197	80.73%	\$ 383,149	81.42%	9.10%
EOEA Grant	42,279	9.72%	46,355	9.85%	9.64%
Community Chest Gift	32,664	7.51%	32,843	6.98%	0.55%
Florio Gift	8,874	2.04%	8,222	1.75%	N/A
Totals	<u>\$ 435,014</u>	100.00%	<u>\$ 470,569</u>	100.00%	8.17%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

HUMAN SERVICES: Senior Services

Item 26B

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 80,972	1.00	\$ 80,972
	Senior Services Program Supervisor	1.00	56,402	1.00	55,650
	Administrative Assistant	1.00	51,455	1.00	52,200
	Receptionist/Clerk	1.00	36,279	1.00	36,666
	Van Driver			1.00	30,694
	Sub Total	<u>4.00 FTEs</u>	\$ 225,108	<u>5.00 FTEs</u>	\$ 256,182
5115	Van Drivers	3308 hrs.	46,312	1250 hrs.	18,126
	Wellness Clinic Coordinator	625 hrs.	15,625	625 hrs.	26,101
	Activity Coordinators	1250 hrs.	17,200	1250 hrs.	21,950
	Outreach Coordinators	4176 hrs.	70,992	4176 hrs.	73,082
	Social Services Coordinator	400 hrs.	10,000	900 hrs.	23,400
	Volunteer Coordinator	800 hrs.	11,600	800 hrs.	12,000
5130	Overtime	60 hrs.	2,152	60 hrs.	2,250
	Total	<u>9.06 FTEs</u>	\$ 398,989	<u>9.31 FTEs</u>	\$ 433,091

Program Implementation

The FY18 budget recommendation provides funding to cover 8 full-time positions, 6 part time positions, and the associated supplies and purchased services.

According to the January 2016 Town Census, there are 4,672 Concord residents over the age of 60 representing nearly 30% of the total population of Concord. Approximately 1,790 seniors were active at the COA this past year and 169 new seniors began participating in the COA for the first time last year.

The COA continues to put out an extensive monthly newsletter detailing our social, recreational and educational offerings and senior residents may sign up to receive it free of charge.

The COA continues to post our newsletter and our full calendar of events on the Town’s website for resident convenience.

The Outreach/Social Service staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals to Concord seniors and residents who are concerned about their aging parents. 507 seniors used Outreach/Social Services last year.

The Wellness Coordinator and dedicated volunteers offer 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 transportation services to those senior residents who no longer drive. 209 seniors used the van service and received 7,218 rides this past year.

The COA now has a Facebook page where seniors can follow our activities and be linked to various articles written by experts in the field of mature adults and the aging process.

We continue to maintain a large inventory of durable medical equipment, which is loaned free of charge.

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

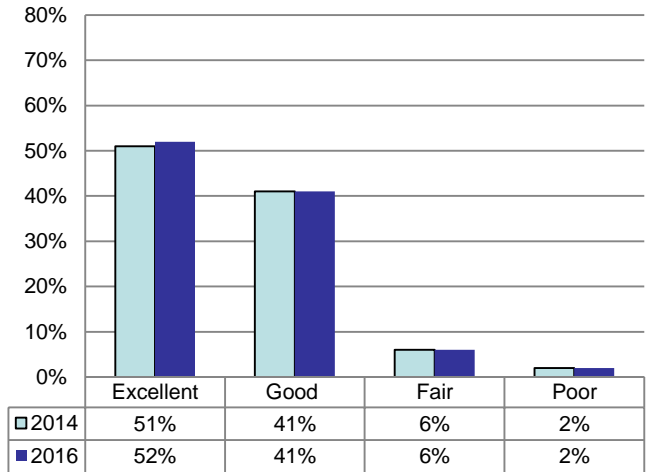
Division Goal: To provide quality services for COA participants

Objective: To have a positive survey response about the quality of services offered through the COA

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, 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 in FY17



Town Manager Goal: To enhance Residents' Quality of Life

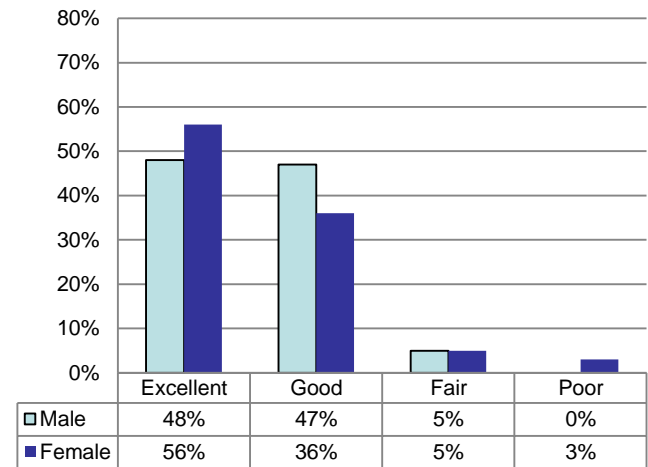
Division Goal: To provide quality services for COA participants

Objective: To have a positive survey response about the quality of services offered through the COA

Measure: Town Biennial Citizen Survey of 1,022 Concord residents in FY17, that produces a statistically significant result

Trend: Participants tend to be satisfied by services provided by the COA.

Rating of Services of the COA by Gender in FY17



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.

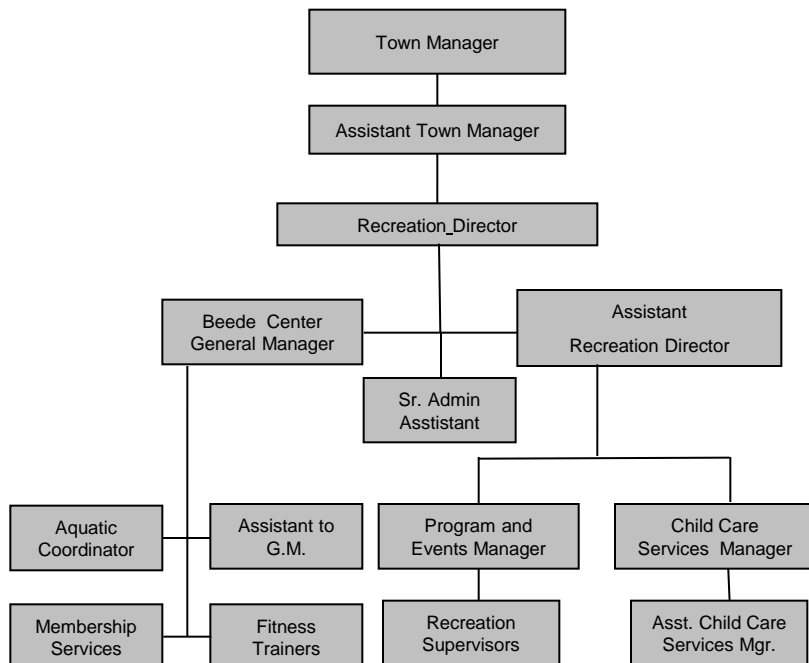
Detail on Recreation Fund activity is available in the FY18 Enterprise Budget Book.

Budget Highlights:

- This budget represents a 1.6% *increase* from the FY17 operating appropriation.
- The FY18 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, The Director's position was vacant, so funds were allocated for Community Special Events.
- Other Funds are designated from the Recreation Revolving Fund \$15,050 and the Beede Swim & Fitness Enterprise Fund \$10,033.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 100,543	\$ 49,391	\$ 74,032	\$ 75,245
Other Funds	\$ 12,279	\$ -	\$ 24,393	\$ 25,083
Total Expenditures	\$ 112,822	\$ 49,391	\$ 98,425	\$ 100,328



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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 77,189	\$ 1,464	\$ 98,425	\$ 100,328	\$ 100,328
Purchased Services	179	36,926	-	15,000	-
Supplies	-	-	-	6,500	-
Other Charges	-	-	-	-	-
Capital Outlay	40,000	11,000	-	12,500	-
Rec. Fund Contribution	-	-	-	-	-
Totals	\$ 117,368	\$ 49,391	\$ 98,425	\$ 134,328	\$ 100,328

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 74,032	75.22%	\$ 75,245	75.00%	1.64%
Recreation Fund	14,636	14.87%	15,050	15.00%	2.83%
Swim and Fitness Fund	9,757	9.91%	10,033	10.00%	2.83%
Totals	\$ 98,425	100.00%	\$ 100,328	100.00%	1.93%

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	\$ 98,425	1.00	\$ 100,328
5157	Car Allowance	N/A	-	N/A	-
	General Fund Sub Total	N/A	\$ 98,425	1.00 FTEs	\$ 100,328

See Enterprise Budget Book for the FY18 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 0.1% *increase* in the operating appropriation over that of the FY17 budget.
- Rental income rose from \$29,427 in FY15 to \$32,273 in FY16 as the need and demand for community space for meetings and events continued to rise.
- The upgraded energy management system, boilers and LED lighting in the auditorium and parking lot continue to reduce our energy use and save costs. The rise in FY16 can be attributed to one of the new air units that was not in operation for part of FY15.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 117,348	\$ 115,300	\$ 120,452	\$ 125,521
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 117,348	\$ 115,300	\$ 120,452	\$ 125,521

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 charged for non Town related uses with both a private and non profit rate structure. In FY16 income from rent for use of HWCC totaled \$32,273. 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.

The exterior trim of the building including the Clock Tower was painted this past year. We are in the planning stages of replacing the red tile portion of the roof.

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		
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%
FY2016	7,738	1.35	-35%	15%	84,120	-26%	13%

HUMAN SERVICES: Harvey Wheeler Community Center

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 42,328	\$ 43,556	\$ 47,328	\$ 48,214	\$ 48,214
Purchased Services	39,011	44,617	57,374	55,857	55,857
Supplies	3,841	5,078	5,750	6,450	6,450
Other Charges	-	-	-	-	-
Capital Outlay	32,169	22,048	10,000	15,000	15,000
Totals	\$ 117,348	\$ 115,300	\$ 120,452	\$ 125,521	\$ 125,521

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 120,452	100.00%	\$ 125,521	100.00%	4.21%
Totals	\$ 120,452	100.00%	\$ 125,521	100.00%	4.21%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
O-1	HWCC Building Improvements	\$ 100,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Totals	\$ 100,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Personnel Services Summary					
Code	Position Title	FY17 Budgeted		FY18 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 42,630	1.00	\$ 43,473
	Sub Total	<u>1.00 FTEs</u>	\$ 42,630	<u>1.00 FTEs</u>	\$ 43,473
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	50 hrs.	\$2,500
5130	Overtime	60 hrs.	2,198	60 hrs.	\$2,241
	Total	<u>1.02 FTEs</u>	<u>\$ 47,328</u>	<u>1.02 FTEs</u>	<u>\$ 48,214</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 0.5% decrease in the operating appropriation of that of the FY17 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 91,241	\$ 96,644	\$ 105,574	\$ 109,831
Other Funds	\$ 19,507	\$ 20,186	\$ 26,045	\$ 21,150
Total Expenditures	\$ 110,748	\$ 116,830	\$ 131,619	\$ 130,981

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 (scheduled to be resurfaced in July 2017), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

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 experiences high public uses as it is used by several community and sports organizations and by Town committees for meetings, is also the polling site for Precinct 5, and is the public hub for all activities that take place on Emerson fields (youth & high school sports, public play, dog walkers, special events, playground users, etc...).

HUMAN SERVICES: Hunt Recreation Center

Item 28

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 47,370	\$ 54,447	\$ 51,021	\$ 51,678	\$ 51,678
Purchased Services	45,895	40,695	53,348	47,453	47,453
Supplies	4,168	3,347	5,750	4,500	4,500
Rideout Fieldhouse	6,240	7,603	8,905	12,250	12,250
105 Everett Street	7,074	5,738	12,595	15,100	15,100
Capital Outlay	-	5,000	-	12,000	-
Totals	\$ 110,748	\$ 116,830	\$ 131,619	\$ 142,981	\$ 130,981

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 105,574	80.21%	\$ 109,831	83.85%	4.03%
Recreation Fund	26,045	19.79%	21,150	16.15%	-18.79%
Totals	\$ 131,619	100.00%	\$ 130,981	100.00%	-0.48%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
N-2	Hunt Gym Ceiling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 51,021	1.00	\$ 51,678
	Total	1.00 FTEs	\$ 51,021	1.00 FTEs	\$ 51,678

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		
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%
FY2016	5,594	0.97	-20%	-5%	96,240	3%	6%

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 79.0% *increase* in the operating appropriation from that of the FY17 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents.
- This budget increases veterans benefits by \$50,000.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 67,581	\$ 86,763	\$ 69,990	\$ 125,310
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 67,581	\$ 86,763	\$ 69,990	\$ 125,310

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 19,728	\$ 23,425	\$ 23,490	\$ 29,010	\$ 29,010
Purchased Services	1,244	924	200	250	250
Supplies	437	347	350	200	200
Other Charges	933	739	950	850	850
Sub Total	\$ 22,342	\$ 25,435	\$ 24,990	\$ 30,310	\$ 30,310
<u>Veterans Benefits</u>					
Other Charges	\$ 45,239	\$ 61,327	\$ 45,000	\$ 95,000	\$ 95,000
Totals	\$ 67,581	\$ 86,763	\$ 69,990	\$ 125,310	\$ 125,310

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 69,990	100.00%	\$ 125,310	100.00%	79.04%
Totals	\$ 69,990	100.00%	\$ 125,310	100.00%	79.04%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	940 hrs.	23,490	1018 hrs.	29,010
	Total	0.45 FTEs	\$ 23,490	0.49 FTEs	\$ 29,010

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 21.1% *decrease* in the operating appropriation from that of the FY17 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$7,378, calculated based upon prior years’ experience as well as FY18 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 FY18 proposed budget for the flags is \$2,700.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 23,944	\$ 20,391	\$ 24,376	\$ 19,228
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,944	\$ 20,391	\$ 24,376	\$ 19,228

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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 22,072	\$ 18,277	\$ 21,576	\$ 16,278	\$ 16,278
Memorial Day Flags	1,872	299	1,800	1,750	1,750
Street Flags	-	1,814	1,000	1,200	1,200
Totals	<u>\$ 23,944</u>	<u>\$ 20,391</u>	<u>\$ 24,376</u>	<u>\$ 19,228</u>	<u>\$ 19,228</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,376	100.00%	\$ 19,228	100.00%	-21.12%
Totals	<u>\$ 24,376</u>	100.00%	<u>\$ 19,228</u>	100.00%	-21.12%

Capital Outlay Plan							
Ref. #	Description	FY17 Budgeted	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 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 in the operating appropriation from that of the FY16 budget.
- At the end of FY16, \$90,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2016 was \$212,464.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 97,334	\$ 97,329	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 97,334	\$ 97,329	\$ 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 30

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	157	152	2,500	2,500	2,500
Employee Assistance Program	7,177	7,177	7,500	7,500	7,500
To Sick Leave Buyback Reserve	90,000	90,000	-	-	-
Totals	\$ 97,334	\$ 97,329	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 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

As shown above, this account representing fiscal years FY12 to FY15 is only for the General Fund "Town Liability". The Concord Public Schools (CPS) liability is payable from the annual CPS appropriation. The Total Liability is shown in the 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 has an ending balance of \$212,464 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	\$ 180,360	\$ (57,896)	\$ 90,000	\$ 212,464	

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 FY17 budget.
- This account is less than 0.6% of Article 7, the accounts under the jurisdiction of the Town Manager.
- Four Reserve Fund requests were submitted to the Finance Committee during FY16 totaling \$36,500:

- * Veteran's Benefits (\$26,500)
- * Building Inspections (\$10,000)

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (10,000)	\$ (36,500)	N/A	N/A
Return to Revenue	\$ 215,000	\$ 188,500	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 2017 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:

FY16 Reserve Fund Transfers

Account	Amount	Explanation
Veterans Services and Benefits	\$ 17,000	To provide benefits to additional veterans as specified by State law.
Veterans Services and Benefits	\$ 6,000	To provide benefits to additional veterans as specified by State law.
Veterans Services and Benefits	\$ 3,500	To provide benefits to additional veterans as specified by State law.
Building Inspections	\$ 10,000	To provide increased staffing to handle greater volume of building permits.

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(10,000)	(36,500)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	215,000	188,500	N/A	N/A	N/A

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
Appropriation	\$ 555,434	\$ 643,404	\$ 755,708	\$ 793,923
Less Transfers & Encumbrances	\$ (502,134)	\$ (553,957)	N/A	N/A
Balance Unexpended	\$ 53,300	\$ 89,447	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 FY18 recommendation is projected to be sufficient for approximately a 5.0% 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 FY18 step increase and merit pay plan prior to July 1, 2016.

The FY17 compensation plan allowed for an average 4.5% pay adjustment, with 2.0% 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 FY18 are proposed for funding from this account.

The budget proposed for FY18 included an allowance for funding a settlement of a collective bargaining agreement with workers at the Fire Department and the Department of Public Works, and these collective bargaining agreements have not yet been concluded as of the printing of this Budget Book.

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 555,434	\$ 643,404	\$ 755,708	\$ 793,923	\$ 793,923
Less:					
Total Transfers	(355,966)	(521,457)	(536,594)	N/A	N/A
Encumbered	(146,168)	(32,500)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 53,300	89,447	219,114	N/A	N/A

Note: The FY17 Total Transfer amount does not include the amounts to be transferred to the Fire Department and the Department of Public Works accounts, as these amounts have yet to be determined due to ongoing collective bargaining negotiations.

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 755,708		\$ 793,923		5.06%
Totals	<u>\$ 755,708</u>		<u>\$ 793,923</u>		5.06%

Salary Adjustment History - Non-Union Staff			
<u>Beginning Date</u>	<u>Fiscal Year</u>	<u>July 1st Structure Increase</u>	<u>Step / Merit Increase*</u>
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%
7/1/16	FY17	2.0%	2.5%
7/1/17 **	FY18	2.5%	2.5%

* Based upon written performance evaluation
 ** Proposed Salary Adjustment

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 FY18.
- 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 15,000	\$ 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 FY18.

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 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									
	FY12	FY13	FY14	FY15	FY16	FY17 Proposed	FY18 Proposed		
<u>Fund Source</u>									
Beginning Balance	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 50,599		
Return to Fund	1,453	-	-		9,889				
Sale of Land	-	-	-						
Tax Levy	-	10,000	10,000	15,000	15,000	15,000	15,000		
Gifts	-	-	-						
Interest Earned	45	17	2	19	129	60	60		
Total Available	\$ 15,071	\$ 25,088	\$ 11,766	\$ 15,021	\$ 40,039	\$ 50,599	\$ 65,659		
<u>Fund Uses</u>									
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Land Purchase	-	-	-	-	-	-	-		
Options	-	-	-	-	-	-	-		
Appraisal, Legal, Surveying, etc.	-	23,324	11,764	-	4,500	-	-		
Total Used	\$ -	\$ 23,324	\$ 11,764	\$ -	\$ 4,500	\$ -	\$ -		
Ending Balance	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 50,599	\$ 65,659		

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 an fund a Health Reimbursement Account to offset a portion of higher out-of-pocket costs incurred by plan participants.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
Use for Group Insurance	\$3,838,943	\$4,095,000	\$ 4,350,000	\$ 4,800,000
Transfer to OPEB Trust Fund	\$ 775,000	\$ 555,000	\$ 300,000	\$ -
Transfer to Insurance Reserve	\$ 36,057	\$ -	\$ -	\$ -
Total General Fund	\$4,650,000	\$4,650,000	\$ 4,650,000	\$ 4,800,000
Other Funds	\$ 441,596	\$ 433,099	\$ 535,000	\$ 510,000
Total Expenditures	\$5,091,596	\$5,083,099	\$ 5,185,000	\$ 5,310,000

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.

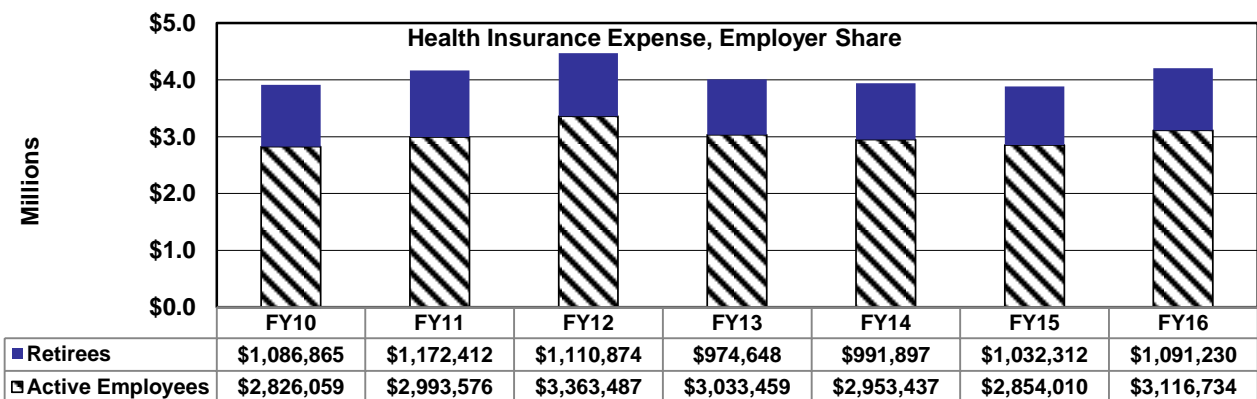
JOINT (TOWN-CPS): Group Insurance

Item 35A

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 2,854,010	\$ 3,116,734	\$ 3,325,000	\$ 3,670,000	\$ 3,670,000
Health Insurance - Retired	1,032,312	1,091,230	1,190,000	1,290,000	1,290,000
Health Insurance - Ret. (MGL 32, 9A1/2)	4,241	8,812	25,000	15,000	15,000
Life Insurance	15,540	15,487	20,000	20,000	20,000
Dental Insurance	252,654	257,619	285,000	285,000	285,000
Other Prof. Services	21,439	2,869	25,000	15,000	15,000
Medicare Part B Penalty Reimbursement	14,604	14,795	15,000	15,000	15,000
Health Plan Mitigation Fund	85,739	-	-	-	-
Transfer to Insurance Reserve Fund	36,057	21,124	-	-	-
Transfer to OPEB Trust Fund	775,000	555,000	300,000		
Total Expenditure	\$ 5,091,596	\$ 5,083,670	\$ 5,185,000	\$ 5,310,000	\$ 5,310,000

Note: OPEB information is presented in Item 35B

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,650,000	89.68%	\$ 4,800,000	90.40%	3.23%
Light Fund	280,000	5.40%	308,000	5.80%	10.00%
Water Fund	87,000	1.68%	70,000	1.32%	-19.54%
Sewer Fund	18,000	0.35%	17,000	0.32%	-5.56%
Recreation Fund	67,000	1.29%	53,000	1.00%	-20.90%
Swim & Fitness Center Fund	75,000	1.45%	56,000	1.05%	-25.33%
Retirement	8,000	0.15%	6,000	0.11%	-25.00%
Totals	\$ 5,185,000	100.00%	\$ 5,310,000	100.00%	2.41%



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 \$70,000 increase in General Fund allocation over the FY17 budgeted amount.
- In FY18, an amount of \$1,470,000 has been proposed from the General Fund.
- The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) will continue to fully fund their portion of the Cumulative Unfunded OPEB Obligation in the amount of \$141,000.
- The projected FY18 NOO (net of “pay-as-you go” contributions) is \$1,798,385 or \$187,385 greater than the funding plan of \$1,611,000.
- The discount rate was decreased from 7.50% to 7.25% with the June 30, 2016 OPEB Actuarial Valuation Report.

Funding Summary

Transferred to OPEB Trust	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund Appropriation	\$ 900,000	\$1,150,000	\$ 1,400,000	\$ 1,470,000
Enterprise Funds	\$ 71,000	\$ 75,000	\$ 80,000	\$ 141,000
Transfer from Group Ins. (#31A)	\$ 775,000	\$ 555,000	\$ 300,000	\$ -
Total Funding	\$1,746,000	\$1,780,000	\$ 1,780,000	\$ 1,611,000

Description:

During the last decade, health care costs have risen at a much greater pace than inflation. As a result, the amount of the Town’s liability for its retirees’ health insurance benefits has correspondingly increased. 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.

To comply with GASB 45, the Town conducted an Actuarial Study based on data as of June 30, 2016. The Actuarial Accrued Liability (AAL) as of the most recent date was approximately \$39.2 million.

The Annual Required Contribution (ARC) is the yearly amount that the Town would need to set aside to cover Actuarial Accrued Liability. In further refining the ARC, the Annual Net OPEB Obligation (NOO) is then calculated by factoring several adjustments and subtracting the “pay-as-you-go” amount already contributed by the Town for the health care benefits for current retirees, spouse, and survivors.

The charts on the opposite page show the Annual Net OPEB Obligation, Annual Funding Plan, and the Cumulative Unfunded Liability. For FY18, the Annual NOO is projected to be \$1.92 million, which is comprised of the liability associated with the various funds. As presented in the Annual Funding Plan for FY18, the General Fund budget proposes an appropriation of \$1,470,000 to begin to pay down its obligation, and the Enterprise Funds plan to fully pay for their obligations totaling \$141,000.

As of June 30, 2016, the Market Value of Assets (MVA) in the OPEB Trust Fund is \$8,394,780, which does not include employer contributions in FY16 of \$1,780,000.

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 Annual NOO is projected to be \$1.92 million in FY18.

Annual Net OPEB Obligation (NOO) (Liability net of "pay as you go" Contributions)					
	FY14 Actual	FY15 Actual	FY16 Projected	FY17 Projected*	FY18 Projected*
General Fund	\$ 1,502,145	\$ 1,427,854	\$ 1,736,251	\$ 1,624,571	\$ 1,650,227
Light Fund	42,708	38,057	80,811	79,981	81,244
Water Fund	22,314	21,680	24,507	25,173	25,571
Sewer Fund	5,579	5,356	6,009	6,086	6,182
Swim & Fitness Center Fund	27,490	27,183	33,153	34,614	35,161
Totals	<u>\$ 1,600,236</u>	<u>\$ 1,520,130</u>	<u>\$ 1,880,731</u>	<u>\$ 1,770,425</u>	<u>\$ 1,798,385</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					
	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Projected
General Fund	\$ 650,000	\$ 900,000	\$ 1,264,226	\$ 1,522,510	\$ 1,470,000
Trans. from Group Ins. (#35A)	\$ 1,050,000	\$ 800,000	\$ 555,000	\$ 300,000	\$ -
Light Fund	10,478	11,000	15,509	34,567	80,000
Water Fund	16,402	17,000	19,981	21,264	25,000
Sewer Fund	4,849	5,000	5,031	5,352	6,000
Swim & Fitness Center Fund	36,508	38,000	41,498	26,508	30,000
Totals	<u>\$ 1,768,237</u>	<u>\$ 1,771,000</u>	<u>\$ 1,901,245</u>	<u>\$ 1,910,201</u>	<u>\$ 1,611,000</u>

The cumulative OPEB Obligation is shown below. The total amount equals the previous year's Unfunded OPEB Obligation plus the current year NOO minus the current year funding amount.

Cumulative Unfunded OPEB Obligation at June 30					
	FY14 Actual	FY15 Actual	FY16 Projected*	FY17 Projected*	FY18 Projected*
General Fund	\$ 7,663,484	\$ 7,391,340	\$ 7,308,365	\$ 7,110,426	\$ 7,290,653
Light Fund	(87,121)	(60,065)	5,237	50,651	51,895
Water Fund	(46,589)	(41,908)	(36,582)	(32,673)	(32,102)
Sewer Fund	(12,396)	(12,040)	(11,862)	(11,128)	(10,946)
Swim & Fitness Center Fund	(19,228)	(30,045)	(38,390)	(30,284)	(25,123)
Totals	<u>\$ 7,498,150</u>	<u>\$ 7,247,282</u>	<u>\$ 7,226,768</u>	<u>\$ 7,086,992</u>	<u>\$ 7,274,377</u>

* FY16, FY17, and FY17 Projections are based on an OPEB Actuarial Valuation Report dated June 30, 2016

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 is level funded from FY17.
- 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 \$460,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 176,163	\$ 222,024	\$ 250,000	\$ 250,000
Transfer to Insurance Reserve	\$ 48,837	\$ 2,976		
Other Funds	\$ 186,807	\$ 191,796	\$ 220,000	\$ 220,000
Total Expenditures	\$ 411,807	\$ 416,796	\$ 470,000	\$ 470,000

	<u>\$ in thousands</u>	<u>% of total</u>
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 \$220 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 Deputy 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 \$460,000. The budget estimate for FY18 (the rate adjustment in July, 2016) anticipates minor price or coverage change.

JOINT (TOWN-CPS): Property and Liability Insurance

Item 35C

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 362,970	\$ 413,820	\$ 460,000	\$ 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	48,837	2,976			
Total Expenditure	\$ 411,807	\$ 416,796	\$ 470,000	\$ 470,000	\$ 470,000

Insurance Premium Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 68,901	\$ 71,516	\$ 100,000	\$ 100,000	\$ 40,000
General Liability, Umbrella, Pub. Officer. School Board	110,612	102,627	135,000	135,000	60,000
Property Insurance	115,355	125,830	158,000	158,000	73,000
Police and Fire Medical	63,789	69,759	75,000	75,000	75,000
All Other	4,313	44,088	2,000	2,000	2,000
Total Expenditure	\$ 362,970	\$ 413,820	\$ 470,000	\$ 470,000	\$ 250,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,000	53.19%	\$ 250,000	53.19%	0.00%
Other Sources:					
CMLP	59,000	12.55%	59,000	12.55%	0.00%
Water	34,000	7.23%	34,000	7.23%	0.00%
Sewer	12,000	2.55%	12,000	2.55%	0.00%
Swim and Fitness	8,800	1.87%	8,800	1.87%	0.00%
CPS	66,000	14.04%	66,000	14.04%	0.00%
CCRSO	38,000	8.09%	38,000	8.09%	0.00%
Other	2,200	0.47%	2,200	0.47%	0.00%
Totals	\$ 470,000	100.00%	\$ 470,000	100.00%	0.00%

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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 154,893	\$ 185,032	\$ 200,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 154,893	\$ 185,032	\$ 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 1/3 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.

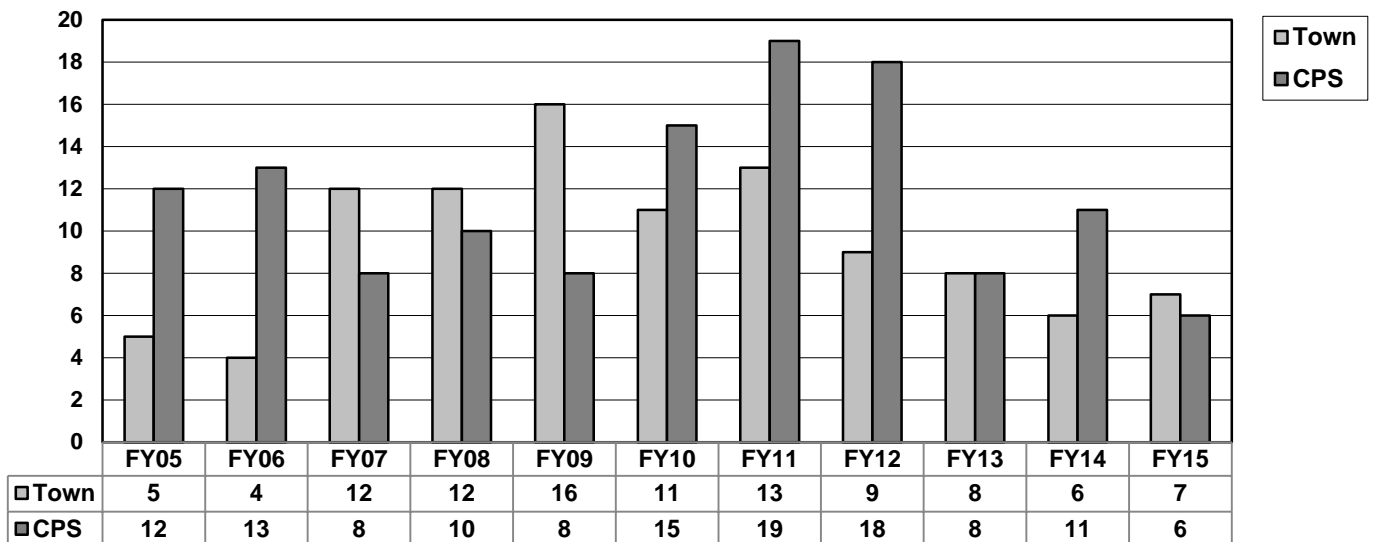
JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 36

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 54,433	\$ 53,495	\$ 100,000	\$ 60,000	\$ 60,000
<u>Workers Comp.</u>					
Admin. Services	\$ 31,935	\$ 44,298	\$ 15,000	\$ 50,000	\$ 50,000
Reinsurance/Stop-loss	33,044	34,281	35,000	35,000	35,000
Medical Expenses	\$ 35,481	\$ 52,958	50,000	55,000	55,000
Total Expenditure	\$ 154,893	\$ 185,032	\$ 200,000	\$ 200,000	\$ 200,000

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%
Totals	<u>\$ 200,000</u>	100.00%	<u>\$ 200,000</u>	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:

- This budget represents a 10.5% *increase* over the appropriation from that of the FY17 budget.
- At the most recent biennial actuarial valuation date of January 1, 2016, the Funding Schedule projects full funding status as of 2030.
- 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.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$3,125,000	\$3,220,000	\$ 3,317,000	\$ 3,667,000
Other Funds	\$ 538,669	\$ 559,937	\$ 616,485	\$ 521,038
Total Expenditures	\$3,663,669	\$3,779,937	\$ 3,933,485	\$ 4,188,038

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 1/1/16	Δ% (2014 to 2016)
Obligations (AAL)	\$123,798,000	\$142,405,000	\$167,011,000	17.2%
Assets (AVA)	\$94,996,000	\$115,340,000	\$137,855,000	19.5%
Unfunded AAL	\$28,802,000	\$27,065,000	\$29,156,000	7.7%
Funded Ratio	77%	81%	83%	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	133,690,000	9.4%

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				
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Proposed
Required Employer Share to Pension Fund	\$ 3,467,672	\$ 3,901,380	\$ 4,449,269	\$ 4,703,073
Transfer to (from) Town Pension Reserve Fund	\$ 195,997	\$ (121,443)	\$ (515,784)	\$ (515,035)
Total Uses	\$ 3,663,669	\$ 3,779,937	\$ 3,933,485	\$ 4,188,038

Funding Sources				
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Proposed
<u>General Fund Appropriation</u>	\$ 3,125,000	\$ 3,220,000	\$ 3,317,000	\$ 3,667,000
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 403,508	\$ 392,481	\$ 423,095	\$ 347,354
Water Fund	\$ 64,305	\$ 72,280	\$ 86,179	\$ 82,117
Sewer Fund	\$ 12,832	\$ 18,070	\$ 21,545	\$ 20,529
Swim & Fitness Fund	\$ 58,024	\$ 77,106	\$ 85,666	\$ 71,038
Subtotal Enterprises	\$ 538,669	\$ 559,937	\$ 616,485	\$ 521,038
Total Sources	\$ 3,663,669	\$ 3,779,937	\$ 3,933,485	\$ 4,188,038

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%
January 1, 2016	137,855	167,011	82.54%	29,156	29,941	97.38%

Program Implementation

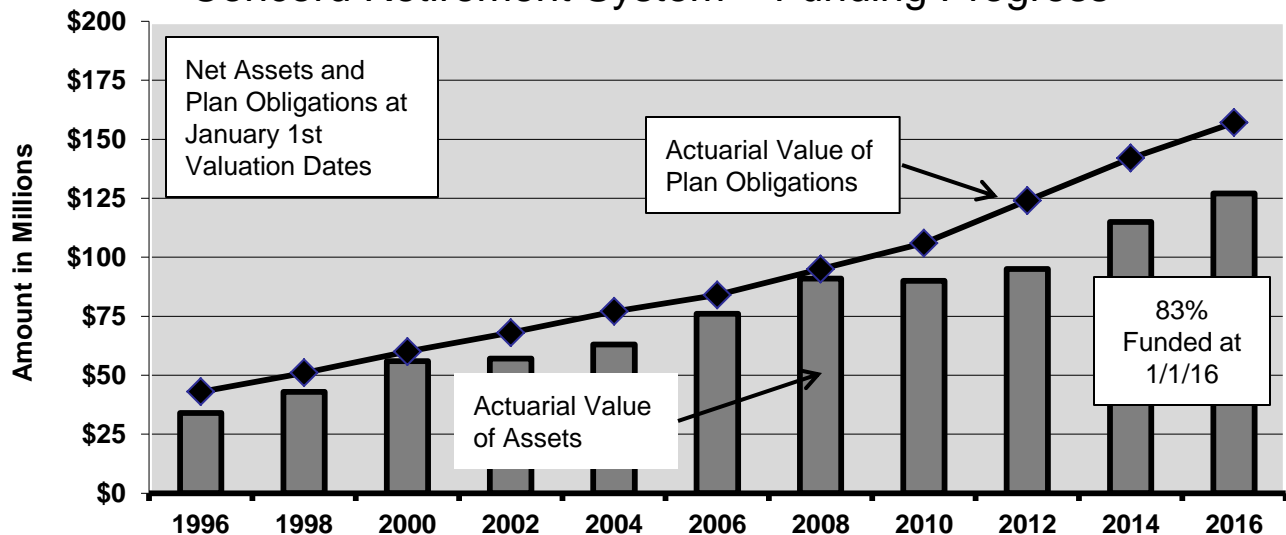
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by 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, 2016, the Retirement System was 83% 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 \$9.20 million on January 1, 2016 (an increase of 6.2% for the fiscal year). As of January 1, 2016, the market value of the retirement system's assets was estimated at \$133.69 million. During calendar year 2015, the combined assets decrease by 1.95 million.

The Pension Fund contribution required from the employers for FY18 is \$5,475,693. The Cost of Benefits required to be funded in FY18 is estimated at \$6,276,635. This difference of \$800,942 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). FY15-17 costs and projected FY18 costs are:

	FY15	FY16	FY17	FY18
Pension Fund – Cost of Benefits	\$5,171,941	\$5,343,220	\$5,689,153	\$6,276,635
Less cost payable only by CHA	11,311	11,311	0	0
Less PRF transfer	1,119,996	805,421	531,776	800,942
Net Funding (all employers)	\$4,040,634	\$4,526,488	\$5,157,377	\$5,475,693

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 FY16-18 are:

	FY16		FY17		FY18	
Town (including CPS)	\$3,901,380	86.19%	\$4,449,269	86.27%	\$4,703,076	85.89%
CCRS D	580,748	12.83%	666,849	12.93%	723,339	13.21%
Housing Authority (CHA)	44,360	0.98%	41,259	0.80%	49,281	0.90%

Performance Information: The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2015, system receipts were derived as follows:

Employee Contribution	\$2,865,146
Employer Contribution	4,537,799
Commonwealth Contribution (COLA)	32,617
Investment Earnings (Losses)	1,073,894
Other	<u>736,033</u>
Total	\$9,245,489

Concord's funded ratio at January 1, 2017 ranked 9th out of 106 retirement boards as reported on PERAC's website as of February 10, 2017.

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 7.0%, to \$685,000, 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 level funded at \$125,000.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 660,297	\$ 708,553	\$ 765,000	\$ 810,000
Other Funds	\$ 139,398	\$ 142,947	\$ 151,300	\$ 158,450
Total Expenditures	\$ 799,695	\$ 851,500	\$ 916,300	\$ 968,450

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 89% in FY16 and is projected to reach 90% in FY18 (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	FY12	FY13	FY14	FY15	FY16	EST FY17	EST FY17
Town	78%	79%	80%	82%	85%	86%	87%
CPS	89%	90%	91%	92%	92%	93%	94%

Social Security Tax

% of Expense	FY15 Actual	FY16 Actual
Town – General Fund	25%	25%
Recreation	23%	21%
Swim & Fitness	10%	11%
CPS	40%	39%
Other	2%	4%

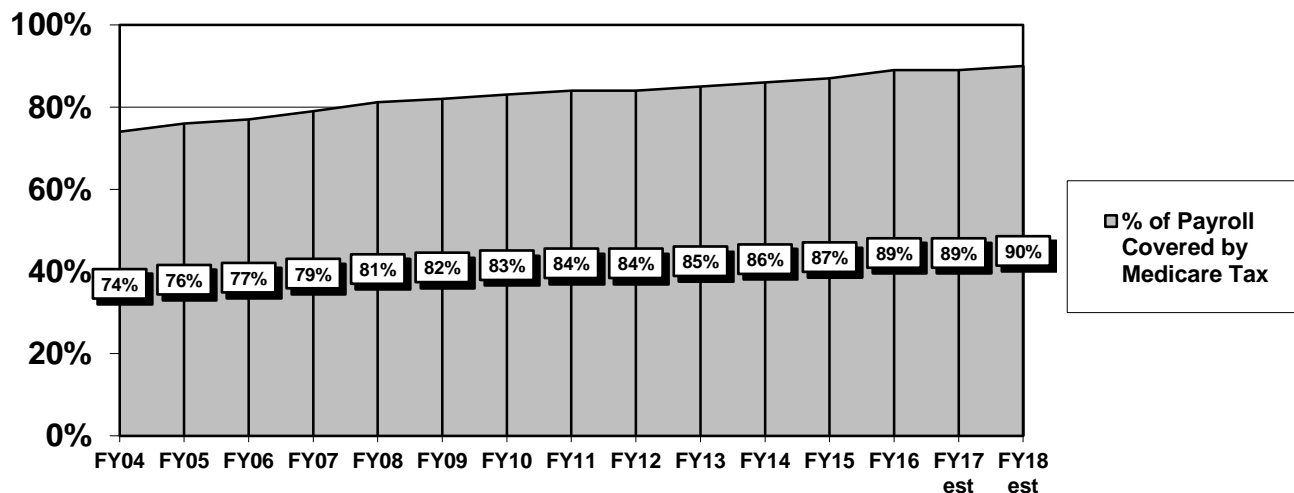
JOINT (TOWN-CPS): Social Security/Medicare

Item 38

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 629,563	\$ 684,105	\$ 765,000	\$ 776,200	\$ 776,200
Social Security Tax	170,131	167,395	151,300	192,250	192,250
Total Expenditure	\$ 799,695	\$ 851,500	\$ 916,300	\$ 968,450	\$ 968,450

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 765,000	83.49%	\$ 810,000	83.64%	5.88%
Light Fund	40,000	4.37%	42,500	4.39%	6.25%
Water Fund	12,500	1.36%	13,250	1.37%	6.00%
Sewer Fund	4,500	0.49%	5,000	0.52%	11.11%
Recreation Fund	52,000	5.67%	53,000	5.47%	1.92%
Swim and Fitness Center	35,000	3.82%	37,000	3.82%	5.71%
Solid Waste Disposal Fund	1,400	0.15%	1,500	0.15%	7.14%
Parking Meter Fund	1,200	0.13%	1,300	0.13%	8.33%
Gift Fund	3,500	0.38%	3,600	0.37%	2.86%
Retirement Admin. Fund	1,200	0.13%	1,300	0.13%	8.33%
Totals	\$ 916,300	100.00%	\$ 968,450	100.00%	5.69%

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 2016, 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 FY18 Town debt service budgeted in this account – within the Levy Limit and excluded – is projected to be 7.3% 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

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
Within the Levy Limit	\$3,454,516	\$3,495,017	\$3,730,000	\$3,860,000
Excluded Debt	<u>3,996,250</u>	<u>2,704,864</u>	<u>4,007,828</u>	<u>3,607,508</u>
Total Expenditure	\$7,450,766	\$6,199,881	\$7,737,828	\$7,467,508

Funding Summary

General Fund	\$6,540,888	\$1,204,865	5,827,950	6,057,630
Stabilization Funds	500,000	1,500,000	1,500,000	1,000,000
Thoreau MSBA Grant	<u>409,878</u>	<u>409,878</u>	<u>409,878</u>	<u>409,878</u>
Total Funding	\$7,450,766	\$6,199,881	\$7,737,828	\$7,467,508

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 II-54 to 55](#) shows all debt service for bonds issued through June 30, 2016 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 65% 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			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
i. Long-Term Debt					
Town - Principal	\$ 2,275,000	\$ 2,305,000	\$ 2,435,000	\$ 2,729,299	\$ 2,729,299
Town - Interest	264,919	246,988	316,725	286,501	286,501
Subtotal	\$ 2,539,919	\$ 2,551,988	\$ 2,751,725	\$ 3,015,800	\$ 3,015,800
School - Principal	800,000	850,000	770,000	770,000	770,000
School - Interest	106,030	90,113	113,375	113,375	113,375
Subtotal	\$ 906,030	\$ 940,113	\$ 883,375	\$ 700,350	\$ 700,350
Refunding Savings	\$ -	\$ -	\$ -	\$ -	\$ -
Within the Levy Limit Total	\$ 3,445,950	\$ 3,492,100	\$ 3,635,100	\$ 3,716,150	\$ 3,716,150
Town - Excluded Principal	179,293	180,895	82,529	83,228	83,228
Town - Excluded Interest	27,890	22,594	18,560	16,566	16,566
Subtotal	\$ 207,183	\$ 203,488	\$ 101,089	\$ 99,794	\$ 99,794
School - Excluded Principal	2,505,000	1,520,000	3,000,000	2,672,877	2,672,877
School - Excluded Interest	1,282,529	981,376	906,738	834,836	834,836
Subtotal	\$ 3,787,529	\$ 2,501,376	\$ 3,906,738	\$ 3,507,713	\$ 3,507,713
Excluded Debt Total	\$ 3,994,712	\$ 2,704,865	\$ 4,007,828	\$ 3,607,508	\$ 3,607,508
Long-Term Debt Total	\$ 7,440,662	\$ 6,196,965	\$ 7,642,928	\$ 7,323,658	\$ 7,323,658
ii. Short-Term Debt					
BAN Interest - within levy limit	1,538		54,900	135,000	135,000
iii. Issuance Costs					
Issuance costs within levy limit	8,567	2,917	40,000	8,850	8,850
Grand Total	\$ 7,450,767	\$ 6,199,882	\$ 7,737,828	\$ 7,467,508	\$ 7,467,508

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,730,000	48.20%	\$ 3,860,000	51.69%	3.49%
Gen. Fund - Debt Exclusion	2,597,950	33.57%	2,822,508	37.80%	8.64%
General Fund Total	\$ 6,327,950	81.78%	\$ 6,682,508	89.49%	5.60%
Stabilization Fund Allocation	1,000,000	12.92%	785,000	10.51%	-21.50%
Thoreau MSBA Grant	409,878	5.30%	-	0.00%	-100.00%
Totals	\$ 7,737,828	100.00%	\$ 7,467,508	100.00%	-3.49%

SECTION II: Town Government Accounts

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Section III

Budget Detail – 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 1.0% increase in the State Assessment, to \$500,500.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
General Fund	\$ 476,551	\$ 492,837	\$ 478,210	\$ 500,500
Other Funds	\$ 17,100	\$ 17,100	\$ 17,100	
Total Expenditures	\$ 493,651	\$ 509,937	\$ 495,310	\$ 500,500

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 \$417,083 for FY17 and is estimated at \$422,609 for FY18. 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 FY18 is budgeted to increase by 1.3%.

Detail – General Fund Charges

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Budget	FY18 Est.
MBTA Assessment	\$377,365	\$403,424	\$403,424	\$417,083	\$422,609
Air Pollution Control District	8,543	8,704	9,124	9,353	9,557
Metro Area Planning Council	5,365	8,955	9,023	9,249	9,482
Charter School Assessment	31,141	45,225	48,312	15,725	16,242
School Choice Assessment	10,000	10,243	13,400	26,800	13,400
Total	\$432,414	\$476,551	\$492,837	\$478,210	\$471,290

UNAPPROPRIATED: State & County Assessments

Item 101

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
State Assessments	\$ 476,551	\$ 492,837	\$ 478,210	\$ 500,500	\$ 500,500
Parking Surcharge	10,780	10,780	10,780		
Excise Tax Clears	6,320	6,320	6,320		
Totals	<u>\$ 493,651</u>	<u>\$ 509,937</u>	<u>\$ 495,310</u>	<u>\$ 500,500</u>	<u>\$ 500,500</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 478,210	96.55%	\$ 500,500	100.00%	4.66%
Parking Meter Fund	10,780	2.18%	-	0.00%	-100.00%
Agency Fund	6,320	1.28%	-	0.00%	-100.00%
Totals	<u>\$ 495,310</u>	100.00%	<u>\$ 500,500</u>	100.00%	1.05%

Mission Statement:

This account covers the costs of property tax abatements, exemptions, abatements granted by the local Board of Assessors, and appeals made to the State Appellate Tax Board or the courts.

Budget Highlights:

•About \$125,000 of the Overlay account covers the expected cost of property tax exemptions granted to eligible taxpayers by state law.

Expenditure Summary

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Proposed
Original Overlay	\$ 555,513	\$ 543,663	\$ 552,900	\$ 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 6/30/16		Balance as of 6/30/16
				\$	% 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%	135,198	0.18%	404,682
FY15	77,341,746	555,513	0.72%	128,398	0.17%	427,115
FY16	81,319,099	543,663	0.67%	156,682	0.19%	386,981
FY17 Budgeted	84,050,189	552,900	0.66%			
FY18 Forecast	87,793,273	550,000	0.63%			

UNAPPROPRIATED: Overlay

Item 102

Expenditure Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Actual	FY16 Actual	FY17 Budgeted	Department Request	Town Manager's Proposed
Original Overlay	\$ 555,513	\$ 543,663	\$ 552,900	\$ 550,000	\$ 550,000
<u>Plus</u> : Amount to be raised from recap	-	-	-	-	-
<u>Less</u> : Used for abatements and exemptions thru 6/30/16.	(128,398)	(156,682)	-	-	-
Transferred to (from) other years	-	-	-	-	-
Transferred to unreserved fund balance	-	-	-	-	-
Balance as of June 30, 2016	<u>\$ 427,115</u>	<u>\$ 386,981</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Funding Plan					
	FY17 Budgeted	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 552,900	100.00%	\$ 550,000	100.00%	-0.52%
Totals	<u>\$ 552,900</u>	100.00%	<u>\$ 550,000</u>	100.00%	-0.52%

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 FY07-FY16 is \$639,969.
- The budget objective is to appropriate at or close to the 10-year average (see Account Item 18 Snow & Ice Removal). The FY18 proposed budget is \$13,067 short of this objective.
- Variance from the average annual cost is significant; the average deviation for the past ten years is \$182,901.
- When deficits occurred, the average annual snow account deficit for the past 5 years is \$232,695.

Expenditure Summary - Snow Account Deficit

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budget Plan
General Fund	285,362	\$ 310,772	\$ (101,012)	\$ 178,656

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 FY17 (July 1, 2016 - June 30, 2017) which would have to be funded as part of the FY18 tax levy. This is only an estimate at this stage of the FY18 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)
	FY16	570,000	468,988		468,988	101,012
Budgeted	FY17	597,500			-	597,500
Proposed	FY18	610,000			-	610,000

*FY09 includes \$48,255 transfer from the Reserve Fund.

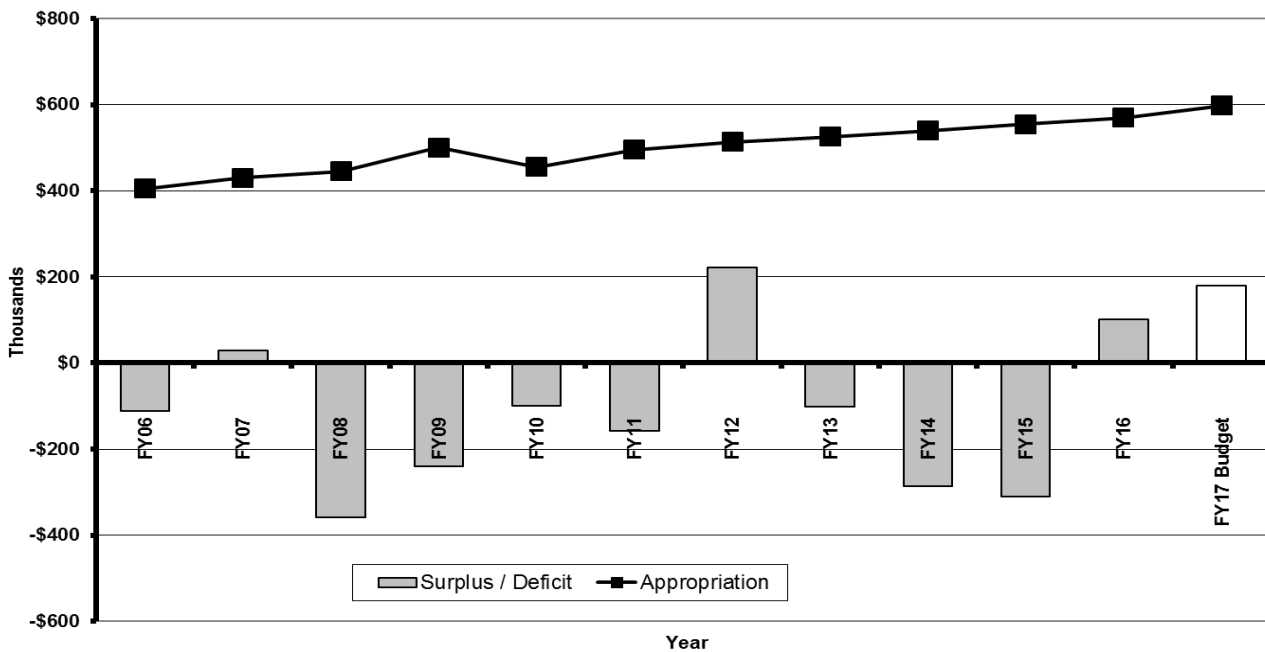
UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits

Item 103

Expenditure Detail					
	Tax Levy for Prior Year Deficit			FY18 Proposed (Deficit for FY17)	
	FY15 (Deficit of FY14)	FY16 (Deficit of FY15)	FY17 (Deficit of FY16)	Department Request	Town Manager's Proposed
Snow and Ice Deficit of Prior Year (raised in current tax levy)	\$ 285,362	\$ 310,772	\$ (101,102)	\$ 178,656	\$ 178,656
Totals	\$ 285,362	\$ 310,772	\$ (101,102)	\$ 178,656	\$ 178,656

Funding Plan					
	FY17 Actual	% of Budget	FY18 Budget Plan	% of Budget	% Change in Dollars
General Fund	\$ (101,102)	100.00%	\$ 178,656	100.00%	-276.71%
Totals	\$ (101,102)	100.00%	\$ 178,656	100.00%	-276.71%

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 (FY12 to FY16), the actual cost has exceeded the appropriation 3 times for an average of approximately \$232,000.

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Section IV

Budget Detail – Education

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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 FY18 CPS budget is proposed to increase 3.9%, which is \$236,584 above the Finance Committee guideline.

- K-8 enrollment is at 10/19/16 was:

<u>Grade</u>	<u>Number</u>	<u>Change</u>
K-5	1,373	- 20
6-8	715	36
Total	2,088	- 16

(Source: NESDEC, October 19, 2016)

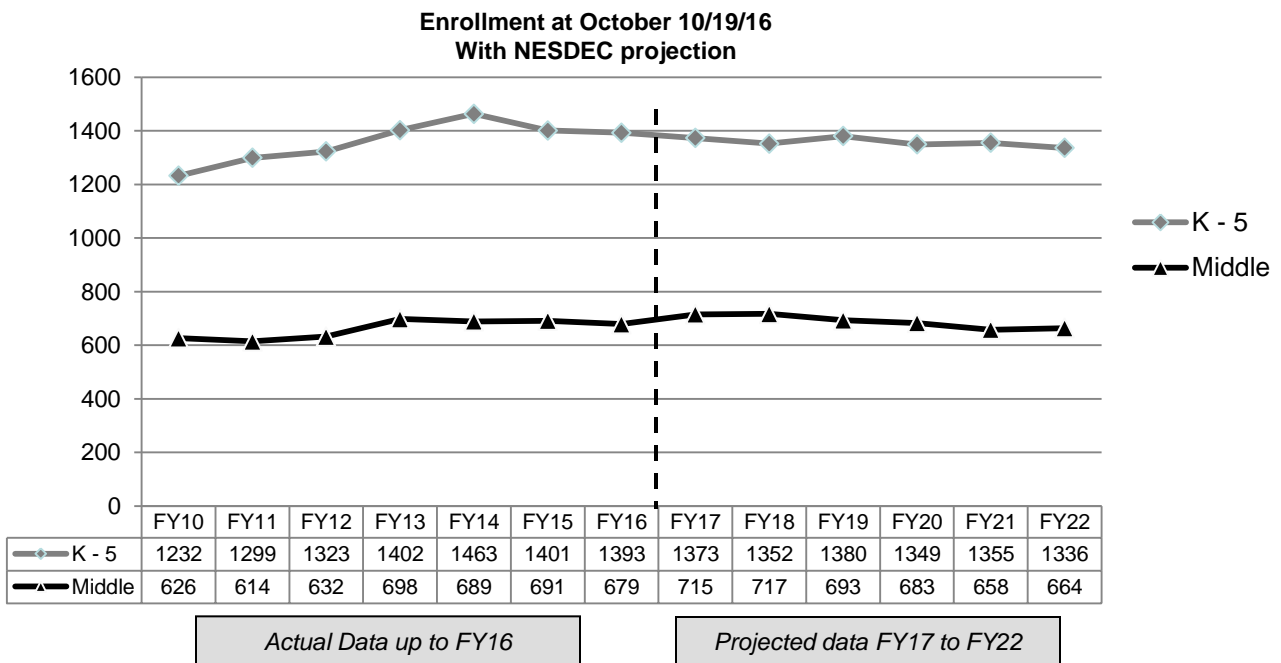
Budget Summary

	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Proposed
General Fund	\$32,440,538	\$34,542,735	\$35,660,111	\$37,046,694

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 2,088 students as of October 2016 (an increase of 0.8% over one year and 12.4% since FY10 when the enrollment was 1,858.

A five-member elected School Committee is responsible for providing policy direction to the school administration.



EDUCATION: Concord Public Schools

Item 104

Budget Detail					
Program Area	Previous Fiscal Years			FY18 Proposed	
	FY15 Budget	FY16 Budget	FY17 Budget	Fin. Com. Guideline	School Com. Proposed
Regular Education	\$ 17,773,788	\$ 19,712,343	\$ 20,411,283	N/A	\$ 21,474,020
Special Education	8,287,906	8,189,303	8,029,614	N/A	8,099,243
Operations	4,239,644	4,342,012	4,832,985	N/A	4,961,420
Administration	2,082,092	2,240,971	2,324,741	N/A	2,448,555
Fixed Cost	57,108	58,106	61,488	N/A	63,456
Total	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 36,810,111	\$ 37,046,694

Personnel Services Summary					
		FY17 Budget		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	213.60	\$ 19,739,379	213.60	\$ 20,881,663
N/A	All Other	52.69	\$ 8,998,259	52.69	\$ 9,590,654
	Total	266.29 FTEs	\$ 28,737,638	266.29 FTEs	\$ 30,472,317

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 FY18 CCRSD budget is proposed to increase 4.9% to \$33,301,609.
- Concord's operating budget assessment (net of excluded debt) is proposed to increase by 6.8% or \$1,157,285 to \$18,192,290, which is \$257,285 above the Finance Committee guideline. The assessment for debt service in FY18 is proposed to be \$3,664,067.

• The FY16 and FY17 assessment ratios are:

	FY17	FY18
Concord	73.61%	73.51%
Carlisle	26.39%	26.49%

Expenditure Summary - Assessments

	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Proposed
Concord Share	\$17,715,062	\$20,070,650	\$20,783,976	\$21,856,357
Carlisle Share	\$ 6,518,949	\$10,572,387	\$10,957,798	\$11,445,252
Total	\$24,234,011	\$30,643,037	\$31,741,774	\$33,301,609

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

	FY13	FY14	FY15	FY16	FY17 Budget	FY18 Proposed
Gross Budget	\$ 24,290,423	\$ 26,305,603	\$ 27,437,330	\$ 30,643,037	\$ 31,741,774	\$ 33,301,609
Less:						
State Aid	(2,343,971)	(2,496,181)	(2,603,319)	(2,738,828)	(2,831,513)	(2,844,114)
District	(600,000)	(600,000)	(600,000)	(675,000)	(675,000)	(725,000)
Net Assessable	\$ 21,436,513	\$ 23,209,422	\$ 24,234,011	\$ 27,229,209	\$ 28,235,261	\$ 29,732,495
Concord	15,320,349	16,908,064	17,715,062	20,070,650	20,783,976	21,856,357
Carlisle	6,026,103	6,301,358	6,518,949	7,158,559	7,451,285	7,876,138

Ballot Date	Amount	Date of Issue	Rate (TIC)	FY18 Debt Service	Final Maturity
June 6, 2006	\$ 1,200,000	Dec. 15, 2007	3.33%	\$ 244,173	FY18
Mar. 27, 2007	\$ 1,245,000				
Nov. 5, 2011	\$ 32,500,000	June 4, 2013	3.00%	\$ 2,182,006	FY38
	\$ 30,000,000	Mar. 15, 2015	2.87%	\$ 2,241,532	FY38
	\$ 2,500,000	Mar. 1, 2016	2.41%	\$ 177,700	FY38
April 13, 2015	\$ 365,000	May 5, 2016	2% (est)	\$ 139,360	FY19
Gross Total Debt Service:				\$ 4,984,771	
Less reserved from FY17 assessments:				(162)	
Net Apportioned to Concord and Carlisle:				\$ 4,984,609	
Concord Share (73.51%):				\$ 3,664,067	
Carlisle Share (26.49%):				\$ 1,320,380	

EDUCATION: Concord-Carlisle Regional School District

Item 105

Budget Detail					
	Previous Fiscal Years			FY18 Proposed	
	FY15 Budget	FY16 Budget	FY17 Budget	Finance Comm. Guideline	School Comm. Proposed
Program Area					
Regular Education	\$ 11,660,209	\$ 12,568,337	\$ 13,092,183	N/A	\$ 13,891,490
Special Education	4,836,801	5,569,955	5,331,033	N/A	5,471,114
Administrative Support	1,434,327	1,415,981	1,476,206	N/A	1,599,099
Operations	3,374,627	3,295,614	3,311,281	N/A	3,727,526
Fixed Costs	2,503,544	2,463,251	2,692,678	N/A	2,777,772
OPEB Trust	76,954	489,691	705,000	N/A	850,000
Operations Subtotal	\$ 23,886,462	\$ 25,802,829	\$ 26,608,381	N/A	\$ 28,317,001
Debt Service					
Debt Reimbursed by State Aid	288,950				
Debt Paid from Prior Reserves		72,294	40,375	N/A	162
Debt Exclusion Assessed	2,130,189	4,767,914	5,005,717	N/A	4,984,447
Debt Service Subtotal	\$ 2,419,139	\$ 4,840,208	\$ 5,046,092	N/A	\$ 4,984,609
Total Budget	\$ 26,305,601	\$ 30,643,037	\$ 31,654,473	N/A	\$ 33,301,610

Funding Plan - Concord Assessment					
	FY17 Budget	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund:					
Ratio	73.61%		73.51%		
Operating	\$ 17,035,005	81.96%	\$ 18,192,290	83.24%	6.79%
Excluded Debt	\$ 3,748,971	18.04%	\$ 3,664,067	16.76%	-2.26%
Totals	\$ 20,783,976	100.00%	\$ 21,856,357	100.00%	5.16%

Personnel Services Summary					
		FY17 Budget		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	127.65	\$ 11,373,895	127.65	\$ 11,998,480
N/A	All Other	51.41	\$ 6,046,703	51.41	\$ 6,674,696
	Total	179.06 FTEs	\$ 17,420,598	179.06 FTEs	\$ 18,673,177

Enrollment as of October 1						
Grade	Actual	Projected (NESDEC, October 2016)				
		2016	2017	2018	2019	2020
9	301	308	339	324	314	301
10	334	298	305	336	321	311
11	325	330	294	301	332	317
12	315	329	334	298	305	336
Total	1,275	1,265	1,272	1,259	1,272	1,265
Resident	1,224	1,206	1,209	1,196	1,190	1,198
Concord	73.50%	74.90%	73.80%	74.20%	75.10%	75.40%
Carlisle	26.50%	25.10%	26.20%	25.80%	24.90%	24.60%
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 \$278,631 from \$19.72 million in FY17 to \$19.44 million in FY18, a 1.4% decrease.
- However, Concord’s assessment is expected to increase by 41.5% from \$423,444 to 599,313 due the increase in Concord enrollment from 17 to 21 students as of October 2016.
- An estimate of \$500,000 for the Minuteman assessment was made in November 2016. In January 2017, Minuteman School Committee voted on the official estimate to be \$599,313 .

Expenditure Summary

	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Proposed
Total Budget	\$19,645,065	\$19,831,003	\$19,728,097	\$19,449,466
Concord Assessment	\$ 191,689	\$ 407,041	\$ 423,444	\$ 599,313

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

	FY14	FY15	FY16	FY17	FY18 Proposed
Total Budget	\$18,547,098	\$19,645,065	\$19,831,003	\$19,728,097	\$19,449,466
Less:					
State Aid	2,755,902	2,926,918	2,978,154	3,113,690	2,971,923
Tuition & Choice	5,800,000	6,347,997	5,818,352	4,845,668	4,328,468
Other Revenue	100,000	100,000	135,000	825,000	600,000
Total Assessment	\$9,891,196	\$10,270,150	\$10,899,497	10,943,739	\$11,549,075

EDUCATION: Minuteman Regional High School

Item 106

Expenditure Detail					
	Previous Fiscal Years			FY18	
	FY15 Budget and Assessment	FY16 Budget and Assessment	FY17 Budget and Assessment	Fin. Com. Estimate (November)	Superintendent's Recommendation
Admininstration	\$ 1,821,306	\$ 1,745,339	\$ 1,739,885	N/A	\$ 1,597,041
Instructional Services	9,804,463	10,000,498	9,626,521	N/A	9,825,078
Student Services	2,078,210	2,124,081	2,240,048	N/A	1,902,488
Operations & Maintenance	1,835,044	1,833,095	1,803,804	N/A	1,779,420
Insurance, Retirement, Leases	2,961,579	2,886,935	2,913,565	N/A	2,787,268
Community Services	100,000	100,000	100,000	N/A	100,000
Capital Expenditures	550,985	590,973	157,322	N/A	272,623
Debt Service	463,477	520,082	1,116,952	N/A	1,155,549
Tuition to Non-Public	30,000	30,000	30,000	N/A	30,000
Total	\$ 19,645,064	\$ 19,831,003	\$ 19,728,097	N/A	\$ 19,449,468
Concord Assessment	\$ 191,689	\$ 407,041	\$ 407,041	\$ 500,000	\$ 599,313
Assessment per Enrollment	\$ 27,384	\$ 25,440	\$ 23,944	N/A	\$ 28,539

Funding Plan					
	FY17 Proposed	% of Budget	FY18 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 423,444	100%	\$ 599,313	100%	41.5%
Totals	\$ 423,444	100%	\$ 599,313	100%	41.5%

Enrollment as of October 1					
	2012	2013	2014	2015	2016
16 Member Town	430	431	411	391	399
Concord Only	10	7	16	17	21
Concord Share	2.33%	1.62%	2.91%	4.35%	5.26%

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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 2017 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 24, 2017.

In late February 2017, 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

FY18 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.

2016

June 7	Capital Improvement Program Instructions issued (FY2018-22)
June 27	Capital Improvement Program (FY2018-22) requests due
September 9	Budget Instructions issued to all departments, boards and committees
September 22	Joint Meeting on FY2018 fiscal and budgetary plan
October 14	FY2018 General Fund Operating Budget Requests due
October 31 – November 10	Operating and Capital Budget Requests review: meetings with Town Department Heads and Budget Review Team
November 10	Classification Report submitted by Board of Assessors to Board of Selectmen (Re: setting the FY2017 property tax rate or rates)
November 14	Public Hearing ("Classification Hearing"), proposed property tax rates for FY2017 (based on FY2017 appropriations voted at April 2016 Town Meeting)
November 17	Finance Committee votes Budget Guidelines and issues by November 30 to Selectmen and School Committees
December 2	Preliminary FY2018 Operating and FY2018-22 Capital Budget recommendations compiled by Budget Review Team for Town Manager's review and adjustment
December 3 (Sat)	Selectmen/Committees Coordination Meeting; planning session for 2017 Annual Town Meeting
December 3	Warrant opened for 2017 Annual Town Meeting
December 12	Presentation of Preliminary FY2018 Operating and FY2018-22 Capital Budget recommendations by Town Manager to Select Board
June 7	Capital Improvement Program Instructions issued (FY2018-22)

Continued on next page

Appendix: Budget Process

2017

January 3	Warrant for Town Meeting closes at 4:00 PM
January 13	Completed PowerPoint Narratives for General Fund Departments due
January 24	90 days prior to the Annual Town Meeting, the Town Manager's Proposed Budget for FY2018 (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
February 2	Town Manager's Proposed FY2018 General Fund Budget is published
February 10	Proposed FY2018 Enterprise Budget Requests due
February 16	Public Hearings advertised (for FY2018 General Fund operations)
February 17	Legal deadline for mailing of Town Meeting Warrant to residents (10 days prior to Public Hearing)
February 20 – 24	Enterprise Budget Requests review: meetings with Enterprise Directors and Budget Review Team
February 27	Finance Committee's Public Hearing on Town Manager's General Fund operating and capital budget proposals for FY2018 and other non-school and non-CPA financial articles on the Town Meeting Warrant
February 28	Finance Committee's Public Hearing on Education budget proposals for FY2018 (Concord Public Schools, Concord-Carlisle Regional High School, and Minuteman Career and Technical High School) and Community Preservation Act article
March 13	Town Manager's Proposed FY2018 Enterprise Budget published
March 20	Public Hearing on Enterprise Fund budgets and articles
March 20	Finance Committee completes its recommendations for Town Meeting
April 3	Finance Committee Report to printer
April 14	Finance Committee Report mailed (10 days prior to Town Meeting)
April 24	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, 2016

To: Concord Select Board
Concord Public School Committee
Concord-Carlisle Regional School Committee
Mr. Christopher Whelan, Town Manager
Ms. Diana Rigby, Superintendent of Schools

From: Linda Miller, Chair, Concord Finance Committee
Karle Packard, Vice-Chair, and Chair, Guidelines Subcommittee

Subject: **FY 2018 Final Budget Guideline**

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2017 (FY 2018). 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.

In establishing the Guidelines, the Finance Committee also seeks to maintain operating cost increases within certain criteria to meet a goal of financial sustainability over the long term. These criteria include keeping increases from depleting excess levy limit capacity to the extent that general overrides are required, free cash is depleted, bond ratings are affected, or taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Guideline adopted by the Finance Committee directs \$3,100,100 of incremental funds to the operating budgets, a 4.15% increase over FY 2017 General Fund operating budget levels (see FY 2018 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY18 General Fund spending plan of \$101,866,859, which would be an increase of 3.68% over the adopted FY17 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 Town's Free Cash balance, for Property Tax Relief

The overall increase in the tax bill to existing taxpayers for FY 2018 is projected to be 3.09%, inclusive of Exempt Debt. This guideline projects a tax levy totaling \$87,793,273, and an unused levy limit of \$3,910,410 (which is 4.58% 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.

Appendix: Finance Committee's Budget Guidelines

Several overriding factors and concerns were considered by the Finance Committee at the outset of the guidelines process:

- 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 population.
- 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 is a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern 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 2016 and FY 2017 saw an overall increase of 2.26% (based on the FY 2017 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.6% of total valuations, increased 2.5%. 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.
- Long term employee costs due to contractual pay increases and obligations for pensions and Other Post Employment Benefits (OPEB) will have an impact on budgets and will remain a liability that will require careful management for the future.

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 2018 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 \$105,600.

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 2018 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 2018 budget finalization proceeds, leading up to Town Meeting in April 2017.

Appendix: Finance Committee's Budget Guidelines

FY2018 Budget Guideline						
Budget Year				Guideline		Percent
	FY2015	FY2016	FY2017	Increase	FY2018	Increase
Town	\$ 20,564,013	\$ 21,214,013	\$ 22,014,013	\$ 1,050,000	\$ 23,064,013	4.77%
CPS	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 1,150,000	\$ 36,810,111	3.22%
CCRSD*	\$ 15,856,221	\$ 16,556,221	\$ 17,035,005	\$ 900,000	\$ 17,935,005	5.28%
sub-total: Guidelines	\$ 68,860,772	\$ 72,312,969	\$ 74,709,129	\$ 3,100,000	\$ 77,809,129	4.15%
Other Accounts	\$ 13,476,689	\$ 14,936,258	\$ 14,816,197		\$ 15,659,583	
Excluded Debt Service	\$ 6,354,473	\$ 7,720,712	\$ 7,676,046		\$ 7,168,991	
Non-Appropriated	\$ 1,352,259	\$ 1,352,278	\$ 1,048,210		\$ 1,229,156	
sub-total: Non-Guidelines	\$ 21,183,421	\$ 24,009,248	\$ 23,540,453		\$ 24,057,730	
Total: Budget Plan	\$ 90,044,193	\$ 96,322,217	\$ 98,249,582		\$ 101,866,859	

* 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 2015, FY 2016 and FY 2017), the average annual increase in the total operating budget has been 4.47%. 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. Additionally, the composition of school enrollment at CCRSD between Concord and Carlisle continues an increasing trend towards Concord, requiring that Concord cover an increasing share of the District's expenses. 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 FY2018 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 fourth year as of July 1, 2017. As the mitigation fund created in connection with the Concord Mews development to help defray the staffing cost of this service has been drawn down, the Town operating budget has assumed this additional cost. The Town's intention is to staff the second ambulance 24/7 by FY2019. Additional operating funds are also needed to cover Fire Prevention staffing and inspections. Some of these costs will be recovered through increased inspection and permit fees. Other known cost increases include Veterans' Benefits and additional Public Health Nurse coverage, among other items.

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 above 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 concluded. Increases are reflected in this year's budget, but larger increases are expected in next year's budget. Construction is 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 remains a significant component of the FY 2018 budget.
- *Minuteman Vocational High School*: The budget plan for FY 2018 estimates Concord's assessed share of the Minuteman High School budget at \$500,000. As Concord continues to send more students, this amount has increased from \$407,041 in FY 2016 and \$423,444 in FY2017 to this year's estimate.
- *The Group Insurance Account*, covering employee and retiree health insurance costs for town government and CPS employees is projected to increase this year after remaining constant since 2012.
- This year the increase in Concord's contribution to OPEB is \$70,000, considerably less than in previous years. The CCRSD has a separate OPEB Trust Fund from the Town and it plans to reach its ARC over a longer time horizon. It is budgeting for a \$150,000 increase to its contribution to the Fund in FY18. The Finance Committee is supportive of this commitment and took it into account when setting the Guideline this year.
- *State Aid* is anticipated to remain stable and reimbursement is generally expected to be at levels almost identical to the FY 2017 budget and the Regional School District's estimate.
- Circuit Breaker reimbursement from the state for high cost Special Education student placement has not been projected for FY18, but the actual and projected amounts have remained stable for the last two years at a bout \$1,100,000. It is subject to appropriation by the state legislature annually and 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 2018 on new growth* (new construction and renovations/additions expected to be in place by June 30, 2017, valued by the Board of Assessors and added to the tax roll for FY 2016) is projected at a conservative \$1,150,000 which is below the near-record level of \$1,284,004 for FY 2016 and \$1,412,859 for FY 2017. .
- *The FY 2018 guideline* assumes \$785,000 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.

Appendix: Finance Committee's Budget Guidelines

- *Current Unused Levy Capacity* for FY 2018 is anticipated to decrease by \$422,341 to \$3,910,411 if the operating budget guidelines are adopted by the Town. Any part, or all of the Unused Levy Capacity may be levied in FY 2018 or future years without a town-wide ballot.

Free Cash Requirements

Based on FY 2016 financial results compared to the budget, including town revenues, state aid and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately + \$12,554,361, which 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 used for transfer to debt stabilization funds in the recent past.

Property Tax Impact

The impact of the FY 2018 operating budget guideline on the property tax levy is projected at a 3.09% increase to existing taxpayers. The components of the increase are as follows:

FY2018 PROJECTED TAX LEVY INCREASE				
		percent	amount	
	Base	2.94%	\$2,475,260	"FY2016 Base" minus "FY2017 Within levy limit"
	Debt Exclusion	0.14%	\$117,824	change in excluded debt tax lev
		3.09%	\$2,593,084	Change in Levy from current taxpayers
	New Growth	1.37%	1,150,000	Projected "New Growth" for FY2018
		4.45%	\$3,743,084	Change in Total Levy

* Net of planned allocation from stabilization funds and MSBA Thoreau grant.

Based on the current FY 2017 median single family residential home assessed value of \$819,400 and the tax rate for FY 2017 of \$14.07 per thousand, the FY 2018 median tax bill is projected to increase by \$356 (\$44 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 2018 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 2018, 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 24, 2017.

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.

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. Tax increases are expected to drop to 1.62% for FY2017. The Finance Committee projects the increase for FY2018 to be 3.09%, which is a bit higher than the historical average, which is a matter of serious concern. It is likely that the overall increase will end up being lower by the time the FY18 Tax Rate is set, as was the case in the current fiscal year.

Minuteman Vocational High School:

Minuteman Vocational High School is at a very difficult and important place in its evolution, as approval for the new 628-student school building at an estimated cost of \$144 million has recently been obtained. At the same time, at least six member towns will be leaving the district. Currently only 57% of the students at Minuteman are from the 16 member towns. All of these factors will increase the burden on remaining member towns.

The annual 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 2018 Minuteman budget is estimated at \$500,000.

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 FY2018, the base funding amount is at ARC and an increase of \$70,000 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 ARC as measured by the most recent actuarial analysis of the town's future liability. Changes to actuarial assumptions including future increases in medical costs and decreases in the discount rate at which this level can be expected to generate a Trust Fund that will grow at a rate needed to support future liabilities may require adjustments to the annual contribution.

CCRSD has also created a Trust Fund and has developed a revised contribution schedule as part of the FY2018 budget recommendation, which the Finance Committee has supported. Both entities have a strategy to meet their respective OPEB ARC – the Town for FY 2018 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. 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 \$2.5 million of long-term bonds were 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 \$785,000 in FY 2018, 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 4.06% of Concord's tax bill by FY 2018, with the debt full repaid by 2038.

Appendix: Finance Committee's Budget Guidelines

Contractually mandated salary increases:

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, where salary costs alone represent 80% of operating expenses and where recent contracts have included salary and benefit increases substantially above national and regional cost of living increases. As a result of the recently executed contract at CPS, significant increases are expected next year. In the coming year negotiations of the CCRSD teachers' contract will be opened. Maintaining a reasonable level of escalation will be important in establishing long term fiscal sustainability.

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.

Appendix: Community Profile

TOWN OF CONCORD COMMUNITY PROFILE

An excerpt from the Official Statement dated May 11, 2016

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, 2015 the average household single-family home assessed value was \$969,130, while the median assessed value was \$798,000.

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	1,731
300-310 Baker Avenue	Technology	1,050
Newbury Court	Healthcare	290
Middlesex School	Education	197
Care One of Concord	Healthcare	166
Concord Academy	Education	165
Harvard Vanguard Medical	Healthcare	162
Hamilton, Brook, Smith & Reynolds	Professional Services	75

¹As of February, 24 2016.

INCOME AND EMPLOYMENT

Concord's population is relatively affluent. Median family income was \$132,352, and per capita income was \$67,846 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 8,188 persons, of which 7,890 were employed and 298 or 3.6% were unemployed, as compared to the unemployment rate of 4.6% for the state.

TOWN OF CONCORD

FINANCIAL POLICIES

1. Annual Budgets

A. *General Fund Budget*

1. It is Town policy that the Town Manager shall direct the preparation of the General Fund budget that takes into account the Finance Committee guideline.
2. It is Town policy that the Town Manager shall submit a budget detailing estimated revenues and expenditures for the ensuing fiscal year to the Select Board at least 90 days before the Annual Town Meeting, per Concord Town Charter, Section 16, Estimate of Expenditures.

B. *Enterprise Budgets*

1. It is Town policy that the Town Manager shall direct the preparation of budgets for the Enterprise Funds and certain Revolving Funds that ensure that these funds operate in a fiscally self-sustaining manner with respect to operating expenses, capital expenses, and long-term liabilities.

2. Revenue Assessment

A. *Full and Fair Cash Value*

1. It is Town policy that the Assessing Division assesses real estate and personal property at its full and fair cash value per M.G.L. 59 § 2A. To accurately assess real estate property values, the Assessing Division inspects all properties on a 5-year cycle or at a pace of approximately 1,200 properties per year.

B. *Calculation of Tax Rate*

1. It is Town policy that the Board of Assessors calculates a tax rate by dividing the total taxable property value as determined on January 1st of a given year, plus the value of any new taxable construction (“New Growth”) occurring before June 30th, by the tax levy as appropriated by Town Meeting in the spring of that year.
2. In the Fall, the Board of Assessors shall make a recommendation to the Select Board in a Classification Hearing for the adoption of the following four tax rate-related factors: the residential factor, open space discount, residential exemption, and small commercial exemption.
3. With the adoption of these factors, the Assessing Division shall submit this information to the Bureau of Local Assessment, which certifies the tax rate.

Appendix: Financial Policies

3. Revenue Collection

A. *Property Taxes*

1. *Collection of Property Tax*

- a. It is Town policy to issue bills for real estate and personal property taxes on a quarterly basis in order to optimize cash flow. Interest shall be charged at a rate of 14 percent per annum for any unpaid balances after the respective due dates. Demand notices shall be mailed by May 31st on any balances outstanding after May 1st. A demand fee of \$10.00, as well as 14% interest, shall be included on the demand bills in accordance with state statute. If the outstanding balance is less than \$10, the demand fee is not charged.

2. *Application of Tax Payments*

- a. It is Town policy to assure the correct application of taxpayers' payments to their accounts on a timely basis. Receipts that are subject to interest, demands and other costs shall be applied based on the following order: interest, demand or other fees, utility liens, betterment assessments, real estate or personal property tax due.

3. *Tax Abatements and Exemption*

- a. The Town policy is to assure the correct application of taxpayers' abatements and exemptions to their accounts on a timely basis. As approved by the Board of Assessors or directed by the Appellate Tax Board, the Assessing Division grants abatements for real estate and personal property tax. The Board of Assessors may grant exemptions to qualifying veterans, the blind, surviving spouses, elderly and others along with those applying for tax deferrals that meet the statutory requirements as of July 1st.
- b. The Assessing Division enters all abatements and exemptions into the financial service software. As a result of this process, a *Notice and Certificate of Abatement Document* is created, signed by the Board of Assessors, and mailed to the taxpayer and provided to the Treasurer/Collector Division as evidence of the reduction in accounts receivable.

4. *Property Tax Refunds*

- a. It is Town Policy that the Treasurer/Collector Division is responsible for taxpayer refunds. Refunds for real estate and personal property are processed after May 1st (last tax due date) of any given year to assure all taxes due for the fiscal year have been paid. All precautions must be taken to assure the correct party receives the refund. Refunds shall be processed within 30 days (of the posting of the abatements/exemptions) for credit balances caused by the abatement/exemption.

5. *Refunds on Overpayments Due to Abatements*

- a. It is Town policy to assure the accurate calculation and the subsequent distribution of taxpayers' abatements to the proper party on a timely basis.

6. *Special Situations*

- a. It is the policy of the Town to bill, collect and record in an accurate and timely manner all of the special situations in accordance with Massachusetts General Law.

7. *Property Tax Payment Delinquency*

- a. It is Town policy is to collect all property taxes owed. Property taxes that are owed and not paid on time shall result in the taxpayer being charged penalties and interest, and may result in a tax taking and ultimately in a foreclosure.

Appendix: Financial Policies

A. *Motor Vehicle Excise Tax*

1. It is Town policy to optimize the Town's cash flow by mailing each motor vehicle commitment within 15 days of receipt of the *Assessors Warrant to the Treasurer/Collector* for each commitment from the Registry of Motor Vehicles (RMV).
2. The RMV maintains all records on motor vehicles and values. Several times over the course of the year, the RMV provides an electronic record to the Town Assessor, which documents the total value of the specific commitment and contains all of the information for billing to specific motor vehicle owners/accounts.
3. The first major motor vehicle excise (MVX) commitment of each calendar year, which is the largest commitment, will be mailed within 21 days of receipt of the commitment file from the RMV. All subsequent commitments are to be mailed within two weeks of receipt of the file from the RMV.
4. The Town currently has a contract with a Deputy Collector which provides that this vendor is responsible for MVX bill printing and mailing, delinquent payment processing, collection at warrant and reporting. The Town is responsible to assure that the commitment is accurate, for review and approval of abatements; for refunds and the overall monitoring of the process and for the reconciliation of the MVX receivable.
5. Bills are due and payable in full within 30 days of issue. Demand notices will be mailed within 15 days of the due date of the excise bill.
6. A \$10.00 demand fee will be included along with interest on the unpaid balance of the bill. Payments not paid at demand are subject to:
 - o Warrant fee of \$10.00 and notice fee of \$12.00
 - o If not paid, then final warrant fee of \$17.00 and
 - o If not paid, then Registry of Motor Vehicle fee of \$20.00.

4. Other Revenues

A. *State Aid*

1. It is Town Policy to budget conservatively in anticipation of the receipt of State Aid. Under M.G.L. 58 § 25A, the Commissioner of Revenue is required to provide an estimate of local aid to municipalities. Likewise, under M.G.L. 59 § 21, the Commissioner of Revenue is required to provide the Town with advance estimates of state assessments and charges and the Assessing Division is required to use these figures in determining the local property tax rate.

B. *State and Federal Grants*

1. It is Town policy that, with the approval of the Town Manager, Departments may apply for Federal and State grants to support Town initiatives or projects. All grant contracts must be approved and signed by the Town Manager. A copy of the grant documents must be provided to the Accounting Division. Departments shall comply with all of the requirements presented in the grant.
2. The source of the grant funding determines whether a grant is a state or federal grant.
3. It is Town policy that all procurement associated with State and Federal grants comply with State and Local laws and regulations.

Appendix: Financial Policies

5. Operating Expenditures

A. *Accounts Payables*

1. It is Town policy that the Accounting Division shall assure the timely payment of all original invoices and vouchers submitted and approved by authorized Town employees. In order to accomplish this, vendors are paid weekly.
2. It is Town policy that vendor invoices are only paid after verification of available funds for said purpose and upon evidence of compliance with procurement requirements established by State law, Town Bylaws and Administrative Policies and Procedures.

B. *Payroll*

1. It is Town policy that Town and Concord Public School employees shall be accurately compensated in a timely fashion for their work.

6. Cash Management

A. *Departmental Receipts*

1. It is Town policy that the Town Treasurer shall have the fiduciary duty for the collection, management, and disbursement of cash.
2. It is Town policy that the department that collects cash, checks and credit card payments for services performed be responsible for safeguarding the collection and remittance of receipts until this money is turned over to the Treasurer/Collector Division. All cash received shall be turned over to the Treasurer/Collector Division; and no money shall be retained for petty cash or for making change.
3. It is Town policy that the department shall turn over these receipts to the Treasurer/Collector Division at least weekly or when total receipts are greater than \$2,000 and/or cash is greater than \$100. Exceptions to this turnover policy can be made by the Town Treasurer. The department shall separately send a copy of the turnover sheet to the Accounting Division.
4. Upon receipt of a departmental turnover, the Treasurer/Collector Division shall verify the amounts of the turnover. Within a period of one business day, the Treasurer/Collector Division shall post the receipt and deposit the collected money into a Town bank account. The Accounting Division will then post the receipts to the General Ledger.

B. *Cash Disbursements*

1. It is Town policy that warrants shall be processed on a weekly basis and payroll payments shall be processed on a bi-weekly basis. Warrants shall be duly signed and approved by the Town Accountant and the Select Board. The Treasurer/Collector or her designee shall be responsible for the disbursement and mailing of all vendor checks and shall assure that all Town checks are delivered only to the designated vendor.

C. *Emergency Disbursements (Special Warrants)*

1. It is Town policy that only in extenuating circumstances will the Treasurer/Collector Division be allowed to issue a disbursement outside of the normal weekly warrant process. Following the issuance of a check by the Town Accountant, the Town Manger must approve the release of funds in advance of Select Board approval.

Appendix: Financial Policies

D. Petty Cash Administration

1. It is Town policy that Petty Cash accounts shall be authorized by the Treasurer for departments that need a small amount of cash to make payments required at the time of service or to manage cash change transactions. Petty cash can only be replenished by submittal of all documentation and receipts through the warrant process for review by the Accounting Division.

E. Tailings (Uncashed Checks)

1. It is Town policy to identify and research all Uncashed Checks (Tailings) as a part of the timely reconciliation of all bank accounts. If after 60 days from the date of issuance of a check and the check has not been cashed, either a letter shall be sent to the known address for the check recipient or a notice shall be posted on the Town website. If there is no response within 60 days, for checks that are \$100 or more and are not cashed, a notice shall be advertised in a local newspaper. After one year of the newspaper notice, funds from these unclaimed checks may be credited to the Town's General Fund.

F. Reconciliation of Cash

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.

7. Reserves

A. General Fund

1. It is Town policy to maintain Free Cash, the General Fund's unassigned fund balance as certified by the Massachusetts Department of Revenue (DOR), at a level between 5% and 10% of the ensuing General Fund Budget with the following stipulations:
 - a. Free Cash shall be used only to the extent that it can be replenished within a one-year period.
 - b. Free Cash can be used to provide relief to Town taxpayers by allocating a portion of Free Cash that is not more than 1% of the ensuing General Fund Budget to reduce the tax levy, if that allocation is expected to be replenished in the ensuing year.
 - c. If Free Cash falls below 5% of the ensuing General Fund Budget, Town Manager and the Finance Director shall develop a plan to bring Free Cash back up to the 5% level.
 - d. If Free Cash rises above 10% of the ensuing General Fund Budget, the Town Manager shall consider recommending using the excess Free Cash in the following ways:
 - i. Appropriate a portion of the excess Free Cash for a special non-recurring expenditure that would include a capital item that would otherwise be eligible to be funded through borrowing, and
 - ii. Appropriate a portion of the excess Free Cash to a General Fund Stabilization Fund.

Appendix: Financial Policies

A. *Enterprise and Revolving Funds*

1. It is Town policy to maintain unrestricted fund balance for its enterprise and revolving funds at a minimum level that would provide adequate resources to sustain operations through unexpected and unfavorable financial events. These financial events could result in an unexpected expenditure outlay or revenue loss.
2. For the enterprise funds, unrestricted fund balance is categorized into two groups: depreciation funds and undesignated funds. The purpose of depreciation funds should be to allocate resources for the maintenance of capital assets. By setting aside annual depreciation expense using a half-year, straight-line convention, depreciation funds monetarily recognize the gradual wear of capital assets.
3. Undesignated funds are the additional funds need to sustain operations through unexpected and unfavorable financial events. Insurance policies (Refer to the Risk Mitigation section) cover the Town for events related to property damage and liability claims. Since enterprise funds rely on fees for services to fund operations, loss of expected revenue from the customer base may have an impact on the enterprise. Since some enterprises (Light Fund, Water Fund, and Sewer Fund) have a stable customer base, there is not the need for a large minimum undesignated fund balance. Other enterprises (Beede Fund) are dependent on a market-driven customer base, and there is the need for a larger minimum undesignated fund balance to sustain operations if market conditions change.
4. According, it is Town policy to maintain a minimum undesignated fund balance for the enterprise funds as follows:
 - a. Light Fund: Two months of annual operating revenue,
 - b. Water Fund: Two months of annual operating revenue,
 - c. Sewer Fund: Two months of annual operating revenue, and
 - d. Beede Fund: Six months of annual operating revenue.
5. For the two revolving funds (Solid Waste Revolving Fund and Recreation Revolving Fund), which do have a market-driven customer base but have flexibility in adjusting operations more rapidly because they do not have capital assets to maintain, it should be the Town's policy to maintain a minimum fund balance as follows:
 - a. Solid Waste Revolving Fund: Two months of annual operating revenue, and
 - b. Recreation Revolving Fund: Two months of annual operating revenue.
6. If an undesignated fund balance for an enterprise or revolving fund falls below these minimum levels, the Town Management should develop a plan to bring the respective fund balance up to the minimum levels.
7. It should be noted that these defined levels of fund balance are minimums and a greater amount is permitted in order for the enterprise or revolving fund to accumulate resources for an anticipated future event.

A. *Stabilization Funds*

1. It is Town policy that stabilization funds can be created to set aside funds to be used for a specific purpose at some later date.

Appendix: Financial Policies

D. Encumbrances

1. It is Town policy that a Department Head may request at the end of the fiscal year that the Town Manager set aside available funds from the department's General Fund appropriated account to be used for a specific purpose at some later date. Encumbered funds shall not be used for operating expenses in future years. Once these encumbered funds are approved and established, the Department Head may use these funds for the stated purpose in subsequent fiscal years.

E. Reserve Fund

1. It is Town policy that the Town Manager, with the certification as to fund balance by the Town Accountant, can make a request to the Finance Committee for a transfer from the General Fund Reserve Fund to another appropriated account in the event that the account incurs an expenditure which is extraordinary or unforeseen, per M.G.L. 40 § 6. The Finance Committee shall have the sole authority to approve such a transfer.

7. Investments

A. Investments of Treasury Funds

1. It is Town policy that the Town Treasurer may invest Treasury Funds as follows:
 - a. Massachusetts State Pooled Fund (in unlimited amounts and the pool is liquid) – The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the direction of State Treasurer.
 - b. Commercial Bank Deposits or Certificates of Deposit, which are fully collateralized through a third party agreement (in unlimited amounts for up to three-year maturity).
 - c. Massachusetts list of Legal Investments, per M.G.L. 167 § 15A as updated each July 1st.
 - d. Other financial instruments as defined in M.G.L. 44 § 55.

B. Investments of Trust Funds

1. It is Town policy that the Town Treasurer may invest Trustee Funds as specified in the investment policy established by the Trustees of Town Donations, the entity that has fiduciary duty over these funds.

C. Diversification

1. Diversification shall be interpreted in two ways: in terms of maturity, as well as instrument type and issuer. The diversification concept shall include prohibition against over-concentration of maturities as well as concentration in a specific institution.
2. It is Town policy that with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies and state pools (e.g., MMDT), no more than 10 percent of the Town's investments shall be invested in a single financial institution.

Appendix: Financial Policies

A. *Ethics*

1. It is Town policy that the Town Treasurer (and other Finance Department staff) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Town Manager any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the Town's investments.
2. It is Town policy that the Town Treasurer shall not make a deposit in any bank, trust company or banking company that he/she is associated with as an officer or employee, or has been associated with as an officer or employee for any time during the three years immediately preceding the date of any such deposit.

B. *Relationship with Financial Institutions*

1. It is Town policy that financial institutions shall be selected first and foremost with regard to the safety of the Town assets.
2. It is Town policy that the Town shall only select brokers who are recognized, reputable dealers. The Town Treasurer shall require any brokerage houses and broker/dealers wishing to do business with the municipality to supply the following information to the treasurer:
 - a. Audited financial statements,
 - b. Proof of National Association of Security Dealers certification,
 - c. A statement that the dealer has read the municipality's investment policy and will comply with it, and
 - d. Proof of credit worthiness (minimum standards of at least five years in operation and a minimum capital of \$10 million).

9. Capital Expenditures

A. *Capital Assets*

1. It is Town policy that capital items are defined as 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 \$10,000.
2. It is Town policy that in compliance with GASB #34, capital assets (other than land) are depreciable and should follow straight-line depreciation schedules in accordance with the Massachusetts Department of Revenue's useful life schedules.

B. *Capital Funding Target Level (General Fund – within the levy limit)*

1. It is Town policy that a target of 7% to 8% of the total budget net of the excluded debt levy be allocated for capital financing. Of the 7% to 8%, no more than 5% shall be for debt service within the levy limit. Capital Outlay from the Town Departments and the Concord Public Schools shall be at least 2% to 3% of the annual budget (not including excluded debt).

Appendix: Financial Policies

A. *Five-Year Capital Improvement Program (CIP)*

1. It is Town policy that the Town shall maintain and annually update a 5-year Capital Improvement Program to identify current and future capital needs. The CIP shall allocate resources to fund new needed capital projects and fund the repair and replacement of existing capital assets in effort to maintain the Town's physical infrastructure and avoid deferring maintenance for future years.

10. Debt

A. *Debt Structure*

1. It is Town policy that capital items that can be funded through borrowing include infrastructure, facilities, vehicles, equipment, and land, which have (1) an estimated cost of \$100,000 or more and (2) a useful life of at least 5 years.
2. It is Town policy that all borrowing whether tax-supported by the General Fund or revenue-supported by the Enterprise Funds shall be issued as General Obligation (GO) bonds, having the Town's pledge of full faith and credit for repayment.
3. It is Town policy that tax-supported borrowing can be used for the sustainability, improvement, or expansion of the Town's significant capital assets with debt service is paid for by the General Fund.
4. It is Town policy that the maximum level of indebtedness shall not exceed 5% of the equalized valuation of the Town per M.G.L. 44 § 10.
5. It is Town policy that the Town shall develop a 5-year debt capacity analysis inclusive of CPS, with estimated project costs updated annually.
6. It is Town policy that for tax-supported borrowing within the levy limit, the Town's goal is to structure the Town's debt in the following way:
 - a. The repayment schedule is at an accelerated pace in which of 60% of the principal is repaid within 5 years and 90% is repaid within 10 years. This goal reduces the cost of interest expense and frees up debt capacity for future borrowing.
 - b. The annual amount of debt services is approximately 5% of the annual General Fund expenditures net of excluded debt service. The purpose of this goal is to allocate sufficient funds for the Town's capital needs and prevent operating needs from "crowding out" the proper investment in capital.
7. It is Town policy that revenue-supported borrowing shall be reserved for capital assets associated with expansion of service. Debt service is paid through user fees and rates earned by the specific Enterprise Fund.
8. It is Town policy that excluded debt shall be used for capital items that cannot be funded through the debt plan within the levy (e.g., new schools construction, facility expansion, land acquisition, etc.). For all excluded debt proposals, the impact on property tax shall be calculated prior to the presentation at Town Meeting.
9. It is Town policy that the retirement structure of a specific bond shall not be greater than the useful life of the underlying capital assets.
10. It is Town policy that borrowing shall not be used for operating expenses or to fund other long-term liabilities such as pension or other post-employment benefit obligations.

Appendix: Financial Policies

A. *Debt Authorization*

1. It is Town policy that the Town shall publish a notice of the Town Meeting warrant article for a borrowing at least 7 days prior to an Annual Town Meeting and at least 14 days prior to a Special Town Meeting, per M.G.L. 44 § 10.
2. It is Town policy that all borrowing authorizations require a two-thirds majority vote by Town Meeting per M.G.L. 44 § 7. For borrowing authorizations outside the levy limit, Town Meeting must approve the borrowing by a two-thirds majority and the Town must approve it by a majority vote in a community-wide referendum per M.G.L. 44 § 8.

B. *Debt Issuance*

1. It is Town policy that the Town should retain a financial advisor and bond counsel for financial and legal guidance for debt issuance. Prior to the issuance of a bond, the Town shall provide an Official Statement containing legally required disclosure information pertaining to the financial and economic position of the Town (17 CFR § 240.15c2-12).
2. It is Town policy that with the guidance of Bond Counsel, the Town shall award the winning bond bid to the bidder with the lowest True Interest Cost (TIC).
3. It is Town policy that the Town shall spend the bond proceeds in a timely manner to avoid IRS arbitrage penalties. The Finance Department as well as the particular departments shall monitor the use of bond proceeds to ensure compliance with arbitrage regulations.

11. Other Liabilities

A. *Pension*

1. It is Town policy to allocate resources to fully fund the Town's portion of the Concord Contributory Retirement System by 2030. In order to do so, the Town shall contribute to the pension fund its share of the Annual Required Contribution (ARC) payment as determined by a biennial actuarial valuation report, certified by the Public Employee Retirement Administration Commission (PERAC), and reviewed by Contributory Retirement Board. This contribution may consist of (1) a General Fund appropriation increasing at a 3% annual growth rate, (2) the use the Town Pension Reserve Fund to supplement the required General Fund allocation as necessary, and (3) the full funding of the ARC associated with the Town's enterprise operations.
2. It is Town policy that management and investment of the pension fund are the responsibility of the Concord Contributory Retirement Board.

B. *OPEB*

1. It is Town policy to allocate resources to fully fund the Town's portion of Other Post-Employment Benefits (OPEB) by 2039. In order to do so, the Town shall contribute to the OPEB Trust Fund its share of the Net OPEB Obligation (NOO) as determined by an actuarial valuation report. This contribution may consist of (1) a General Fund appropriation increasing by \$250,000 annually until the General Fund's portion of the NOO is fully funded, and (2) the full funding of the NOO associated with the Town's enterprise operations.
2. Funds invested and reinvested in the OPEB Trust Fund by the Town Treasurer shall be consistent with the prudent investor rule established under M.G.L. 203C.

Appendix: Financial Policies

12. Accounting and Financial Reporting

A. *Financial Reporting*

1. It is Town policy that the Town's accounting practices shall conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB), the Uniform Municipal Accounting System (UMAS), and the Massachusetts Department of Revenue (DOR) Informational Guideline Releases.
2. It is Town policy that a certified public accounting firm shall conduct an independent annual audit of the Town financial records. There are four types of opinions provided by the auditor of the independent annual audit: Unqualified Opinion (Clean Opinion), Qualified Opinion, Adverse Opinion, and Disclaimer of Opinion. It is Town policy that Town government shall maintain its financial records so that the auditor can render a Clean Opinion, the opinion in which the Town financial records have been maintained in accordance to GAAP. An opinion rendered by an auditor that is not a clean opinion shall be reviewed by the Finance Department and corrections shall be made in the next fiscal year.
3. It is Town policy that the Finance Department shall take steps to address Management Letter items (e.g., items that the independent auditor sees deficiencies) during the subsequent fiscal year.
4. It is Town policy that a completed audit by the Town shall be submitted to the Division of Local Services, per State law.
5. It is Town policy that whenever the total annual federal grants to the Town and CPS total more than the level that triggers a single audit, the Town is required to comply with the Single Audit Act for Audits of States, Local Governments, and Non-Profit Organizations.
6. It is Town policy to have a Financial Audit Advisory Committee (FAAC) to assist the Select Board, Town and Concord Public School financial management officials in the organization, implementation and review of the annual examination of financial reporting and control procedures and in the continuous review and improvement of fiscal accountability matters.

B. *Reconciling Accounts*

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division shall reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.
2. It is Town policy that the Treasurer Collector Division shall reconcile all receivable accounts on a monthly basis. The reconciliation shall show each receivable account by levy year for property and excise taxes and total balances for betterment, tax title, and lien accounts. A separate report shall be provided for any other receivables. Deferred revenue accounts for all funds shall be reconciled to the receivable accounts on a monthly basis.
3. It is Town policy that the Accounting Division shall reconcile the General Ledger accounts as follows:
 - a. Payable and payroll withholding accounts shall be checked periodically and not less than semiannually to determine that the balances are properly clearing.
 - b. Budgeted expenditure accounts shall be reviewed monthly to identify any unusual activity or predict potential budget shortages.

Appendix: Financial Policies

- a. Revenue and expenditure accounts shall be reconciled to the control accounts. This is performed automatically by the financial system but should be periodically checked to assure that there are no system errors.
- b. All funds should be checked to be sure they are in balance.
- c. Interfund transfers and receivable/payable accounts shall be reconciled where applicable.
- d. Appropriation balances shall be reconciled to the tax recap and Town meeting votes.
- e. All accounts shall be reviewed analytically from time to time for reasonableness and to identify unusual activity.

A. *Monitoring Accounts*

1. It is Town policy that all expenditure budgets be reviewed on a monthly basis by department heads. The official record of expenditures is the Town's General Ledger as maintained by the Accounting Division and department heads or authorized employees must submit documentation to support any journal entry if an expenditure account on the General Ledger needs adjustment.
2. It is Town policy that all revenue transactions be reviewed on a monthly basis by department heads. The official record of revenues is the Town's General Ledger as maintained by the Accounting Division, and department heads or authorized employees must submit documentation to support any journal entry if a revenue account on the General Ledger needs adjustment.

B. *Year-End Closing*

1. It is Town policy that the Accounting Division shall complete the year-end closing process once the auditors have finished their field work and have given the Town approval to generate year-end financial statements and to submit documentation for Free Cash certification.

C. *Regulatory Reporting*

1. *Free Cash Certification (Balance Sheet)*: It is Town Policy to file appropriate documentation with Massachusetts Department of Revenue's (DOR) Bureau of Account for the certification of Free Cash after the close of each fiscal year. Certified Free Cash is available for appropriation at the subsequent Town Meeting. Please refer to *Section 7. Reserve Funds* for the Free Cash Policy.
2. *Schedule A*: It is Town policy that the Accounting Division files *Schedule A*, the year-end statement of revenues and other financing sources, expenditures and other financing uses, changes in fund balances, certain balance sheet and other information with the DOR, by annual deadline of November 30th.
3. *Tax Recapitulation Sheet*: It is Town policy that the Finance Administration Division, Assessing Division and Accounting Division work collectively to complete the Department of Revenue's *Tax Rate Recapitulation* form, a four-page form that assembles all information necessary to calculate tax rates for the municipality, by the end of November. Once the tax rate has been approved by DOR, the Accounting Division shall record a journal entry for the final overlay account (allowance for abatements and exemptions).

CPA Reporting: It is Town policy that the Town completes and submits to the DOR three Community Preservation Act (CPA) reports annually: the CP-1 Form (Community-

Appendix: Financial Policies

1. Preservation Act Surcharge Report), the CP-2 Form (The Community Preservation Fund Report), and the CP-3 Database (The Online Community Preservation Projects Report).
5. *Cash and Receivable Reconciliation*: It is Town policy that the Accounting Division and the Treasurer/Collector Division submit an end-of year cash and receivable reconciliation to DOR.
6. *Snow and Ice Reporting*: It is Town policy that the Accounting Division submits a snow and ice report signed by the Town Manager and the Finance Committee to the DOR by deadline of September 30th. This report is a statement of snow and ice expenditures and financing sources for the previous winter.
7. *1099 Reporting*: It is Town policy that the Accounting Division shall issue *1099 Forms* by January 31st. The Accounting Division shall submit a 1099 file to both the IRS and the State. A 1099-MISC is issued for each person the Town has paid at least \$600 for rents, services, prizes and awards, or other income payments during the calendar year. A 1099-INT is issued for each person to whom the Town has paid \$10 or more of interest during (from tax abatement refunds, 53-G refunds, etc.) for the calendar year.
8. *Annual Provider Information Form*: It is Town policy that the Accounting Division is responsible for generating this report and submitting this report to the State by August 1st. Massachusetts General Laws Chapter 62C § 47A requires that cities and towns report certain information on vendors. The Town is required to list all persons who furnished goods, services, or real estate space for \$5,000 or more during the preceding fiscal year under contracts or agreements. The listing shall contain the name, address, and social security or federal identification number. The Department of Revenue further requires that the Town submit the Tax ID number of all providers of goods and services to the Town.
9. *Fixed Asset Reporting*: It is Town policy that the Accounting Division is responsible for fixed asset reporting. A capital asset is defined as having a value of \$10,000 or more and useful life is 2 years or more. GASB 34 requires the Town to account for capitalized infrastructure associated with Government Activities.

13. Risk Mitigation

A. Financial Risk

1. It is Town Policy that the Town will contract with an independent auditing firm to examine the Town's financial statements, render an opinion, and provide a management letter. The Financial Audit Advisory Committee has the charge for reviewing the audited financial statements and management letter.

B. Property Risk

1. It is Town policy that that the Town shall contract for sufficient insurance coverage to protect Town property in the case of an unforeseen catastrophe or damage to Town property. Property Risk mitigation is the responsibility of the Town Manager's Office and policies and procedures for property risk mitigation are established by that department.

Appendix: Financial Policies

A. *Information Risk*

1. It is Town policy that the Town shall provide safeguards against cyber threats. Information risk mitigation is the responsibility of the Information Technology Department and policies and procedures for information risk mitigation are established by that department.

D. *Professional Liability Risk*

1. It is Town policy that the Town shall contract for sufficient professional liability insurance coverage to protect Town officials and members of Town boards and committees for decisions made during official duty.

14. Procurement

A. *Procurement*

1. It is Town policy that the purchase of goods, services, and construction activities are obtained at the best value. Best value is defined as the lowest price for purchases that have similar quality and a combination of lowest price and highest quality for other purchases. This policy is implemented through compliance with State procurement statutes and Town regulations that promote competition in the award of contracts: competition is ensured by requiring that the Town conduct a sealed bid or proposal process for items over a certain dollar threshold and by allowing the Town to participate in federal, state and regional competitively-bid purchasing agreements.

B. *Chief Procurement Officer and Delegation of Authority*

1. As set forth in Section 9F of the Town Charter, the Town Manager shall be responsible for the procurement of all supplies, materials and equipment and for the award of all contracts. Town Manager shall be appointed as the Chief Procurement Officer of the Town. Most of these duties and powers shall be delegated to the Finance Director and the School Finance Officer as allowed by M.G.L. 30B § 19 and specified in APP #36. The Town Manager shall alone retain the sole authority to award and execute contracts.

C. *Purchase Orders*

1. It is Town policy that purchase orders shall be used for all purchases of \$1,000 or more, unless otherwise exempted.

D. *Authorization*

1. *Purchase Orders between \$1,000 and \$4,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, and Budget & Purchasing Director.
2. *Purchase Orders between \$5,000 and \$34,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director and Finance Director.
3. *Purchase Orders of \$35,000 or more:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director, Finance Director and Town Manager.

Appendix: Financial Policies

A. *Statutory and Regulatory Compliance*

1. *Goods & Services:* For the procurement of goods and services, the Town shall follow the Uniform Procurement Act, M.G.L. 30B.
2. *Building Design:* For building design, the Town shall follow the Designer Selection Law, M.G.L. Chapter 7 §§ 38 A½ - O.
3. *Building Construction and Repair:* For building construction and repair, the Town shall follow M.G.L. 149 §§ 44 A-M.
4. *Public Works Construction:* For roads, bridges, water and sewer systems, and other public works construction, the Town shall follow M.G.L. 30 § 39M.

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: 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**.

SECTION V: Appendix

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