



**TOWN OF CONCORD  
MASSACHUSETTS**

**Town Manager's Proposed Budget  
FY2019**

For the Fiscal Year  
July 1, 2018 - June 30, 2019



*Printed on 30% post consumer recycled paper*

**February 14, 2018**

**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 164-167)
- Fire and Emergency Medical Response Services (see pages 168-171)

**2: Enhance Residents' Quality of Life**

- Human Services Division to assist with the social needs of the community (see pages 224-227)
- Healthy Communities Initiative (see pages 130-133)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Senior Services Division (see pages 228-231)
- Library Services at Main Library and Fowler Branch (see pages 220-223)
- Veterans Services & Benefits (see pages 238-239)

**3: Preserve the Town's Character**

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection (see pages 116-133)
- With prior year funding, a Comprehensive Long Range Plan is being developed

**4: Promote Sustainability of Resources**

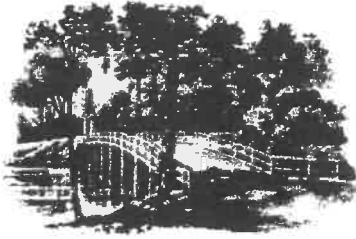
- Newly hire Sustainability Director as part of the Resource Sustainability Fund (see pages 96-101)
- Historical electricity and natural gas use for municipal buildings (see pages 98-101)
- Individual Building Energy Reports included in each building account
- Use of renewable energy by Concord Municipal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

**5: Ensure Quality Operational & Financial Management**

- Town Manager: Survey of quality and cost effectiveness of Town Services (see page 89)
- Finance Department's fiscal management : AAA Bond Rating (see page 141), Free Cash Level (see page 6), Unused Levy Capacity (see page 11), Stabilization Funds (see pages 20-22), Tax Collection Rate (see page 145)
- Town Clerk: Effectively managing Town records and elections (see pages 154 -157)
- Human Resources: Managing Town personnel issues and improving 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 180-217)
- Facilities budget to support municipal buildings (see pages 94-97)
- Update Information Technology systems to improve Town services (see pages 158-161)



OLD NORTH BRIDGE

**TOWN OF CONCORD**

TOWN MANAGER'S OFFICE  
 22 MONUMENT SQUARE - P.O. BOX 535  
 CONCORD, MASSACHUSETTS 01742

TELEPHONE (978) 318-3000  
 FAX (978) 318-3002

CHRISTOPHER WHELAN, TOWN MANAGER

February 14, 2018

The Honorable Select Board:

I herewith submit for your review the Town Manager's Proposed General Fund Budget for Fiscal Year 2019 (July 1, 2018 - June 30, 2019) in accordance with the requirements of the Town Charter. With the presentation in this Budget Book, I am pleased to report that this proposed FY19 General Fund Budget is financially sound while funding key priority programs.

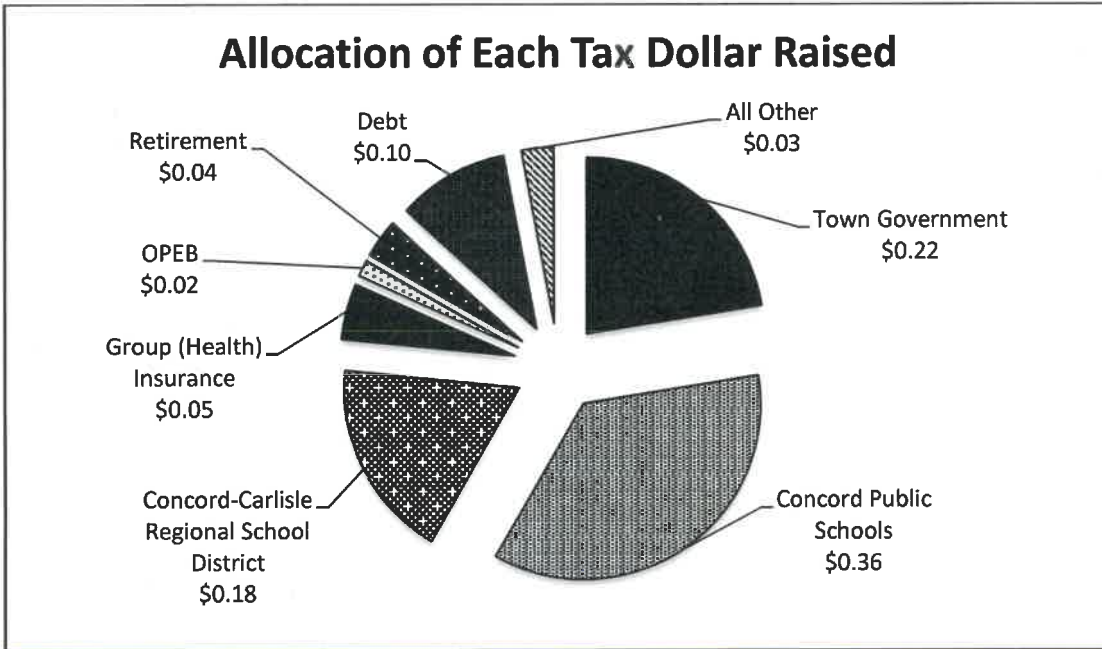
Throughout the fall of 2017, the Finance Committee deliberated on the appropriate funding levels for the Town Government, Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRS) and set a guideline level of \$23,847,317 for Town Government, \$37,869,513 for CPS and \$18,892,517 for CCRSD. After much consideration about the funding level needs of the Town, I am proposing an appropriation amount for Town Government (Article 7 on the 2018 Annual Town Meeting Warrant) of \$24,050,513 or \$203,196 above the guideline. The proposed CPS budget (Article 9) is \$38,461,880 or \$592,367 above the guideline and the proposed CCRSD operating assessment (Article 12) is \$19,544,198 or \$651,681 above the guideline. It should also be noted that at the time this document was prepared the assessment for the Minuteman Vocational School District was estimated to be \$752,938; it is in fact \$742,679, as voted by the Minuteman School Committee.

	<u>FY18 Budget</u>	<u>FY19 Proposed</u>	<u>Change from FY18 to FY19</u>	
			<u>Amount</u>	<u>Percent</u>
Town Government	\$23,064,013	\$24,050,513	\$986,500	4.28%
Concord Public Schools	\$36,810,111	\$38,461,880	\$1,651,769	4.49%
Concord-Carlisle RSD	\$17,935,005	\$19,544,198	\$1,609,193	8.97%
Subtotal	\$77,809,129	\$82,056,591	\$4,247,462	5.46%
All Other Accounts <sup>1</sup>	\$25,400,429	\$25,128,626	-\$271,803	- 1.1%
<b>Total Budget Plan</b>	<b>\$103,209,558</b>	<b>\$107,185,217</b>	<b>\$3,975,659</b>	<b>3.85%</b>

<sup>1</sup> For FY19, All Other Accounts consists of Group Insurance (\$5,526,100), OPEB (\$1,617,000), Retirement (\$3,777,010), Town and CPS Debt Service (\$3,994,645), CCRSD Debt Service (\$102,809), Town, CPS, and CCRSD Assessed Excluded Debt Service (\$6,789,214), Accounts not subject to Appropriation (\$1,269,197), Minuteman Vocational School District Assessment (\$752,938), Social Security / Medicare (\$814,713), Other Fixed & Mandated Accounts (\$485,000).

## 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 \$107,185,217. For each tax dollar raised to fund the Total General Fund Budget, here are the proposed uses:



## Revenues

Property taxes account for 86.4% of the revenues needed to fund the Total General Fund Budget. Other sources include State Aid (4.7%), Motor Vehicle Excise (2.9%), Other Local Revenue (3.8%), Stabilization Fund Transfers (0.3%), Other Transfers (1.5%), and Investment Earnings (0.4%).

The impact of the proposed budget on the property tax bill of existing taxpayers will be on average an increase of 4.32%, though each bill may vary due to a specific property's assessment. This means that for the median property with a current assessed value of \$838,900 the tax bill will increase by \$517 to \$12,505.

## 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, 2017, Certified Free Cash was a healthy \$10,798,936 or 10.4% percent of the current year budget. The FY19 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 \$2,512,624 in FY19. 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 fourteen years, the amount of debt that the Town has taken on has grown. The proposed FY19 debt service cost is as follows: \$3,994,645 for routine, within the levy limit, Town and CPS projects such as road repairs and building renovations; \$3,384,869 for Town and CPS excluded debt projects mostly for new elementary schools; and \$102,809 for CCRSD routine, within the levy limit projects and \$3,404,345 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 FY19, an amount of \$275,000 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, and in FY17 the Town refinanced additional debt resulting in a total budgetary savings of \$667,621 over 9 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 adequately funding the employer contribution for the retirement system – \$3,777,010 proposed for FY19 or an increase of 3.0% from the previous year – has placed the Town's retirement system in relatively good shape. As of the January 1, 2017 Actuarial Valuation, Concord had an Unfunded Actuarial Accrued Liability of \$25.8 million, down from \$29.1 million in the previous year and the funded ratio was 85%, making Concord ranked among the top funded 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 FY19 allocation from the Town for both Group Health and OPEB is projected to be \$7,143,100, more than 6.6% of the proposed General Fund budget. For the first time in FY19, the Town will include in its health insurance offerings a high deductible plan with a health savings account. While actual rates are not available at this time, the premium decrease is expected to be 15% to 20%.

## Town Government Budget

I am proposing a FY19 Proposed Town Government Budget of \$24,050,513, which is an increase of \$986,500 above the FY18 Budget and \$203,196 above the FY19 Finance Committee Guideline. In assessing the FY19 Town Government funding level needs, I came to the determination that there are items totaling \$986,500 that I have limited discretion of whether they should be funded. These necessary items are as follows:

<u>Item</u>	<u>Amount</u>	<u>Comment</u>
Salaries	\$740,000	To fund union contracts and provide parity with non-union employees
CIP	\$75,000	To maintain the Town infrastructure in a responsible manner
Sustain. Dir.	\$60,000	Necessary cost resulting from the hiring of the Sustainability Director
55 Church St.	\$35,000	Necessary cost resulting from operating the newly-purchased building
Elections	\$35,000	Necessary cost resulting from additional required elections
Legal Services	\$25,000	Necessary cost resulting from additional expected legal fees
TM in Gym	\$14,000	Necessary cost for chairs/tables to hold Town Meeting in the Gym
OPEB Audit	<u>\$2,500</u>	Necessary cost to pay audit fees for OPEB compliance
<b>Total</b>	<b>\$986,500</b>	

## Salaries

The Town has negotiated or is in negotiations for Collective Bargaining Agreements (CBAs) with unions representing employees in the Police Department, Fire Department, Library, Highway Division, Park & Tree Division and Cemetery Division. With the ratification of a CBA, the Town is required to pay the agreed-upon wages. For non-union employees, the Town has some discretion in establishing annual salary and wage increases. To maintain parity with the union employees, I am proposing a structure increase of 2.5% and a step/merit increase of 2.5% for non-union employees.

As of July 1, 2018, the salary and wage expenditure baseline for union employees is projected to be \$8.7 million and for non-union employees \$7.6 million. With the addition of overtime of \$1.4 million, the baseline at the beginning of FY19 of personnel costs is 17.7 million. To fund FY19 increases, an amount of \$740,000, or 4.1% of the total baseline, is proposed. Since some employees will not achieve the maximum step/merit increase, the 4.1% increase for salaries, wages, and overtime should be sufficient.

#### Capital Improvement Program (CIP)

Sustained investment in infrastructure is essential for the Town's long-term financial health. With current resources, the Capital Improvement Program (CIP) funds the proper maintenance and upkeep of Town buildings, technology infrastructure, police vehicles, public works equipment, and senior services vans. It is Town policy that we allocate 2% to 3% of the Town budget minus excluded debt for the capital purposes. With the proposed increase of \$75,000 to \$1,945,000, the funding for the CIP complies with this goal.

#### Sustainability Director

With the passage of Article 51 of the 2017 Annual Town Meeting, an amount of \$100,000 was appropriated for the first year salary of a new Sustainability Director and this person was hired in December 2017. Accordingly, approximately \$60,000 of the \$100,000 will be spent in FY18 and \$40,000 will be available for FY19. The rest of Sustainability Director's salary, \$60,000, will need to be appropriated from the General Fund in FY19.

#### 55 Church Street

The newly-purchase building at 55 Church Street is now being occupied by Town staff from the Retirement Office, Human Services Division, Veterans Division, and Recreation Department. It is a fitting location – next to the Senior Services Division at the Harvey Wheeler Community Center – where Town's human services can be centralized. To fund the operations of 55 Church Street, I am proposing \$35,000 of General Fund money.

#### Elections

In FY19, there will be three scheduled elections: a Town election, State primary, and State general election. This is an increase from the one scheduled election in FY18. Since each election cost the Town approximately \$17,500, I am requesting that the Elections Division budget be increased by \$35,000.

#### Legal Services

The legal services budget has not been increase since FY10 and the need to consult with legal counsel continues to grow. Already for the first six months of FY18, we have spent \$181,757 of the \$225,000 appropriation. Although an additional \$25,000 may not be sufficient for FY19, I am proposing that the legal services budget be increased to \$250,000.

### Town Meeting in the Gymnasium

With the move from the old high school to the new and the decision that the best location to hold Town Meeting is in the gymnasium of new high school, arraignments need to be made to properly set up the space to accommodate Concord citizens. Accordingly, I am including in the FY19 budget \$14,000 for the rental, delivery, and installation of platforms, chairs and tables in the gymnasium.

### OPEB Audit

New required accounting standards for presentation of Other Post-Employment Benefits (OPEB) information in the Town's annual audit will cost the Town an additional \$2,500 in FY19.

### Conclusion

The FY19 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 Finance Director Kerry Lafleur who, with the help of Finance Assistant Malysa Simard, were principally responsible for this coherent and comprehensive document.

Sincerely,



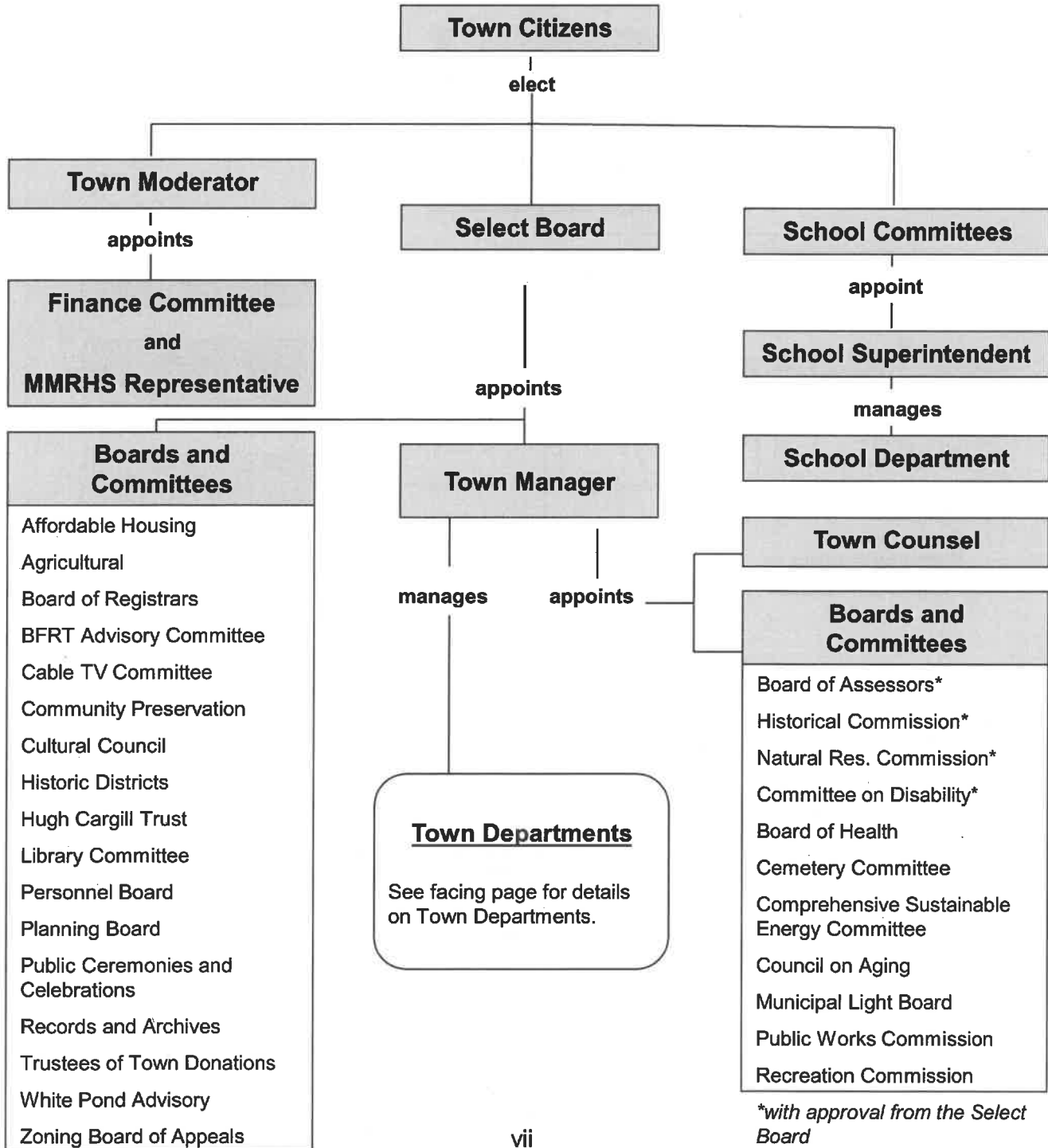
Christopher Whelan  
Town Manager

**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.

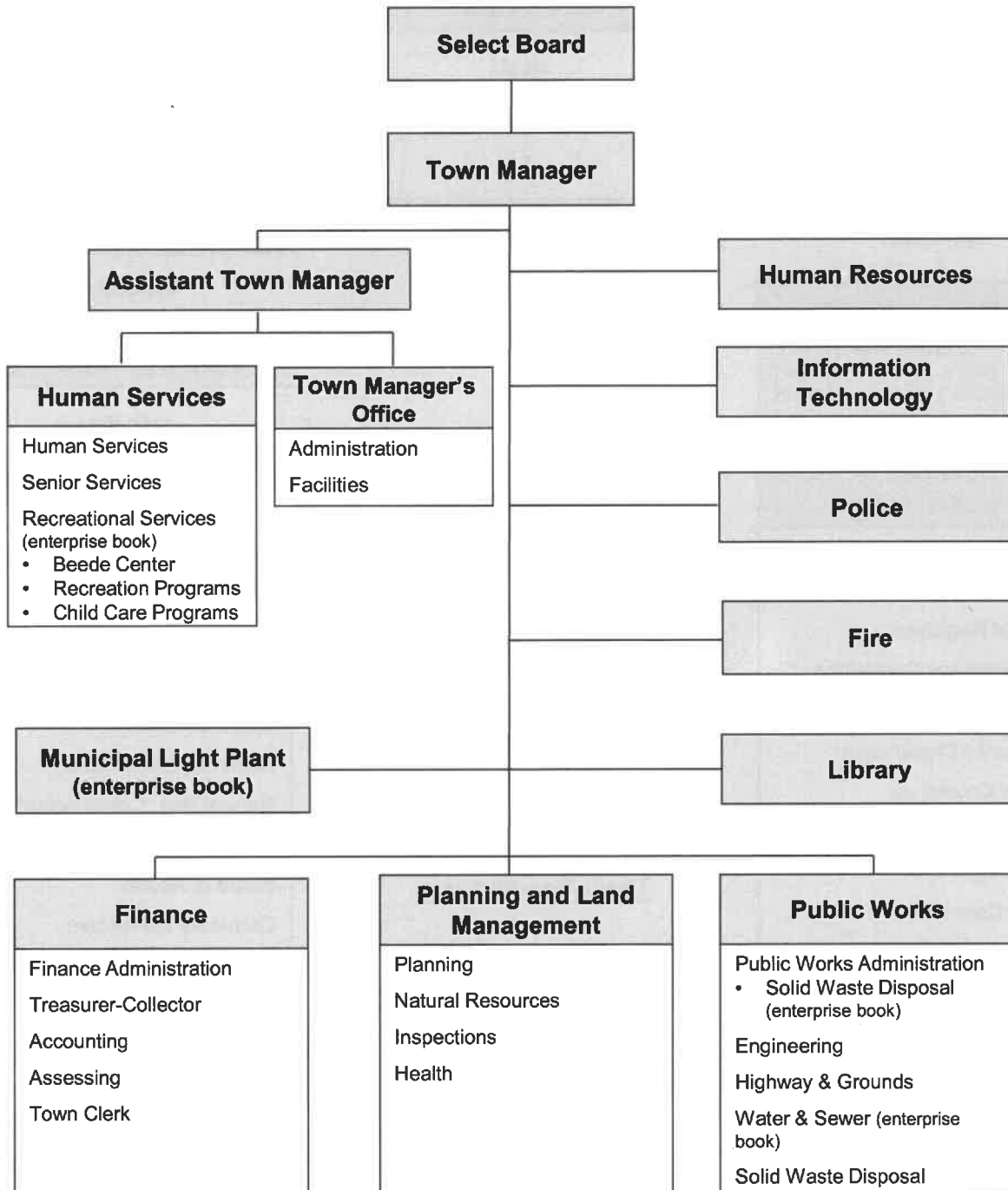
On the facing page, the chart shows how Town Government is structured to carry out the wishes of its citizens.



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**



# Table of Contents

## **Introduction**

Transmittal Letter.....	i
Organization Chart.....	vii
Table of Contents.....	ix

## **Financial Summary..... Section I**

### **Budget Overview**

Budget Overview Highlights.....	1
General Fund Balance Analysis.....	3
Free Cash Analysis.....	6
Expense and Revenue Summary Tables.....	8

### **Property Taxes**

Property Tax Highlights.....	10
Proposition 2½ and Levy Limit Calculations.....	11
Residential Property Tax Comparison Chart.....	12
Impact on Existing Taxpayers Chart.....	13
Projected Tax Impact Chart.....	14
Historic Tax Levy and Rates.....	15

### **Resources**

Revenue Category Descriptions.....	16
Property Tax Detail.....	17
State Aid and Local Receipts Detail.....	18

### **Other Resources**

Overview.....	20
Stabilization Funds.....	21
CPA & Parking Funds.....	23

### **Expenses**

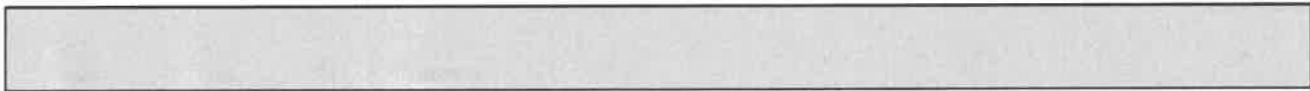
Major Organizational Categories.....	26
Joint Accounts.....	28
Other Obligations.....	29
Appropriations (Warrant Article 7).....	30
Town Government Budget Summary.....	33

### **Capital Outlay**

Capital Overview.....	42
FY19 Capital Plan.....	43
FY19 – 23 Capital Outlay Plan.....	44
FY19 Capital by Account.....	47
FY19 Capital Outlay Descriptions.....	50

### **Debt**

Debt Overview.....	54
Long-Term Debt Statistics and Charts.....	55
FY19 – 23 Debt Authorization Plan.....	58
Debt Service Schedule.....	60
Potential Debt Exclusion Projects.....	62
Excluded Debt Detail.....	64
Authorized and Unissued Debt.....	71



**Liabilities**

Major Liabilities ..... 72  
Reason for Presenting Major Liabilities ..... 73  
Debt..... 74  
Pensions ..... 75  
OPEB..... 76

**Town Government Accounts ..... Section II**

Town Government Budget Overview ..... 77  
Town Government FTEs ..... 78  
Expense Categories by Function ..... 80  
Account Summaries by Function ..... 81  
Budget Tutorial ..... 84

**General Government**

Town Manager (1A) ..... 86  
Human Resources Department (1B)..... 90  
Facilities Management (1C) ..... 94  
Resource Sustainability Fund (1D) ..... 96  
Visitors Center Restroom (1E) ..... 102  
37 Knox Trail (1F) ..... 104  
55 Church Street (1G)..... 106  
Legal Services (2) ..... 108  
Elections (3A)..... 110  
Registrars (3B)..... 112  
Town Meeting & Reports (4) ..... 114  
Planning and Board of Appeals (5A)..... 116  
Natural Resources (5B)..... 122  
Inspections (5C) ..... 126  
Health (5D) ..... 130  
141 Keyes Road (6) ..... 134

**Finance and Administration**

Finance Committee (7)..... 136  
Finance Administration (8A)..... 138  
Treasurer-Collector (8B) ..... 142  
Town Accountant (8C) ..... 146  
Assessors (8D)..... 150  
Town Clerk (8E) ..... 154  
Information Technology (9) ..... 158  
Town House (10)..... 162

**Public Safety**

Police Department (11) ..... 164  
Fire Department (12)..... 168  
West Concord Fire Station (13)..... 172  
Police/Fire Station (14)..... 174  
Emergency Management (15)..... 176  
Animal Control Officer (16)..... 178

**Public Works**

Administration (17A)..... 180  
Engineering (17B) ..... 184  
Highway Maintenance (17C)..... 188  
Parks and Trees (17D)..... 192  
Cemetery (17E)..... 196  
Snow & Ice Removal (18) ..... 200  
Street Lighting (19)..... 204  
Equipment (20)..... 206  
Drainage Program (21) ..... 208  
Sidewalk Management (22) ..... 212  
Road Improvements (23) ..... 214  
133/135 Keyes Road (24) ..... 218

**Human Services**

Library (25)..... 220  
Human Services (26A)..... 224  
Senior Services (26B) ..... 228  
Recreation Services (26C)..... 232  
Harvey Wheeler Community Center (27) ..... 234  
Hunt Recreation Center (28)..... 236  
Veterans Services & Benefits (29)..... 238  
Ceremonies & Celebrations (30)..... 240

**Unclassified**

Town Employee Benefits (31)..... 242  
Reserve Fund (32) ..... 244  
Salary Reserve (33) ..... 246  
Land Fund (34)..... 248

**Joint (Town-CPS)**

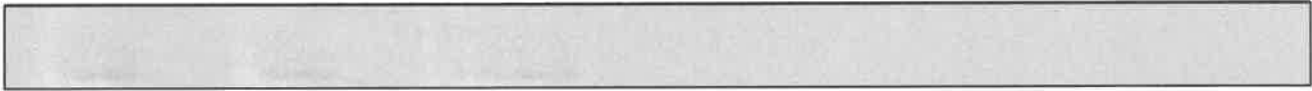
Group Insurance (35A)..... 250  
Other Post-Employment Benefits (OPEB) (35B) ..... 252  
Property & Liability Insurance (35C) ..... 254  
Unemployment & Workers' Compensation (36)..... 256  
Retirement (37) ..... 258  
Social Security/Medicare (38) ..... 262  
Debt Service (39) ..... 264

**Unappropriated Accounts ..... Section III**

State & County Assessments (101) ..... 268  
Overlay (102)..... 270  
Snow & Ice Deficit/Other Deficits (103)..... 272

**School Accounts ..... Section IV**

Concord Public Schools (104)..... 276  
Concord-Carlisle Regional School District (105)..... 278  
Minuteman Regional Vocational High School (106) ..... 280



<b>Appendix</b> .....	<b>Section V</b>
Budget Process and Calendar/Schedule .....	284
Finance Committee's FY19 Budget Guidelines .....	288
Community Profile .....	297
Financial Policies .....	300
Fund Descriptions .....	315
Basis of Accounting & Basis of Budgeting .....	317
Glossary .....	318

# **Section I**

# **Financial Summary**

**Section I Highlights****1: Overview**

- Proposed appropriations are as follows (see page 8):
  - Town Government: \$24,050,513
  - Concord Public Schools: \$38,461,880
  - Concord-Carlisle Regional School District: \$19,544,198
- Town Credit Rating: Moody's Investors Service Aaa (see page 2)
- FY17 Free Cash: \$10,798,936 (see pages 6 - 7)

**2: Property Taxes**

- Property Taxes fund 86.4% of the FY19 proposed budget (see page 1)
- FY19 Property Tax Levy for existing taxpayers is projected to increase by 4.32% over FY18 (see page 10)
- FY19 Unused Levy Limit is projected to be \$2,512,624 (see page 11)
- The FY18 Tax Rate is \$14.29 per \$1,000 assessed valuation (see page 12)
- A tax bill for the median valued home of \$838,900 is projected to increase by 517, from \$11,988 in FY18 to \$12,505 in FY19 (see page 14)

**3: Resources**

- 86.4% of the budgeted resources come from property taxes. State Aid (4.7%), Other Receipts (4.2%), Motor Vehicle Excise (2.9%), Interfund Transfers (1.4%), Stabilization Funds (0.3%) and Debt Service Reserve (0.2%) make up the remainder of the resources for FY19 (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 \$107,185,217, a 3.85% increase from FY18 (see page 29)
- Town, CPS, & CCRSD Operating Budgets are proposed to be \$82,056,591 (see page 26)
- Joint accounts (Insurance, Retirement, Social Security, Medicare) are proposed to be \$16,214,468 (see page 28)
- Other obligations (Minuteman Tech., Debt Exclusions) are proposed to be \$7,644,961 (see page 29)
- Unappropriated accounts (State Assessments, Snow Deficits, Overlay) are proposed to be \$1,269,197 (see page 29)

**6: Capital Outlay**

- Capital outlay expenditures from Town departments is proposed to be \$1,945,000 (see page 42)
- Borrowing for Capital Projects is proposed to be \$6,000,000 (see page 43)

**7: Debt**

- As of June 30, 2017, total outstanding principal is \$54,309,398 (see page 54)
- The FY19-23 Debt Authorization Plan details the proposed projects for the next 5 years (see pages 58 to 59)
- The Total Debt Service for FY19 is projected to be \$8,548,733 (see pages 60 to 61)

**8: Major Liabilities**

- As of June 30, 2017, the total major General Fund Liabilities totaled \$87,521,371. Of this amount, \$36,661,977 was for debt, \$22,709,149 for pension, and \$28,150,245 for OPEB (see page 66).
- As of the January 1, 2017 actuarial valuation, the employee pension system has been funded at 85% with an unfunded accrued liability of \$25,889,394 (see page 69)
- As of the June 30, 2017 actuarial valuation, Concord has a projected Funded Ratio of 25.4% for OPEB, net of FY17 contributions. The projected Unfunded Actuarial Accrued Liability (UAAL) is \$30,167,082 (see page 70)

**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**

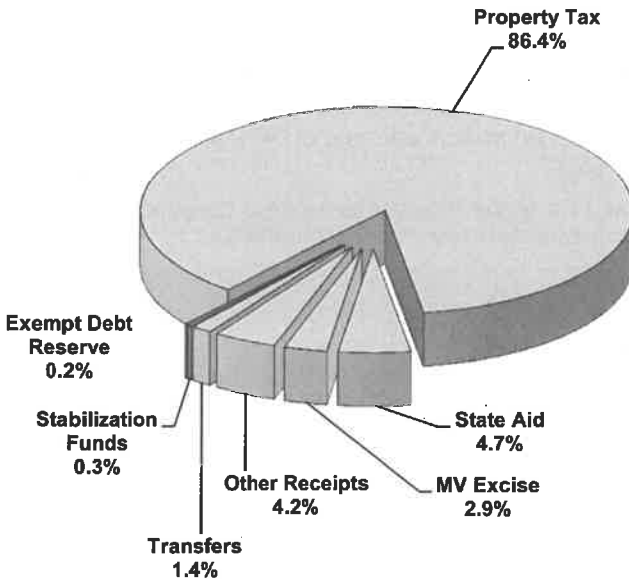
*The Town Manager's Proposed FY19 Budget totals:*

**\$107,185,217**

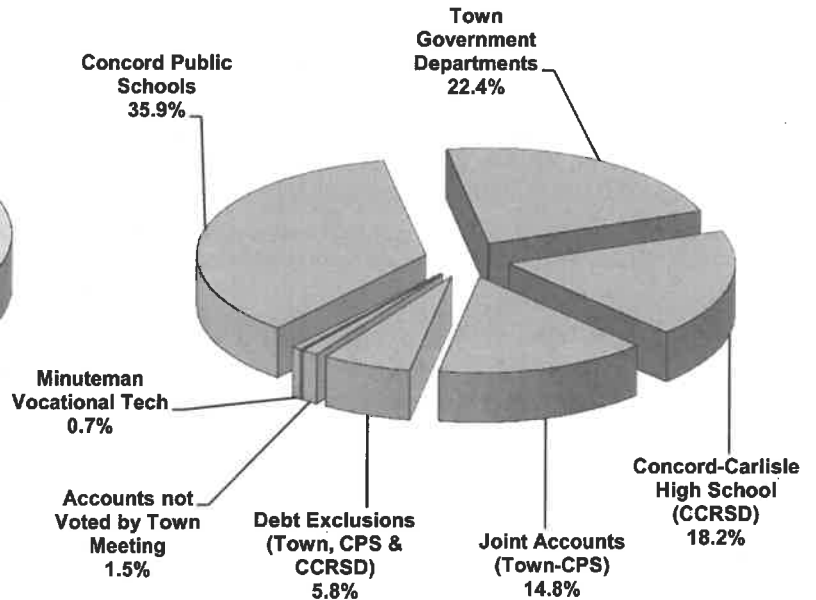
This level of appropriation is at the Finance Committee's FY19 Budget Guidelines.

\*See the Appendix for the Finance Committee Guidelines.

**FY19 General Fund Resources**  
Totaling \$107,185,217



**FY19 General Fund Expenses**  
Totaling \$107,185,217



**Fiscal Balance:**

This FY19 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$107,185,217.

**Budget Level and Credit Rating:**

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

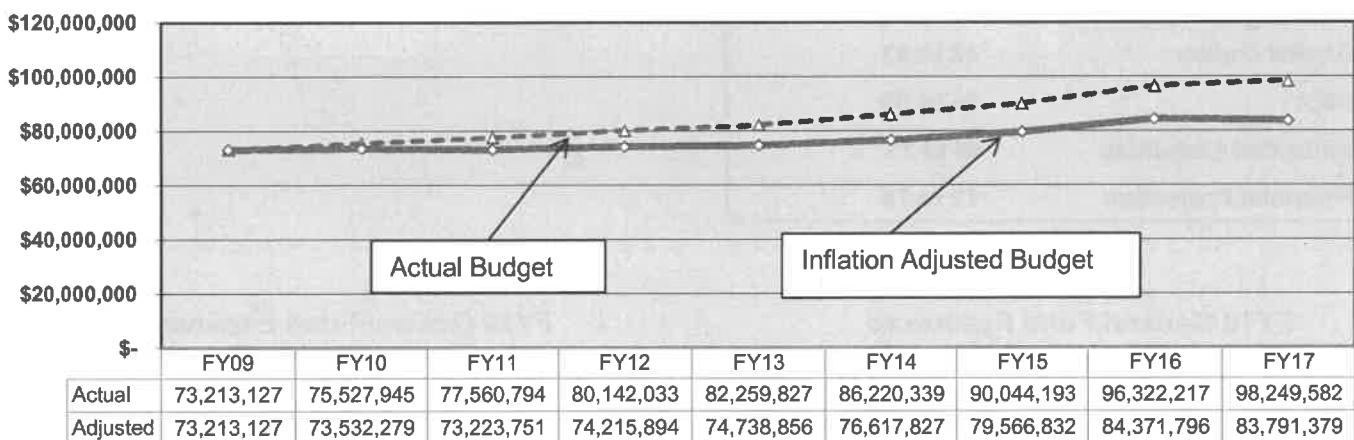
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

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 - FY09 to FY17**  
(in year 2009 dollars)



**Discussion:** The graph above shows the actual amount of the Town Budget and that amount adjusted for inflation. From 2009 to 2013, the adjusted Town Budget increased on an annual average of 04%, whereas from 2013 to 2017, that adjusted average annual increase was 2.4%.

\*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.9. Implicit Price Deflator for Gross Domestic Product, 2009-2017 (Annual), State and Local governments. <https://alfred.stlouisfed.org/series?seid=A829RD3A086NBEA>

**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.

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
<b>The Town's Credit Rating (Moody's)</b>	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

The opposite page provides information about the General Fund balance. Data for FY16 and FY17 are actual amounts and for FY18 and FY19 are projections. The FY17 and FY18 column is derived from the "Schedule A" report filed with the Massachusetts Department of Revenue. →

## SECTION I: Financial Summary

## Overview

<b>General Fund Balance Analysis</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
"Schedule A" basis of reporting	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Proposed</b>
<b>Revenues</b>				
Taxes	\$85,162,839	\$88,001,006	\$92,700,916	\$97,750,330
Charges for Services	\$1,709,286	\$1,433,137	\$1,190,000	\$1,200,000
Licenses, Permits, and Fees	\$1,573,682	\$1,174,569	\$1,105,000	\$1,215,000
Revenues from Other Governments	\$4,586,038	\$4,881,425	\$5,008,642	\$5,123,363
Miscellaneous Revenues	<u>\$621,395</u>	<u>\$436,096</u>	<u>\$420,000</u>	<u>\$435,250</u>
Current Revenues	\$93,653,240	\$95,926,233	\$100,424,558	\$105,723,943
<b>Expenditures</b>				
Salary and Wages	-\$43,707,527	-\$45,980,712	-\$47,757,970	-\$50,034,923
Expenditures	-\$30,604,693	-\$32,158,184	-\$33,188,079	-\$35,051,760
Capital Outlay	-\$2,081,460	-\$1,945,879	-\$1,870,000	-\$1,945,000
Debt Service	-\$6,196,965	-\$6,632,623	-\$7,467,507	-\$7,379,514
Unclassified	<u>-\$9,023,956</u>	<u>-\$9,365,931</u>	<u>-\$11,726,002</u>	<u>-\$12,774,020</u>
Current Expenses	-\$91,614,601	-\$96,083,329	-\$102,009,558	-\$107,185,217
<b>Net Revenues / Expenditures</b>	\$2,038,639	-\$157,096	-\$1,585,000	-\$1,461,274
<b>Other Financing Sources (Uses)</b>				
Transfer from Other Funds	\$2,139,454	\$2,492,421	\$2,785,000	\$1,461,274
Transfers to Other Funds	-\$1,743,100	-\$1,981,340	-\$1,200,000	\$0
Other Financing Uses	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	\$396,354	\$511,081	\$1,585,000	\$1,461,274
<b>Total Excess (Deficiency)</b>	\$2,434,993	\$353,985	\$0	\$0
<b>Fund Balance (Beginning of Year)</b>	\$19,917,735	\$22,352,728	\$22,706,713	\$22,706,713
<b>Fund Balance (End of Year)</b>	<b>\$22,352,728</b>	<b>\$22,706,713</b>	<b>\$22,706,713</b>	<b>\$22,706,713</b>
<b>Fund Balance Analysis</b>				
Designated for Thoreau Debt Service	\$409,878	\$0	N/A	N/A
Reserved for Expenditures	\$1,000,000	\$4,700,000	N/A	N/A
Reserved for Encumbrances	\$5,385,454	\$5,614,823	N/A	N/A
Snow and Ice Deficit	\$0	-\$178,656	N/A	N/A
<b>Unreserved Fund Balance</b>	<b><u>\$15,557,385</u></b>	<b><u>\$12,570,534</u></b>	<b><u>N/A</u></b>	<b><u>N/A</u></b>
	\$22,352,717	\$22,706,701	N/A	N/A
<b>Free Cash Analysis</b>				
Unreserved Fund Balance	\$15,557,385	\$12,570,534	N/A	N/A
Minus: Receivables	-\$692,416	-\$668,248	N/A	N/A
Minus: Deferred Revenue	-\$2,113,709	-\$930,172	N/A	N/A
Minus: Miscellaneous	<u>-\$145,306</u>	<u>-\$173,178</u>	<u>N/A</u>	<u>N/A</u>
<b>Certified Free Cash</b>	<b>\$12,605,955</b>	<b>\$10,798,936</b>	<b>N/A</b>	<b>N/A</b>

**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 on 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, 2017)

	General Fund	Capital Project Major Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Nonspendable</b>				
Prepaid expenditures	\$ -		\$ -	\$ -
Advances to other funds	-		-	-
Permanent funds	\$ -	\$ -	\$ 3,361,368	\$ 3,361,368
<b>Total Nonspendable</b>	-	-	3,361,368	3,361,368
<b>Restricted</b>				
Pension fund	10,025,132	-	-	10,025,132
Community preservation	-	-	1,942,080	1,942,080
Parking	-	-	267,506	267,506
Cemetery	-	-	362,780	362,780
PEG Access	-	-	1,000,997	1,000,997
Receipts reserved for appropriation	-	-	750,747	750,747
53G Review	-	-	16,315	16,315
Miscellaneous grants and contributions	-	-	106,604	106,604
School lunch	-	-	179,618	179,618
Gifts	-	-	1,497,441	1,497,441
Recreation	-	-	1,020,452	1,020,452
Other revolving	-	-	522,697	522,697
Federal grants	-	-	18,560	18,560
State grants	-	-	667,732	667,732
Highway Grants	-	-	-	-
Solid waste	-	-	434,422	434,422
Sawyer gift fund	-	-	214,564	214,564
Capital project funds	-	3,474,121	-	3,474,121
Permanent funds	-	-	2,837,136	2,837,136
Other special revenue funds	-	-	113,671	113,671
<b>Total Restricted</b>	<b>10,025,132</b>	<b>3,474,121</b>	<b>15,427,443</b>	<b>25,452,575</b>
<b>Committed</b>				
55 Church St. property acquisition	1,200,000	-	-	1,200,000
Affordable housing units at Junction Village	1,000,000	-	-	1,000,000
Information technology improvements	1,500,000	-	-	1,500,000
High school debt stabilization	1,055,687	-	-	1,055,687
Emergency response stabilization	664,934	-	-	664,934
Insurance reserve fund	1,706,460	-	-	1,706,460
School capital stabilization	42,657	-	-	42,657
School technology stabilization	700	-	-	700
Receipts reserved for appropriation	-	-	7,296	7,296
<b>Total Committed</b>	<b>7,170,438</b>	<b>-</b>	<b>7,296</b>	<b>7,177,734</b>
<b>Assigned</b>				
For encumbrances				
Building and capital improvements	766,432	-	-	766,432
Computer capital improvements	399,447	-	-	399,447
Salary reserve	210,000	-	-	210,000
Professional services	332,120	-	-	332,120
Vehicles	149,698	-	-	149,698
Other general government	171,000	-	-	171,000
Vehicles and equipment	136,939	-	-	136,939
Building and capital improvements	98,565	-	-	98,565
Technical services	21,010	-	-	21,010
Other public safety	77,599	-	-	77,599
Education	820,570	-	-	820,570
Building and capital improvements	1,225,870	-	-	1,225,870
GIS system	147,378	-	-	147,378
Equipment replacement	143,641	-	-	143,641
Public shade trees	45,000	-	-	45,000
Other public works	107,039	-	-	107,039
Building and capital improvements	143,454	-	-	143,454
Vehicles	59,000	-	-	59,000
Other health and human services	34,707	-	-	34,707
Building and capital improvements	131,601	-	-	131,601
Professional services	48,879	-	-	48,879
Library books	20,951	-	-	20,951
Other culture and recreation	36,244	-	-	36,244
Sick-leave buy back	188,539	-	-	188,539
Fringe benefits	55,796	-	-	55,796
Other employee benefits	43,345	-	-	43,345
For next year's expenditures	1,000,000	-	-	1,000,000
<b>Total Assigned</b>	<b>6,614,824</b>	<b>-</b>	<b>-</b>	<b>6,614,824</b>
<b>Unassigned</b>				
General fund	11,631,918	-	-	11,631,918
General stabilization	4,241	-	-	4,241
Deficit balances	-	(1,144,175)	(22,973)	(1,167,148)
<b>Total Unassigned</b>	<b>11,636,159</b>	<b>(1,144,175)</b>	<b>(1,167,148)</b>	<b>10,469,011</b>
<b>Total Fund Balance</b>	<b>\$ 35,446,553</b>	<b>\$ 2,329,946</b>	<b>\$ 17,628,959</b>	<b>\$ 53,075,512</b>

**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 31, 2017.

**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.

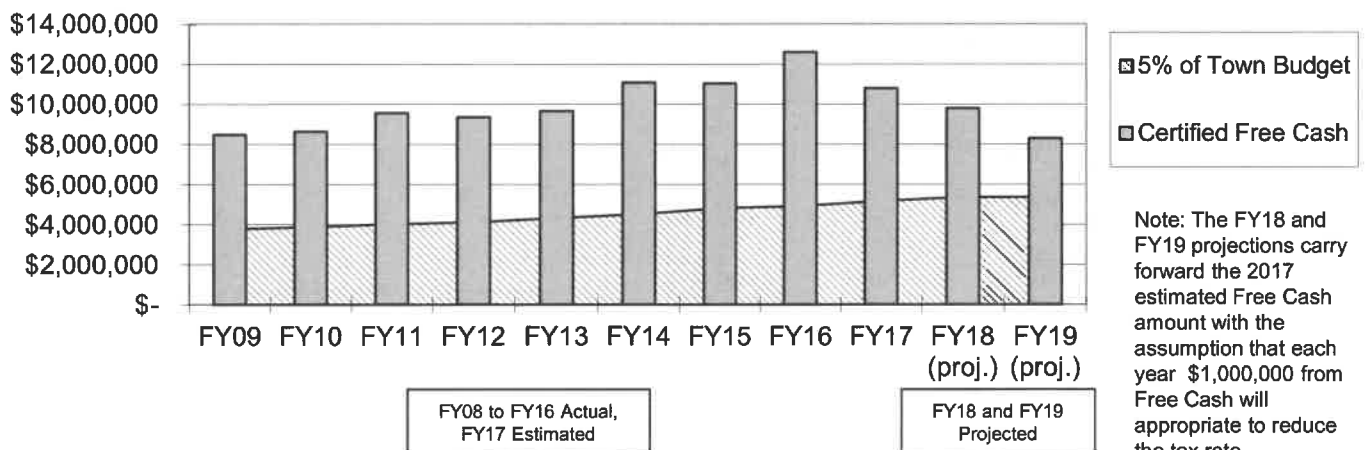
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which are designated for other purposes.

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, 2017 is estimated at \$10.79 million, although it has not yet been certified.

**Certified Free Cash (Actual for FY08 to FY16, Estimated for FY17, and Projected for FY18 to FY19)**



## 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 FY19, \$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 FY18 and FY19 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 FY18 and FY19 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
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 <sup>(1)</sup>		2,325,000
2015	11,040,933	11.5%	2017	1,000,000				1,000,000
2016	12,605,955	12.8%	2018	1,000,000		1,000,000 <sup>(2)</sup>		2,000,000
				<i>proposed</i>				
2017	10,798,936	10.4%	2019	1,000,000				1,000,000

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

(1) CPS Busses (\$600,000, 2015 ATM 24) and White Pond Management (\$25,000, 2015 ATM 29)

(2) Junction Village (\$1,000,000, 2017 ATM 30)

**SECTION I: Financial Summary**

**Overview**

**Budget - All Accounts , FY15 - FY18 Budgeted, FY19 Proposed**

Line #		FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Proposed	Dollar Change	Percent Change	Percent of Total
<b>Town Government</b>									
1	personal services	\$ 15,181,707	\$ 15,721,241	16,468,178	17,285,653	17,983,494	697,841	4.04%	16.78%
2	O & M	3,332,306	3,458,772	3,470,835	3,683,360	3,897,019	213,659	5.80%	3.64%
3	capital outlay	1,625,000	1,709,000	1,800,000	1,870,000	1,945,000	75,000	4.01%	1.81%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.21%
5	<b>Total General Fund</b>	<b>\$ 20,364,013</b>	<b>\$ 21,114,013</b>	<b>21,964,013</b>	<b>\$ 23,064,013</b>	<b>\$ 24,050,513</b>	<b>\$ 986,500</b>	<b>4.28%</b>	<b>22.44%</b>
	Emergency Services Stabilization Fund	200,000	100,000	50,000	0	0	0		
	<b>Total Town Government</b>	<b>\$ 20,564,013</b>	<b>\$ 21,214,013</b>	<b>22,014,013</b>	<b>\$ 23,064,013</b>	<b>\$ 24,050,513</b>	<b>\$ 986,500</b>	<b>4.28%</b>	<b>22.44%</b>
6	<b>Concord Public Schools</b>	<b>\$ 32,440,538</b>	<b>\$ 34,542,735</b>	<b>35,660,111</b>	<b>\$ 36,810,111</b>	<b>\$ 38,461,880</b>	<b>\$ 1,651,769</b>	<b>4.49%</b>	<b>35.88%</b>
7	<b>Concord-Carlisle RSD</b>	<b>\$ 15,856,221</b>	<b>\$ 16,556,221</b>	<b>17,035,005</b>	<b>\$ 17,935,005</b>	<b>\$ 19,544,198</b>	<b>\$ 1,609,193</b>	<b>8.97%</b>	<b>18.23%</b>
8	<b>Total Operating Budgets</b>	<b>\$ 68,860,772</b>	<b>\$ 72,312,969</b>	<b>74,709,129</b>	<b>\$ 77,809,129</b>	<b>\$ 82,056,591</b>	<b>\$ 4,247,462</b>	<b>5.46%</b>	<b>76.56%</b>
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>									
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	4,650,000	4,800,000	5,526,100	\$ 726,100	15.13%	5.16%
10	OPEB Trust	900,000	1,150,000	1,400,000	1,470,000	1,617,000	147,000	10.00%	1.51%
11	Retirement	3,125,000	3,220,000	3,317,000	3,667,000	3,777,010	110,010	3.00%	3.52%
12	Town & CPS Debt Service	3,500,000	3,605,000	3,730,000	3,860,000	3,994,645	134,645	3.49%	3.73%
13	Refunding savings, required ley		114,217						0.00%
14	Social Security/Medicare	685,000	740,000	765,000	810,000	814,713	4,713	0.58%	0.76%
15	Other Fixed & Mandated	425,000	425,000	450,000	450,000	485,000	35,000	7.78%	0.45%
16	<b>subtotal</b>	<b>\$ 13,285,000</b>	<b>\$ 13,904,217</b>	<b>14,312,000</b>	<b>\$ 15,057,000</b>	<b>\$ 16,214,468</b>	<b>\$ 1,157,468</b>	<b>7.69%</b>	<b>15.13%</b>
17	CCRSO Debt Service			80,753	102,583	102,809	226	0.22%	0.10%
18	Town Excluded Debt Service	4,495,632	4,206,283	4,007,828	3,607,507	3,384,869	(222,638)	-6.17%	3.16%
19	CCRSO Excluded Debt Service	1,858,841	3,514,429	3,668,218	3,561,484	3,404,345	(157,139)	-4.41%	3.18%
20	Minuteman Excluded Debt Service					147,115	\$ 147,115		0.00%
21	Minuteman Voc Tech	\$ 191,689	\$ 407,041	423,444	\$ 599,179	\$ 605,823	\$ 6,644	1.11%	0.57%
22	<b>subtotal</b>	<b>\$ 6,546,162</b>	<b>\$ 8,127,753</b>	<b>8,180,243</b>	<b>\$ 7,870,753</b>	<b>\$ 7,644,961</b>	<b>\$ (225,792)</b>	<b>-2.87%</b>	<b>7.13%</b>
23	Appropriation of Free Cash		625,000		1,000,000	0	(1,000,000)		
24	Appropriation of Available Funds				200,000	0	(200,000)		
25	<b>TOWN MEETING VOTE</b>	<b>\$ 88,691,934</b>	<b>\$ 94,969,939</b>	<b>97,201,372</b>	<b>\$ 101,936,882</b>	<b>\$ 105,916,020</b>	<b>\$ 3,979,138</b>	<b>3.90%</b>	<b>98.82%</b>
26	State assessments	\$ 511,384	\$ 497,843	495,310	\$ 529,002	\$ 554,197	\$ 25,195	4.76%	0.52%
27	Snow/ice & other deficits	285,362	310,772	0	178,656	175,000	(3,656)	-2.05%	0.16%
28	Overlay	555,513	543,663	552,900	565,018	540,000	(25,018)	-4.43%	0.50%
29	<b>subtotal</b>	<b>\$ 1,352,259</b>	<b>\$ 1,352,278</b>	<b>1,048,210</b>	<b>\$ 1,272,676</b>	<b>\$ 1,269,197</b>	<b>\$ (3,479)</b>	<b>-0.27%</b>	<b>1.18%</b>
30	<b>TOTAL BUDGET PLAN</b>	<b>\$ 90,044,193</b>	<b>\$ 96,322,217</b>	<b>98,249,582</b>	<b>\$ 103,209,558</b>	<b>\$ 107,185,217</b>	<b>\$ 3,975,659</b>	<b>3.85%</b>	<b>100.00%</b>

# SECTION I: Financial Summary

# Overview

## FY19 Proposed Financing the Budget Plan

Change from FY18 Budget

	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Proposed	Dollar Change	Percent Change	Percent of Total
31								
32								
33								
34								
35								
36								
37								
38								
39								
40								
41								
42								
43								
44								
<b>Property Tax:</b>								
45								
46								
47								
48								
49								
50								

# SECTION I: Financial Summary

# Property Taxes

## Property Taxes:

The total projected property tax levy for FY19 is:

**\$92,615,729**

This represents 86.4% of the total resources supporting the FY19 budget.

It also represents an increase of 5.48% over the FY18 tax levy of \$87,807,058.

This, however, *does not* mean that the property tax rate will increase by 5.48%, as \$1,025,000 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 levy on existing taxpayers is projected to be:

**+ 4.32%**

## Property Tax Highlights

The FY19 property tax levy on existing taxpayers is projected to increase by 4.32% over the FY18 levy.

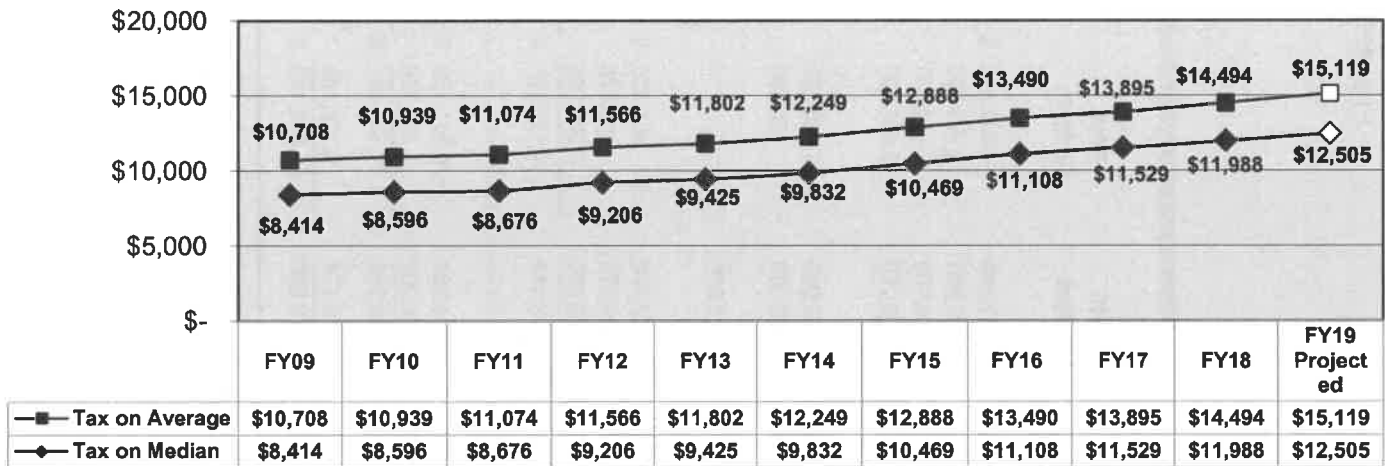
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY19 is projected to increase by \$517 from \$11,988 in FY18 to \$12,505 in FY19 (based on a median assessed value of \$838,900).

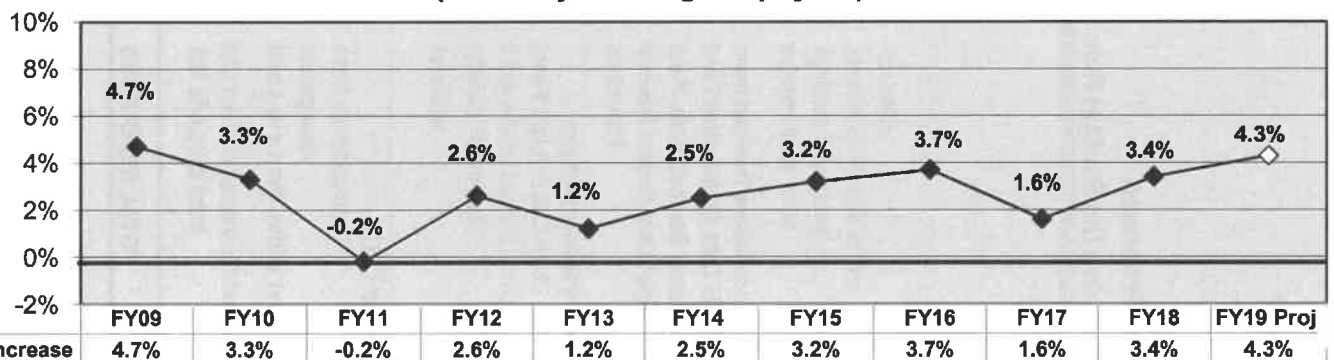
Or...

- The tax bill per \$100,000 of assessed value will increase by \$62, from \$1,429 in FY18 to an estimated \$1,491 in FY19.

### Average and Median Tax Bills on Single Family Parcels



### Average Tax Revenue Increases (Borne by Existing Taxpayers)



## SECTION I: Financial Summary

## Property Taxes

### 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 FY19, the first number shown is the FY18 Levy Limit of \$85,491,022. As authorized by Prop 2½, the FY17 Levy Limit is multiplied by 2.5% to get \$2,137,276. The levy projected from new building construction (New Growth) is estimated to be \$1,025,000, the sum of these numbers is the new FY19 Levy Limit of \$87,628,298. After adding the levy for payment due on excluded debt of \$6,475,055, the maximum allowable levy equals \$95,128,353.

With the proposed FY19 level of spending requiring a tax levy of \$92,615,729, the result is a levy under the limit and an unused tax levy capacity projected at \$2,512,624.

### 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

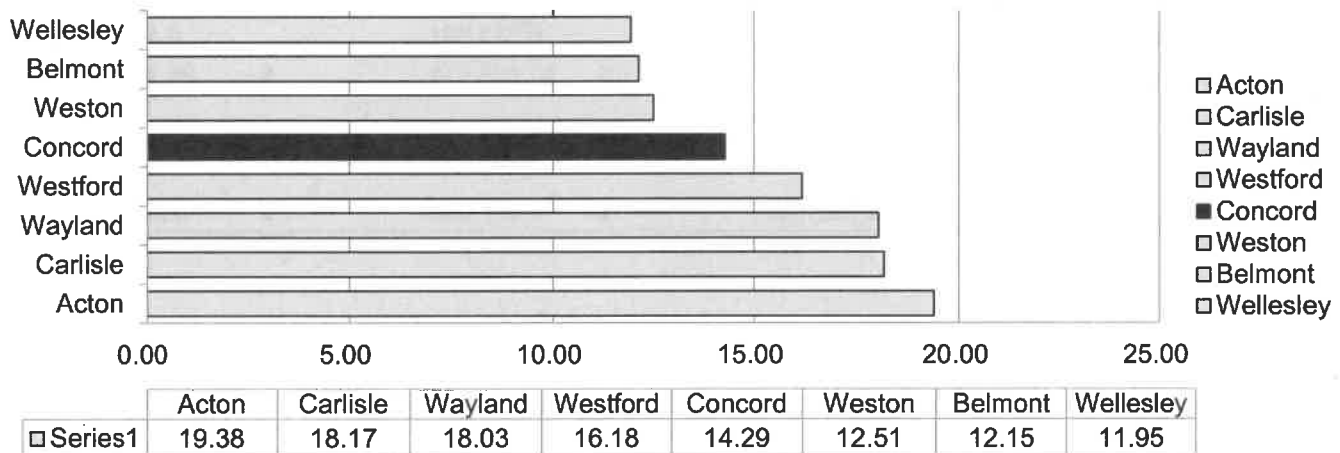
	FY17 Actual	FY18 Actual	FY19 Projected
Previous Levy Limit	\$ 78,712,008	\$ 82,116,773	\$ 85,491,022
New Growth Adjustment	23,518		-
Plus 2.5%	1,968,388	2,052,919	2,137,276
<b>Subtotal</b>	<b>80,703,914</b>	<b>84,169,692</b>	<b>87,628,298</b>
New Growth	1,412,859	1,321,330	1,025,000
Levy Limit	82,116,773	85,491,022	88,653,298
Excluded Debt Levy	6,266,168	6,383,991	6,475,055
<b>Maximum Allowable Levy</b>	<b>\$ 88,382,941</b>	<b>\$ 91,875,013</b>	<b>\$ 95,128,353</b>
Tax Levy	\$ 84,050,189	\$ 87,807,057	\$ 92,615,729
Unused Levy Limit	\$ 4,332,752	\$ 4,067,956	\$ 2,512,624

	FY18 Tax Rates		FY18 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Burlington	\$10.62	\$27.56	\$10,345,662	8.82%
Newton	10.82	20.62	28,056	0.01%
Needham	11.88	23.46	1,281,513	0.96%
Wellesley	11.95	11.95	28,383	0.02%
Belmont	12.15	12.15	1,125,927	1.26%
Weston	12.51	12.51	7,654,591	9.23%
Lincoln	13.60	17.88	19,828	0.07%
Concord	14.29	14.29	4,067,956	4.43%
Lexington	14.30	27.69	34,354	0.02%
Westford	16.18	16.38	1,085,698	1.43%
Sudbury	17.93	24.30	200,835	0.24%
Wayland	18.03	18.03	7,996,510	10.65%
Carlisle	18.17	18.17	1,743,234	6.08%
Acton	19.38	19.38	911,930	1.08%

The table presented above provides data on the FY18 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, 2/5/2018

### Comparable Municipalities with Uniform Tax Rate



The chart presented above shows the FY18 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).

# SECTION I: Financial Summary

# Property Taxes

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average single family value	Tax Bill	New Growth Levy		Impact on existing taxpayers	
							Total Tax Levy	Net Levy	Net Levy	% over prior total levy
Jan. 1, 2007	2008	735,650	10.72	7,886	944,487	10,125	58,946,453	1,368,514	57,577,939	2.70%
Jan. 1, 2008	(a) 2009	707,100	11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	4.67%
Jan. 1, 2009	2010	656,700	13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	3.32%
Jan. 1, 2010	2011	657,750	13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	-0.11%
Jan. 1, 2011	(a) 2012	677,900	13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	2.58%
Jan. 1, 2012	2013	669,850	14.07	9,425	838,804	11,802	71,123,429	1,183,336	69,940,093	1.18%
Jan. 1, 2013	2014	680,400	14.45	9,832	847,681	12,249	74,135,633	1,220,624	72,915,009	2.52%
Jan. 1, 2014	(a) 2015	732,600	14.29	10,469	901,857	12,888	77,341,746	835,499	76,506,247	3.20%
Jan. 1, 2015	2016	\$798,000	\$13.92	\$11,108	\$969,130	\$13,490	\$81,319,099	\$1,284,004	\$80,035,095	3.48%
Jan. 1, 2016	2017	\$819,400	\$14.07	\$11,529	\$987,566	\$13,895	\$84,050,189	\$1,412,859	\$82,637,330	1.62%
Jan. 1, 2017	(a) 2018	\$838,900	\$14.29	\$11,988	\$1,014,301	\$14,494	\$87,807,057	\$1,321,330	\$86,485,727	2.90%
estimate Jan. 1, 2018	2019			\$12,505	\$15,119		\$92,615,729	\$1,025,000	\$91,590,729	4.31%

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
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
2017	none			\$6,266,168	\$455,334 *	\$2,731,090
current year estimate	2018	none		\$6,383,991	\$117,823 *	\$3,756,868
estimate	2019	none		\$6,475,055	\$91,064 *	\$4,808,672

\* 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.  
 FY18 Adopted is net of \$785,000 appropriated from HS Debt Stabilization Fund  
 FY19 Projected is net of \$225,000 proposed from HS Debt Stabilization Fund and \$186,272 from Exempt Debt Reserve (created out of necessity from 2017 Bond Refunding Issue)

## Proposed FY19 Budgets Property Tax impact

### incremental and total tax levy and budget changes

	FY18	Proposed FY19		
		plus	at proposed level	%Δ
Town Government operations	\$23,064,013	+\$ 986,500 =	\$ 24,050,513	4.28%
Concord Public Schools (K-8)	\$36,810,111	+\$ 1,651,769 =	\$ 38,461,880	4.49%
CCHS assessment:				
without debt exclusion	\$ 17,935,005	+\$ 1,609,193 =	\$ 19,544,198	8.97%
debt, non-exempt	102,583		102,208	
debt, exempt	<u>3,561,484</u>		<u>3,404,946</u>	
total assessment	\$ 21,599,072		\$ 23,051,352	
Concord's assessment share:				
FY17: 73.61%				
FY18: 75.46%				
<b>Sum for all operating budgets:</b>			<u>\$ 4,247,462</u>	
<b>Projected Tax rate Impact</b>				<b>4.31%</b>
Tax Bill at median \$838,900 value	\$ 11,988	+ 517 =	\$ 12,505	
Tax Bill per \$100,000 a.v.	\$ 1,429	+ 62 =	\$ 1,491	

# SECTION I: Financial Summary

# Property Taxes

## Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2018

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						
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	100.0	\$536,405	3.43%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	100.9	\$871,027	5.37%
1984	\$784,563,443	\$19,614,086	\$17,006,633	\$15,465,780		\$19.71	19.25	16.36	22.63	114.8	\$1,540,853	9.06%
1985	\$801,293,191	\$20,032,330	\$17,780,870	\$15,648,020		\$19.53	19.13	16.26	22.00	112.6	\$2,132,850	12.00%
1986	\$822,949,238	\$20,573,731	\$18,605,674	\$16,125,650		\$19.59	19.25	16.36	21.71	110.8	\$2,480,024	13.33%
1987	\$1,464,903,743	\$36,622,594	\$19,600,366	\$17,296,129		\$11.81	11.47	9.75	13.95	118.1	\$2,304,237	11.76%
1988	\$1,510,487,280	\$37,762,182	\$20,651,135	\$18,392,726		\$12.18	11.89	10.11	14.04	115.3	\$2,258,409	10.94%
1989	\$1,547,164,362	\$38,679,109	\$21,574,623	\$19,908,672		\$12.87	12.61	10.72	14.60	113.4	\$1,665,951	7.72%
1990	\$2,188,108,438	\$54,702,711	\$22,609,017	\$21,603,000		\$9.87	9.72	8.27	10.82	109.6	\$1,006,017	4.45%
1991	\$2,185,289,176	\$54,632,229	\$23,486,987	\$23,083,329		\$10.56	10.21	8.68	12.87	121.9	\$403,658	1.72%
1992	\$1,863,767,794	\$46,594,195	\$24,325,878	\$24,324,345		\$13.05	12.62	10.73	15.91	121.9	\$1,533	0.01%
1993	\$1,831,121,461	\$45,778,037	\$25,229,582	\$24,770,829		\$13.53	13.27	11.28	15.57	115.1	\$458,753	1.82%
1994	\$1,842,884,146	\$46,072,104	\$26,148,398	\$25,639,506	\$435,498	\$14.15	13.98	11.89	15.57	110.0	\$508,892	1.95%
1995	\$1,853,888,132	\$46,347,203	\$27,110,678	\$26,562,285	\$504,753	\$14.60	14.49	12.32	15.62	107.0	\$548,393	2.02%
1996	\$2,246,615,332	\$56,165,383	\$28,513,798	\$27,531,054	\$279,059	\$12.40	12.42	10.56	12.40	100.0	\$982,744	3.45%
1997	\$2,273,535,628	\$56,838,391	\$29,574,375	\$28,652,539	\$544,685	\$12.84	12.86	10.93	12.84	100.0	\$921,836	3.12%
1998	\$2,288,809,124	\$57,220,228	\$30,582,585	\$29,804,080	\$545,529	\$13.26					\$778,505	2.55%
1999	\$2,704,003,171	\$67,600,079	\$32,061,277	\$31,406,074	\$772,688	\$11.90					\$655,203	2.04%
2000	\$2,742,122,055	\$68,553,051	\$33,421,403	\$32,453,928	\$725,749	\$12.10					\$967,475	2.89%
2001	\$2,783,643,972	\$69,591,099	\$34,827,754	\$34,225,525	\$681,370	\$12.54					\$602,229	1.73%
2002	\$3,974,434,046	\$99,360,851	\$38,958,156	\$38,226,458	\$842,228	\$9.83					\$731,698	1.88%
2003	\$4,408,301,807	\$110,207,545	\$42,171,555	\$41,782,825	\$713,204	\$9.64					\$388,730	0.92%
2004	\$4,411,852,520	\$110,296,313	\$45,336,664	\$45,161,214	\$1,560,304	\$10.59					\$175,450	0.39%
2005	\$5,117,100,515	\$127,927,513	\$48,886,984	\$48,293,261	\$1,854,324	\$9.80					\$593,723	1.21%
2006	\$5,207,535,371	\$130,188,384	\$51,679,906	\$50,786,544	\$2,486,543	\$10.23					\$893,362	1.73%
2007	\$5,309,253,831	\$132,731,346	\$54,523,353	\$53,363,359	\$2,702,361	\$10.56					\$1,159,994	2.13%
2008	\$5,498,736,316	\$137,468,408	\$57,254,951	\$55,919,464	\$3,026,989	\$10.72					\$1,335,487	2.33%
2009	\$5,264,591,702	\$131,614,793	\$59,634,076	\$58,717,305	\$3,931,336	\$11.90					\$916,771	1.54%
2010	\$5,026,552,229	\$125,663,806	\$62,197,127	\$61,284,932	\$4,512,636	\$13.09					\$912,195	1.47%
2011	\$5,045,140,030	\$126,128,501	\$64,569,355	\$62,529,967	\$4,015,430	\$13.19					\$2,039,388	3.16%
2012	\$5,090,058,629	\$127,251,466	\$67,047,174	\$65,053,133	\$4,069,863	\$13.58					\$1,994,041	2.97%
2013	\$5,054,970,094	\$126,374,252	\$69,911,104	\$67,034,708	\$4,088,721	\$14.07					\$2,876,396	4.11%
2014	\$5,130,493,662	\$128,262,342	\$72,879,506	\$69,334,221	\$4,801,422	\$14.45					\$3,545,285	4.86%
2015	\$5,412,298,562	\$135,307,464	\$75,539,516	\$71,897,151	\$5,444,595	\$14.29					\$3,642,365	4.82%
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%
2018	\$6,144,650,600	\$153,616,265	\$85,491,022	\$81,567,539	\$6,239,518	\$14.29					\$3,923,783	4.59%

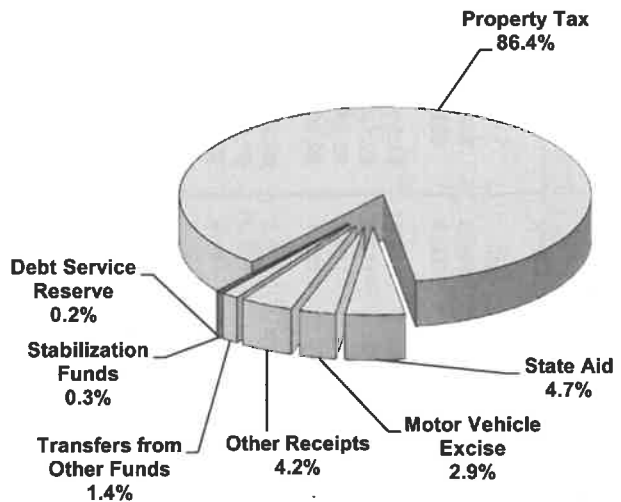
**Financial Resources:**

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
•Property Tax Detail	17
•State Aid and Local Receipts Detail	18-19

**FY19 General Fund Resources  
Totaling \$107,185,217**



**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 17).

**State Aid** – The types of funds provided to Concord by the state government are listed in the Resource Detail – General Fund schedule (Page 18 under State Aid).

**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 18 Under Local Excise Taxes).

**Other Receipts**– A detail of these resources can be found under State Aid and Local Receipts in the following categories: Local Excise Taxes, Licenses and Permits, Fines and Forfeitures, Rentals, Fees, and Other Revenues. (Pages 18 – 19)

**SECTION I: Financial Summary**

**Resources**

**Property Tax**

FY13 - FY17, Actuals, FY18, Budgeted, and FY19 Projected

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Projected
<b>Property Tax:</b>							
Base	65,882,787	68,113,587	71,061,652	74,224,261	76,347,645	80,101,736	85,115,674
New Growth	1,183,336	1,220,624	835,499	1,284,004	1,436,376	1,321,330	1,025,000
<b>Within levy limit Subtotal</b>	<b>\$67,046,123</b>	<b>\$69,334,211</b>	<b>\$71,897,151</b>	<b>\$75,508,265</b>	<b>\$77,784,021</b>	<b>\$1,423,066</b>	<b>\$86,140,674</b>
<b>Debt Exclusion</b>							
Concord-Carlisle High School	184,870	(4,213)	(10,456)	196,161	189,624	0	0
New CCHS building	69,258	1,556,066	1,869,297	3,318,268	3,508,314	3,561,484	3,404,345
Harvey Wheeler CC renovations	114,039	110,837	107,389	103,694	0	0	0
CPS Bus Depot						156,672	292,500
Alcott School - Bond, Sept. '04 (\$7m), refunded Me	522,769	509,863	496,519	439,838	432,645	418,265	405,885
Alcott School - Ph 2 bond, Mar. '07 (\$2.35m)	217,283	211,132	204,980	198,829	191,724	176,240	166,320
Thoreau School - Bond, Sept. 06 (\$10m)	828,392	807,628	786,172	588,300	670,755	387,600	445,440
Thoreau School - Bond, Sept. '07 (\$6.8m)	588,000	573,769	558,589	541,037	525,570	333,330	200,190
Thoreau school - Bond, Mar. '09 (\$140k)	0	0	0	0	0	0	0
Willard School Design - Bond Spr. '08 (\$1.84m)	221,183	215,734	210,285	204,383	198,269	181,563	191,110
Willard School - Bond, Mar. '09 (\$11.9m)	995,601	979,864	955,980	937,245	918,750	898,437	646,875
Willard School - Bond, Jan. '10 (\$12.9m)	1,027,089	1,013,547	1,000,005	986,463	972,475	955,475	936,755
Phase 1, WPAT State Loan	101,565	101,450	101,332	101,212	101,089	99,925	99,794
Willard constr. - Bond, June '11 (\$400k est)	103,550	100,633	74,381	100,282	0	0	0
Thoreau advance refunding, May '15					0	0	0
Minuteman Regional Technical							
<b>Debt Exclusion Subtotal</b>	<b>4,973,599</b>	<b>6,176,300</b>	<b>6,354,473</b>	<b>7,720,712</b>	<b>7,709,215</b>	<b>7,168,991</b>	<b>6,936,329</b>
<b>less:</b>							
Elementary School Debt Stabilization							
Bond Premium	(\$475,000)	(\$735,000)			(3,449)	0	0
CCRSY PY Debt Reserve					(29,719)	0	0
Exempt Debt Service Reserve							
Thoreau School MSBA grant	(\$409,878)	(\$409,878)	(\$409,878)	(409,878)	(409,878)	0	(186,274)
High School Debt Stabilization							
Net Debt Exclusion Subtotal	\$4,088,721	\$4,801,422	\$5,444,595	\$5,810,834	\$6,266,168	(785,000)	(275,000)
<b>TOTAL PROPERTY TAX</b>	<b>\$71,134,844</b>	<b>\$74,135,633</b>	<b>\$77,341,746</b>	<b>\$81,319,099</b>	<b>\$84,050,189</b>	<b>\$7,807,057</b>	<b>\$92,615,729</b>

**FY2019 PROJECTED TAX LEVY INCREASE**

percent	amount
4.21%	\$3,692,608
0.11%	\$91,064
<b>4.32%</b>	<b>\$3,783,672</b>
1.17%	1,025,000
<b>5.48%</b>	<b>\$4,808,672</b>

**SECTION I: Financial Summary**

**Resources**

**State Aid and Local Receipts**

FY15 - FY17 Actuals, FY18 Budgeted, FY19 Proposed

State Aid	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed	FY18-FY19 % Change	Percent of Total
<b>Local Excise Taxes</b>							
4611 LOSS OF TAXES STATE LAND	\$424,522	\$424,522	\$419,471	\$415,310	\$415,310	0.00%	3.29%
4613 ABATEMENTS TO VETERANS	\$11,025	\$9,900	\$0	\$0	\$0	0.00%	0.00%
4614 ABATEMENTS TO SURVIVING SPOUSE	\$24,038	\$10,591	\$0	\$0	\$0	0.00%	0.00%
4615 ABATEMENTS TO THE BLIND	\$1,050	\$962	\$0	\$0	\$0	0.00%	0.00%
4616 ABATEMENTS TO THE ELDERLY	\$4,518	\$4,141	\$3,012	\$29,780	\$29,780	0.00%	0.24%
4620 SCHOOL AID CH. 70	\$2,573,232	\$2,705,857	\$3,030,314	\$3,229,888	\$3,310,635	2.50%	26.20%
4623 CHARTER SCHL TUITION ASSESSMENT R	\$15,370	\$5,407	\$1,620	\$893	\$893	0.00%	0.01%
4666 CORRECTIONAL INSTITUTIONAL AID	\$0	\$205,013	\$163,890	\$0	\$0	0.00%	0.00%
4667 VETERANS BENEFITS	\$28,086	\$32,509	\$60,752	\$63,727	\$63,727	0.00%	0.50%
4673 UNRESTRICTED GEN GOVT AIDE	\$1,032,288	\$1,069,450	\$1,115,436	\$1,158,938	\$1,187,911	2.50%	9.40%
OFFSET ITEM, LIBRARY AID	\$0	\$0	\$0	\$25,106	\$25,106	0.00%	0.20%
<b>TOTAL - STATE AID</b>	<b>\$4,114,129</b>	<b>\$4,468,352</b>	<b>\$4,794,495</b>	<b>\$4,923,642</b>	<b>\$5,033,363</b>	<b>2.23%</b>	<b>39.84%</b>
<b>Local Excise Taxes</b>							
4150 MOTOR VEHICLE EXCISE	\$2,866,492	\$2,937,836	\$3,029,693	\$3,033,586	\$3,095,601	2.04%	24.50%
4162 FARM EXCISE	\$0	\$1,489	\$472,779	\$0	\$0	0.00%	0.00%
4166 ROOM OCCUPANCY	\$297,886	\$334,372	\$115,668	\$450,000	\$550,000	22.22%	4.35%
4167 JET FUEL	\$328,986	\$203,899	\$353,568	\$110,000	\$115,000	4.55%	0.91%
4168 LOCAL MEALS TAX	\$333,073	\$360,185	\$198	\$350,000	\$380,000	8.57%	3.01%
4324 M/LESSOR SURCHARGE	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%
<b>TOTAL - LOCAL EXCISE TAXES</b>	<b>\$3,826,437</b>	<b>\$3,837,781</b>	<b>\$3,971,906</b>	<b>\$3,943,586</b>	<b>\$4,140,601</b>	<b>5.00%</b>	<b>32.77%</b>
<b>Licenses and Permits</b>							
4411 LICENSES PERMITS	\$957,402	\$1,430,945	\$1,042,484	\$1,015,000	\$1,125,000	10.84%	8.90%
4412 ALCOHOLIC BEVERAGES	\$82,600	\$92,225	\$93,750	\$90,000	\$90,000	0.00%	0.71%
<b>TOTAL - PERMITS</b>	<b>\$1,040,002</b>	<b>\$1,523,170</b>	<b>\$1,136,234</b>	<b>\$1,105,000</b>	<b>\$1,215,000</b>	<b>9.95%</b>	<b>9.62%</b>
<b>Fines and Forfeitures</b>							
4171 PENALTY INTEREST-PROP. TAXES	\$548	\$769	\$343	\$0	\$0	0.00%	0.00%
4172 REAL ESTATE INTEREST	\$101,018	\$93,325	\$83,613	\$90,000	\$90,000	0.00%	0.71%
4173 TAX TITLE INTEREST	\$210,912	\$33,817	\$57,110	\$25,000	\$30,000	20.00%	0.24%
4174 M/EXCISE INTEREST	\$5,706	\$10,388	\$7,349	\$0	\$0	0.00%	0.00%
4175 DEF. REAL ESTATE INTEREST	\$37,930	\$1,566	\$3,972	\$0	\$0	0.00%	0.00%
4771 TOWN BYLAW FINES	\$1,000	\$425	\$400	\$0	\$0	0.00%	0.00%
4775 COURT FINES	\$7,217	\$38,967	\$0	\$85,000	\$90,000	5.88%	0.71%
4777 DISTRICT COURT FINES	\$0	\$1,422	\$10,150	\$0	\$0	0.00%	0.00%
4778 CIVIL FINES RMV	\$77,230	\$77,298	\$76,780	\$0	\$0	0.00%	0.00%
<b>TOTAL - FINES</b>	<b>\$441,561</b>	<b>\$257,977</b>	<b>\$239,718</b>	<b>\$200,000</b>	<b>\$210,000</b>	<b>5.00%</b>	<b>1.66%</b>
<b>Rentals</b>							
4359 WIRELESS RENTAL FEES	\$198,955	\$220,030	\$220,449	\$221,500	\$222,500	0.00%	0.00%
4360 RENTALS - HWCC	\$30,765	\$33,280	\$32,073	\$30,750	\$30,000	-2.44%	1.76%
4361 MILLBROOK TARRY	\$400	\$400	\$0	\$0	\$0	0.00%	0.24%
4362 RIPLEY RENTAL	\$19,262	\$21,686	\$24,530	\$22,750	\$22,750	0.00%	0.18%
4363 MARSHALL FARM RENT	\$12,897	\$13,332	\$13,902	\$0	\$0	0.00%	0.00%
4364 MCGRATH FARM RENT	\$16,800	\$16,800	\$16,926	\$0	\$0	0.00%	0.00%
4365 37 KNOX TRAIL RENT	\$7,108	\$440	\$0	\$0	\$0	0.00%	0.00%
4830 INTEREST ON INVESTMENTS	\$82,546	\$158,041	\$395,984	\$361,272	\$400,000	10.72%	3.17%
<b>TOTAL - RENTALS</b>	<b>\$366,733</b>	<b>\$464,008</b>	<b>\$703,764</b>	<b>\$636,272</b>	<b>\$675,250</b>	<b>6.13%</b>	<b>5.34%</b>

# SECTION I: Financial Summary

# Resources

## State Aid and Local Receipts

FY15 - FY17 Actuals, FY18 Budgeted, FY19 Proposed

Fees	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed	FY18-FY19 Change	FY18-FY19 % Change	Percent of Total
4271 AMBULANCE FEES COASTAL	\$669,079	\$699,575	\$688,938			\$0	0.00%	0.00%
4320 FEES	\$2,175	\$1,725	\$2,025			\$0	0.00%	0.00%
4321 ADMIN DETAIL FEES	\$32,782	\$31,335	\$32,337			\$0	0.00%	0.00%
4322 FALSE ALARM FEES	\$12,625	\$8,550	\$18,875			\$0	0.00%	0.00%
4323 FIREARM IDENTIFICATION FEE	\$1,775	\$2,250	\$2,838			\$0	0.00%	0.00%
4327 FIRE ALARM MONITOR FEE	\$17,100	\$23,900	\$31,800			\$0	0.00%	0.00%
4328 SUBMISSION APPLICATION FEES	\$7,700	\$4,400	\$6,669			\$0	0.00%	0.00%
4329 COLLECTORS FEES	\$14,700	\$14,200	\$13,550			\$0	0.00%	0.00%
4330 COLLECTORS COSTS	\$41,360	\$33,347	\$24,785			\$0	0.00%	0.00%
4331 CONSTABLE FEES	\$65	\$70	\$90			\$0	0.00%	0.00%
4333 FEES (TOWN CLERK)	\$109,791	\$107,298	\$109,642			\$0	0.00%	0.00%
4335 CABLE TV/FRANCHISE	\$2,979	\$2,965				\$0	0.00%	0.00%
4337 COBRA FEES	\$170	\$171	\$185			\$0	0.00%	0.00%
4338 BAD CHECK FEES	\$3,163	\$2,644	\$2,766			\$0	0.00%	0.00%
4339 FILING FEES	\$12,985	\$8,850	\$12,590			\$0	0.00%	0.00%
4347 BUILDING REVIEW FEE	\$10,090	\$8,240	\$9,240			\$0	0.00%	0.00%
4360 RENTALS	\$13,415	\$15,268	\$8,296			\$0	0.00%	0.00%
4370 MISCELLANEOUS REVENUE	\$109,270	\$42,107	\$27,479			\$0	0.00%	0.00%
4376 HEALTH SERVICES OVERHEAD	\$7,408	\$11,583	\$9,491			\$0	0.00%	0.00%
4414 FIRE ALARM	\$12,800	\$12,350	\$12,835			\$0	0.00%	0.00%
4567 SCHOOL MEDICAID PAYMENTS	\$28,306	\$34,940	\$37,219			\$0	0.00%	0.00%
4772 LIBRARY BOOK FINES	\$43,482	\$120,885	\$144,080			\$0	0.00%	0.00%
4857 TUITION - INTEGRATED PRESCHOOL	\$109,082	\$120,885				\$0	0.00%	0.00%
<b>TOTAL - FEES</b>	<b>\$1,282,302</b>	<b>\$1,188,653</b>	<b>\$1,195,729</b>	<b>\$1,190,000</b>	<b>\$1,200,000</b>	<b>\$10,000</b>	<b>0.84%</b>	<b>9.50%</b>
<b>Other Revenue</b>								
4141 41A REDEMPTION	\$78,285	\$19,336	\$12,146	\$0	\$0	\$0	0.00%	0.00%
4161 61B ROLLBACK	\$0	\$66,113	\$0	\$0	\$0	\$0	0.00%	0.00%
4181 PILOT-HOUSING AUTHORITY	\$19,014	\$20,190	\$19,705	\$20,000	\$20,000	\$0	0.00%	0.16%
4182 PILOT-FISH WILDLIFE	\$6,063	\$3,561	\$907	\$0	\$0	\$0	0.00%	0.00%
4190 SUPPLEMENTAL PROPERTY TAX	\$116,075	\$53,926	\$127,428	\$75,000	\$100,000	\$25,000	33.33%	0.79%
4369 SREC REVENUE	\$15,021	\$20,724	\$17,370	\$0	\$15,000	\$15,000	0.00%	0.12%
4375 MISC REVENUE NON-RECURRING	\$66,357	\$302,119	\$4,863	\$50,000	\$25,000	(\$25,000)	-50.00%	0.20%
4378 REFUND PRIOR YEAR	\$13,017	\$2,258	\$7,257	\$0	\$0	\$0	0.00%	0.00%
4387 E-RATE REVENUE	\$0	\$42,829	\$0	\$0	\$0	\$0	0.00%	0.00%
4940 PREMIUM FROM SALE OF BONDS	\$114,455	\$362,178	\$0	\$0	\$0	\$0	0.00%	0.00%
<b>TOTAL - OTHER</b>	<b>\$428,288</b>	<b>\$893,233</b>	<b>\$189,696</b>	<b>\$145,000</b>	<b>\$160,000</b>	<b>\$15,000</b>	<b>10.34%</b>	<b>1.27%</b>
STATE AID	\$4,114,129	\$4,468,352	\$4,794,495	\$4,923,642	\$5,033,363	\$109,721	2.23%	39.84%
LOCAL RECEIPTS	\$7,367,323	\$8,162,822	\$7,437,047	\$7,219,858	\$7,600,851	\$380,993	5.28%	60.16%
<b>TOTAL STATE AID AND LOCAL RECEIPTS</b>	<b>\$11,481,452</b>	<b>\$12,631,174</b>	<b>\$12,231,542</b>	<b>\$12,143,500</b>	<b>\$12,634,214</b>	<b>\$490,714</b>	<b>4.04%</b>	<b>100.00%</b>

## SECTION I: Financial Summary

## Other Resources

### Overview:

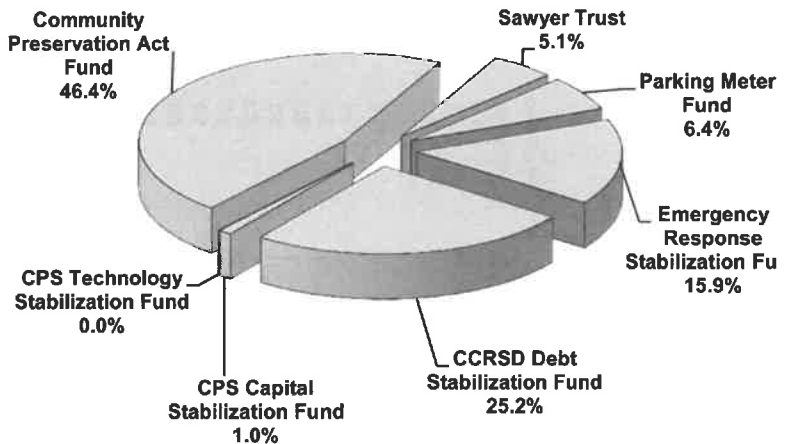
To augment current General Fund revenues and earmark funds for future expenditures, the Town has established several stabilization funds and the Sawyer Trust Fund.

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, 2017)

\$1.9 Million for CPA Projects  
\$1.7 million from Stabilization Funds  
\$267,000 for Parking-Related Projects  
\$214,000 for Sawyer Trust Building Projects



### 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, 2017, the fund has an unencumbered total of \$42,657.
- Concord Public Schools Technology Stabilization Fund – As of June 30, 2017, the fund has a remaining balance of \$700.
- High School Debt Stabilization Fund – As of June 30, 2017, the fund has a total of \$1,055,687, 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, 2017, the fund has \$664,933 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 \$214,563 as of June 30, 2017 for energy conservation initiatives in Town-owned buildings.

Community Preservation Act Funds – As of June 30, 2017, the amount available to fund Community Preservation Act (CPA) is \$1,942,080. 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 \$267,506 as of June 30, 2017. This fund is replenished continually with revenue from meter collections and violation payments and in FY17 revenues totaled \$394,287. With the authorization of the Police Chief, FY17 expenditures equaled \$384,846.

**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. An amount of \$925,000 was appropriated from this Fund by Article 24 of the 2015 Annual Town Meeting for the public school bus depot.

**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. An amount of \$75,000 was appropriated from this Fund by vote of Article 11 of the 2014 Annual Town Meeting for public school technology projects.

**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). As a result of withdrawals from this stabilization fund, the balance as of June 30, 2017 is \$1,055,687 to be used to mitigate the property tax impact of the construction cost of the new high school.

**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.

An amount of \$350,000 was drawn from the fund in the period from FY15 through FY17 to be applied to Fire Department costs for the initiation of a second ambulance services out of the West Concord Station. 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, 2017 is \$664,933.

**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. There have been 68 separate projects undertaken for the improvement of energy and resource conservation in town government buildings and facilities. A total of \$214,563 remains in the fund as of June 30, 2017.

**SECTION I: Financial Summary**

**Other Resources**

**Status of Stabilization and other special funds at June 30, 2017**

Fund #	FUND TITLE	Legal Basis	Initial Funding		Balance at June 30, 2016	FY17 transactions & activity (12 months)				Balance at June 30, 2017	
			Amount	Date		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	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
85	Concord Public Schools Capital Needs	Article 32 of 2006	\$487,955.59	3/31/08	\$42,271.91	\$0.00	\$385.44	\$0.00	\$0.00	\$42,657.35	
80	Concord Public Schools Technology	Article 25 of 2010	\$25,000.00	12/7/10	\$694.15	\$0.00	\$6.16	\$0.00	\$0.00	\$700.31	
83	General Stabilization Fund				\$4,202.79	\$0.00	\$38.25	\$0.00	\$0.00	\$4,241.04	
78	High School Debt	Art. 2, Apr. 24, 2012 Special Town Mtg.	\$2,000,000.00	6/29/12	\$2,045,329.74	\$0.00	\$10,357.27	\$0.00	\$1,000,000.00	\$1,055,687.01	
79	Emergency Response	Article 29 of 2012	\$1,000,000.00	6/29/12	\$708,884.43	\$0.00	\$6,049.21	\$0.00	\$50,000.00	\$664,933.64	
	<b>SUBTOTAL: STABILIZATION FUNDS</b>		\$6,012,955.59		\$2,801,383.02	\$0.00	\$16,836.33	\$0.00	\$1,050,000.00	\$1,768,219.35	
Trustees	Sawyer Trust	Art. 4, Nov. 5, 2007 Special Town Mtg.	\$1,730,437.58	1/3/08	\$214,625.09	\$0.00	\$1,938.80	\$0.00	\$0.00	\$214,563.89	
General Fund reserved	Thoreau School MSBA grant escrow (General Fund restricted fund balance)	*	\$6,336,666.00	6/7/10	\$409,877.73	\$0.00	\$0.27	\$0.00	\$409,878.00	\$0.00	
<i>Interest and dividend income of the Thoreau escrow account is recorded as General Fund revenue</i>											
					\$3,423,885.84						\$1,982,783.24

\* Grant reserved (initial funding less funds used)

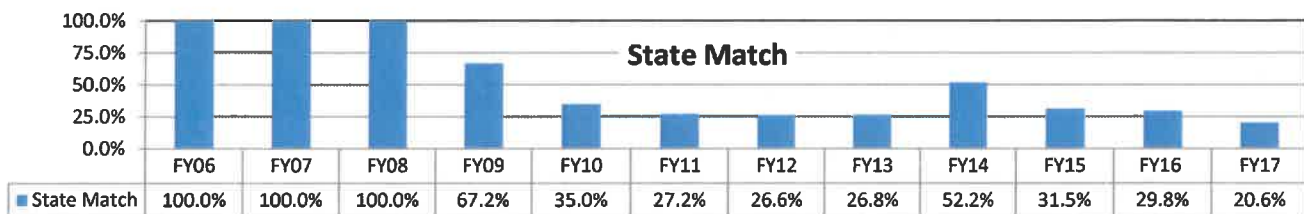
shaded cells: General Fund revenue

**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	FY17	Budgeted FY18	Projected FY19
<b>Beginning Fund Balance (@July 1st)</b>	\$1,863,110	\$1,977,882	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,942,081	\$1,904,691
Surcharge Collection (Current Year)	\$891,970	\$921,209	\$964,992	\$1,016,159	\$1,078,059	\$1,120,149	\$1,164,955	\$1,199,903
Surcharge Collection (Prior Years)	\$333	\$7,056	\$4,794	\$3,051	\$3,937	\$0	\$0	\$0
State Match (of Prior Year net committed)	\$230,656	\$241,434	\$485,112	\$306,163	\$302,422	\$223,265	\$116,495	\$119,990
Earnings on Investment	\$6,470	\$3,664	\$2,340	\$3,514	\$8,423	\$15,596	\$7,500	\$7,500
Tax and Tax Title Penalty Interest	\$5,050	\$4,927	\$5,834	\$8,810	\$3,230	\$3,376	\$0	\$0
<b>Total Fund Revenues</b>	\$1,134,479	\$1,178,290	\$1,463,072	\$1,337,697	\$1,396,072	\$1,362,386	\$1,288,950	\$1,327,393
<b>Expenditures</b>	\$1,019,707	\$1,912,231	\$1,470,788	\$746,182	\$1,174,702	\$1,469,415	\$1,326,340	
<b>Ending Fund Balance (@ June 30th)</b>	\$1,977,882	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,942,081	\$1,904,691	

**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 2010 to 2017. In FY17, total revenues equaled \$394,287 and expenditures \$384,846. As a result, fund balance increased by \$9,441 to \$267,506.

**SECTION I: Financial Summary**

**Other Resources**

Proposed FY19 CPA Projects (to be voted on at the 2018 Annual Town Meeting)

<b>Item</b>	<b>Name of Project</b>	<b>Suggested Category</b>	<b>Suggested Amount to Award</b>	<b>Notes</b>
A	Regional Housing Services Program	Community Housing	\$18,000	\$12,000 from Community Housing Reserve Fund Balance
B	Concord Housing Authority - Bedford Court Unit Renovations	Community Housing	\$123,838	
C	Town of Concord - Junction Village Assisted Living	Community Housing	\$350,000	\$235,000 from Community Housing Reserve Fund
D	51 Walden Inc. - Access 51	Historic Preservation	\$100,000	
E	Concord Masonic Corp. - Corinthian Lodge Restoration	Historic Preservation	\$150,000	
F	Concord Museum - Systems Replacement Project	Historic Preservation	\$140,000	\$10,000 from Prior Year Balance
G	Concord Natural Resources - White Pond Slope Restoration	Open Space / Recreation	\$174,200	Split Evenly
H	Town of Concord - Assabet River Pedestrian Bridge Design	Open Space / Recreation	\$35,000	Split Evenly
I	Town of Concord - Acquisition of 369 Commonwealth Ave.	Open Space / Recreation	\$500,000	\$120,000 from Open Space Reserve Fund Balance
J	Town of Concord - BFRT Phase 2C and 2B	Open Space / Recreation	\$40,000	Split Evenly
K	Concord Public Works - Emerson Field Improvements	Recreation	\$200,000	
M	Staff and Technical Support	Administration	\$30,000	
<b>Total Requested:</b>			<b>\$1,861,038</b>	

# SECTION I: Financial Summary

# Other Resources

## CONCORD FINANCE DEPARTMENT Parking Fund Statement for Revenues, Expenditures and Changes in Fund Balance

Fiscal Years 2011 to 2017

	Code	FY11	FY12	FY13	FY14	FY15	FY16	FY17
<b>REVENUES:</b>								
Meter collections		141,581	144,358	139,460	133,436	128,558	172,442	213,561
Meter violations		133,383	135,705	139,787	119,302	118,454	155,724	107,132
MBTA lot fees		32,293	34,367	35,999	38,483	42,631	50,036	38,422
Parking permits		9,071	9,825	14,639	16,668	22,815	26,002	35,172
Total revenues		<u>316,328</u>	<u>324,255</u>	<u>329,884</u>	<u>307,889</u>	<u>312,459</u>	<u>404,204</u>	<u>394,287</u>
<b>EXPENDITURES:</b>								
<b>Personal services:</b>								
Parking officer	5111	59,890	60,407	60,747	70,523	62,744	63,551	67,055
Hearing officer	5120	1,688	240	240	260	320	493	356
Overtime	5130	55,638	60,131	56,493	67,437	56,330	51,780	43,870
Benefits	various	2,482	2,551	2,551	3,380	2,815	3,649	2,676
Total personal services		<u>119,698</u>	<u>123,329</u>	<u>120,031</u>	<u>141,599</u>	<u>122,209</u>	<u>119,473</u>	<u>113,957</u>
<b>Supplies &amp; services:</b>								
Electricity - traffic lights	5211, 5215	8,543	9,512	7,807	7,115	7,284	7,012	6,727
Equipment maintenance	5243	874	4,105	1,575	629	-	203	53
Computer Equipment	5245	9,781	12,195	11,241	12,039	12,345	12,152	14,093
Traffic signal maintenance	5246	4,142	4,097	6,739	51,617	3,834	1,013	-
Vehicular Maintenance	5251	-	1,672	90	461	205	763	961
Street Painting Marking	5292	32,635	36,517	38,996	22,147	36,724	33,611	61,387
Other Property Related	5299	-	-	-	330	-	-	-
Data processing - tickets	5303	12,349	12,819	10,577	10,359	10,882	13,271	7,691
Eng./Architect. Svs	5304	-	1,355	-	-	-	-	-
Banking Services	5310	-	-	-	-	-	3,069	14,794
Other Prof./Tech. Svs	5319	-	26,669	64,865	-	10,678	22,857	4,948
Telephone	5341	-	-	-	-	-	200	440
Postage	5342	1,200	1,443	2,297	1,015	957	1,269	732
Printing	5381	-	-	2,464	2,400	4,598	4,777	-
Advertising	5383	-	-	-	-	-	587	122
Radar Service	5384	1,831	538	1,632	1,198	723	1,555	1,613
Misc. Purchased Services	5399	-	-	-	-	-	3,961	11,831
Gasoline	5411	2,027	2,542	3,039	2,681	2,226	611	1,011
Printed Forms	5423	4,664	860	1,626	1,490	1,104	1,669	759
Office Supplies	5429	-	-	-	-	30	-	2,064
Painting Supplies	5434	1,550	1,248	797	1,119	1,469	562	-
Other Vehicle Supplies	5483	-	-	-	-	-	-	8
Other equipment supplies	5484	962	1,732	961	2,091	2,053	724	428
Sign materials	5541	262	50	56	141	38	97	101
Traffic safety devices & signs	5551	4,830	2,320	2,147	4,459	3,245	1,425	5,830
Miscellaneous Signs	5553	109	-	-	-	628	290	-
Other Miscellaneous Supplies	5599	125	-	-	-	505	901	100
Intergovernmental assessmnt	5646	9,405	9,734	9,465	8,907	10,776	10,776	7,749
Total supplies & services		<u>95,290</u>	<u>129,409</u>	<u>166,372</u>	<u>130,196</u>	<u>110,301</u>	<u>123,356</u>	<u>143,444</u>
<b>Capital outlay:</b>								
Traffic counters	5709	-	-	-	-	-	-	-
Other Equipment Expense	5709	-	-	-	-	-	1,390	-
Highway Improvements	5841	-	4,269	81,988	-	-	9,277	2,878
Public Safety Equipment	5857	1,850	7,463	1,875	-	-	-	7,500
Meter Replacement	5866	-	-	-	-	3,099	2,588	50,197
Vehicle	5871	-	-	37,725	-	-	-	-
Public Safety Equip Replace	5877	-	-	-	1,495	-	-	-
Computer Equipment Replace	5879	-	-	4,187	-	-	-	-
MBTA Lot Drainage Improve.	-	-	-	-	-	-	-	-
Replace. MBTA Lot Boxes	-	-	-	-	-	-	-	-
Total capital outlay		<u>1,850</u>	<u>11,732</u>	<u>125,775</u>	<u>1,495</u>	<u>3,099</u>	<u>13,255</u>	<u>60,575</u>
<b>Interfund transfers:</b>								
Police - admin. & staffing		15,000	15,000	15,000	15,000	62,943	64,192	66,869
Treasurer - ticket collections		26,162	27,088	28,311	29,126	-	-	-
Finance Administration		15,601	16,659	16,876	17,732	-	-	-
Total interfund transfers		<u>56,763</u>	<u>58,747</u>	<u>60,187</u>	<u>61,858</u>	<u>62,943</u>	<u>64,192</u>	<u>66,869</u>
Total expenditures		<u>273,601</u>	<u>323,216</u>	<u>472,366</u>	<u>335,148</u>	<u>298,552</u>	<u>320,276</u>	<u>384,846</u>
Net of Revenues & Expenditures		42,727	1,038	(142,482)	(27,260)	13,907	83,927	9,441
FUND BALANCE, JULY 1		286,206	328,933	329,971	187,489	160,230	174,137	258,065
FUND BALANCE, JUNE 30		<u>328,933</u>	<u>329,971</u>	<u>187,489</u>	<u>160,230</u>	<u>174,137</u>	<u>258,065</u>	<u>267,506</u>

## SECTION I: Financial Summary

## Expenses

### Expenses – General Fund Budget:

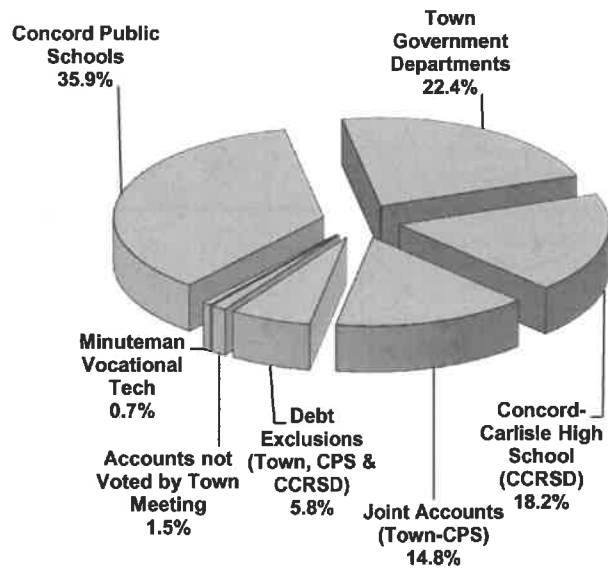
The General Fund budget is organized into 3 major organizational categories:

- 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

### FY19 General Fund Expenses Totaling \$107,185,217



### Town Government (Page 8, line 5 – \$24,050,513 proposed for FY19)

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 - \$38,461,880 Finance Committee Guideline for FY19)

Summary information is found in School Accounts Section. 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.

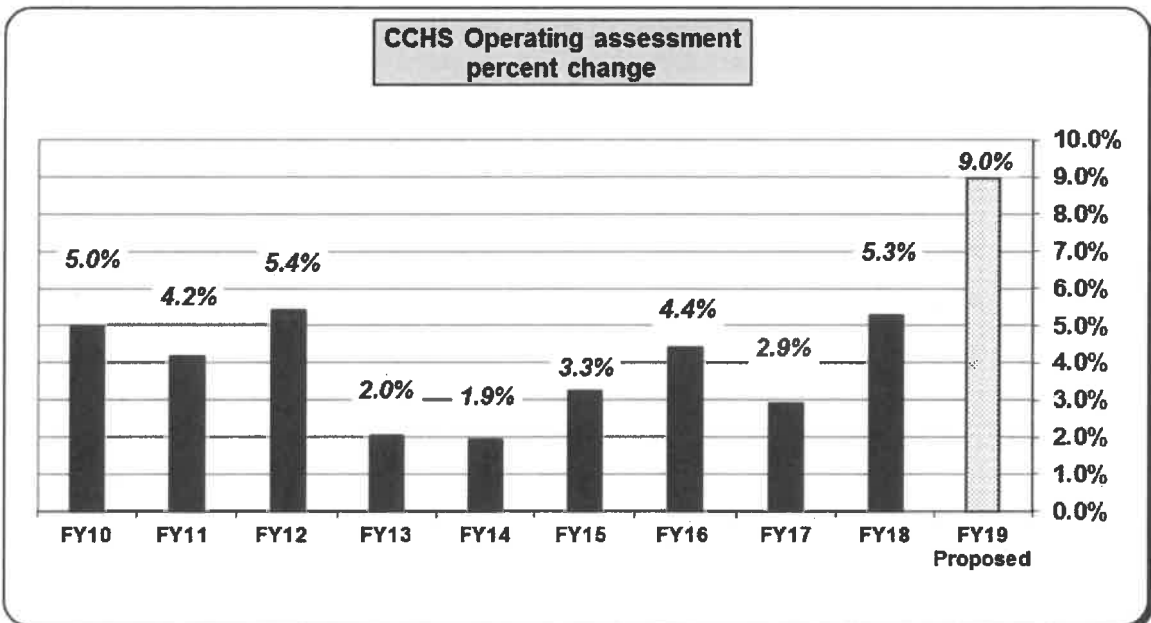
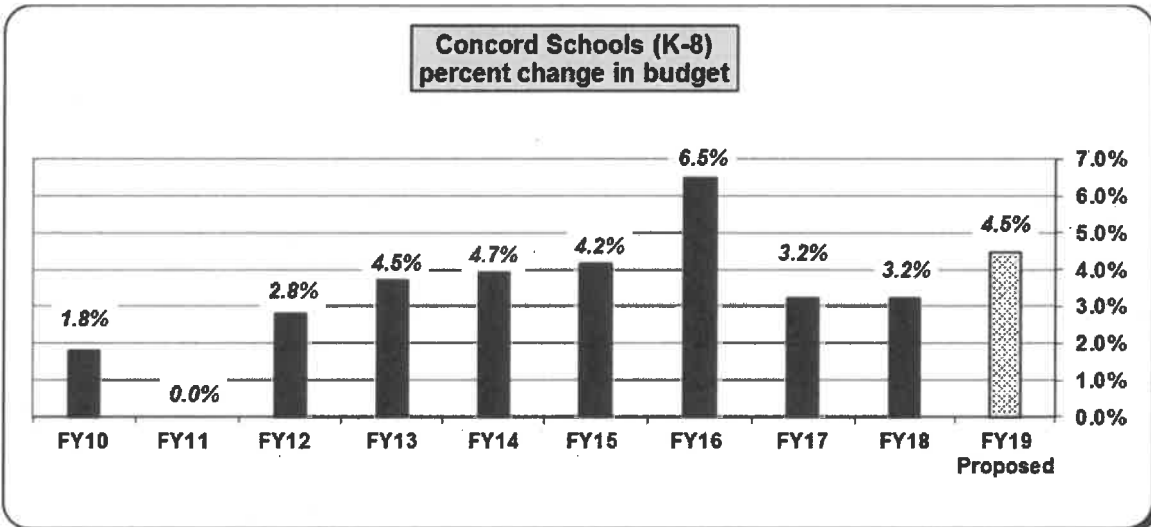
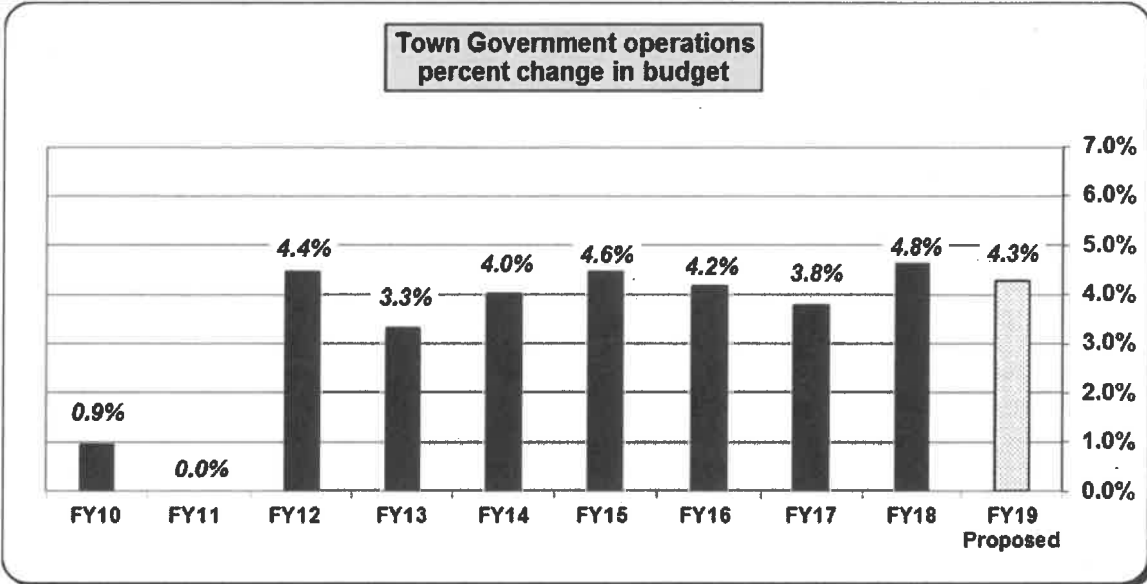
### Concord-Carlisle Regional School District (CCRSD - page 8, line 7 - \$19,544,198 Finance Committee Guideline for FY19 as Concord's share of the Districts operating budget)

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 in the School Accounts Section. 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:**

**\$82,056,591** (page 8, line 8)

+ 5.46% increase from FY18



## 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 - \$5,526,100, and line 10 - \$1,617,000)

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 \$1,617,000 toward the Annual Net Other Post Employment Benefit (OPEB) obligation which is consistent with reducing the Actuarial Accrued Liability to zero in 2038.

### Retirement (Page 8, line 11 - \$3,777,010)

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 12 - \$3,994,645; 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 14 - \$814,713)

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 15 - \$485,000)

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:**

**\$16,214,468** (page 8, line 16)

+7.69% increase from FY18

**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").

• Town Debt Exclusion (Page 8, line 18 - \$3,384,869)

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.

• High School Debt (Page 8, line 17 - \$102,809); High School Debt Exclusion (Page 8, line 19 - \$3,404,946)

The Town is assessed for the debt service of Concord-Carlisle Regional School District – both debt within the levy limit and excluded debt.

• Minuteman High School (Page 8, line 21 - \$605,823; Minuteman High School Debt (Page 8, line 20 - \$147,115)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 10-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

**Other Obligations Subtotal** **\$7,644,961**

**Budget Subject to Town Meeting Vote:** **\$105,916,020**

+3.90% increase from FY18

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

• State Assessments (Page 8, line 26 - \$554,197)

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.

• Snow/Ice & Other Deficits (Page 8, line 27 – \$175,000)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #18) 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, 2018, if any, will be raised in the FY19 tax levy.

• Overlay (Page 8, line 28 – \$540,000)

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:** **\$107,185,217**

+3.85% increase from FY18

**SECTION I: Financial Summary**

**Expenses**

<b>General Fund Operating Budget</b>				
<b>Item No.</b>	<b>Department</b>	<b>Fiscal 2017 Expenses</b>	<b>Fiscal 2018 Appropriation</b>	<b>Fiscal 2019 Proposal</b>
<b>General Government</b>				
<b>\$3,074,735 is 7.1% of Total</b>				
1	Town Manager's Office			
	A. Town Manager	\$ 382,774	\$ 397,167	\$ 398,394
	B. Human Resources	235,583	266,710	281,426
	C. Facilities Management	235,108	290,000	290,000
	D. Resource Sustainability Fund	118,276	126,000	151,000
	E. Visitor's Center and Restroom	32,286	44,028	19,292
	F. 37 Knox Trail	8,187	17,762	13,943
	G. 55 Church Street	-	-	40,796
	<b>Subtotal</b>	<b>1,012,214</b>	<b>1,141,667</b>	<b>1,194,851</b>
2	Legal Services	265,215	225,000	250,000
3	Elections and Registrars			
	A. Elections	45,619	13,627	48,412
	B. Registrars	6,896	8,476	8,666
	<b>Subtotal</b>	<b>52,515</b>	<b>22,103</b>	<b>57,078</b>
4	Town Meeting and Reports	61,156	44,900	100,250
5	Planning			
	A. Planning Administration	476,439	389,012	380,998
	B. Natural Resources	233,392	229,899	219,641
	C. Inspections	467,076	464,669	467,145
	D. Health	323,967	325,905	331,778
	<b>Subtotal</b>	<b>1,500,873</b>	<b>1,409,485</b>	<b>1,399,562</b>
6	141 Keyes Road	50,209	71,027	72,994
	<b>Total General Government</b>	<b>\$ 2,942,182</b>	<b>\$ 2,914,181</b>	<b>\$ 3,074,735</b>
<b>Finance and Administration</b>				
<b>\$2,531,292 is 5.8% of Total</b>				
7	Finance Committee	1,189	3,410	3,410
8	Finance			
	A. Finance Administration	302,629	293,041	337,252
	B. Treasurer-Collector	289,121	297,639	289,615
	C. Town Accountant	162,946	169,270	162,291
	D. Assessors	423,249	439,328	420,468
	E. Town Clerk	243,942	245,912	245,750
	<b>Subtotal</b>	<b>1,421,886</b>	<b>1,445,190</b>	<b>1,455,376</b>
9	Information Systems	898,055	940,718	951,192
10	Town House	108,426	115,150	121,314
	<b>Total Finance and Administration</b>	<b>\$ 2,429,556</b>	<b>\$ 2,504,469</b>	<b>\$ 2,531,292</b>

**SECTION I: Financial Summary**

**Expenses**

Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
<b>Public Safety</b>				
<b>\$9,317,901 is 21.5% of Total</b>				
11	Police Department	4,442,491	4,518,636	4,508,392
12	Fire Department	4,311,316	4,462,853	4,445,434
13	West Concord Fire Station	40,040	39,664	36,323
14	Police-Fire Station	274,880	284,816	284,816
15	Emergency Management	13,859	16,937	16,937
16	Animal Control Officer	24,010	26,000	26,000
	<b>Total Public Safety</b>	<b>\$ 9,106,596</b>	<b>\$ 9,348,906</b>	<b>\$ 9,317,901</b>
<b>Public Works and Facilities</b>				
<b>\$4,249,152 is 9.8% of Total</b>				
17	Public Works			
	A. CPW Administration	195,255	200,636	201,321
	B. Engineering	385,308	408,966	399,107
	C. Highway Maintenance	1,423,784	1,412,870	1,380,563
	D. Parks and Trees	677,285	699,254	702,841
	E. Cemetery	66,561	66,689	70,351
	<b>Subtotal</b>	<b>2,748,193</b>	<b>2,788,414</b>	<b>2,754,182</b>
18	Snow and Ice Removal	587,447	610,000	610,001
19	Street Lighting	60,840	73,463	56,863
20	CPW Equipment	300,000	325,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	110,000	115,000
23	Road Improvements	90,000	100,000	100,000
24	133/135 Keyes Road	102,237	83,875	83,106
	<b>Total Public Works and Facilities</b>	<b>\$ 4,193,717</b>	<b>\$ 4,295,753</b>	<b>\$ 4,249,152</b>
<b>Human Services</b>				
<b>\$3,134,538 is 7.2% of Total</b>				
25	Library	1,951,574	2,153,361	2,141,097
26	A. Human Services	27,149	39,152	53,516
	B. Senior Services	350,759	394,414	483,791
	C. Recreation Services	70,093	76,678	101,761
27	Harvey Wheeler Community Ctr.	120,424	121,905	124,342
28	Hunt Recreation Ctr.	105,574	111,701	99,438
29	Veterans	99,958	125,310	107,970
30	Ceremonies and Celebrations	24,307	19,228	22,624
	<b>Total Human Services</b>	<b>\$ 2,749,838</b>	<b>\$ 3,041,749</b>	<b>\$ 3,134,538</b>

# SECTION I: Financial Summary

# Expenses

Item No.	Department	Fiscal 2017 Expenses	Fiscal 2018 Appropriation	Fiscal 2019 Proposal
<b>Unclassified</b>				
<b>\$1,742,895 is 4.0% of Total</b>				
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
	<b>Total</b>	<b>97,334</b>	<b>100,000</b>	<b>100,000</b>
32	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$169,117.62 were made to other accounts in Fiscal Year 2017.				
33	Salary Reserve**		618,954	1,407,895
**Transfers totaling \$746,594.00 in Fiscal Year 2017 and \$174,969 (to date) in Fiscal Year 2018 were made to other accounts.				
34	Land Fund	10,000	15,000	10,000
	<b>Total Unclassified</b>	<b>\$ 107,334</b>	<b>\$ 958,954</b>	<b>\$ 1,742,895</b>

<b>TOWN GOVERNMENT SUBTOTAL</b>	<b>\$ 21,529,222</b>	<b>\$ 23,064,013</b>	<b>\$ 24,050,513</b>
<b>Account 1-34</b>			

<b>Joint (Town - CPS)</b>				
<b>\$19,324,337 is 44.6% of Total</b>				
35	Insurance			
	A. Group Insurance	4,650,000	4,800,000	5,526,100
	B. OPEB	1,400,000	1,470,000	1,617,000
	C. Property/Liability	250,000	250,000	275,000
	<b>Subtotal</b>	<b>6,300,000</b>	<b>6,520,000</b>	<b>7,418,100</b>
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	104,579	100,000	110,000
	B. Workers' Comp.	95,421	100,000	100,000
	<b>Subtotal</b>	<b>200,000</b>	<b>200,000</b>	<b>210,000</b>
37	Retirement	3,317,000	3,667,000	3,777,010
38	Social Security and Medicare	731,944	810,000	814,713
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,685,973	3,015,800	3,277,862
	CPS Principal and Interest	939,386	700,350	679,283
	<b>Subtotal</b>	<b>3,625,359</b>	<b>3,716,150</b>	<b>3,957,145</b>
	Interest on Notes	-	135,000	30,000
	Other Debt Expense	1,295	8,850	7,500
	<b>Subtotal Within Levy Limit</b>	<b>3,626,654</b>	<b>3,860,000</b>	<b>3,994,645</b>
	B. Excluded Debt			
	Town Principal and Interest	99,794	99,794	392,294
	CPS Principal and Interest	2,907,470	3,507,713	2,992,575
	Less: Use of Stabilization Funds	(1,000,000)	(785,000)	(275,000)
	<b>Subtotal Excluded Debt</b>	<b>2,007,264</b>	<b>2,822,507</b>	<b>3,109,869</b>
	<b>Total Debt Service</b>	<b>5,633,918</b>	<b>6,682,507</b>	<b>7,104,514</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$ 16,182,862</b>	<b>\$ 17,879,507</b>	<b>\$ 19,324,337</b>
	<b>Total Appropriation</b>	<b>\$ 37,712,084</b>	<b>\$ 40,943,520</b>	<b>\$ 43,374,850</b>

# 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 \$24,050,513 (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

	FY18 Adopted	FY19 Proposed	FY18 to FY19	
			\$Δ	%Δ
Personnel Services	\$ 17,285,653	\$ 17,983,494	\$ 697,841	4.0%
O&M	3,683,360	3,897,019	213,659	5.8%
Capital	1,870,000	1,945,000	75,000	4.0%
Reserve	225,000	225,000	-	0.0%
<b>Total (Accts. 1-34)</b>	<b>\$ 23,064,013</b>	<b>\$ 24,050,513</b>	<b>\$ 986,500</b>	<b>4.3%</b>

#### By Functional Area

	FY18 Adopted	FY19 Proposed	FY18 to FY19	
			\$Δ	%Δ
<b>General Government</b>				
Personnel	\$ 1,910,497	\$ 1,985,831	\$ 75,334	3.9%
O&M	562,022	\$ 646,404	84,382	15.0%
Capital	412,500	\$ 442,500	30,000	7.3%
Subtotal	\$ 2,885,019	\$ 3,074,735	\$ 189,716	6.6%
<b>Finance &amp; Administration</b>				
Personnel	\$ 1,436,946	\$ 1,587,235	\$ 150,289	10.5%
O&M	771,229	\$ 744,057	(27,172)	-3.5%
Capital	245,000	\$ 200,000	(45,000)	-18.4%
Subtotal	\$ 2,453,175	\$ 2,531,292	\$ 78,117	3.2%
<b>Public Safety</b>				
Personnel	\$ 8,363,998	\$ 8,378,263	\$ 14,265	0.2%
O&M	693,695	\$ 679,639	(14,056)	-2.0%
Capital	250,000	\$ 260,000	10,000	4.0%
Subtotal	\$ 9,307,693	\$ 9,317,901	\$ 10,209	0.1%
<b>Public Works</b>				
Personnel	\$ 2,265,546	\$ 2,139,562	\$ (125,985)	-5.6%
O&M	1,062,303	\$ 1,157,090	94,787	8.9%
Capital	937,500	\$ 952,500	15,000	1.6%
Subtotal	\$ 4,265,349	\$ 4,249,152	\$ (16,198)	-0.4%
<b>Human Services</b>				
Personnel	\$ 2,414,743	\$ 2,384,709	\$ (30,034)	-1.2%
O&M	579,112	\$ 659,829	80,718	13.9%
Capital	25,000	\$ 90,000	65,000	260.0%
Subtotal	\$ 3,018,855	\$ 3,134,538	\$ 115,684	3.8%
<b>Unclassified</b>				
Personnel	893,923	1,507,895	\$ 613,972	68.7%
O&M	15,000	10,000	\$ (5,000)	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 1,133,923	\$ 1,742,895	\$ 608,972	53.7%
<b>Total</b>	<b>\$ 23,064,013</b>	<b>\$ 24,050,513</b>	<b>\$ 986,500</b>	<b>4.3%</b>

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

For FY19, the main **tax-supported** proposed staffing changes are as follows. Total FTE is 236.57

- Facilities Management proposes to add a Maintenance Electrician (1.0 FTE).
- Resource Sustainability proposes to add a Sustainability Director (1.0 FTE).
- For the newly purchased 55 Church Street building, it is proposed to add a receptionist and a custodian (2.0 FTEs).
- In the Elections account, it is proposed that the FY19 staffing level be increased by 1,566 hours (0.75 FTEs) for Election Officers and Technicians, due to the expectation that there will be two additional elections in FY19.
- Finance Administration proposes to add an Administrative Systems Analyst (1.0 FTE).
- IT proposes to add a Technical Services Manager (1.0 FTE) and increase part-time help (0.2 FTE).
- The Fire Department proposes to reduce the hours of an Office Clerk (-0.2 FTE).
- Highway Maintenance proposes to reassign the work of a Public Works Supervisor (1.0 FTE) to a shared Operations Manager (0.5 FTE) with Parks and Trees.
- Parks and Trees proposes to reassign the work of a Public Works Supervisor (1.0 FTE) to a shared Operations Manager (0.5 FTE) with Highway Maintenance.
- The Library proposes to restructure some staff positions for a savings (-0.3 FTE).
- Senior Services proposes increases in the hours of Van Drivers and Outreach Coordinators (0.55 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 2018 Town Meeting Warrant)****1A                    Town Manager**

The Town Manager's operating appropriation represents a proposed 0.3% increase from FY18. 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 funding for Sister Cities (\$1,500), Concord Cultural Council (\$2,000) and the management of White Pond (\$18,000).

**1B Human Resources**

The Human Resources operating appropriation is proposed to increase by 5.5% in FY19 due to the need to pay the license agreement for new Human Resources Information Systems (HRIS) software.

**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 \$365,000 by FY23. The account funds the salary and wages of a Facilities Manager, Sr. Maintenance Craftsman, Facilities Maintainer, and half the wages of a Maintenance Electrician to maintain the buildings.

**1D Resource Sustainability Fund**

With this new account initiated in FY13 with funding of \$25,000, an amount of \$120,000 is proposed to be allocated in FY19 for resource sustainability and energy conservation projects. The additional funds will cover part of the salary for the Director of Sustainability and Energy Specialist.

**1E Visitors Center**

The FY19 operating appropriation for the Visitors Center is proposed to decrease by 59.6% primarily because, with taking responsibilities for operating the center, the Town eliminated the payment of \$16,000 to the Chamber of Commerce.

**1F 37 Knox Trail**

The FY19 appropriation for the 37 Knox Trail office building of \$13,943 and is proposed to cover the utility and capital costs associated with the building. This building is currently shared between the Regional Housing Service Office (RHSO) and School Transportation Department.

**1G 55 Church Street**

FY19 will be the first year of the newly purchased Town building. A total budget of \$104,281 with the Town's portion of \$40,796 is proposed to fund a receptionist, building custodian, and the utilities and maintenance of the building. The building is used by the staff of Human Services, Retirement, and Recreation.

**2 Legal Services**

The Legal Services account is proposed to increase by \$25,000 to \$250,000.

**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 FY19, it is expected that there will be three election, as compared to one proposed election in FY18. Since each election costs the Town approximately \$17,500, the operating appropriation is proposed to increase from \$13,627 to \$48,412.

**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 FY19 operating appropriation for the Planning Division is proposed to decrease by 2.1%. Funding for Cross-Town Connect (\$6,500) and the RHSO (\$18,000) are included in this budget.

**5B Natural Resources Division, DPLM**

The proposed Natural Resources budget represents approximately a 4.6% decrease in the appropriation from that of the FY18 budget. An amount of \$5,000 is proposed for pond & stream management.

**5C Building Inspections Division, DPLM**

Most of the allocation in this account goes toward funding the Building Inspections staff, which includes the full-time positions of Building Commissioner, Local Inspectors (2.60 FTEs), and Administrative Assistant. The operating appropriation is proposed to increase 0.5%. Building permit fees generated \$1.2 million in CY17.

**5D Health Division, DPLM**

This appropriation represents a 1.7% increase in the operating appropriation from that of FY18. 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. Included in the budget is \$16,225 proposed for the funding of the Public Health Nurse, which is a shared position with the senior, and \$7,500 for additional food inspection services.

**6 141 Keyes Road, DPLM**

The FY18 proposed operating appropriation represents a 3.2% increase from FY18 to provide funding for utility, maintenance, and custodial costs for the Victorian-era brick building at 141 Keyes Road.

**7 Finance Committee**

Level funding for support of the Finance Committee is included in this budget.

**8A Finance Administration Division, Finance Department**

The Finance Administration Division operating appropriation is proposed to increase by 15.1% from that of FY18, due to the addition of the Administrative Systems Analyst position, which assists with software conversion. The budget also will provide funding for the Finance Director, Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, and Finance Assistant.

**8B Treasurer-Collector, Finance Department**

The Treasurer-Collector operating appropriation is proposed to decrease by 2.7% in FY19. This decrease can occur because of expected savings from renegotiated banking service charges.

**8C Town Accountant, Finance Department**

The FY19 operating appropriation is proposed to decrease by 4.1%. The proposed budget includes \$69,000 to cover the cost of the Town's annual external audit.

**8D Assessing Division, Finance Department**

The Assessing proposed operating appropriation represents a 4.3% decrease from FY18 because of a savings of \$20,000 that results for modifying the re-valuation schedule from three to five years as set by State law. The Assessing Division is located at the Town-owned 24 Court Lane building.

**8E Town Clerk, Finance Department**

The Town Clerk operating appropriation is proposed to decrease by 0.1% from FY18. 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 7.8% in FY19. This increase is mainly due to additional system maintenance and upgrade costs.

**10 Town House**

The FY19 proposed appropriation is increased by 6.5% from that of FY18 from absorbing the funds that the Retirement Board no longer pays since its move to 55 Church Street. This budget include costs for maintaining and cleaning the Town House and the Assessing Division office space at 24 Court Lane.

**SECTION I: Financial Summary****Expenses****11 Police Department**

The FY19 operating appropriation proposes a 0.5% decrease with capital expenses of \$165,000.

**12 Fire Department**

There is a proposed 0.4% decrease in the Fire Department's FY19 operating appropriation with capital expenses of \$65,000.

**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 11.3% decrease in the FY19 operating appropriation.

**14 Police/Fire Station**

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY19 budget proposes a no change in the operating appropriation.

**15 Emergency Management**

There is no proposed change in fund of the operating appropriation for FY19 .

**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 FY19 budget is level funded at \$26,000.

**17A Public Works Administration, CPW**

The FY19 operating appropriation reflects a 0.3% increase from that of FY18. 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 3.0% decrease from FY18 to FY19 due to a staffing structure reorganization. The Engineering Division has a Town Engineer, Assistant Town Engineer, 2 Assistant Public Works Engineers, GIS/IT Program Analyst, Associate Engineer, and an Administrative Assistant.

**17C Highway Maintenance, CPW**

The operating appropriation is proposed to decrease by 2.3% from FY18 through a reorganization that replaces a 1.0 FTE Public Works Supervisor with a 0.5 FTE Operations Manager, who is shared by Park & Trees.

**17D Parks & Trees, CPW**

The FY19 Parks & Trees operating appropriation is proposed to have a 1.0% decrease from FY18 through a reorganization that replaces a 1.0 FTE Public Works Supervisor with a 0.5 FTE Operations Manager, who is shared by Highway Maintenance.

**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 FY19 operating appropriation is proposed to increase by 3.7%.

**18 Snow Removal, CPW**

The snow removal budget is proposed to be funded at \$610,001, an increase of \$1 from that of FY18. If the actual FY19 expenditures exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY19 budget plan provides room for a \$175,000 overrun of the \$610,000 FY18 appropriation.

**19 Street Lights, CPW**

The FY19 Street Light appropriation is proposed to decrease by \$16,600 to \$54,400 due to the use of more energy efficient street lights.

**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 no change from FY18.

**21 Drainage, CPW**

The FY19 funding plan includes \$105,000 for drainage improvements, \$100,000 for culvert improvements.

**22 Sidewalk Management, CPW**

The proposed FY19 budget calls for an increase of \$5,000 for maintenance of the Town's existing sidewalks program to \$115,000.

**23 Road Improvements, CPW**

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$668,900 expected from the State (Chapter 90 Funds) and \$1,400,000 in borrowing, the total FY19 amount for road improvements is recommended to be \$2,168,900.

**24 133 and 135 Keyes Road, CPW**

For FY19, there is a proposed increase of 0.5% in the operating appropriation.

**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 FY19, the Library operating appropriation is proposed to have a decrease of 0.3% from FY18 to FY19 due in part to saving from more efficient lighting fixtures.

**26A Human Services**

Human Services covers the staffing costs for the Community Services Coordinator, and the Youth Services Coordinator and its operating appropriation is proposed to increase by 36.7% as the Town assumes more of the cost of paying the salaries of these coordinators, who are partially paid from a grant by the Community Chest.

**26B Senior Services**

The FY19 operating appropriation for Senior Services is proposed to increase by 6.2%. The increase is due to increases in hours and wages of the Van Drivers and in wages for the Public Health Nurse and Outreach Coordinators.

**26C Recreation Services**

The FY19 operating appropriation for Recreation Services is proposed to increase by 32.7% as the General Fund assumes the cost of paying all of the salary of the Recreation Director, who had been partially supported by the Beede Center and Recreation Fund.

**27 Harvey Wheeler Community Center**

The Harvey Wheeler Community Center continues to be a great resource for the Town in providing space for the Senior Services office, as well as a meeting area for Town departments, not-for-profit groups, and private individuals. For FY19 there is a proposed 2.3% decrease in the operating appropriation.

**28 Hunt Recreation Center**

It is proposed that the FY19 operating appropriation for the Hunt Recreation Center decrease by 11.0% from the FY18 budgeted level since this budget no longer needs to support 105 Everett, which is no longer in use.

**29 Veterans Services**

The FY19 proposed operating appropriation represents a 13.8% decrease from that of FY18. This is a result of the predicted decrease in veterans' benefits costs by \$20,000 to \$75,000 needed to serve fewer eligible beneficiaries.

**30 Ceremonies and Celebrations**

The FY19 proposed operating appropriation represents a 17.7% increase from FY18 to \$24,124.

**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 FY18.

**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, 2018. 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 \$1,407,895 in order also to provide resources for such compensation adjustments for union and non-union staff and to provide funds for collective bargaining agreements that are not settled.

**34 Land Fund**

The budget is a decrease of \$5,000 at \$10,000 for FY19 and is used to facilitate the acquisition of land.

**35A Group Insurance**

The budget anticipates a \$726,100 increase in the appropriation required for FY19 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 FY19, the General Fund share of the NOO is projected to be about \$2.14 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 \$1,617,000 for this purpose, an increase of \$147,000.

**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 FY19, General Fund support is increased by \$25,000 to \$275,000.

**36 Unemployment & Workers Compensation**

An amount of \$110,000 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, 2017, the revised Funding Schedule had been maintained to reach full funding status by the year 2030.

In FY19, the General Fund appropriation is projected at \$3,777,010, an increase of 3.0% from FY18 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 1.4%, to \$787,112, 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 \$182,503.

**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 FY19 budget proposes allocating \$7,379,514, which includes \$3,994,645 for debt service within the levy limit and \$3,384,869 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**

**THIS PAGE INTENTIONALLY LEFT BLANK**

*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
- FY19 Capital Plan 43
- FY19–23 Capital Outlay Plan 44 to 46
- FY19 Capital by Account 47 to 49
- FY19 Capital Summary 50 to 53

**Capital Improvement Plan**

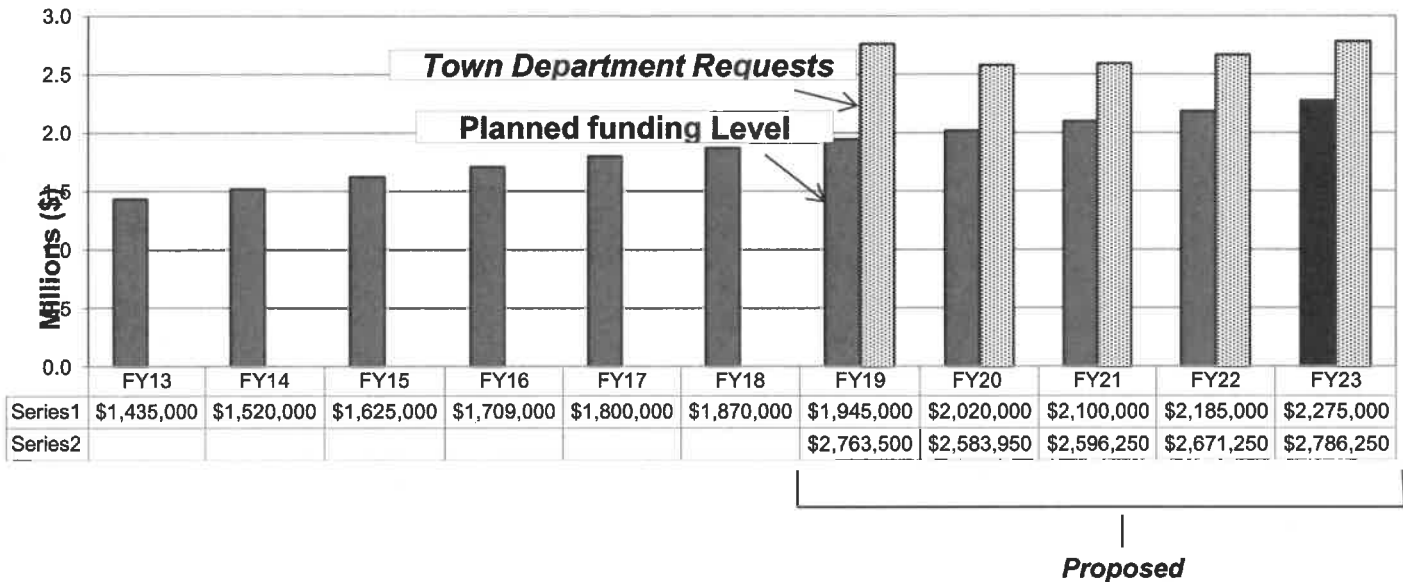
**Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):**

**\$1,945,000**

**Capital Expenditures Within the Levy Limit Supported via FY19 Debt Authorizations:**

**\$6,000,000**

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



**Capital Improvement Program FY19 – FY23**

**FY19 General Fund Budget Component**

**1. Borrowing authorizations submitted to the 2018 Annual Town Meeting**

▪ *General Fund only*

▪ *Future tax-supported debt service to be funded within the Levy Limit*

<b>Warrant Article</b>	<b>Description</b>	<b>Recommended New Borrowing Authorization</b>
ART 11	CPS Capital Projects	\$900,000
ART 21	Municipal Buildings Renovations	\$510,000
ART 21	Trail Improvements	\$75,000
ART 21	Fire Engine Replacement (Engines 3 & Engine 5)	\$365,000
ART 21	Road and Parking Lot Reconstruction	\$1,400,000
ART 21	Library Efficiency Systems	\$150,000
ART 21	Harvey Wheeler Parking Lot	\$100,000
ART 25	Acquisition of 369 Commonwealth Avenue	<u>\$2,500,000</u>
<b>Total</b>		<b>\$6,000,000</b>

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**

<b>Town Government Departments (accounts #1-34):</b>	<b>\$ 1,945,000</b>
<b>Concord Public Schools:</b>	<b>\$ 1,000,000</b>

**Capital Financing Policy**

**General Fund – within the Levy Limit**

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

• Total FY19 Guideline Budget is proposed to be **\$107,185,217**

*less \$6,789,214 excluded debt = \$100,396,003 net*

• 7% to 8% target range equals **\$7,027,720 to \$8,031,680**

• **FY19 Proposed Budget for capital expenditure financing:**

Debt service budget (“within levy limit” portion)	<b>\$4,097,454</b>
Capital outlay, Town Departments	<b>1,945,000</b>
Capital outlay, Concord Public Schools	<b>1,000,000</b>
Total .....	<b>\$7,042,454</b>

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **7.0%**

FY2018-2023 Capital Outlay Plan (General Fund)

Acct #	Ref #	CODE	Item	ANNUAL PLANS												SUMMARY			
				REFERENCE ONLY		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		Total Recommended	Total Deferred
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended				
			<b>Town Manager</b>																
1C	A-1		Building Improv - Townwide	400,000	290,000	400,000	290,000	400,000	315,000	400,000	335,000	400,000	355,000	400,000	365,000	1,660,000	340,000		
1C	A-2		DSX System in Town Buildings	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	50,000	50,000		
1A	A-3		ADA Compliance	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	25,000		
1D	A-4		Building Improv - Town House	5,000	2,500	5,000	2,500	5,000	2,500	5,000	2,500	5,000	2,500	5,000	2,500	25,000	25,000		
1D	A-5		Carriage - Town House	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	50,000	50,000		
1E	A-6		Building Improv - Info Center	250,000	95,000	275,000	120,000	275,000	145,000	275,000	150,000	275,000	180,000	300,000	170,000	745,000	680,000		
1F	A-7		Building Improv - 37 Knox Trail	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	50,000	50,000		
1G	A-8		Building Improv - SS Church St	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	75,000	25,000		
1D	A-9		Resource Sustainability Fund	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
1B	A-10		HRIS software	50,000															
			<b>Planning</b>																
6	B-1		Building Improv - 141 Keves Rd	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		Vehicle replacement for DPPLM	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000	5,000	35,000	65,000		
5B	B-3		Pond & stream management	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	20,000	55,000		
5B	B-4		Agricultural fields improvements	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000		
			<b>Finance &amp; Admin</b>																
9	C-1		Town-wide Technology Fund	350,000	230,000	375,000	185,000	375,000	269,800	375,000	285,000	375,000	300,000	410,000	300,000	1,339,800	595,200		

**SECTION I: Financial Summary**

**Capital**

**FY2018-2023 Capital Outlay Plan (General Fund)**

Acct #	Ref #	CODE	Item	ANNUAL PLANS												SUMMARY		
				FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		Total	Total	
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Recommended	Deferred	
			<b>Police</b>															
			Police Dept. overruns acct															
11	D-1		Police Vehicles	105,000	105,000	140,000	140,000	105,000	105,000	140,000	140,000	140,000	140,000	140,000	630,000	0	0	0
11	D-2		Public Safety Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	135,000	0	0	0
11	D-3		Ballpoint Vest Replacement	25,000	25,000										25,000	0	0	0
11	D-4		Night Vision Devices	13,200												0	0	0
11	D-5		Computer Upgrades/mobile laptops	5,000											0	0	0	0
11	D-6		Office Copier		10,000	0									0	0	0	0
11	D-7		Cruiser Laptop Replacement					40,000	0						0	0	0	0
11	D-8		Axon Body Cameras	35,000											0	0	0	0
11	D-9		Axon Vehicle Cameras	13,000											0	0	0	0
11	D-10		ABD Defibrillator Replacement					10,200	10,200						10,200	0	0	0
			<b>Police/Fire Station 1</b>															
14	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	100,000	0	0	0
			<b>Fire</b>															
12	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	125,000	0	0	0
12	E-2		Car 2 (2009) - Assistant Chief												25,000	25,000	0	0
12	E-3		Car 3 (2007) - Shift Cmd												0	0	0	0
12	E-4		Utility Pickup (2016)	45,000	25,000										0	0	0	0
12	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	75,000	0	0	0
12	E-6		SCBA	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000	30,000	0	0	0
12	E-7		SCBA Cylinder Replacement												5,000	5,000	0	0
12	E-8		Suppl. hose replacement							10,000	10,000	10,000	10,000	10,000	40,000	0	0	0
12	E-9		Medical equipment upgrade		25,000	25,000									50,000	30,000	0	0
12	E-10		Fire Alarm Equipment							60,000	30,000	30,000	30,000	30,000	150,000	0	0	0
12	E-11		Upgrade Community AED's												15,000	15,000	0	0
12	E-12		Breathing Air Compressor												35,000	35,000	0	0
12	E-13		Shift Commander Car												60,000	0	0	0
			<b>Fire Station (station 2)</b>															
13	E-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	50,000	0	0	0

**SECTION I: Financial Summary**

**Capital**

**FY2018-2023 Capital Outlay Plan (General Fund)**

Acct #	Ref # CODE	Item	REFERENCE ONLY		ANNUAL PLANS										SUMMARY			
			FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		Total	Deferred		
			Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Recommended	Deferred		
		<b>PUBLIC WORKS</b>																
		Facilities & Systems																
24	L-1	Building Improv - 133/135 Keys	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	0	0	50,000	31,250
17B	L-2	GIS System	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	0	0	100,000	0
		Public Ways																
23	J-1	Road Reconstruction	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	110,000	100,000	110,000	100,000	0	0	500,000	20,000
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	50,000
17C	J-3	Guardrail Replacement	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	20,000	15,000	0	0	75,000	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	12,500
21	J-5	Drainage Improvements	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	115,000	110,000	115,000	110,000	0	0	535,000	10,000
17B	J-6	Culvert Improvement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	110,000	102,500	110,000	102,500	0	0	505,000	15,000
17B	J-7	Sustainable Drainage Emphnt	25,000	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	0
17B	J-8	NPDES Permit Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	50,000	0
22	J-9	Sidewalks - Maintenance	125,000	110,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	0	0	615,000	10,000
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	0
		Park & Tree																
17D	K-1	Public Shade Trees	25,000	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	0
17D	K-2	Turf Improv / Park Rehab	100,000	52,500	100,000	62,500	100,000	62,500	100,000	62,500	100,000	50,000	100,000	50,000	0	0	287,500	212,500
17D	K-3	Small Equipment	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	0	0	25,000	12,500
		Equipment																
20	L-1	Vehicles and Heavy Equipment	350,000	325,000	350,000	350,000	350,000	350,000	350,000	350,000	375,000	375,000	375,000	375,000	0	0	1,775,000	50,000
		Library																
25	M-1	Computer Equipment	10,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0	45,000	5,000
		Human Services																
26A	N-1	Vehicle																
		Senior Services																
27	O-1	Building Improv - Harvey Wheeler	15,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	0	0	75,000	0
27	O-2	HWCC - Exterior Steps	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	0	0	80,000	0
26B	O-2	COA Van																
		Recreation Services																
28	P-1	Hunt Gym - Carpet Replacement																
28	P-2	Emerson Pool Bathing Facility																
		<b>GENERAL FUND TOTAL</b>	2,542,450	1,870,000	2,763,500	1,945,000	2,563,950	2,020,000	2,596,250	2,100,000	2,671,250	2,185,000	2,786,250	2,275,000	0	0	10,525,000	2,876,200
		Target Not funded	1,870,000	672,450	1,945,000	818,500	2,020,000	563,950	2,100,000	496,250	2,185,000	486,250	2,275,000	511,250	0	0	10,525,000	2,876,200

**SECTION I: Financial Summary**

**Capital**

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

Acct #	Category	Budget FY18	Dept. Request FY19	Town Mgr Proposed FY19	\$ Change FY18 Budget to FY19 Proposed
<b>1A</b>	<b>Town Manager</b>				
	ADA Compliance	5,000	10,000	5,000	-
	<b>Total - account #1A</b>	5,000	10,000	5,000	-
<b>1C</b>	<b>Facilities Management</b>				
	DSX System in Town Buildings		50,000	-	-
	Building Improv - Townwide Fund	290,000	400,000	290,000	-
	<b>Total - account #1C</b>	290,000	450,000	290,000	-
<b>1D</b>	<b>Resource Sustainability Fund</b>				
	Resource Efficiency	95,000	275,000	120,000	25,000
	<b>Total - account #1D</b>	95,000	275,000	120,000	25,000
<b>1E</b>	<b>Information/Visitors Center:</b>				
	Building Improv - Info Center	2,500	5,000	2,500	-
	<b>Total - account #1E</b>	2,500	5,000	2,500	-
<b>1F</b>	<b>37 Knox Trail</b>				
	Building Improv - 37 Knox Trail	5,000	10,000	5,000	-
	<b>Total - account #1F</b>	5,000	10,000	5,000	-
<b>1G</b>	<b>55 Church Street</b>				
	Building Improv - 55 Church Street	-	10,000	5,000	5,000
	<b>Total - account #1G</b>	-	10,000	5,000	5,000
<b>5A</b>	<b>Planning Department</b>				
	Vehicle Replacement	-	25,000	-	-
	<b>Total - account #5A</b>	-	25,000	-	-
<b>5B</b>	<b>Natural Resources</b>				
	Pond & stream management	5,000	15,000	5,000	-
	Agricultural fields improvements	-	10,000	-	-
	<b>Total - account #5B</b>	5,000	25,000	5,000	-
<b>6</b>	<b>141 Keyes Road Building</b>				
	Building Improv - 141 Keyes Road	10,000	10,000	10,000	-
	<b>Total - account #6</b>	10,000	10,000	10,000	-
<b>9</b>	<b>Information Systems</b>				
	Town-wide Technology Fund	230,000	375,000	185,000	(45,000)
	<b>Total - account #9</b>	230,000	375,000	185,000	(45,000)
<b>10</b>	<b>Town House</b>				
	Building Improv - Town House	15,000	15,000	15,000	-
	<b>Total - account #10</b>	15,000	15,000	15,000	-
<b>11</b>	<b>Police Department</b>				
	Police Vehicles	105,000	140,000	140,000	35,000
	Public Safety Equipment	25,000	25,000	25,000	-
	Bullet Proof Vest	25,000	-	-	(25,000)
	Office Copiers	-	10,000	-	-
	<b>Total - account #11</b>	155,000	175,000	165,000	10,000

**SECTION I: Financial Summary**

**Capital**

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

Acct #	Category	Budget FY18	Dept. Request FY19	Town Mgr Proposed FY19	\$ Change FY18 Budget to FY19 Proposed
<b>12</b>	<b>Fire Department</b>				
	Miscellaneous Equipment	25,000	25,000	<b>25,000</b>	-
	Vehicle Replacement (Shift Cmd)	25,000	-	-	(25,000)
	Turnout Gear Replacement	15,000	15,000	<b>15,000</b>	-
	SCBA	-	5,000	-	-
	EMS Equipment	-	25,000	<b>25,000</b>	25,000
	<b>Total - account #12</b>	<b>65,000</b>	<b>70,000</b>	<b>65,000</b>	-
<b>13</b>	<b>West Concord Fire Station</b>				
	Building Improv - W. Concord	10,000	10,000	<b>10,000</b>	-
	<b>Total - account #13</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	-
<b>14</b>	<b>Police/Fire Station (Walden Street)</b>				
	Building Improv - Walden St	20,000	20,000	<b>20,000</b>	-
	<b>Total - account #14</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	-
<b>17B</b>	<b>Engineering</b>				
	GIS System	20,000	20,000	<b>20,000</b>	-
	Traffic Control Devices	10,000	20,000	<b>10,000</b>	-
	Drainage Improvements	25,000	25,000	<b>25,000</b>	-
	NPDES Permit Compliance	10,000	10,000	<b>10,000</b>	-
	Street Sign Replacement	20,000	20,000	<b>20,000</b>	-
	<b>Total - account #17B</b>	<b>85,000</b>	<b>95,000</b>	<b>85,000</b>	-
<b>17C</b>	<b>Highway Maintenance</b>				
	Guardrail Replacement	15,000	20,000	<b>15,000</b>	-
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17C</b>	<b>20,000</b>	<b>27,500</b>	<b>20,000</b>	-
<b>17D</b>	<b>Parks &amp; Trees</b>				
	Public Shade Trees	25,000	25,000	<b>25,000</b>	-
	Turf Improv./Park Rehab.	52,500	100,000	<b>62,500</b>	10,000
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17D</b>	<b>82,500</b>	<b>132,500</b>	<b>92,500</b>	10,000
<b>20</b>	<b>Public Works Equipment</b>				
	Vehicles and Heavy Equipment	325,000	350,000	<b>325,000</b>	-
	<b>Total - account #20</b>	<b>325,000</b>	<b>350,000</b>	<b>325,000</b>	-
<b>21</b>	<b>Drainage</b>				
	Drainage Improvements	105,000	105,000	<b>105,000</b>	-
	Culvert Improvement	100,000	100,000	<b>100,000</b>	-
	<b>Total - account #21</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	-
<b>22</b>	<b>Sidewalks</b>				
	Sidewalks - Maintenance	110,000	125,000	<b>115,000</b>	5,000
	<b>Total - account #22</b>	<b>110,000</b>	<b>125,000</b>	<b>115,000</b>	5,000
<b>23</b>	<b>Road Improvments</b>				
	Road Reconstruction	100,000	100,000	<b>100,000</b>	-
	<b>Total - account #23</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	-
<b>24</b>	<b>133/135 Keyes Road building:</b>				
	Building Improv - 133/135 Keyes	10,000	16,250	<b>10,000</b>	-
	Rolling Storage Shelves	-	-	-	-
	<b>Total - account #24</b>	<b>10,000</b>	<b>16,250</b>	<b>10,000</b>	-

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

Acct #	Category	Budget FY18	Dept. Request FY19	Town Mgr Proposed FY19	\$ Change FY18 Budget to FY19 Proposed
25	<b>Library</b>				
	Computer Equipment	15,000	10,000	10,000	(5,000)
	<b>Total - account #25</b>	15,000	10,000	10,000	(5,000)
26B	<b>Senior Services</b>				
	COA Van	-	65,000	65,000	65,000
	<b>Total - account #26B</b>	-	65,000	65,000	65,000
27	<b>Harvey Wheeler Building:</b>				
	HWCC - Exterior Steps	-	80,000	-	-
	Building Improv - Harvey Wheeler	10,000	15,000	15,000	5,000
	<b>Total - account #27</b>	10,000	95,000	15,000	5,000
28	<b>Hunt Recreation Center</b>				
	Emerson Pool Bathing Facility	-	57,250	-	-
	<b>Total - account #28</b>	-	57,250	-	-
	<b>TOTAL</b>	\$ 1,870,000	\$ 2,763,500	\$ 1,945,000	\$ 75,000

## 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 FY19, it is proposed that the funding level is \$5,000, the same as in FY18.

##### **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 FY19 of \$290,000. The five-year Capital Outlay plan raises this funding target to \$365,000 by FY23. For FY19, this account will fund the Facilities Manager, Senior Maintenance Craftsman, Facilities Maintainer, and partially fund the Maintenance Electrician.

##### **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 FY19, it is proposed that this account be funded at \$120,000.

##### **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 FY19.

##### **1G 55 Church Street**

Acquired by the Town in FY18, \$5,000 is proposed for routine building improvements in FY19.

##### **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 \$185,000. This fund is crucial in maintaining current technology throughout the Town departments. In addition, funds go toward supporting the basic network infrastructure linking all town buildings and connecting more than 250 desktop computers to the network with a secure and reliable system.

##### **10 Town House**

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

## Capital Outlay and Special Projects Accounts General Fund Recommended Items

### 11 Police Department

Funding is being proposed for the replacement of four police cruisers (\$140,000) and the upgrade and maintenance of public safety equipment (\$25,000).

### 12 Fire Department

For the Fire Department, \$25,000 in funding is being proposed for miscellaneous equipment, \$15,000 for turnout gear, and \$25,000 for Emergency Medical Equipment.

### 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, \$25,000 for sustainable drainage improvements, \$10,000 for NPDES permit compliance, 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, \$62,500 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.

### 21 Drainage, CPW

The FY19 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

### 22 Sidewalk Management, CPW

The proposed FY19 budget calls for an increase of \$5,000 for the maintenance of the Town's existing sidewalks program at \$115,000.

### 23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$668,900 expected from the State (Chapter 90 Funds) and \$1,400,000 in borrowing, the total FY19 recommended amount for road improvements is \$2,168,900.

**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 FY19 the CIP proposes to provide the Library with \$10,000 for public-access computer equipment replacement.

**26B Senior Services**

An amount of \$65,000 is being proposed to purchase a new COA van.

**27 Harvey Wheeler Community Center**

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

**SECTION I: Financial Summary**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**Debt:**

At the end of FY17 (June 30, 2017), the Town of Concord's outstanding tax-supported long-term debt is **\$35,840,000**.

This total represents 0.60% of assessed value, or \$2,029 of debt per capita.

**The Debt Section includes the following:**

- Debt Overview 54
- Historical Debt & Charts 55 to 57
- FY19-FY23 Debt Authorization 58 to 59
- Debt Service Projection 60 to 61
- Potential Future Debt Projects 62
- Debt Service Projection Chart 63
- Excluded Debt Detail 64 to 67
- Excluded Debt Service 68 to 70
- Authorized and Unissued Debt 71

**Rapid Debt Repayment**

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

This policy serves the following purposes:

- To hold down the amount expended in the form of interest costs;
  - To provide new capacity for debt issuance on a regular basis and thereby enable newly recognized capital needs to be addressed annually;
  - To maintain the Town's credit rating of Aaa, which reduces the cost of borrowing.
- See Account 39 – Debt Service for information about the FY19 debt service appropriation.**

**Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2017**

Paid Down Percentage Starting on June 30, 2017	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/17	\$9,876,300		\$26,785,677		\$17,647,421		\$54,309,398	
In 5 years	\$1,495,000	85%	\$12,026,639	55%	\$7,188,702	53%	\$20,710,341	62%
In 10 Years	\$70,000	99%	\$1,990,000	93%	\$0	100%	\$2,060,000	96%
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.

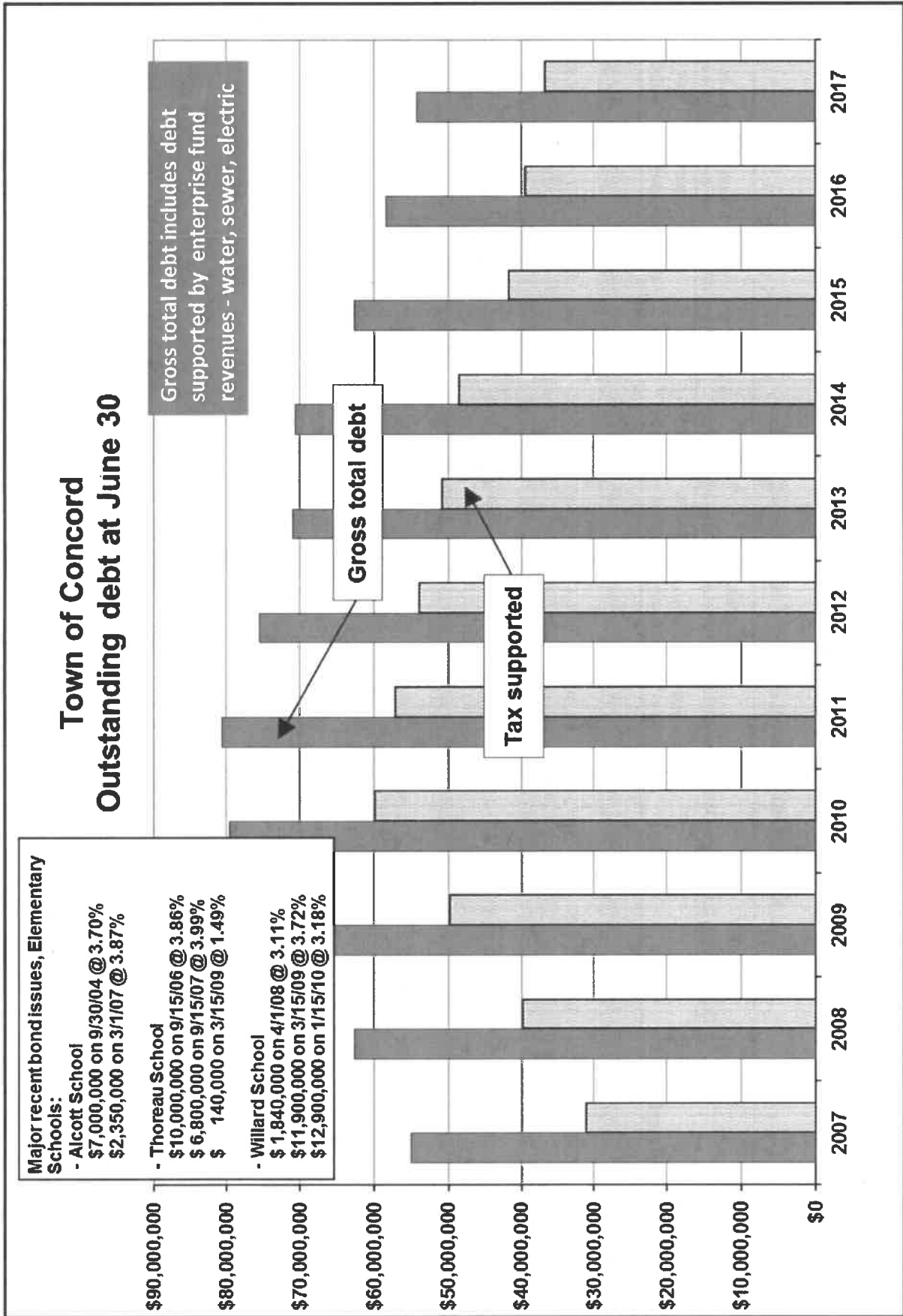
**Town of CONCORD, LONG-TERM DEBT STATISTICS**

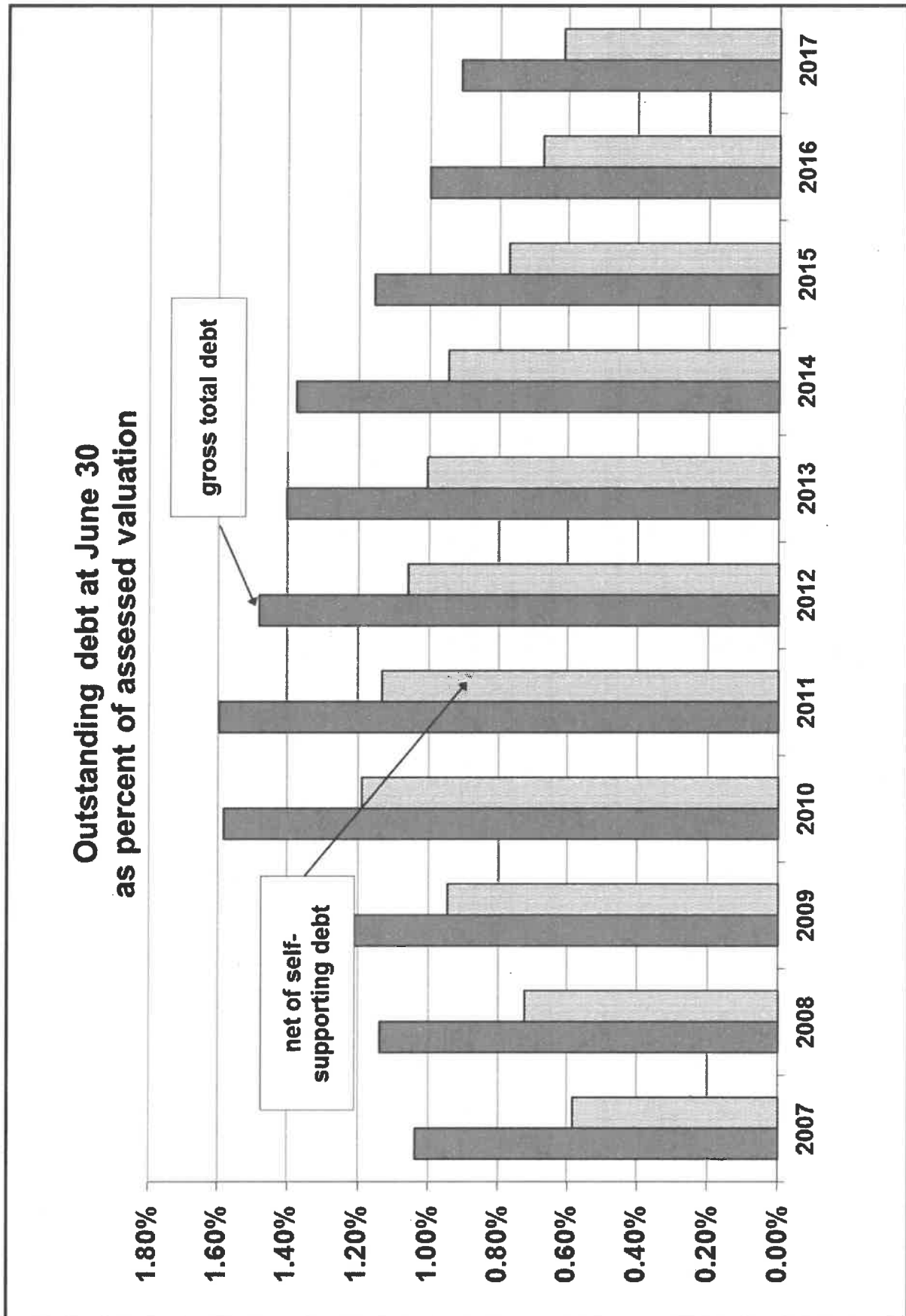
Direct Debt - June 30, 2007 to June 30, 2017

@ 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
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%
2017	\$5,973,716,402	\$54,309,398	\$36,861,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%

**"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**

**FY19-23 Capital Program  
DEBT AUTHORIZATION PLAN**

Fiscal Year of Issuance Annual Town Meeting Year	adopted					plan					FY19-23 Total	
	FY2018 2017	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021	FY2023 2022						
CMS Middle School feasibility assessment study	150,000											\$0
Peabody	0	39,500	2,975,000	205,000	0	0						\$3,219,500
Sanborn	400,000	39,000	3,305,000	400,000	1,400,000							\$5,144,000
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
School Transportation facility	300,000											\$0
Ripley Administration Building	0	690,000	1,290,000	250,000	0							\$2,230,000
Unassigned	0	0	0	0	0					1,000,000		\$1,000,000
Gross subtotal, CPS buildings	850,000	1,302,500	8,210,000	950,000	1,595,000					1,000,000		\$13,057,500
less: Unfunded	0	(402,500)	(7,310,000)	0	(595,000)							(\$8,307,500)
<b>Subtotal - School Projects allocation</b>	<b>\$850,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$950,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$4,750,000</b>	<b>\$24,000,000</b>
<b>General Fund Total</b>	<b>\$5,275,000</b>	<b>\$6,000,000</b>	<b>\$6,650,000</b>	<b>\$3,550,000</b>	<b>\$3,700,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$24,000,000</b>	<b>\$24,000,000</b>
<b>debt supported within levy limit</b>												

**General Fund - Financing subject to Debt Exclusion Ballot**

School Transportation Facility												\$0
Keyes Road Campus - Site Reconstruction			20,000,000									\$20,000,000
Concord Public School - Middle School renovations		6,280,000										\$6,280,000
<b>Debt Exclusion Total</b>	<b>\$0</b>	<b>\$6,280,000</b>	<b>\$20,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,280,000</b>

**Water Enterprise Fund**

Reservoir Improvements												0
Nagog Pond - Intake pipeline												0
Keyes Road site & covered storage			500,000									500,000
Nagog filtration plant												0
Land acquisition - Balls Hill												0

**Sewer Enterprise Fund**

Keyes Road site & covered storage			100,000									100,000
<b>Enterprise Funds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$600,000</b>
<b>GRAND TOTAL</b>	<b>\$5,275,000</b>	<b>\$6,000,000</b>	<b>\$7,250,000</b>	<b>\$3,550,000</b>	<b>\$3,700,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$4,100,000</b>	<b>\$50,880,000</b>	<b>\$50,880,000</b>

# SECTION I: Financial Summary

# Debt

## FY19-23 Capital Program DEBT AUTHORIZATION PLAN

Town of Concord – FY19 Proposed Budget

	adopted					plan					FY19-23 Total	
	FY2018 2017	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021	FY2023 2022	FY2024 2023	FY2025 2024	FY2026 2025			
Fiscal Year of Planned Long-term Debt Issuance Annual Town Meeting Year												
Projected Amount Available for Authorization												
<b>General Fund - Financing within Levy Limit</b>												
<i>Town Manager</i>												
Renovation/Construction/Acquisition of Town Buildings	350,000	510,000	400,000	500,000	400,000	750,000						\$2,560,000
Land acquisition for municipal purposes		2,500,000		200,000		500,000						\$3,200,000
55 Church Street Land and Building	1,200,000											
Comprehensive Municipal Building Feasibility Study	250,000											\$0
												\$0
<i>Planning</i>												
Land Acquisition for open space			2,500,000	75,000	200,000	350,000						\$3,125,000
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
												\$0
<i>Public Safety</i>												
Engine #3 (2008) & Engine #5 (1989) to be replaced w/ one truck		365,000										\$365,000
Engine #4 Replacement (2017) Pumper												\$0
Engine #5 Replacement (1989) Brush Truck												\$0
Engine #6 Replacement (2006) Brush and Utility Vehicle												\$0
Engine #8 Replacement (1988)	575,000											\$0
Ambulance #1 Replacement (2008)	260,000											\$0
Ambulance #2 Replacement (2011)				275,000								\$275,000
Ladder #1 Refurbishment (2012)				250,000								\$250,000
Police & Fire Radios	225,000											\$0
												\$0
<i>Public Works</i>												
Road and Parking lot Reconstruction	1,200,000	1,400,000	1,300,000	1,300,000	1,300,000	1,500,000						\$6,800,000
Sidewalk extensions - phase 1	215,000											\$0
Sidewalk extensions - phase 2			500,000									\$500,000
Cemetery Roads Improvements	150,000											\$0
												\$0
<i>Human Services</i>												
Library - Efficient Energy Systems		150,000										\$150,000
Library - Furniture, Fixtures, and Equipment			550,000									\$550,000
Harvey Wheeler Parking Lot		100,000										\$100,000
<b>Subtotal - Town Projects</b>	<b>4,425,000</b>	<b>5,100,000</b>	<b>5,750,000</b>	<b>2,600,000</b>	<b>2,700,000</b>	<b>3,100,000</b>						<b>\$19,250,000</b>

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

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		
			58,382,967										
2017	4,073,568	1,718,477	54,309,399	2,430,000	255,973	82,529	17,265	830,000	109,386	8,668,800	866,389		
2018	8,128,674	1,572,522	46,180,725	2,495,000	287,869	84,196	16,767	715,000	108,623	2,580,000	704,642		
2019	7,124,085	1,424,648	39,056,640	1,985,000	244,177	85,897	14,939	570,000	92,868	2,320,000	673,670		
2020	6,659,490	1,203,395	32,397,151	1,650,000	180,727	87,632	13,073	565,000	73,268	2,275,000	596,395		
2021	6,115,748	986,952	26,281,403	1,260,000	125,002	89,403	11,170	420,000	53,768	2,250,000	517,570		
2022	5,571,060	785,661	20,710,343	991,300	80,502	91,209	9,229	396,700	37,368	2,229,000	439,420		
2023	4,397,753	605,441	16,312,590	410,000	45,600	93,052	7,248	280,000	21,500	2,060,000	363,185		
2024	4,062,381	467,995	12,250,209	315,000	30,200	94,932	5,227	120,000	12,000	2,030,000	292,195		
2025	3,989,707	336,759	8,260,502	255,000	20,100	96,850	3,165	120,000	8,400	2,003,000	215,505		
2026	3,552,636	235,382	4,707,866	225,000	13,150	98,806	1,062	115,000	4,900	1,605,000	163,775		
2027	2,647,866	140,168	2,060,000	220,000	6,500	0	0	65,000	1,950	1,255,000	115,650		
2028	1,385,000	72,600	675,000	70,000	700	0	0	65,000	650	1,250,000	71,250		
2029	675,000	27,000	0	0	0	0	0	0	0	675,000	27,000		
<b>total</b>	<b>58,382,967</b>	<b>9,577,000</b>		<b>12,306,300</b>	<b>1,290,500</b>	<b>904,506</b>	<b>99,145</b>	<b>4,261,700</b>	<b>524,681</b>	<b>31,200,800</b>	<b>5,046,646</b>		

Interest expense as % of total debt service, FY19: **16.7%**

Interest expense as % of total debt service to final maturity: **14.1%** as of July 1, 2018

*Projected as of June 30, 2017:*

	5 yrs	10 yrs
Debt Retirement - all	69.7%	97.0%
Debt Retirement - tax supported only	72.2%	95.8%

**SECTION I: Financial Summary**

**Debt**

Revenue Supported Annual Debt Service								<i>subtotals</i>		
<i>Water</i>		<i>Sewer</i>		<i>Betterment (WPAT loans)</i>		<i>Light (including Telecom)</i>		Tax-supported		Revenue-supported
Principal M atured	Interest Payment	Principal M atured	Interest Payment	Principal M atured	Interest Payment	Principal M atured	Interest Payment	<i>within Limit</i>	<i>Excluded</i>	
								0	0	0
441,200	94,730	609,516	134,225	291,523	28,908	755,000	213,618	3,625,359	9,634,983	2,568,720
565,000	105,871	607,814	129,946	294,164	26,116	787,500	192,688	3,606,492	3,385,605	2,709,099
485,000	94,435	618,831	116,229	296,857	23,268	762,500	165,063	2,892,045	3,094,506	2,562,183
485,000	78,735	617,570	102,459	229,288	20,362	750,000	138,375	2,468,995	2,972,100	2,421,789
485,000	61,535	629,036	88,633	232,310	17,398	750,000	111,875	1,858,770	2,868,143	2,375,787
373,000	44,335	640,734	74,558	224,118	14,374	625,000	85,875	1,505,870	2,768,858	2,081,994
225,000	30,015	602,668	60,979	227,033	11,289	500,000	65,625	757,100	2,523,485	1,722,609
220,000	21,715	614,843	47,891	167,606	8,141	500,000	50,625	477,200	2,422,354	1,630,821
217,000	14,995	627,265	34,538	170,589	4,930	500,000	35,125	403,500	2,318,520	1,604,442
215,000	8,300	639,936	20,916	153,895	1,654	500,000	21,625	358,050	1,868,643	1,561,326
155,000	1,550	652,865	7,018	0	0	300,000	7,500	293,450	1,370,650	1,123,933
0	0	0	0	0	0	0	0	136,350	1,321,250	0
0	0	0	0	0	0	0	0	0	702,000	0
<b>3,866,200</b>	<b>556,216</b>	<b>6,861,078</b>	<b>817,392</b>	<b>2,287,383</b>	<b>156,440</b>	<b>6,730,000</b>	<b>1,087,994</b>	<b>18,383,181</b>	<b>37,251,097</b>	<b>22,362,703</b>

**Potential Debt Exclusion projects**

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

**Tax-supported Debt Principal forecast without new debt exclusions**

Outstanding as of June 30, 2017	New Issues Planned through FY23	Projected Maturing through 6/30/23	Projected Outstanding as of June 30, 2023	<i>*Note: Date for Town of Concord only. Not inclusive of assessed share of CCRSD debt.</i>
\$54,309,398	FY18: \$7,860,000 FY19-23: \$19,300,000	\$25,983,390	\$24,258,587	

**I. Near-Term Projects: 1 to 5-year period. FY19-23**

**1. Concord Middle School**

Investment will be needed to extend the useful life of the Peabody and Sanborn buildings. A \$6 million Peabody/Sanborn renovation project could be presented to Town Meeting in the very near term, to fund the most urgent needs of the Concord Middle School buildings, extending the useful life of the existing buildings for an additional 15-20 year period. The specific purposes might include the items listed below. Also, please note, at the same time, the School Committee has submitted a Statement of Interest to the MSBA, seeking to partner on funding for a new middle school building.

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

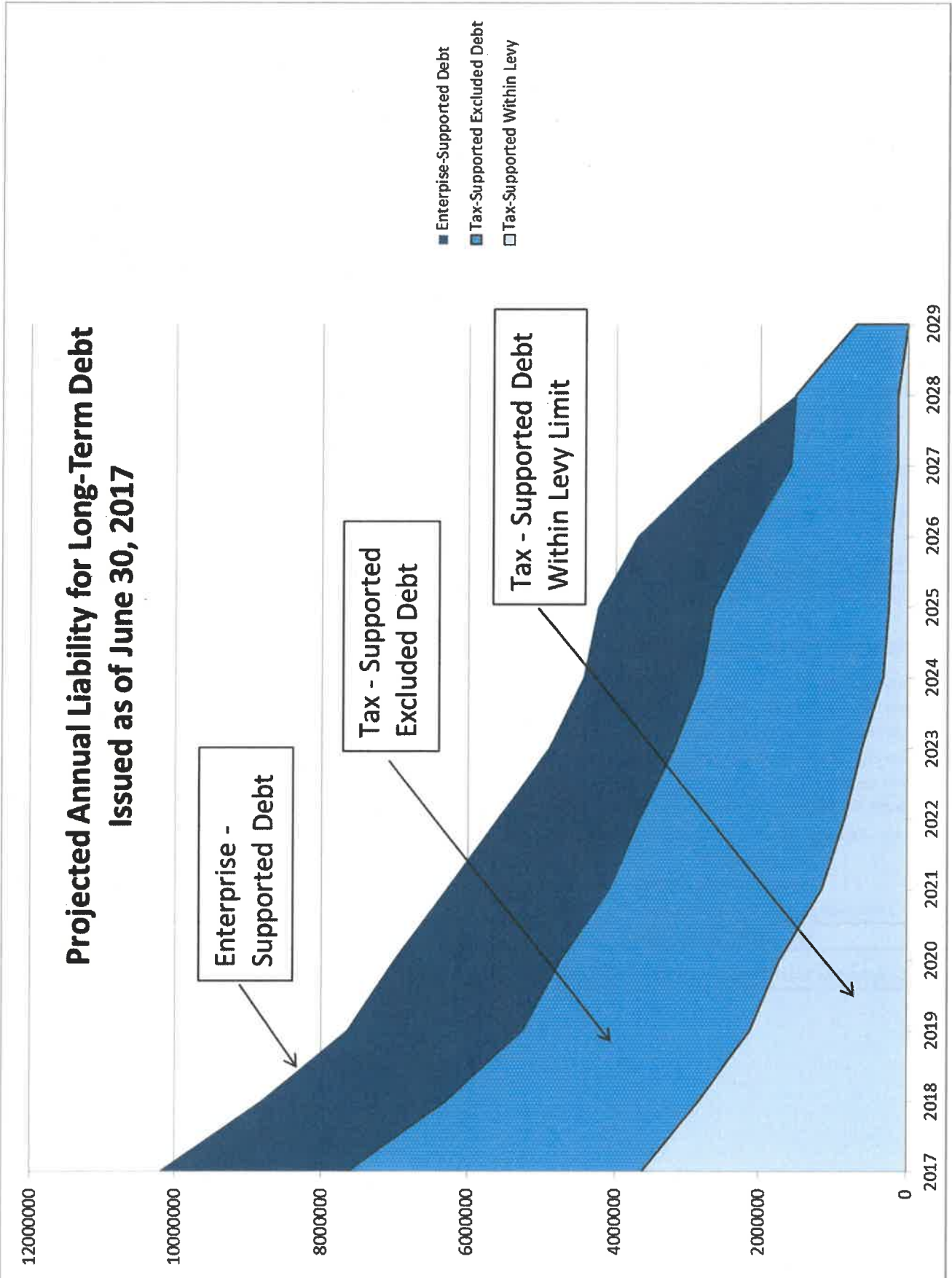
**2. Keyes Road Municipal Complex, Public Works and Planning Departments**

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

**II. Intermediate Term Projects: 6 to 10-year period, FY24-28**

**1. West Concord Fire Station**

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



## Excluded Debt

Projected to June 30, 2018	Principal			FY19 Debt Service			
	Initial Issuance	Remaining Balance	Remaining Percent	Principal	Interest	Debt Service (Net of Premium)	Amortized Premium
<b>Outstanding Town-Issued Excluded Debt</b>							
Wastewater Management (Phase 1) <i>Nov. 2005 (2.00% - WPAT Loan)</i>	\$1,638,290	\$737,780	45.03%	\$85,897	\$13,897	\$99,794	
Alcott School <i>May 2015 (1.40%; refund), May 2016 (1.16%; refund)</i>	\$9,365,000	\$2,884,500	30.70%	\$489,000	\$84,280	\$573,280	
Thoreau School <i>Sept 2007 (3.99%), May 2015 (1.40%; refund) May 2016 (1.16%; refund)</i>	\$16,940,000	\$3,681,500	21.73%	\$526,000	\$119,630	\$645,630	
Willard School <i>Apr. 2008 (3.11%), Mar. 2009 (3.72%), Jan. 2010 (3.09%)</i>	\$27,025,000	\$12,824,000	47.35%	\$1,305,000	\$469,760	\$1,774,760	(\$1,095)
CPS Bus Depot (estimate)						\$292,500	
Minuteman Regional High School						\$147,115	
Exempt Debt Service Reserve						(\$186,274)	
<b>Town Excluded Debt - Total</b>	<b>\$54,968,290</b>	<b>\$20,127,780</b>	<b>36.62%</b>	<b>\$2,405,897</b>	<b>\$687,567</b>	<b>\$3,346,805</b>	<b>(\$1,095)</b>
<b>Outstanding CCRSD-Issued Exempt Debt</b>							
Existing High School				\$0	\$0	\$0	
New High School (\$32.5 million issued June 2013, 3.00%)						\$2,123,049	
New High School Bond (\$30 million issued in March 2015, 2.87%)						\$2,195,157	
New High School Bond (\$2.5 million issued in March 2016, 2.40%)						\$174,250	
BAN Issued 06/30/17 for \$110,207						\$1,000	
Landfill Remediation (\$1.5 million to be issued, 4%)						\$18,000	
Less: Reserves from FY17 assessment not expended						\$0	
Total Assessable						\$4,511,456	
Concord Share @ 75.46%						\$3,404,345	
Less: Stabilization fund appropriation						(\$275,000)	
<b>Net CCRSD Excluded Debt</b>						<b>\$3,129,345</b>	
<b>Net Levy for the Total Town and CCRSD Exempt Debt</b>						<b>\$6,475,055</b>	

## Details of Town-Issued Excluded Debt Cost

### Alcott School Construction

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

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

The total Alcott debt expense in the FY19 budget is \$573,280 (0.64% of the projected tax levy).

\$2.35 million Bond issued March 2007:

Principal	\$ 146,000
Interest	<u>20,320</u>
	\$ 166,320

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

Principal	\$ 343,000
Interest	<u>63,960</u>
	\$ 406,960

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

### Thoreau School Construction

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

\$6.8 million Bond issued September 2007:

Principal	\$ 349,000
Interest	<u>96,440</u>
	\$ 445,440

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

Principal	\$ 177,000
Interest	<u>23,190</u>
	\$ 200,190

For FY19, the total tax-supported Thoreau debt expense is \$645,630, or 0.70% of the projected tax levy.

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

**Willard School Design and Construction**

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

A 10-year bond in the principal sum of \$1,840,000 was issued April 1, 2008 at an interest cost of 3.11%, with a final maturity on April 1, 2018. A 19-year bond in the principal sum of \$11,900,000 was issued March 15, 2009 at an interest cost of 3.72%. A 19-year bond in the principal sum of \$12,900,000 was issued January 15, 2010 at an interest cost of 3.18%. A 4-year bond in the principal sum of \$375,000 was issued May 17, 2011 at an interest cost of 1.06% and fully paid off in FY15. On June 22, 2017, the Town Advance Refunded the 2009 Issue resulting in an overall budgetary savings of \$667,621.

The total Willard debt expense provided in the FY19 budget is \$1,774,760, or 1.92% of the projected tax levy.

\$11.9 million Bond issued March 2009, including refunding:

Principal	\$ 625,000
Interest	<u>212,985</u>
	\$ 837,985

\$12.9 million Bond issued January 2010:

Principal	\$ 680,000
Interest	<u>256,775</u>
	\$ 936,775 (net of \$1,095 amortized premium)

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

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

**Wastewater Management, Phase 1**

A \$4,190,000 debt authorization was voted at the 2004 Town Meeting and the debt for this sewer extension project was approved by ballot on June 8, 2004. This debt is secured through the Water Pollution Abatement Trust (WPAT), Commonwealth of Massachusetts, at a subsidized interest rate of 2%. The long-term loan was executed in November 2005. The budgeted cost for FY16 is the tenth year of a twenty-year payment schedule, with the final maturity on July 15, 2025. The General Fund and Betterment funded shares for FY19 are:

General Fund (39.1%)	\$ 99,794
Betterment funded (60.9%)	\$ 155,433

### Details of CCRSD-Issued Excluded Debt Cost

#### New High School

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

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

To date, permanent financing of \$62.5 million has been issued by the Regional School District. Concord's FY19 assessed share of the debt service for long-term bonds issued to date is as follows:

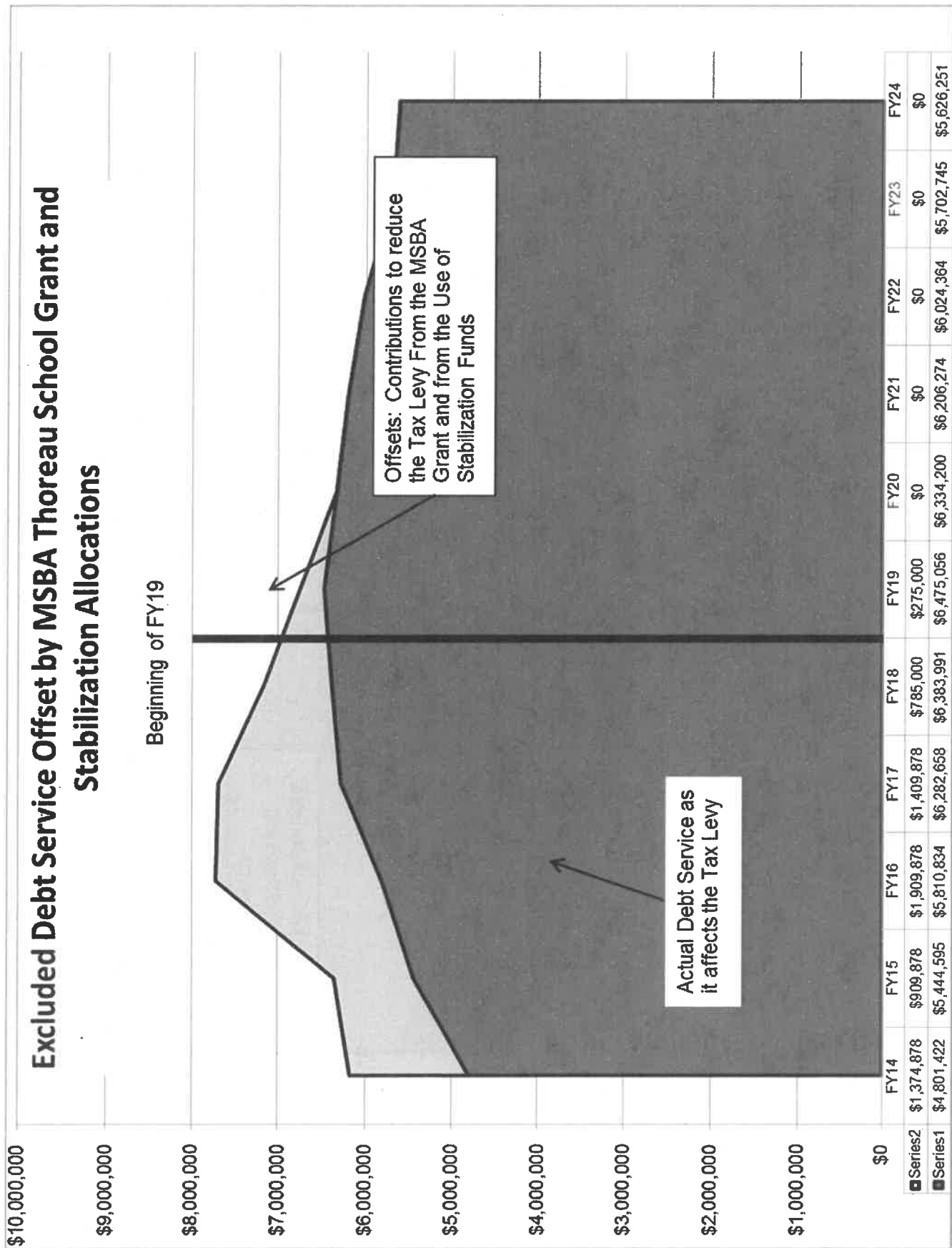
Date of Bond Issue	<u>June 4, 2013</u>	<u>March 15, 2015</u>	<u>March 1, 2016</u>
Amount Issued	\$32,500,000	\$30,000,000	\$2,500,000
Interest Rate (TIC)	3.00%	2.87%	2.40%
Final Maturity	2038	2038	2038
FY19 debt service:			
Principal & Interest	\$2,123,049	\$2,195,157	\$174,250
<b>Total:</b>			
Issued, Exempt, Bond		\$4,492,456	
Issued, Exempt, BAN		\$ 1,000	
Issued, Exempt, BAN		\$ 18,000	
Issued, Non-Exempt, BAN		<u>\$ 136,243</u>	
Net assessable, FY19		\$4,647,537	
Concord share @ 75.46%		\$3,507,154	

This debt will be offset by \$275,000 from the Town's High School Debt Stabilization Fund, reducing the FY19 impact to 3.78% of the projected levy. FY19 marks the final year of availability of funds from this Stabilization Fund to offset the associated debt service.

**Excluded debt tax levy**  
(FY09 to FY17 Actual, FY18 Budgeted, and FY19 to FY30 Projected)

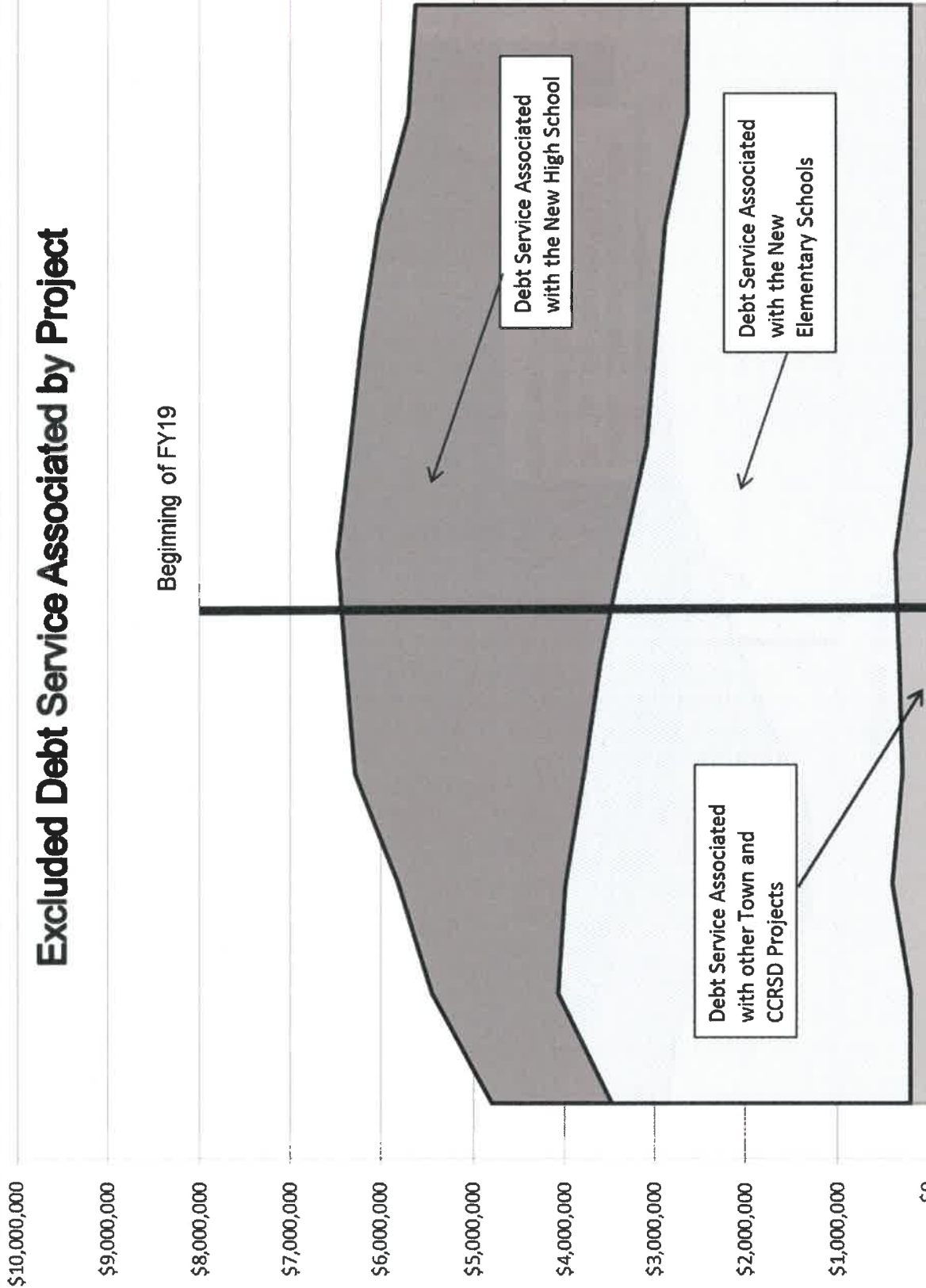
Fiscal Year	Elementary Schools Construction					High School Construction					Other Debt			Summation of Excluded Debt				
	Alcott	Thoreau	Willard	Stabilization Fund	MSBA Thoreau grant	Total CPS Excluded Debt	CCHS New building (1)	NESEDEC (2) Enrollment (Nov. 2015)	Concord's Share of CCHS Debt	Stabilization Fund	Total CCHS Excluded Debt	Town	Minuteman Regional	CCHS	Gross Excluded Debt	Offsets (Grants & Stab. Funds)	Adjustments	Net Excluded Debt
FY09 Actual	\$812,599	\$1,570,663	\$583,403			\$2,966,665						\$330,714	\$684,143		\$3,981,522			\$3,981,522
FY10	\$811,335	\$1,578,640	\$1,359,333			\$3,749,308						\$224,089	\$539,239		\$4,512,636		\$100,000 (3)	\$4,612,636
FY11	\$779,408	\$1,540,085	\$2,323,693	(\$1,000,000)	(\$431,796)	\$3,211,370						\$221,616	\$582,444		\$5,447,226	(\$1,431,796)	(\$8,639) (4)	\$4,006,791
FY12	\$762,558	\$1,492,661	\$2,400,443	(\$700,000)	(\$427,412)	\$3,528,250						\$218,672	\$322,941		\$5,197,275	(\$1,127,412)	(\$12,167) (5)	\$4,057,696
FY13	\$740,062	\$1,416,392	\$2,347,423	(\$475,000)	(\$409,878)	\$3,618,989						\$215,603	\$184,870		\$4,973,598	(\$884,878)		\$4,088,720
FY14	\$720,966	\$1,381,397	\$2,309,778	(\$735,000)	(\$409,878)	\$3,267,292						\$212,297	(\$4,213)		\$6,176,300	(\$1,374,878)		\$4,801,422
FY15	\$701,499	\$1,344,761	\$2,240,652		(\$409,878)	\$3,877,034						\$208,720	(\$10,456)		\$6,354,473	(\$909,878)		\$5,444,595
FY16	\$698,867	\$1,234,619	\$2,128,091		(\$409,878)	\$3,591,499						\$204,906	\$196,161		\$7,720,711	(\$1,909,878)		\$5,810,834
FY17	\$623,785	\$1,195,190	\$2,087,764		(\$409,878)	\$3,496,861						\$101,089	\$189,624		\$7,692,536	(\$1,409,878)		\$6,282,658
FY18 Budgeted	\$594,505	\$720,930	\$1,969,207			\$3,284,642						\$220,282	\$102,583		\$7,168,991	(\$785,000)		\$6,383,991
FY19 Projected	\$573,280	\$645,630	\$1,774,760			\$2,993,670						\$392,041	\$146,942	\$14,337	\$6,750,056	(\$275,000)		\$6,475,056
FY20	\$553,215	\$605,695	\$1,712,485			\$2,871,396						\$100,706	\$146,942	\$115,830	\$6,334,200			\$6,334,200
FY21	\$530,320	\$589,365	\$1,687,705			\$2,767,390						\$100,573	\$146,942	\$115,519	\$6,206,274			\$6,206,274
FY22	\$512,068	\$534,068	\$1,622,285			\$2,688,421						\$100,438	\$146,942	\$114,516	\$6,024,364			\$6,024,364
FY23	\$347,860	\$498,310	\$1,577,025			\$2,423,185						\$100,300	\$146,942	\$111,731	\$5,702,745			\$5,702,745
FY24	\$434,840	\$461,630	\$1,525,725			\$2,422,195						\$100,159	\$146,942	\$108,975	\$5,626,251			\$5,626,251
FY25	\$318,710	\$427,020	\$1,472,775			\$2,218,505						\$100,015	\$146,942	\$106,177	\$5,350,884			\$5,350,884
FY26		\$346,800	\$1,421,975			\$1,788,775						\$99,869	\$146,942	\$103,380	\$4,825,594			\$4,825,594
FY27		\$1,370,650				\$1,370,650							\$146,942	\$100,664	\$4,271,597			\$4,271,597
FY28		\$1,321,250				\$1,321,250							\$146,942	\$97,883	\$4,164,656			\$4,164,656
FY29		\$702,000				\$702,000							\$146,942	\$95,123	\$3,487,865			\$3,487,865
FY30													\$146,942		\$2,633,782			\$2,633,782

- NOTES:
- The Excluded Debt Service for the new High School extends to FY38.
  - CCRSD Assessment is based on the November 2016 NESDEC projection of the student enrollment ratio between Concord and Carlisle. The enrollment projection applies to years FY17 to FY26.
  - An amount of \$100,000 was allocated to paydown a Willard Note.
  - An amount of \$8,639 was provided from Willard BAN interest.
  - An amount of \$12,167 was provided from the Willard Bond Issuance (June 2011).



# Excluded Debt Service Associated by Project

Beginning of FY19



	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
New High Sch. Debt	\$1,326,056	\$1,369,297	\$1,818,267	\$2,495,084	\$2,776,484	\$3,115,007	\$3,246,269	\$3,222,792	\$3,140,989	\$3,067,529	\$2,994,922
New Elem. Sch. Debt	\$3,267,292	\$3,877,034	\$3,591,499	\$3,496,861	\$3,284,842	\$2,993,670	\$2,871,395	\$2,767,390	\$2,668,421	\$2,423,185	\$2,422,195
Misc Debt	\$208,074	\$198,264	\$401,067	\$290,713	\$322,865	\$366,378	\$216,536	\$216,092	\$214,954	\$212,031	\$209,134

# SECTION I: Financial Summary

# Debt

debt category	Town Meeting	Vote	Purpose	Unissued as of 06/30/17	Code	Bond or Note Issuance and other comment	Future bond issue and rescission			Projected May 2018 Bond Plan
							Expected future issue	Expected to rescind	TOTAL	
enterprise		Art. 36, 2012	Land Acquisition (WR Grace)	\$ 187,500	62-460-460-345	\$400K bond issued 5/21/15 \$12.5k bond issued 5/19/16 \$400K bond issued 5/21/15 \$12.5k bond issued 5/19/16	375,000	0	375,000	
enterprise		Art. 48, 2013	Telecommunications	\$ 400,000	73-0-0-350	\$100K bond issued 6/12/14 \$500K bond issued 5/19/16	400,000	0	400,000	400,000
enterprise		Art. 24, 2017	Telecommunications	\$ 1,000,000	73-460-470-388		1,000,000	0	1,000,000	
enterprise		Art. 26, 2017	Smart Grid Improvements	\$ 3,000,000	62-460-460-389		3,000,000	0	3,000,000	
within limit		Art. 30, 2014	Keets Road public works facilities design	\$ 150,000	30-426-426-357		150,000	0	150,000	
within limit		Art. 31, 2014	141 Kees Road renovations (Planning dept)	\$ 400,000	30-197-197-358	\$200K bond issued 5/19/16 issued 06/22/17	400,000	0	400,000	
within limit		Art. 33, 2014	West Concord Infrastructure Improvements	\$ 5,500	30-410-410-360	resized, rescind \$5,500	0	5,500	5,500	
within limit		Art. 34, 2014	Public Safety Bldg security improvements	\$ 85,000	30-215-215-361	issued 06/22/17, resized, rescind \$35,000	85,000	0	85,000	85,000
within limit		Art. 52, 2015	Rideout & Emerson Playground Improvements	\$ 35,000	30-122-123-368	Rescind \$35,000	0	35,000	35,000	
within limit		Art. 53, 2015	Parking Management Plan Implementation	\$ 5,500	30-180-175-369	\$150K bond issued 5/19/16 \$100K issued 06/22/17, resized, rescind	0	5,500	5,500	
within limit		Art. 54, 2015	Town House interior improvements	\$ 20,500	30-122-123-370	\$350K bond issued 5/19/16 \$329.5k issued 06/22/17, resized, rescind	20,500	0	20,500	
within limit		Art. 27, 2017	Municipal Facility Needs Study	\$ 250,000	30-122-123-390		250,000	0	250,000	250,000
within limit		Art. 8, 2017	Municipal Building Renovations	\$ 350,000	30-122-123-316		350,000	0	350,000	
within limit		Art. 10, 2017	Fire Engine #8 Replacement	\$ 575,000	30-220-220-385		575,000	0	575,000	575,000
within limit		Art. 11, 2017	Ambulance Replacement	\$ 260,000	30-220-220-386		260,000	0	260,000	260,000
within limit		Art. 9, 2017	Public Safety Communications	\$ 225,000	30-215-215-384		225,000	0	225,000	225,000
within limit		Art. 12, 2016	Concord Public Schools renovations	\$ 33,300	30-300-300-373	issued 06/22/17, resized, rescind \$33,300	33,300	0	33,300	
within limit		Art. 15, 2017	Concord Public Schools renovations	\$ 850,000	30-300-300-387		850,000	0	850,000	850,000
excluded		Art. 15, 2016	Concord Public Schools - Bus Depot (excluded debt)	\$ 1,950,000	30-122-123-374		1,950,000	0	1,950,000	1,950,000
within limit		Art. 12, 2016	Concord Public Schools - Bus Depot	\$ 300,000	30-300-300-366		300,000	0	300,000	
within limit		Art. 22, 2016	Municipal Building Renovations	\$ 150,000	30-520-546-375		150,000	0	150,000	150,000
within limit		Art. 23, 2016	Land Acquisition - Ball's Hill Road	\$ 47,000	30-122-123-376	issued 06/22/17, resized, rescind \$47,000	0	47,000	47,000	0
within limit		Art. 24, 2016	Public Safety Equipment - Fire Engine refurbish	\$ 150,000	30-220-220-377	issued 06/22/17, resized, rescind \$150,000	150,000	0	150,000	150,000
within limit		Art. 25, 2016	Cemetery Improvements	\$ 2,500	30-410-491-378	issued 06/22/17, resized, rescind \$2,500	2,500	0	2,500	
within limit		Art. 46, 2017	Cemetery Improvements	\$ 150,000	30-410-491-391		150,000	0	150,000	150,000
within limit		Art. 47, 2017	Road Improvement Program 2017	\$ 1,415,000	30-429-429-392		1,415,000	0	1,415,000	1,415,000
within limit		Art. 26, 2016	Road Improvement Program 2016	\$ 113,700	30-429-429-379	issued 06/22/17, resized, rescind \$113,700	113,700	0	113,700	
enterprise		Art. 28, 2016	Water System Improvements	\$ 13,665,000	61-450-450-380	Water Treatment Plant Reservoir Improvements	13,665,000	0	13,665,000	
within limit		Art. 57, 2016	Rail Trail design/Engr. - Phase 2B	\$ 1,870,000	61-450-450-381	Water Intake pipeline	965,000	0	965,000	
within limit		Art. 57, 2016	Rail Trail design/Engr. - Phase 2B	\$ 14,000	61-450-450-382	issued 06/22/17, resized, rescind \$14,000	1,870,000	0	1,870,000	
				\$ 28,909,000			\$ 28,565,000	\$ 324,000	\$ 28,909,000	6,510,000
										tax, within levy
										debt exclusion
										Water
										Sewer
										CMLP
										Telecom
										total:
										4,160,000
										1,950,000
										400,000
										6,510,000

Major Liabilities

The Major Liabilities are a result of the following:

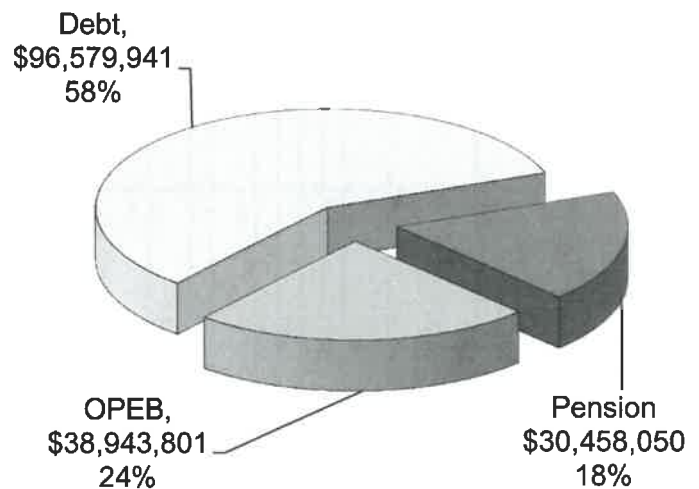
- Debt from the issuance of bonds;
- Pensions; and
- Other Post Employment Benefits (OPEB).

**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, 2017**

*(with CCRSD Overlapping Debt)*  
**Totalling \$165,981,792**



**Major Liabilities (with CCRSD overlapping liability) as of June 30, 2017**

<u>FY16 Liabilities</u>	<u>Debt</u>	<u>Pension</u>	<u>OPEB*</u>	<u>Total</u>
General Fund	\$36,661,977	\$22,709,149	\$28,150,245	\$87,521,371
Enterprise and Other	\$17,647,421	\$3,581,938	\$2,016,836	\$23,246,195
Total Direct Town Liabilities	\$54,309,398	\$26,291,087	\$30,167,081	\$110,767,566
CCRSD Assessment @75.46%	\$42,270,543	\$4,166,963	\$8,776,720	\$55,214,226
<b>Total</b>	<b>\$96,579,941</b>	<b>\$30,458,050</b>	<b>\$38,943,801</b>	<b>\$165,981,792</b>

\* CCRSD OPEB is as of June 30, 2016

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.

## SECTION I: Financial Summary

## Liabilities

### Liabilities and Credit Rating:

Liabilities, the future obligations that a municipality owes to an outside entity, need to be managed carefully. It is 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.

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
<b>The Town's Credit Rating (Moody's)</b>	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 \$42,270,543 million as the Town's share of CCRSD debt, is \$78,932,520 at June 30, 2017. With the inclusion of enterprise debt which is paid from user fees, the total is \$96,579,941.

### 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.

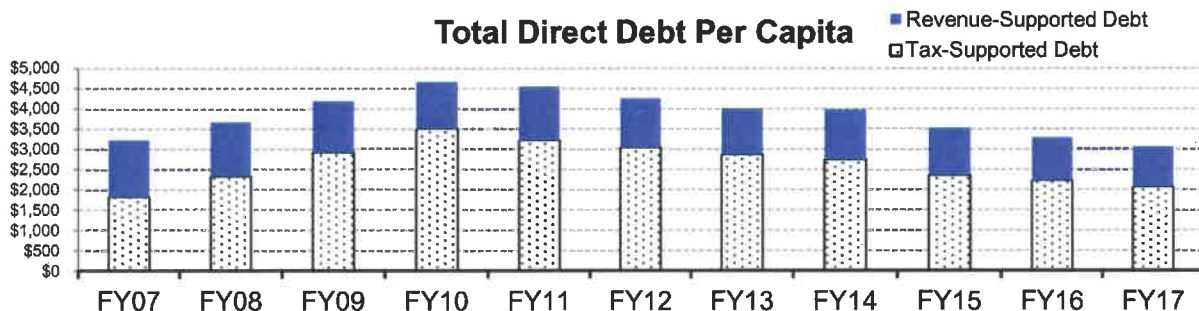
## Direct Debt

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, 2017, 85% of the borrowed principal will be repaid within 5 years and 99% 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.

Paid Down Percentage Starting on June 30, 2017	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/17	\$9,876,300		\$26,785,677		\$17,647,421		\$54,309,398	
In 5 years	\$1,495,000	85%	\$12,026,639	55%	\$7,188,702	53%	\$20,710,341	62%
In 10 Years	\$70,000	99%	\$1,990,000	93%	\$0	100%	\$2,060,000	96%
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 FY07. 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, 2017 actuarial valuation, the Concord Contributory Retirement System's has a estimated Unfunded Liability was \$25,889,394. In FY19, the Town's annual funding to meet current obligations and to pay down this liability is \$4.5 million, of which \$3.7 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, 2017 valuation.

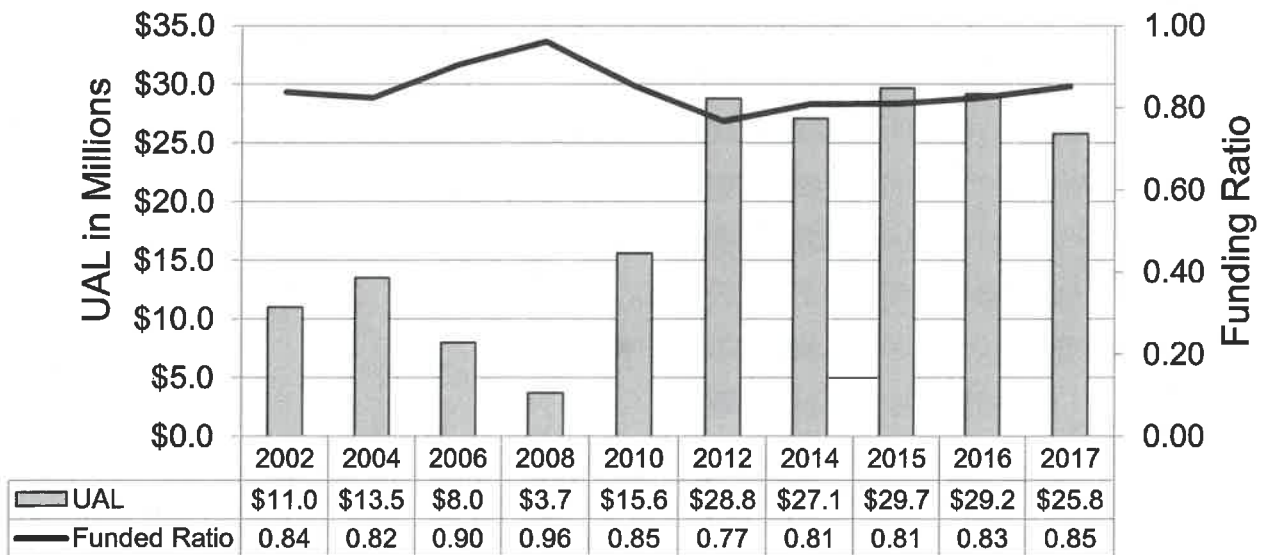
## Pension

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, 2017, the Town's Actuarial Accrued Liability is estimated at \$174,389,000 and the Actuarial Value of Assets \$148,500,000, which results in an Unfunded Accrued Liability of \$25,899,000. The funding status (AVA / AAL) is 85%.

### Pension Funding Progress (as of January 1<sup>st</sup>)



**OPEB Liability:**

As of the most recent actuarial study for a valuation date of June 30, 2017, the Unfunded Actuarial Accrued Liability (UAAL) was \$30.7 million. The OPEB funded ratio was 25.4%. 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 \$1.6 million plus inflation to cover the annual required contribution level in FY19.

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

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

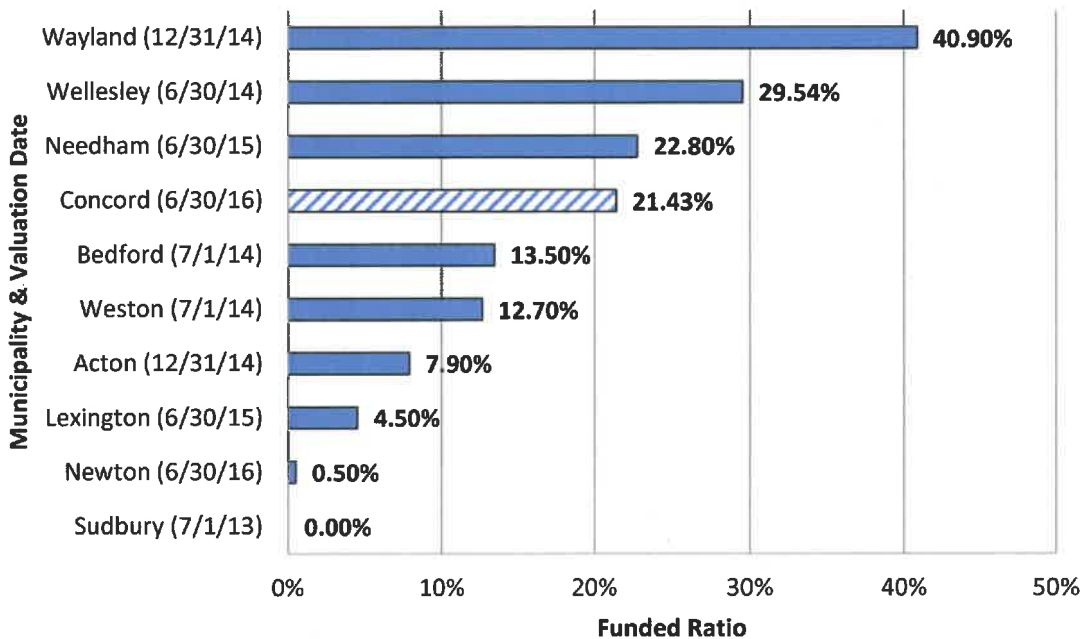
As determined by an actuarial study, the OPEB liability, known as the Unfunded Actuarial Accrued Liability (UAAL) is the difference between the amount needed to fund present and future benefits, or the Actuarial Accrued Liability (AAL) and the amount set aside to fund this obligation, or the Actuarial 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 25.4%.

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 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)
- Funding for Sustainability Director (see page 97)
- Town's share to operate & maintain 37 Knox Trail (see pages 104-105)
- Town's share to operate & maintain 55 Church Street (see pages 106-107)

**2: Planning & Land Management**

- Moderate increase in funding for Regional Housing Services Office (see page 116)
- Funding of Cross Town Connect (see page 116)
- Permit Fee Revenue collected by Building Inspector (see pages 129)
- Additional hours for the Public Health Nurse (see pages 130)

**3: Finance & Administration**

- Funding for Administrative Systems Analyst (see page 140)
- Increase for Audit Services to comply with new GASB rules (see page 147)
- Savings from revaluation certification occurring every 5 years, instead of every 3 years (see page 150)

**4: Public Safety**

- Funding for Police cruiser (see page 165)
- Emergency response by type of call chart (see page 171)
- Emergency response time chart (see page 171)

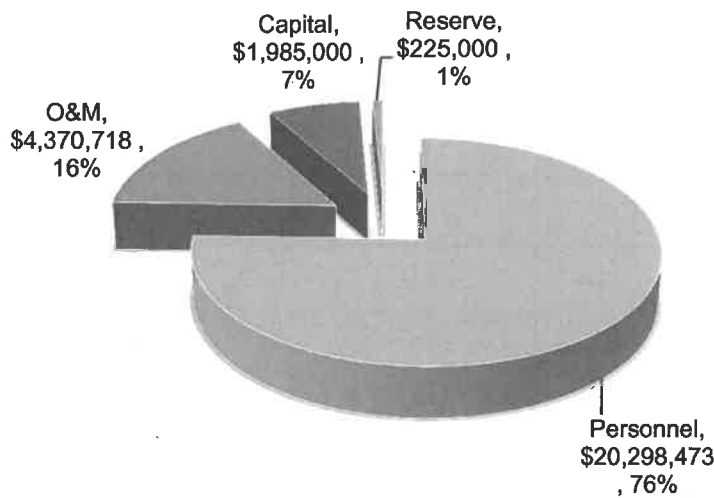
**5: Public Works**

- Funding of CPW Operations Manager (see page 190 and page 194)
- Savings from more efficient Street Lights (see pages 204-205)
- Capital funding for CPW equipment (see pages 206-207)

**6: Human Services**

- Increase in funding for Senior Services (see pages 228-231)
- Saving in benefit costs from fewer anticipated eligible veterans (see pages 238-239)

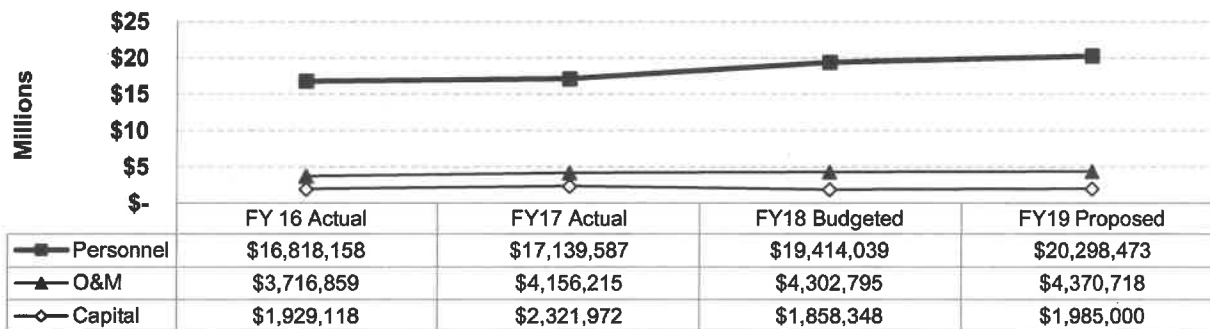
FY19 Proposed Budget Expenses



Budget Highlights:

- The FY19 Town Government General Fund Appropriated Budget is \$24,050,513. After including funds transferred in by the Town's Enterprise Funds and other sources, the Total Budget is \$26,879,191.
- The FY19 Appropriated Budget is proposed to increase \$986,500, or 4.27%, with personnel expenses increasing by 4.04%, operations and maintenance (O&M) by 5.80%, and capital expense increasing by 4.01%.
- The FY19 Total Budget is proposed to increase by \$1,079,009 or 4.18%, with personnel expenses increasing by 4.56%, O&M by 1.58%, and capital expenses by 6.82%.

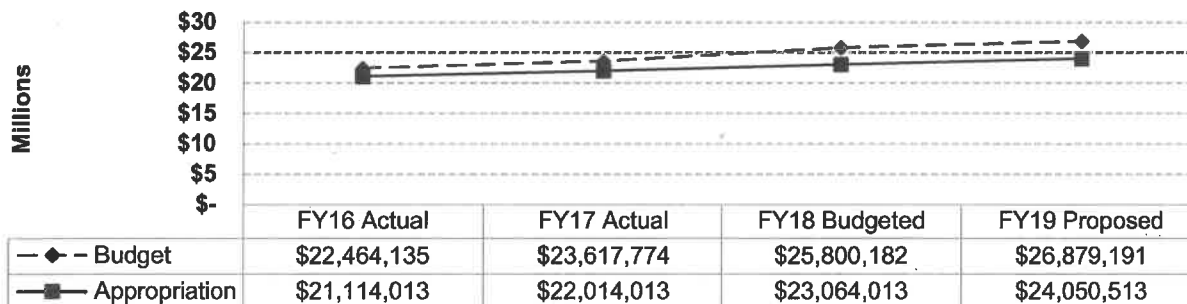
Town Government - Expense Categories History



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

In this FY19 budget, Personnel expense represent 76% of the total budget, O&M represents 16%, 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 FY19 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 8583 over FY18 budgeted levels. Total Town Government FTEs are proposed to rise from to 230.74 to 236.57.*

The changes are as follows:

- Facilities Management proposes to add a Maintenance Electrician (1.0 FTE).
- Resource Sustainability proposes to add a Sustainability Director (1.0 FTE).
- For the newly purchased 55 Church Street building, it is proposed to add a receptionist and a custodian (2.0 FTEs) .
- In the Elections account, it is proposed that the FY19 staffing level be increased by 1,566 hours (0.75 FTEs) for Election Officers and Technicians, due to the expectation that there will be two additional elections in FY19.
- Finance Administration proposes to add an Administrative Systems Analyst (1.0 FTE).
- IT proposes to add a Technical Services Manager (1.0 FTE) and increase part-time help (0.2 FTE).
- The Fire Department proposes to reduce the hours of an Office Clerk (-0.2 FTE).
- Highway Maintenance proposes to reassign the work of a Public Works Supervisor (1.0 FTE) to a shared Operations Manager (0.5 FTE) with Parks and Trees.
- Parks and Trees proposes to reassign the work of a Public Works Supervisor (1.0 FTE) to a shared Operations Manager (0.5 FTE) with Highway Maintenance.
- The Library proposes to restructure some staff positions for a savings (-0.3 FTE).
- Senior Services proposes increases in the hours of Van Drivers and Outreach Coordinators (0.55 FTE).

**Town Government Full-Time Equivalents (FTEs) Detail**

Budget Unit	FY17 Budget	FY18 Budget	FY19 Proposed	FY18-FY19 Change
1a Town Manager's Office	5.53	5.00	5.00	0.00
1b Human Resources	4.07	4.00	4.00	0.00
1c Facilities Management	2.02	3.02	4.00	0.98
1d Energy Conservation	0.50	0.50	1.50	1.00
1e Visitors' Center	0.04	0.15	0.00	-0.15
1f 37 Knox Trail	0.02	0.02	0.00	-0.02
1g 55 Church Street	0.00	0.00	2.00	2.00
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.81	0.23	0.98	0.75
3b Registrars	0.10	0.12	0.09	-0.03
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.91	3.91	0.00
5c Inspections	5.66	5.66	5.66	0.00
5d Health	4.16	4.30	4.30	0.00
6 141 Keyes Road	0.50	0.50	0.50	0.00
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	5.00	6.00	1.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.50	5.50	5.50	0.00
8d Assessors	4.44	4.44	4.44	0.00
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.75	3.75	4.99	1.24
10 Town House	1.01	1.00	1.00	0.00
11 Police Department	46.30	46.30	46.30	0.00
12 Fire Department	43.90	44.90	44.69	-0.21
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	13.78	13.78	13.36	-0.43
17d Parks and Trees	8.75	8.75	8.25	-0.50
17e Cemetery	1.19	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	0.00	0.00	0.00
25 Library	27.86	28.16	27.81	-0.35
26a Human Services	1.48	1.48	1.49	0.01
26b Senior Services	9.06	9.31	9.86	0.55
26c Recreation Services	0.75	1.00	1.00	0.00
27 Harvey Wheeler Community	1.02	1.02	1.00	-0.02
28 Hunt Recreation Center	1.00	1.00	1.00	0.00
29 Veterans' Services	0.45	0.49	0.50	0.01
30 Ceremonies	0.00	0.00	0.00	0.00
<b>Totals</b>	<b>229.76</b>	<b>230.74</b>	<b>236.57</b>	<b>5.83</b>

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

	FY16 Actual	FY17 Actual	FY18 Budget	FY19 Proposed
<b>General Government</b>				
Personnel	\$ 2,359,095	\$ 2,426,564	\$ 2,509,896	\$ 2,644,058
O&M	\$ 543,557	\$ 755,555	\$ 728,089	\$ 750,573
Capital	\$ 292,436	\$ 355,292	\$ 360,848	\$ 442,500
Subtotal	\$ 3,195,088	\$ 3,537,411	\$ 3,598,833	\$ 3,837,131
<b>Finance &amp; Administration</b>				
Personnel	\$ 1,820,573	\$ 1,927,273	\$ 2,223,974	\$ 2,372,775
O&M	\$ 750,309	\$ 747,916	\$ 896,480	\$ 859,966
Capital	\$ 179,009	\$ 371,667	\$ 245,000	\$ 200,000
Subtotal	\$ 2,749,891	\$ 3,046,855	\$ 3,365,454	\$ 3,432,741
<b>Public Safety</b>				
Personnel	\$ 7,943,263	\$ 8,090,314	\$ 8,495,027	\$ 8,468,079
O&M	\$ 729,458	\$ 762,547	\$ 693,695	\$ 679,639
Capital	\$ 378,179	\$ 324,735	\$ 250,000	\$ 260,000
Subtotal	\$ 9,050,900	\$ 9,177,596	\$ 9,438,722	\$ 9,407,717
<b>Public Works</b>				
Personnel	\$ 2,624,528	\$ 2,607,716	\$ 2,926,268	\$ 2,768,839
O&M	\$ 1,006,938	\$ 1,115,565	\$ 1,281,849	\$ 1,388,714
Capital	\$ 961,474	\$ 1,224,500	\$ 977,500	\$ 992,500
Subtotal	\$ 4,592,940	\$ 4,947,780	\$ 5,185,617	\$ 5,150,053
<b>Human Services</b>				
Personnel	\$ 1,980,708	\$ 2,015,865	\$ 2,539,921	\$ 2,536,828
O&M	\$ 686,598	\$ 764,632	\$ 687,682	\$ 681,826
Capital	\$ 118,019	\$ 45,779	\$ 25,000	\$ 90,000
Subtotal	\$ 2,785,325	\$ 2,826,276	\$ 3,252,603	\$ 3,308,654
<b>Unclassified</b>				
Personnel	\$ 89,991	\$ 71,856	\$ 718,954	\$ 1,507,895
O&M	\$ -	\$ 10,000	\$ 15,000	\$ 10,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 958,954	\$ 1,742,895
<b>Town Government Total</b>	<b>\$ 22,464,135</b>	<b>\$ 23,617,774</b>	<b>\$ 25,800,182</b>	<b>\$ 26,879,191</b>

**Town Government (Accounts 1 - 34) - Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 23,064,013	89.4%	\$ 24,050,513	89.5%	4.3%
Light Fund	472,555	1.8%	504,786	1.9%	6.8%
Telecom Fund	31,363	0.1%	31,363	0.1%	0.0%
Water Fund	669,471	2.6%	685,366	2.5%	2.4%
Sewer Fund	230,126	0.9%	234,580	0.9%	1.9%
Swim and Fitness Center	87,048	0.3%	79,778	0.3%	-8.4%
Solid Waste Fund	143,923	0.6%	144,606	0.5%	0.5%
Parking Meter Fund	135,954	0.5%	137,549	0.5%	1.2%
Recreation Fund	89,063	0.3%	110,860	0.4%	24.5%
Cemetery	166,853	0.6%	173,659	0.6%	4.1%
Retirement	139,266	0.5%	159,378	0.6%	14.4%
Misc.	470,549	1.8%	525,754	2.0%	11.7%
Fund 3	-	0.0%	41,000	0.2%	N/A
PEG Funds	-	0.0%	-	0.0%	N/A
Stabilization Fund	100,000	0.4%	-	0.0%	-100.0%
<b>Totals</b>	<b>\$ 25,800,182</b>	<b>100.0%</b>	<b>\$ 26,879,191</b>	<b>100.0%</b>	<b>4.2%</b>

**Account Summary - General Government**

Accounts	Budget			Appropriation		
	FY18	FY19	%Δ	FY18	FY19	%Δ
1a Town Manager's Office	\$ 639,727	\$ 640,804	0.2%	\$ 397,167	\$ 398,394	0.3%
1b Human Resources	411,779	439,808	6.8%	266,710	281,426	5.5%
1c Facilities Management	290,000	290,000	0.0%	290,000	290,000	0.0%
1d Resource Sustainability	126,000	192,000	52.4%	126,000	151,000	0.0%
1e Visitors' Center	44,028	19,292	-56.2%	44,028	19,292	-56.2%
1f 37 Knox Trail	43,287	29,430	-32.0%	17,762	13,943	-21.5%
1g 55 Church Street	-	104,281	0.0%	-	40,796	0.0%
2 Legal Services	225,000	250,000	11.1%	225,000	250,000	11.1%
3a Elections	13,627	52,997	288.9%	13,627	48,412	255.3%
3b Registrars	11,231	11,421	1.7%	8,476	8,666	2.2%
4 Meeting and Reports	81,750	100,250	22.6%	44,900	100,250	123.3%
5a Planning	476,700	473,116	-0.8%	389,012	380,998	-2.1%
5b Natural Resources	288,620	275,680	-4.5%	229,899	219,641	-4.5%
5c Inspections	464,669	467,145	0.5%	464,669	467,145	0.5%
5d Health	411,389	417,914	1.6%	325,905	331,778	1.8%
6 141 Keyes Road	71,027	72,994	2.8%	71,027	72,994	2.8%
<b>Total</b>	<b>\$ 3,598,833</b>	<b>\$ 3,837,131</b>	<b>6.6%</b>	<b>\$ 2,914,181</b>	<b>\$ 3,074,735</b>	<b>5.5%</b>

**Account Summary - Finance and Administration**

Accounts	Budget			Appropriation		
	FY18	FY19	%Δ	FY18	FY19	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	488,441	562,125	15.1%	\$ 293,041	\$ 337,252	15.1%
8b Treasurer-Collector	524,302	507,997	-3.1%	\$ 297,639	\$ 289,615	-2.7%
8c Town Accountant	451,528	453,396	0.4%	\$ 169,270	\$ 162,291	-4.1%
8d Assessors	439,328	420,468	-4.3%	\$ 439,328	\$ 420,468	-4.3%
8e Town Clerk	248,912	248,750	-0.1%	\$ 245,912	\$ 245,750	-0.1%
9 Information Systems	1,069,334	1,096,514	2.5%	940,718	951,192	1.1%
10 Town House	140,198	140,081	-0.1%	115,150	121,314	5.4%
<b>Total</b>	<b>\$ 3,365,454</b>	<b>\$ 3,432,741</b>	<b>2.0%</b>	<b>\$ 2,504,469</b>	<b>\$ 2,531,292</b>	<b>1.1%</b>

**Account Summary - Public Safety**

Accounts	Budget			Appropriation		
	FY18	FY19	%Δ	FY18	FY19	%Δ
11 Police Department	\$ 4,602,452	\$ 4,592,208	-0.2%	\$ 4,518,636	\$ 4,508,392	-0.2%
12 Fire Department	4,468,853	4,451,434	-0.4%	\$ 4,462,853	\$ 4,445,434	-0.4%
13 W. Concord Fire	39,664	36,323	-8.4%	\$ 39,664	\$ 36,323	-8.4%
14 Police and Fire Station	284,816	284,816	0.0%	\$ 284,816	\$ 284,816	0.0%
15 Emergency Management	16,937	16,937	0.0%	\$ 16,937	\$ 16,937	0.0%
16 Animal Control	26,000	26,000	0.0%	\$ 26,000	\$ 26,000	0.0%
<b>Total</b>	<b>\$ 9,438,722</b>	<b>\$ 9,407,717</b>	<b>-0.3%</b>	<b>\$ 9,348,906</b>	<b>\$ 9,317,901</b>	<b>-0.3%</b>

**Account Summary - Public Works**

Accounts	Budget			Appropriation		
	FY18	FY19	%Δ	FY18	FY19	%Δ
17a CPW Administration	\$ 411,845	\$ 413,442	0.4%	\$ 200,636	\$ 201,321	0.3%
17b Engineering	727,965	716,478	-1.6%	\$ 408,966	\$ 399,107	-2.4%
17c Highway Maintenance	1,442,445	1,410,138	-2.2%	\$ 1,412,870	\$ 1,380,563	-2.3%
17d Parks and Trees	795,718	802,832	0.9%	\$ 699,254	\$ 702,841	0.5%
17e Cemetery	230,542	241,010	4.5%	\$ 66,689	\$ 70,351	5.5%
18 Snow and Ice Removal	610,000	610,001	0.0%	610,000	610,001	0.0%
19 Street Lighting	74,000	57,400	-22.4%	73,463	56,863	-22.6%
20 Public Works Equipment	325,000	325,000	0.0%	325,000	325,000	0.0%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	110,000	115,000	4.5%	110,000	115,000	4.5%
23 Road Improvements	100,000	100,000	0.0%	100,000	100,000	0.0%
24 133 and 135 Keyes Road	153,102	153,753	0.4%	83,875	83,106	-0.9%
<b>Total</b>	<b>\$ 5,185,617</b>	<b>\$ 5,150,053</b>	<b>-0.7%</b>	<b>\$ 4,295,753</b>	<b>\$ 4,249,152</b>	<b>-1.1%</b>

**Account Summary - Human Services**

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY18	FY19	%Δ	FY18	FY19	%Δ
25 Library	\$ 2,179,361	\$ 2,167,097	-0.6%	\$ 2,153,361	\$ 2,141,097	-0.6%
26a Human Services	\$ 90,303	\$ 92,999	3.0%	\$ 39,152	\$ 53,516	36.7%
26b Senior Services	\$ 481,834	\$ 570,427	18.4%	\$ 394,414	\$ 483,791	22.7%
26c Recreation Services	101,761	101,761	0.0%	\$ 76,678	\$ 101,761	32.7%
27 HWCC	121,905	124,342	2.0%	\$ 121,905	\$ 124,342	2.0%
28 Hunt Recreation Center	132,901	121,435	-8.6%	\$ 111,701	\$ 99,438	-11.0%
29 Veterans	125,310	107,970	-13.8%	\$ 125,310	\$ 107,970	-13.8%
30 Ceremonies	19,228	22,624	17.7%	\$ 19,228	\$ 22,624	17.7%
<b>Total</b>	<b>\$ 3,252,603</b>	<b>\$ 3,308,654</b>	<b>1.7%</b>	<b>\$ 3,041,749</b>	<b>\$ 3,134,538</b>	<b>3.1%</b>

**Account Summary - Unclassified**

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY18	FY19	%Δ	FY18	FY19	%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	618,954 *	1,407,895	N/A	618,954	1,407,895	N/A
34 Land Fund	15,000	10,000	-33.3%	15,000	10,000	-33.3%
<b>Total</b>	<b>\$ 958,954</b>	<b>\$ 1,742,895</b>	<b>81.7%</b>	<b>\$ 958,954</b>	<b>\$ 1,742,895</b>	<b>81.7%</b>

\* Original appropriation of \$793,923 in FY18; \$174,969 has been transferred to other accounts as of 1/8/18.

**Mission Statement:**

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

**Budget Highlights:**

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

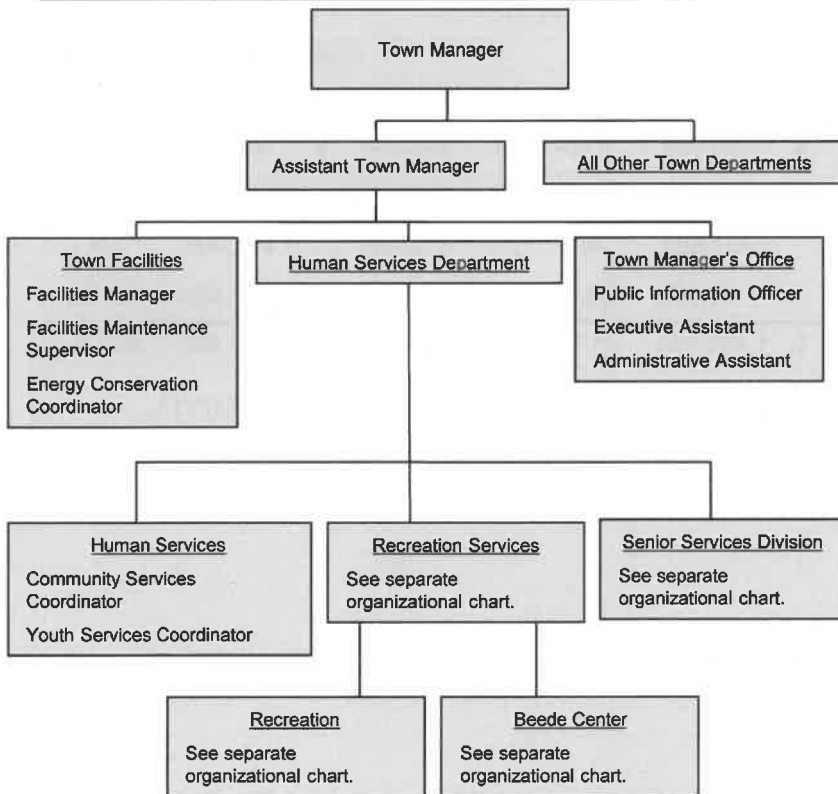
The first bullet point always reflects the proposed percent change in the **Operating Appropriation**, which is the dollar change from the previous fiscal year in terms of personnel, purchased services, supplies, and other charges. Please note this does not include capital expenditures. Also note that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

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				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 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			

**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
<b>Personnel Services</b>	Staffing and other related costs				
<b>Purchased Services</b>	Commonly include utility bills, professional services, and any other contractual agreement				
<b>Supplies</b>	Are the basic items, and small equipment needed to sustain operations				
<b>Other Charges</b>	Cover miscellaneous items, memberships, transportation, and conference registrations				
<b>Capital Outlay</b>	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**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
<b>5111</b>	<b>Full Time Position</b> - A position that requires 37.5 hours or 40 hours per week				
<b>5112</b>	<b>Part Time Position</b> - A position that requires less than 40 hours per week, but 20 hours or more per week				
<b>5115</b>	<b>Limited Status Position</b> - A position that is under 20 hours per week				
<b>5120</b>	<b>Temporary Status Position</b> - A full time or part time position for a temporary period of time				
<b>5130</b>	<b>Overtime</b> - 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:**

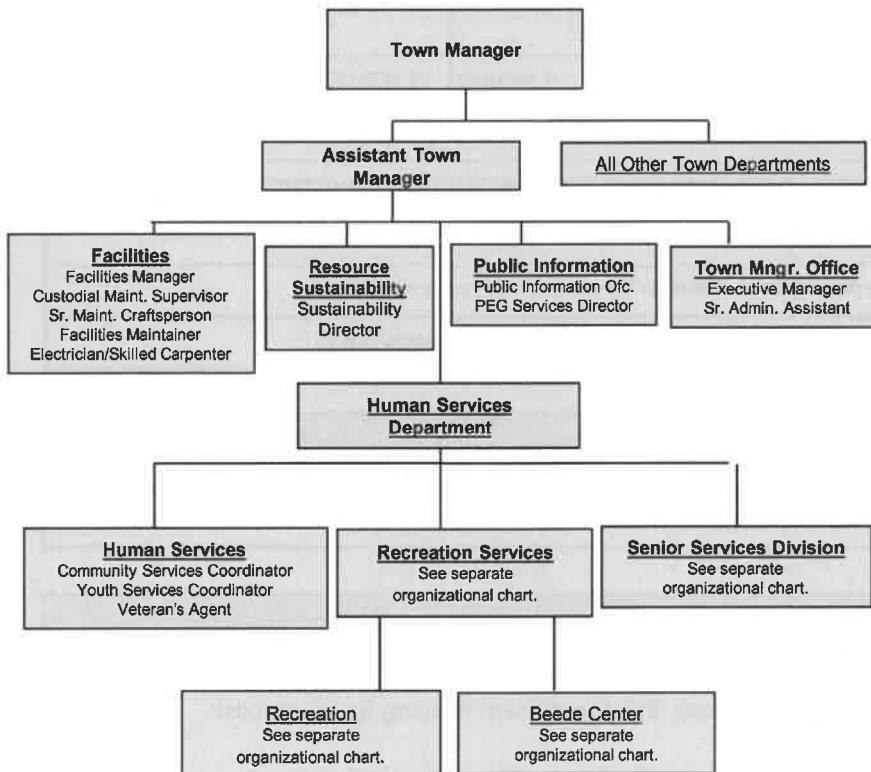
The mission of the Office of the Town Manager is to support the Town Manager and the Select Board in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support 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 0.3% increase in the operating appropriation from that of the FY18 budget.
- This budget showcases several newly organized or separately structured divisions under the Office of the Assistant Town Manager.
- For FY18, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts and \$1,500 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.
- \$18,000 is proposed for services associated with the White Pond area.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 376,107	\$ 382,774	\$ 397,167	\$ 398,394
Other Funds	\$ 191,663	\$ 234,475	\$ 242,560	\$ 242,410
<b>Total Expenditures</b>	<b>\$ 567,770</b>	<b>\$ 617,249</b>	<b>\$ 639,727</b>	<b>\$ 640,804</b>



**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 Manager and a Senior-Level 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 529,784	\$ 542,301	\$ 568,041	\$ 570,404	\$ 570,404
Purchased Services	13,763	43,603	23,911	34,550	26,350
Supplies	6,248	3,564	6,055	6,050	6,050
Other Charges	16,658	20,021	36,720	37,520	33,000
Capital Outlay	1,318	7,761	5,000	6,200	5,000
<b>Totals</b>	<b>\$ 567,770</b>	<b>\$ 617,249</b>	<b>\$ 639,727</b>	<b>\$ 654,724</b>	<b>\$ 640,804</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 397,167	62.08%	\$ 398,394	62.17%	0.31%
Light Fund	105,980	16.57%	106,595	16.63%	0.58%
Water Fund	63,591	9.94%	63,957	9.98%	0.58%
Sewer Fund	31,798	4.97%	31,979	4.99%	0.57%
Solid Waste Disp. Fund	5,950	0.93%	5,980	0.93%	0.50%
Beede Fund	11,137	1.74%	9,765	1.52%	-12.32%
Recreation Fund	24,104	3.77%	24,134	3.77%	0.12%
<b>Totals</b>	<b>\$ 639,727</b>	<b>100.00%</b>	<b>\$ 640,804</b>	<b>100.00%</b>	<b>0.17%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-3	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 209,795	1.00	\$ 209,795
	Assistant Town Manager	1.00	\$ 129,672	1.00	\$ 129,672
	Public Information Officer	1.00	\$ 60,084	1.00	\$ 57,750
	Exec. Asst. to the Town Manager	1.00	\$ 71,161	1.00	\$ 72,913
	Senior Administrative Assistant	1.00	\$ 59,390	1.00	\$ 60,281
	Sub Total	5.00 FTEs	\$ 530,102	5.00 FTEs	\$ 530,411
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.	939	105 hrs.	3,029
5157	Car Allowance	N/A	12,000	N/A	10,800
5158	Cell Phone Allowance	N/A	-	N/A	1,164
	Total	5.00 FTEs	\$ 568,041	5.00 FTEs	\$ 570,404

**Program Implementation**

The FY19 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Manager and Senior Administrative Assistant 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 Recreational 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 a new Division under the Town's Authority slated to be called *Minuteman Media Network* (PEG Access Cable Programming). The operation and oversight of the Visitor's/Tourism Center was taken over by the Town Manager's Office, in conjunction with the Recreation Division, in FY18 and will continue to operate in the same manner for FY19.

In November of 2017, the Town Manager's office welcomed the first-ever Sustainability Director to the organization. This position, a stand-alone division at this time, has been working on sustainability efforts Town-wide to decrease Concord's carbon footprint and reduce Greenhouse Gas Emissions consistent with the 2017 Town Meeting Warrant Article #51 recommendation

In addition to other expenses itemized in the budget lines above, a \$5,000 capital outlay amount was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property.

# GENERAL GOVERNMENT: Town Manager

# Item 1A

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

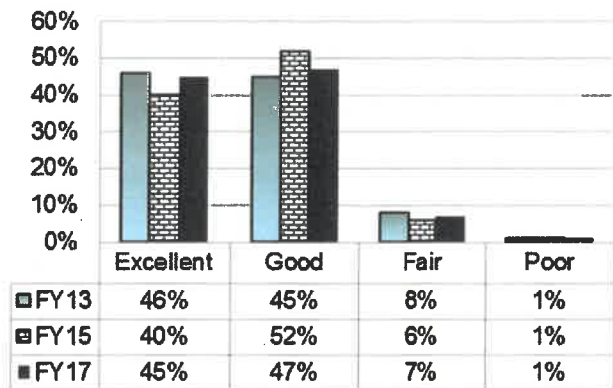
**Division Goal:** To ensure that Town services are of the highest quality

**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

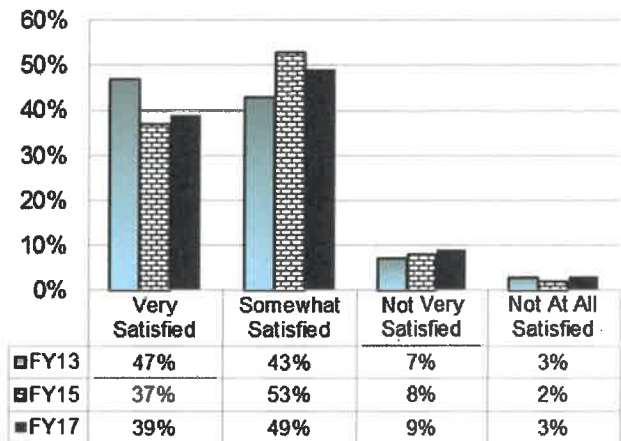
**Division Goal:** To provide residents with quality services in relation to taxes paid

**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

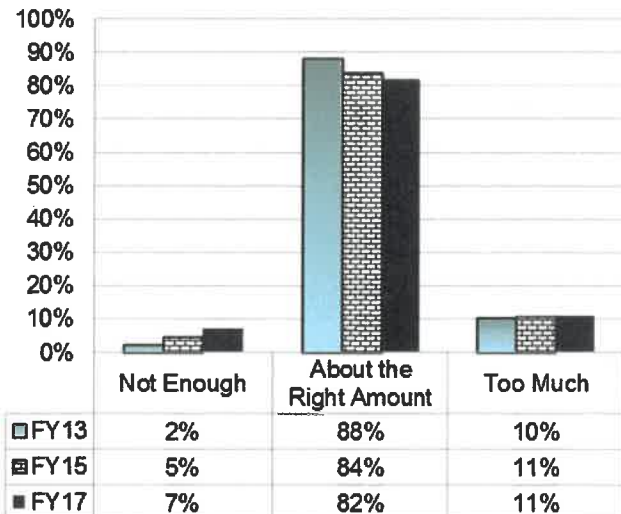
**Division Goal:** To spend the right amount on Town Government Services

**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 5.5% *increase* in the operating appropriation from that of the FY18 budget.
- Software maintenance is increased by \$36,000 for annual licensing costs associated with a new HRIS.
- Personnel expenses are decreased approximately \$8,000; overtime related to the software conversion is reduced.
- The School Department credit of \$1,670 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 226,464	\$ 235,583	\$ 266,710	\$ 281,426
Other Funds	\$ 131,628	\$ 136,971	\$ 145,069	\$ 158,382
<b>Total Expenditures</b>	<b>\$ 358,092</b>	<b>\$ 372,554</b>	<b>\$ 411,779</b>	<b>\$ 439,808</b>

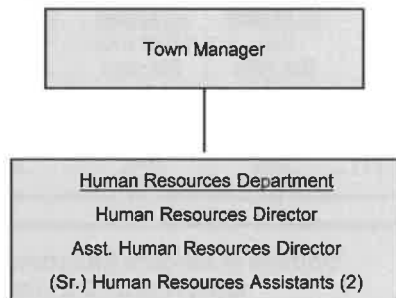
Description:

The Human Resources Department provides services to approximately 640 regular, limited, and temporary employees.

Human Resources staff 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.

Human Resources staff manage and administer 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 299,280	\$ 294,678	\$ 363,514	\$ 367,331	\$ 355,705
Purchased Services	43,649	63,766	34,640	77,165	69,343
Supplies	2,720	1,797	2,700	2,925	2,925
Other Charges	11,345	9,666	10,925	11,835	11,835
Capital Outlay	1,099	2,647	-	-	-
<b>Totals</b>	<b>\$ 358,092</b>	<b>\$ 372,554</b>	<b>\$ 411,779</b>	<b>\$ 459,256</b>	<b>\$ 439,808</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 266,710	64.77%	\$ 281,426	63.99%	5.52%
Light Fund	72,399	17.58%	78,690	17.89%	8.69%
Water Fund	21,847	5.31%	22,561	5.13%	3.27%
Sewer Fund	6,632	1.61%	6,850	1.56%	3.29%
Solid Waste Fund	1,560	0.38%	1,611	0.37%	3.27%
Recreation Fund	13,709	3.33%	16,095	3.66%	17.40%
Swim and Fitness Center	24,923	6.05%	28,328	6.44%	13.66%
Retirement System	2,494	0.61%	2,577	0.59%	3.33%
Schools	1,505	0.37%	1,670	0.38%	10.96%
<b>Totals</b>	<b>\$ 411,779</b>	<b>100.00%</b>	<b>\$ 439,808</b>	<b>100.00%</b>	<b>6.81%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**GENERAL GOVERNMENT: Human Resource Department**

**Item 1B**

<b>Personnel Services Summary</b>					
		<b>FY18 Budgeted</b>		<b>FY19 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
5111	Human Resources Director	1.00	\$ 131,651	1.00	\$ 131,651
	Assistant Human Resources Director	1.00	78,719	1.00	78,719
	Sr. Human Resources Assistant	1.00	73,148	1.00	73,561
	Human Resources Assistant	1.00	66,333	1.00	68,508
	Sub Total	<u>4.00 FTEs</u>	\$ 349,851	<u>4.00 FTEs</u>	\$ 352,439
5130	Overtime	260 hrs.	13,663	40 hrs.	2,114
5158	Cell Phone Allowance	N/A	-	N/A	1,152
	<b>Total</b>	<u>4.00 FTEs</u>	\$ 363,514	<u>4.00 FTEs</u>	\$ 355,705

<b>Program Implementation</b>	
<p>•The FY19 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, and two Human Resources Assistants; funding is included in the recommended budget (\$2,114) for support staff overtime.</p> <p>•In FY19, 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.</p> <p>•Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$51,000 for software maintenance for the new HRIS program.</p> <p>•Purchased Services also includes management consulting services supporting the Town Manager's human resources-related objectives (\$7,678), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,500), 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 (\$4,000). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver's license are also included (\$3,340).</p> <p>•Other expenses include a modest allotment (about \$28 per regular-status employee) for the employee recognition program (\$8,500), dues for membership in the Massachusetts Municipal Personnel Association (\$250) and the Society for Human Resource Management (\$190), professional conference registration fees (\$830), lodging and meal fees (\$1,075) and transportation fees (\$630) related to attending training and conferences, and subscription fees for human resources publications (\$350).</p>	

**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 640 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 2017, HR staff: processed 1,830 applications for employment; managed 76 recruitments and new appointments; managed 57 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 45 work-related injury cases; responded to multiple unemployment claims; verified and processed more than 917 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 5 contracts; made arrangements for an ice cream truck visit enjoyed by approximately 350 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 19 positions; partnered with Finance and IT to continue implementation of software that will integrate human resources, payroll, time and attendance systems; ensured that all employees were reminded of their biennial obligation to complete training on the Massachusetts conflict of interest law; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, 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 29 "Go the Extra Mile" Certificates and 9 gift-certificate awards in recognition of employee actions.

Programs organized included: an annual employee forum to share information regarding goals, initiatives and programs and address employee questions; training for new employees regarding harassment prevention; orientations for new employees to the town's policies; an employee benefits and wellness fair, and two training programs for supervisors related to complying with employment laws.

	2013	2014	2015	2016	2017
Number Employed	593	621	614	657	637
Regular-Status Positions	281	283	293	297	303
Regular-Status New Hires	19	32	26	30	30
Regular-Status Separations	13	12	12	14	20
Regular-Status Retirements	6	10	12	11	10

**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 level funding in the capital appropriation from that of the FY18 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 utilizes Capital Improvement finds for costs associated with general building repairs, emergency services and improvements. This account is used primarily to supplement personnel costs associated with the Division including the Facilities Manager, a Senior Craftsperson, a Facilities Maintainer and a Licensed Electrician/Carpenter.
- The amounts dedicated to the upkeep of Marshall and McGrath Farms were moved into revolving accounts last fiscal year via a Town Meeting vote of approval.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 203,999	\$ 235,108	\$ 290,000	\$ 290,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 203,999</b>	<b>\$ 235,108</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>

**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 account's 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 203,999	\$ 235,108	\$ 290,000	\$ 290,000	\$ 290,000
<b>Totals</b>	<b>\$ 203,999</b>	<b>\$ 235,108</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	1.00	\$ 101,853	1.00	\$ 103,853
	Sr. Maintenance Craftsman	1.00	\$ 84,951	1.00	\$ 74,479
	Facilities Maintainer	1.00	\$ 60,093	1.00	\$ 60,793
	Maintenance Electrician		\$ -	1.00	\$ 37,584
	<b>Total</b>	<b>3.00 FTEs</b>	<b>\$ 246,897</b>	<b>4.00 FTEs</b>	<b>\$ 276,709</b>
5115	Town Electrician	50.00	\$ 2,500		
5194	Uniform Allowance		\$ -	N/A	\$ 1,500
	<b>Total</b>	<b>3.00 FTEs</b>	<b>\$ 246,897</b>	<b>4.00 FTEs</b>	<b>\$ 278,209</b>

**Capital Outlay Plan**

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-1	Town-Wide Building Improvements	\$ 290,000	\$ 290,000	\$ 315,000	\$ 335,000	\$ 355,000	\$ 365,000
	<b>Totals</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>	<b>\$ 315,000</b>	<b>\$ 335,000</b>	<b>\$ 355,000</b>	<b>\$ 365,000</b>

**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	
<b>Total</b>				<b>\$ 407,700</b>	

**Mission Statement:**

The purpose of this funding is to promote efforts by the Town Government to achieve a first-class reputation for energy management and sustainability. 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 19.8% *increase* in the total appropriation over that of the FY18 budget.
- The FY19 budget covers the salary of the new Sustainability Director, created via Article 51 of the 2017 Annual Town Meeting, and one half of the salary of the Energy Specialist who primarily works on town wide energy efficiency projects and Concord's Green Communities Grant Program.
- The recommended funding level for the Resource Sustainability projects for next Fiscal Year is \$29,250.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 70,750	\$ 118,276	\$ 126,000	\$ 151,000
Other Funds	\$ -	\$ -	\$ -	\$ 41,000
<b>Total Expenditures</b>	<b>\$ 70,750</b>	<b>\$ 118,276</b>	<b>\$ 126,000</b>	<b>\$ 192,000</b>

**Background:**

In September 2011, the Town adopted Administrative Policies and Procedures (APP) #59, Energy Management Policy, in June 2011 and APP #60, Sustainable Municipal Practices. 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 recognized an important opportunity to save money and energy by becoming a state-designated Green Community. This program, run by the Department of Energy Resources, helps municipalities improve energy efficiency in municipal and school buildings by allowing them to apply for grants of up to \$250,000 annually to fund these projects. Green Community designation is predicated upon a commitment to reduce energy consumption by Town government (including vehicle fleets) by 20% compared to FY11. In FY17, overall Town government (not including the Concord-Carlisle Regional High School) energy consumption was 13% less than it was in FY11. Weather-normalized numbers (currently available through June 30, 2016) show a 9% drop in municipal and school energy consumption compared to FY11.

The Resource Sustainability Fund is available for initiatives associated with town-wide sustainability and conservation projects in addition to improving the energy efficiency of Town buildings. In 2015 and 2016, Resource Sustainability Fund monies supported the Green Your Heat Program, which helped 141 Concord residents weatherize their homes, with combined estimated savings of almost 4,000 gallons of fuel oil per year. Resource Sustainability Fund money was also used in 2017 to help run the Cooler Concord Fair, which was attended by approximately 1,000 people who learned about energy saving measures in topics such as transportation, solar energy, home heating & cooling, LED lighting, and lawn care. The fair was followed up with a Cooler Concord website and rebate programs for homeowners. Almost \$30,000 in rebates have been given out to 150 applicants so far in this program.

**GENERAL GOVERNMENT: Resource Sustainability Fund**

**Item 1D**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	3,984	\$ 23,288	31,000	127,000	127,000
Purchased Services	-	\$ 14,599	-	25,000	25,000
Supplies	-	\$ 15,256	-	10,500	10,500
Other Charges	309	\$ 133	-	250	250
Capital Outlay	66,457	\$ 65,000	95,000	145,000	29,250
<b>Totals</b>	<b>\$ 70,750</b>	<b>\$ 118,276</b>	<b>\$ 126,000</b>	<b>\$ 307,750</b>	<b>\$ 192,000</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Director of Sustainability		\$ -	1.00	\$ 96,000
	Energy Specialist	0.50	\$ 31,000	0.50	\$ 31,000
	<b>Total</b>	<b>0.50 FTEs</b>	<b>\$ 31,000</b>	<b>1.50 FTEs</b>	<b>\$ 127,000</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-9	Resource Sustainability Projects	\$ 95,000	\$ 120,000	\$ 145,000	\$ 150,000	\$ 160,000	\$ 170,000
	<b>Totals</b>	<b>\$ 95,000</b>	<b>\$ 120,000</b>	<b>\$ 145,000</b>	<b>\$ 150,000</b>	<b>\$ 160,000</b>	<b>\$ 170,000</b>

**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.**

**Municipal Facility Energy Efficiency Initiatives**

Efforts to achieve reduced energy consumption for Town buildings are ongoing. Over the past decade, almost all of the \$1.7 million in funds donated by a generous gift from the Alfred H. Sawyer Trust has been used for various energy conservation measures in Town-owned buildings. Moving forward, the Town has funds for this purpose in this Resource Sustainability Fund and has applied for and received Green Communities grant money.

For example, in FY15 and FY16, Green Communities grants helped fund heating system upgrades at the Peabody and Sanborn Schools. Weather-normalized natural gas use in these buildings dropped 44% for Peabody and 24% for Sanborn from FY14 to FY17. Combined, the middle schools spent \$31,000 less on natural gas in FY17 than in FY14. Green Communities grants have partially funded recent lighting upgrades at the Town’s Wastewater Treatment Plant, Main and Fowler Libraries, CMLP headquarters, Alcott and Thoreau Elementary Schools, the Ripley Administration Building, and downtown streetlights. These projects are expected to save nearly \$47,000 and 285,000 kWh in electricity each year. The Beede Center also installed new energy-efficient exterior lighting in 2017. The Town plans to continue applying for Green Communities funds to help save taxpayer money on energy consumption, while helping to lower environmental impacts.

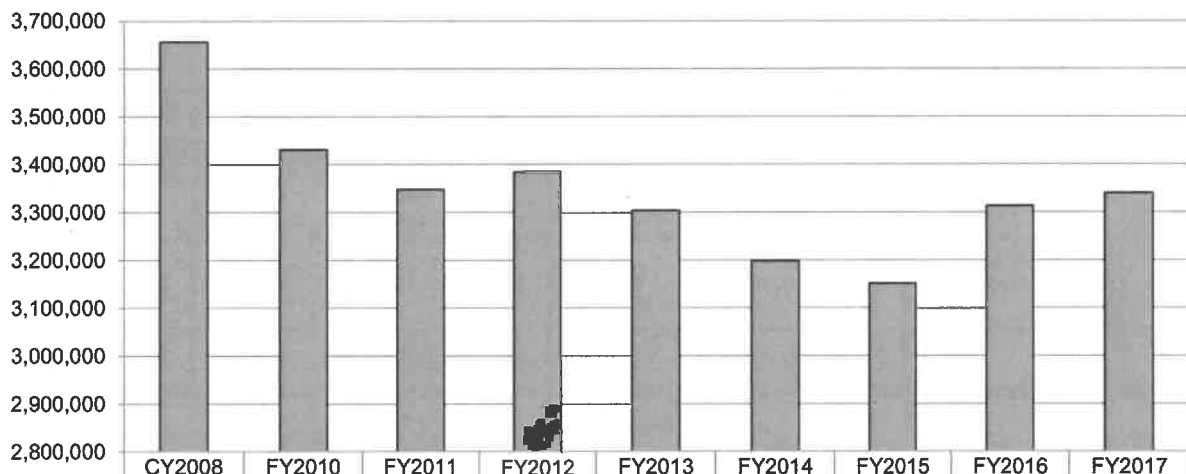
**Electricity**

The following charts illustrate electricity consumption for municipal buildings and streetlights. The 14% decline in electricity use in FY2015 reflects decreased use by some large users due to lighting upgrades at the Beede Center, 133 & 141 Keyes Rd. The Town House and the Public Safety building also reduced electricity consumption and the Water/Sewer headquarters switched from all-electric heating to combined use of natural gas and electricity for heating during that period. Upgrades to vehicle maintenance bay lighting and to exterior lighting fixtures at CPW headquarters contributed to the decline in electricity consumption there.

However, reductions in electricity use in the above buildings were offset somewhat by increases during the same period at buildings such as the Water/Sewer garage, the expanded Fowler Library, and the Building at the Knoll. Energy consumed by the Town House chillers also increased. Town staff continue to monitor energy consumption and look for ways to improve systems through capital funds and grants.

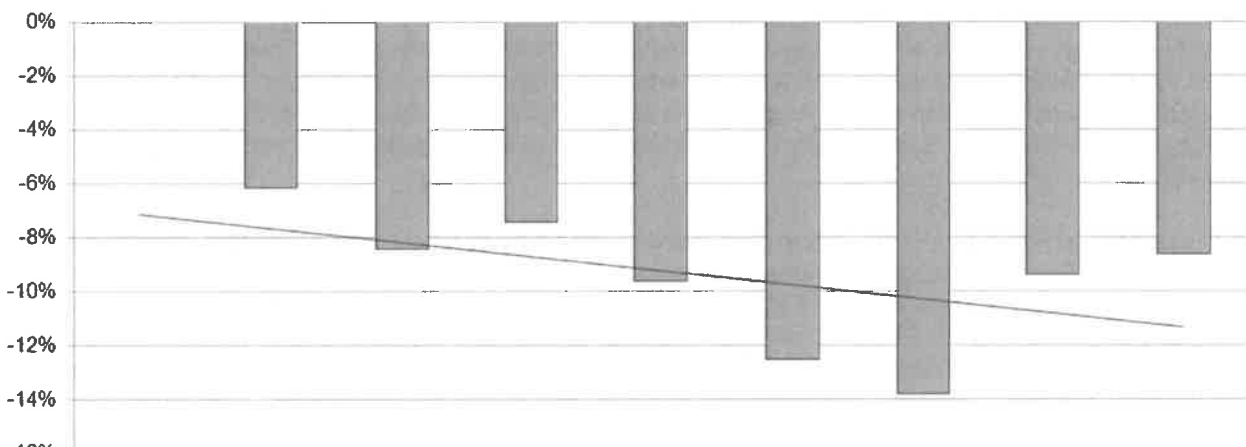
As of January 1, 2017, 23% of Concord’s electricity came from renewable sources. The Town plans to increase the percentage of renewable energy starting in 2018 to align with the Town’s commitment to reduce greenhouse gas emissions 80% by 2050.

**Municipal Electricity Use (kWh)**



Year	Electricity Used (kWh)
CY2008	3,655,873
FY2010	3,431,084
FY2011	3,347,723
FY2012	3,384,279
FY2013	3,303,699
FY2014	3,198,189
FY2015	3,150,766
FY2016	3,313,022
FY2017	3,340,102

**Change in Municipal Electricity Use from Base Year (CY2008)**

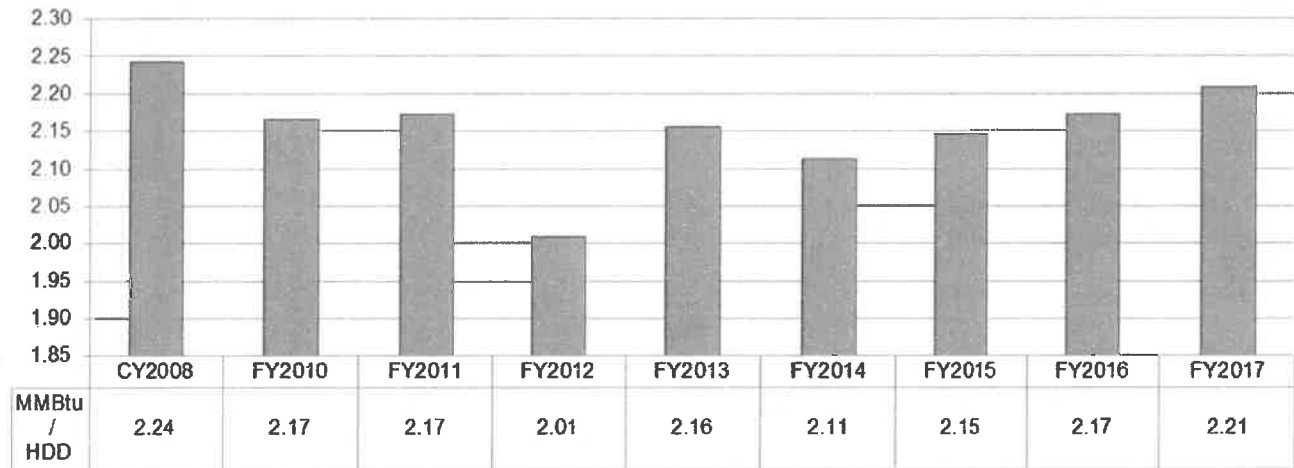


Year	% Change
CY2008	0%
FY2010	-6%
FY2011	-8%
FY2012	-7%
FY2013	-10%
FY2014	-13%
FY2015	-14%
FY2016	-9%
FY2017	-9%

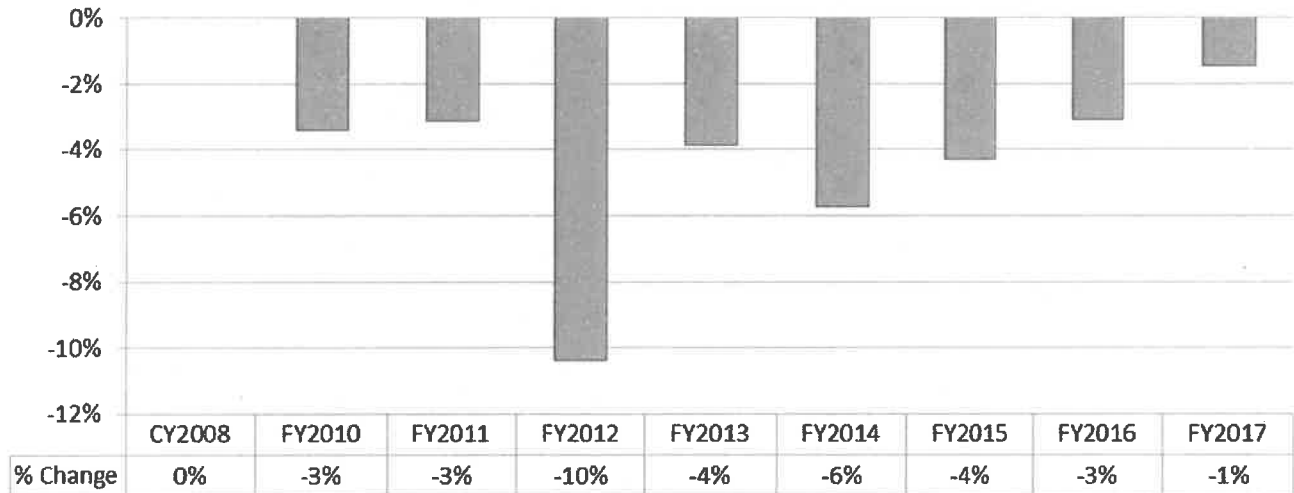
Natural Gas

The following charts illustrate natural gas consumption for municipal 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.

**Municipal Natural Gas Use (MMBTU/HDD)**



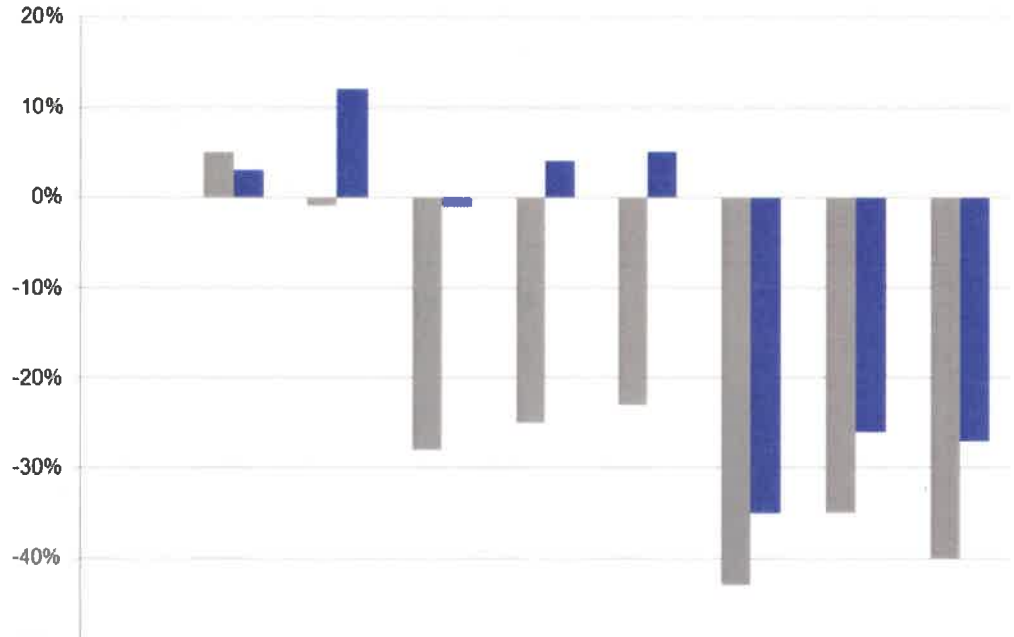
**Change in Natural Gas Use from Base Year (CY2008)**



The 4% decline in heating energy use per heating degree day observed in municipal facilities in FY15 was 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 in other buildings. Town staff continue to monitor energy consumption and look for ways to improve systems through capital funds and grants.

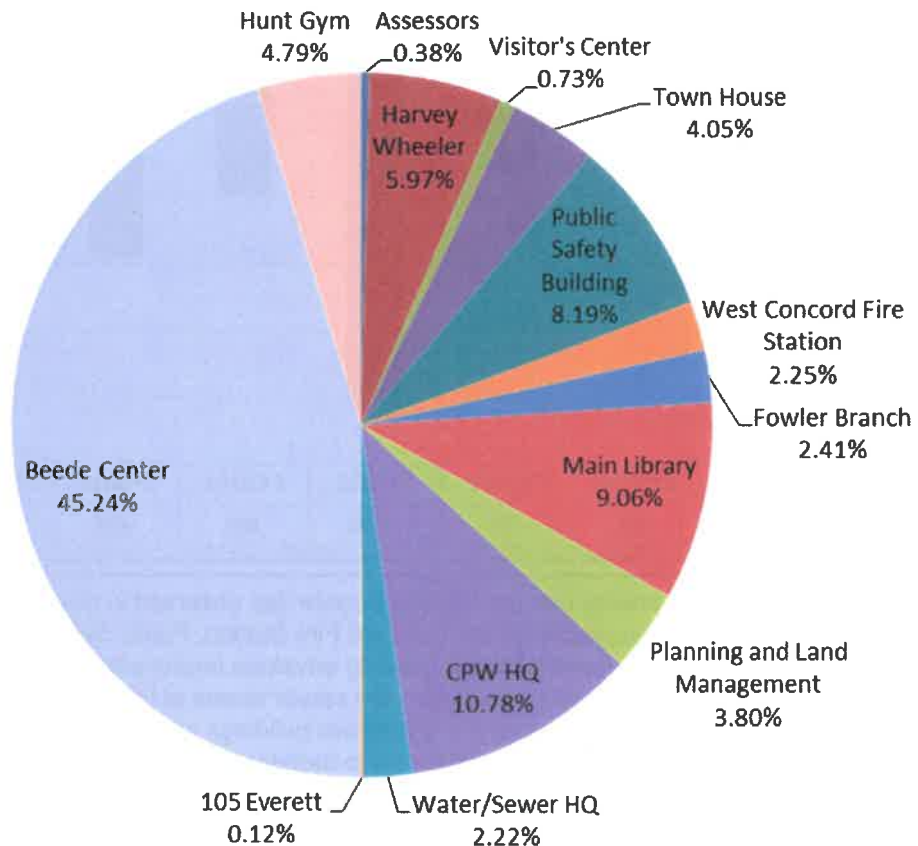
**Harvey Wheeler Community Center Energy Consumption**

The Harvey Wheeler Community Center has reduced its electricity and natural gas use over the past few years due to a number of energy efficiency improvements. In 2015, a new energy management system was installed including new thermostats, valves, and controls. A new make up air unit with energy recovery was also installed, which reduces the energy needed for the gas-fired preheat function. Insulation of ductwork in the attic was also completed in 2015. HWCC continues to see energy reductions in 2016 and 2017.

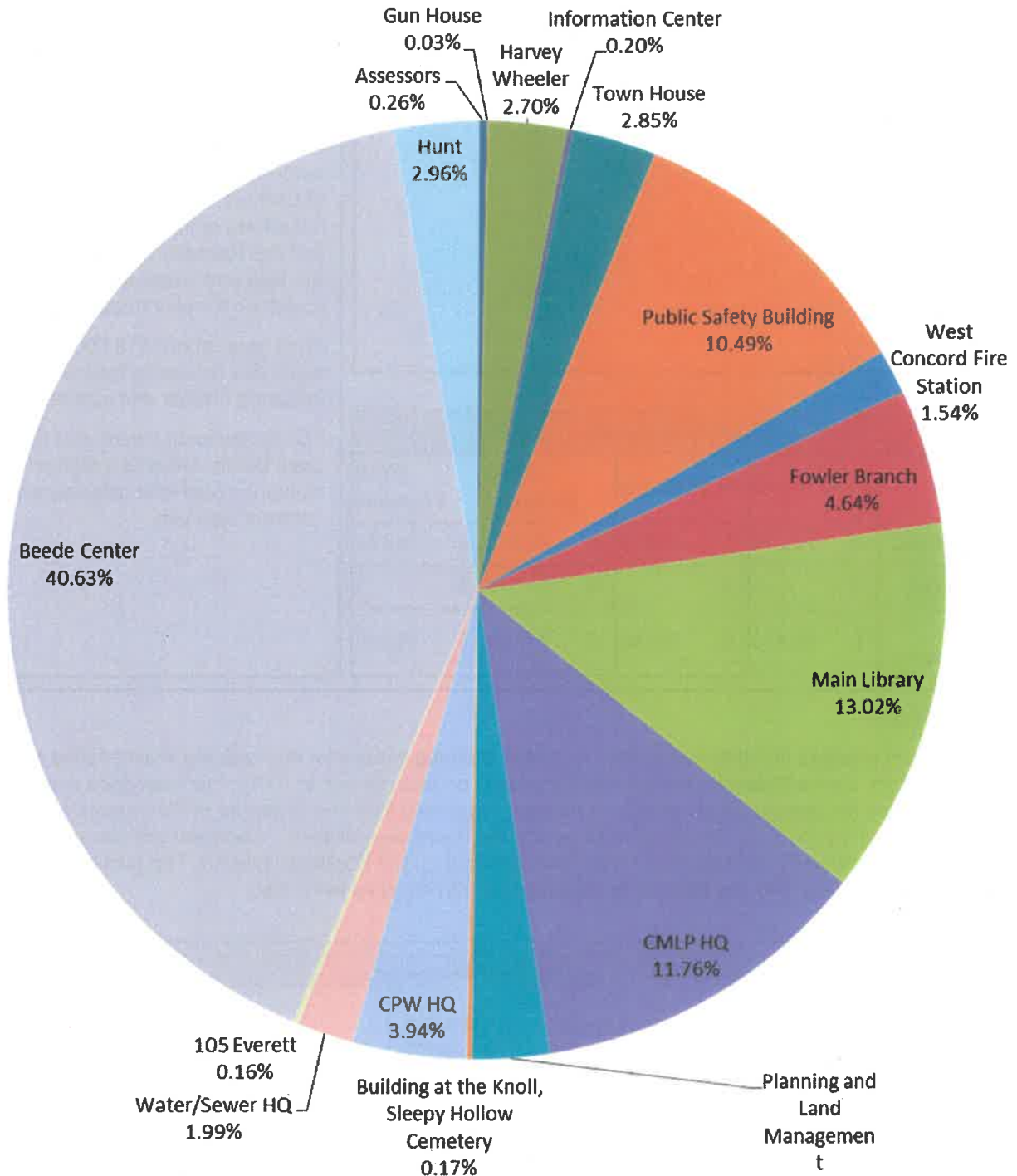


	CY2008	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
■ % Change from Base Year (Therms /HDD)		5%	-1%	-28%	-25%	-23%	-43%	-35%	-40%
■ % Change from Base Year (kWh)		3%	12%	-1%	4%	5%	-35%	-26%	-27%

**FY17 Natural Gas Use by Municipal Building (MMBTU)**



**FY17 Electricity Use by Municipal Building (kWh)**



**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 59.6% decrease in the operating appropriation from that of the FY18 budget.
- The Town tookover the responsibilities for information services center and related programming from the Chamber of Commerce last fiscal year. Through the efforts of the Town Manager’s Office and the Recreation Division, the center ran new and expanded programming and is well on it’s way to self-sufficiency.
- This year, about \$19,000 is allocated for expenses related to the restrooms including utilities and supplies.
- Daily restroom cleaning of this greatly used facility remains a high priority, with cleaning costs split between staff and contract cleaning.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 26,973	\$ 32,286	\$ 44,028	\$ 19,292
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 26,973</b>	<b>\$ 32,286</b>	<b>\$ 44,028</b>	<b>\$ 19,292</b>

**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. In FY17, the Town took over the responsibilities for information services and related programming from the Chamber of Commerce and these services are run by the Town Manager’s Office and the Recreation Division. 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%
FY2017	920	0.15	30%	47%	6,030	-28%	-10%

**GENERAL GOVERNMENT: Visitors Center Restroom**

**Item 1E**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,039	\$ 2,970	\$ 4,698	\$ 12,528	\$ -
Purchased Service	20,727	23,723	34,430	14,167	14,167
Supplies	2,208	2,060	2,400	2,625	2,625
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	-	3,534	2,500	5,000	2,500
<b>Totals</b>	<b>\$ 26,973</b>	<b>\$ 32,286</b>	<b>\$ 44,028</b>	<b>\$ 34,320</b>	<b>\$ 19,292</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 44,028	100.00%	\$ 19,292	100.00%	-56.18%
<b>Totals</b>	<b>\$ 44,028</b>	<b>100.00%</b>	<b>\$ 19,292</b>	<b>100.00%</b>	<b>-56.18%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-6	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	<b>Totals</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>

**Mission Statement:**

The purpose of this funding is to provide for the costs of operating and maintaining 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 *decrease* by 29.9% over FY18.
- \$5,000 is proposed for building maintenance projects.
- Of the \$29,430 budget, \$13,943 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$15,487 for the operations of the facility.
- Clean services are performed by the custodian at 55 Church Street and this results in a savings of \$9,000.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ -	\$ 8,187	\$ 17,762	\$ 13,943
Other Funds	\$ -	\$ 13,333	\$ 25,525	\$ 15,487
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 21,520</b>	<b>\$ 43,287</b>	<b>\$ 29,430</b>

**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ 150	\$ 4,294	\$ -	\$ -
Purchased Service	-	13,519	32,643	22,030	22,030
Supplies	-	851	1,350	1,200	1,200
Other Charges and Expenses	-	-	-	1,200	1,200
Capital Outlay	-	7,000	5,000	5,000	5,000
<b>Totals</b>	<b>\$ -</b>	<b>\$ 21,520</b>	<b>\$ 43,287</b>	<b>\$ 29,430</b>	<b>\$ 29,430</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 17,762	41.03%	\$ 13,943	47.38%	78.50%
RHSO	\$ 6,381	14.74%	\$3,872	13.16%	60.67%
Schools	\$ 19,144	44.23%	\$11,615	39.47%	60.67%
<b>Totals</b>	<b>\$ 43,287</b>	<b>100.00%</b>	<b>\$ 29,430</b>	<b>100.00%</b>	<b>67.99%</b>

**Capital Outlay Plan**

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-7	Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Electrician	0 hrs.	\$ 2,500	0 hrs.	\$0
5130	Overtime	0 hrs.	1,794	0 hrs.	\$0
	<b>Total</b>	<b>0.00 FTEs</b>	<b>\$ 4,294</b>	<b>0.00 FTEs</b>	<b>\$0</b>

**Mission Statement:**

The purpose of this funding is to provide for the costs of operating and maintaining 55 Church Street in an efficient and cost-effective manner, to provide office space for municipal uses.

**Budget Highlights:**

- This is the first year of operations for 55 Church street.
- \$5,000 is proposed for building maintenance projects.
- Of the \$104,281 budget, \$40,796 is proposed to be appropriated from the General Fund. The Recreation Department will cover \$33,634 of building-related expenses as they plan to use about 40% of the building for Recreational Activities.
- The Retirement Office moved into the building in October of 2017 and will contribute \$26,401 to the operational costs of the building beginning this FY.
- RHSO will contribute the remaining \$3,450, which equates to 10% of the custodial costs **only** since 55 Church Street’s custodial services are also shared with 37 Knox Trail RHSO’s offices are located.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 40,796
Other Funds	\$ -	\$ -	\$ -	\$ 63,485
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,281</b>

**Description:**

The Town officially purchased the building located at 55 Church Street in August of 2017 for \$1,039,000. Over the fall months, the Facilities Division spearheaded several renovation projects to retrofit the former Church administration facility for the Town’s Human Services Divisions. The offices of Community Services, Veteran’s Affairs and Youth Services moved to their new locations within the 55 Church Street envelope in early fall. The Recreation Division has been working with the Facilities Personnel to renovate the unfinished space on the third floor in order to provide additional studio space for their Yoga, Pilates, Spin and Aerobics courses. Once complete, this will provide Recreation a greater presence in West Concord and the ability to expand program offerings and locations for the community.

In late fall of 2017, the Retirement office moved from their Town House location to their new home at 55 Church Street on the second floor. Construction of the third floor and basement areas continue as the Town works to renovate the kitchen and meeting areas within the building for future use by the public, committees and other departments as requested.

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 70,493	\$ 70,493
Purchased Service	\$ -	\$ -	\$ -	\$ 23,138	\$ 23,138
Supplies	\$ -	\$ -	\$ -	\$ 5,650	\$ 5,650
Other Charges and Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ 17,500	\$ 5,000
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 116,781</b>	<b>\$ 104,281</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 40,796	39.12%	N/A
Recreation	\$ -	0.00%	\$33,634	32.25%	N/A
Retirement	\$ -	0.00%	\$26,401	25.32%	N/A
RHSO	\$ -	0.00%	\$3,450	3.31%	N/A
<b>Totals</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 104,281</b>	<b>100.00%</b>	<b>N/A</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Custodian		\$ -	1	34,500
	Receptionist/Clerk		-	1	35,000
5130	Overtime		-	40 hrs.	993
	<b>Total</b>	<b>0.00 FTEs</b>	<b>\$ -</b>	<b>2.00 FTEs</b>	<b>\$70,493</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-8	Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

**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 11.1% *increase* in the operating appropriation from that of the FY18 budget.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 178,151	\$ 265,215	\$ 225,000	\$ 250,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 178,151</b>	<b>\$ 265,215</b>	<b>\$ 225,000</b>	<b>\$ 250,000</b>

**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.

The firm of Anderson & Kreiger LLP is presently appointed as Town Counsel.

Expenses through six-months of the current fiscal year equal \$181,757 from a total appropriation of \$225,000 with \$43,243 available for the next six-months of the fiscal year. Accordingly, the FY19 appropriation has been increased from \$225,000 to \$250,000.

**GENERAL GOVERNMENT: Legal Services**

**Item 2**

**Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	178,151	265,215	225,000	250,000	250,000
Totals	<u>\$ 178,151</u>	<u>\$ 265,215</u>	<u>\$ 225,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 250,000	100.00%	11.11%
Totals	<u>\$ 225,000</u>	100.00%	<u>\$ 250,000</u>	100.00%	11.11%

**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	225,000	30,000	\$ 255,000	255,000
2018 Budgeted (Status thru 12/31/17)	225,000	-	\$ 225,000	181,757

**Mission Statement:**

It is the Town Clerk's mission through the Elections Budget to conduct all elections fairly and efficiently and to encourage voter activity while working to judiciously administer all appropriate campaign finance laws.

**Budget Highlights:**

- This budget represents a 255.3% *increase* in operating appropriation from that of the FY18 budget.
- Three elections are scheduled for FY19 compared to one in FY18
- Additional staffing will be needed for 10 days of early voting prior to the State Election. Election Day staffing will increase to include a precinct clerk to assist with administrative duties at the polls; annual maintenance costs for new election equipment is begins in FY19.
- A box truck will be rented for future elections to ensure the safe transport of election equipment.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 27,918	\$ 45,619	\$ 13,627	\$ 48,412
Other Funds	\$ 2,237	\$ 4,474	\$ -	\$ 4,585
<b>Total Expenditures</b>	<b>\$ 30,155</b>	<b>\$ 50,093</b>	<b>\$ 13,627</b>	<b>\$ 52,997</b>

**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 FY19, we are budgeting for the Annual Town Election, State Primary and State Election. This now includes early voting prior to state elections since 2016, requiring additional staffing. State reimbursement for state mandated polling hours for the state primary and election have been factored into the budget. Early voting reimbursement will be requested by the State Auditor but has not been factored into the budget. Maintenance costs for new election equipment will be charged beginning in 2019. The first two years were included in the purchase price. 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
June 8, 2017	Special Town Election (Debt Exclusion Vote for Landfill site remediation; Adoption of the MGL Ch. 374 of the Acts of 2016 Establishing a Senior Means-Tested Property Tax Exemption)	706	5.41%
March 28, 2017	Annual Town Election (no contested races)	475	3.64%
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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 17,406	\$ 37,343	\$ 9,127	\$ 37,552	\$ 37,552
Purchased Services	9,026	9,026	3,450	11,545	11,545
Supplies	3,723	3,723	1,050	3,900	3,900
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 30,155</b>	<b>\$ 50,093</b>	<b>\$ 13,627</b>	<b>\$ 52,997</b>	<b>\$ 52,997</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 13,627	100.00%	\$ 48,412	91.35%	255.26%
State Reimbursement	-	0.00%	4,585	8.65%	N/A
<b>Totals</b>	<b>\$ 13,627</b>	<b>100.00%</b>	<b>\$ 52,997</b>	<b>100.00%</b>	<b>288.91%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	461 hrs.	\$ 4,777	1991 hrs.	\$ 22,942
	Technician	18 hrs.	750	48 hrs.	2,250
5130	Overtime	13 hrs.	600	38 hrs.	3,360
5131	Police Overtime	56 hrs.	3,000	60 hrs.	9,000
	<b>Total</b>	<b>0.23 FTEs</b>	<b>\$ 9,127</b>	<b>0.98 FTEs</b>	<b>\$ 37,552</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Mission Statement:**

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

**Budget Highlights:**

- This budget represents a 2.2% *increase* in operating appropriation from that of the FY18 budget.
- Revenues from the sale of the Street List book and CD, totaling \$1,650 in 2017, are credited to the General Fund to offset street list preparation and printing costs.
- Online voter registration continues to be 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 8,103	\$ 6,896	\$ 8,476	\$ 8,666
Other Funds	\$ 2,380	\$ 2,493	\$ 2,755	\$ 2,755
<b>Total Expenditures</b>	<b>\$ 10,483</b>	<b>\$ 9,389</b>	<b>\$ 11,231</b>	<b>\$ 11,421</b>

**Description:**

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 250 Street List books; the number of printed books has again 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. Voter registration data fluctuates as residents move and we typically see a spike in state election years. Concord had 13,047 registered voters at the end of 2017.
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot. The number of town meeting petitions and scheduling of special state elections affect the nomination/petition certification activity in the office.

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 FY19, it is expected that the School Department will provide \$2,755 for this purpose.

**Performance Information**

	2012	2013	2014	2015	2016	2017
Residents Counted in Census January 1	15,638	15,954	15,830	15,798	15,987	16,481
Registered voters as of December 31	12,716	12,820	12,581	12,637	13,141	13,068
New Voters Registered during Year	1,553	637	820	735	1,834	651
Nomination/Petition Papers Signatures Certified	3,862	2,510	3,398	2,564	1,942	829

**GENERAL GOVERNMENT: Registrars**

**Item 3B**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,554	\$ 2,858	\$ 4,681	\$ 5,153	\$ 4,120
Purchased Services	5,420	5,558	5,600	6,324	6,324
Supplies	766	973	950	977	977
Other Charges	-	-	-	-	-
Capital Outlay	2,743	-	-	-	-
<b>Totals</b>	<b>\$ 10,483</b>	<b>\$ 9,389</b>	<b>\$ 11,231</b>	<b>\$ 12,454</b>	<b>\$ 11,421</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,476	75.47%	\$ 8,666	75.88%	2.24%
School Department Transfer	\$ 2,755	24.53%	\$ 2,755	24.12%	0.00%
<b>Totals</b>	<b>\$ 11,231</b>	<b>100.00%</b>	<b>\$ 11,421</b>	<b>100.00%</b>	<b>1.69%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	250 hrs.	\$ 4,208	190 hrs.	\$ 3,392
5130	Overtime	10 hrs.	473	15 hrs.	729
	<b>Total</b>	<b>0.12 FTEs</b>	<b>\$ 4,681</b>	<b>0.09 FTEs</b>	<b>\$ 4,120</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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 a 123.3% *increase* in operating appropriation from that of the FY18 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$30,000 for 4 sessions of the 2018 Annual Town Meeting. For the 2017 Annual Town Meeting, PEG Access Funds were used for the A-V system set up and broadcast of Town Meeting.
- With Town Meeting proposed to be held in the lower gym of the Concord-Carlisle High School, an amount of \$14,000 has been designated for the rental of chairs and tables for that space.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 64,266	\$ 61,156	\$ 44,900	\$ 100,250
Other Funds	\$ -	\$ -	\$ 36,850	\$ -
<b>Total Expenditures</b>	<b>\$ 64,266</b>	<b>\$ 61,156</b>	<b>\$ 81,750</b>	<b>\$ 100,250</b>

**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 2018.

This budget provides \$88,250 to cover the cost of holding the 2018 Annual 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 lower 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 \$12,000 (printing and editing).

**Town Meeting Costs**

Expense Items	Cost
Sound System Rental (4 nights)	\$30,000
Tellers (60 hrs/night)	4,500
Police & DPW Overtime	11,250
Postage (Warrant/Fin. Comm. Report)	7,000
Warrant Printing	7,000
Finance Comm. Report Printing	8,000
Other Printing	3,000
Rental of Chairs/Tables	15,000
Misc. Expenses	2,500
<b>Total</b>	<b>\$88,250</b>

**Town Report Cost**

Expense Items	Cost
Printing: Annual Town Report	\$4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	<u>7,000</u>
<b>Total</b>	<b>\$12,000</b>

	Town Report	Warrant	Fin. Comm. Report
Copies	1,200	6,800	7,000
Cost	\$3.33	\$1.03	\$1.14

**GENERAL GOVERNMENT: Town Meeting & Reports**

**Item 4**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 14,442	\$ 23,670	\$ 17,700	\$ 22,750	\$ 22,750
Purchased Services	49,001	24,589	63,750	69,500	62,500
Supplies	824	12,896	300	15,000	15,000
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 64,266</b>	<b>\$ 61,156</b>	<b>\$ 81,750</b>	<b>\$ 107,250</b>	<b>\$ 100,250</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 44,900	54.92%	\$ 100,250	100.00%	123.27%
PEG Fund	\$ 36,850	45.08%	\$ -	0.00%	-100.00%
<b>Totals</b>	<b>\$ 81,750</b>	<b>100.00%</b>	<b>\$ 100,250</b>	<b>100.00%</b>	<b>22.63%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$ 2,700	500 hrs.	\$ 4,500
5130	DPW Overtime	75 hrs.	3,000	125 hrs.	5,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	100 hrs.	5,000	125 hrs.	6,250
	<b>Total</b>	<b>0.14 FTEs</b>	<b>\$ 17,700</b>	<b>0.24 FTEs</b>	<b>\$ 22,750</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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 2.1% decrease in operating appropriation over that of the FY18 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.
- The FY19 budget requests \$6,500 to continue Concord's participation in CrossTown Connect, a regional transportation management association, anticipating new ideas 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.

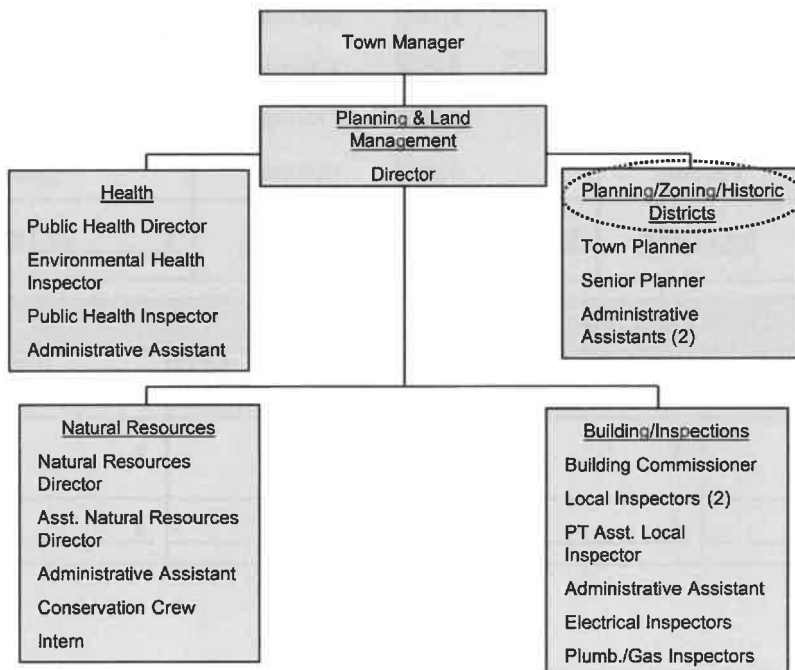
**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 424,051	\$ 476,439	\$ 389,012	\$ 380,998
Other Funds	\$ 83,974	\$ 64,946	\$ 87,688	\$ 92,118
<b>Total Expenditures</b>	<b>\$ 508,025</b>	<b>\$ 541,385</b>	<b>\$ 476,700</b>	<b>\$ 473,116</b>

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 coordinates the review and administration of all development proposals 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.



**GENERAL GOVERNMENT: Planning**

**Item 5A**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 369,568	\$ 372,020	\$ 430,299	\$ 431,021	\$ 431,021
Purchased Services	11,983	28,373	35,316	34,325	31,325
Supplies	6,169	7,407	7,275	7,925	7,375
Other Charges	3,242	8,549	3,810	3,705	3,395
Capital Outlay	117,062	125,035	-	15,000	-
<b>Totals</b>	<b>\$ 508,025</b>	<b>\$ 541,385</b>	<b>\$ 476,700</b>	<b>\$ 491,976</b>	<b>\$ 473,116</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 389,012	81.61%	\$ 380,998	80.53%	-2.06%
Light Fund	12,025	2.52%	11,917	2.52%	-0.90%
Water Fund	48,088	10.09%	47,658	10.07%	-0.89%
Sewer Fund	8,018	1.68%	7,946	1.68%	-0.90%
Community Preserv. Fund	19,557	4.10%	24,597	5.20%	25.77%
<b>Totals</b>	<b>\$ 476,700</b>	<b>100.00%</b>	<b>\$ 473,116</b>	<b>100.00%</b>	<b>-0.75%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
B-2	Vehicle		\$ -	\$ 20,000	\$ -	\$ 15,000	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 131,651	1.00	\$ 131,651
	Town Planner	1.00	100,896	1.00	100,896
	Senior Planner	1.00	78,225	1.00	78,225
	Planning Administrative Assistant	1.00	63,088	1.00	63,810
	ZBoA Administrative Assistant	1.00	56,439	1.00	56,439
	<b>Total</b>	<u>5.00 FTEs</u>	<u>\$ 430,299</u>	<u>5.00 FTEs</u>	<u>\$ 431,021</u>

**Program Implementation**

The FY19 budget requested allows 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, such as the Community Preservation Committee, the Historical Commission, and the West Concord 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 and one Administrative Assistant position is partially funded by the Community Preservation Fund, as permitted by statute. Additionally, one Administrative Assistant position is partially funded by the Regional Housing Services Office (RHSO) to provide 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 advising the Select Board with regard to the rail trail design of Phases 2B and 2C in Concord (note that Phase 2C is expected to be completed in the spring of 2019). The Director will continue to serve on the Parking Management Group, which includes other town staff from Finance, Police, Public Works and Information Technology and is focused on improving parking management in Concord Center, Thoreau Depot and West Concord. The Director and Senior Planner also support the two MCC 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 FY18 included two Planned Residential Developments, projects at Middlesex School and Concord Academy and the Millbrook Tarry Market. The Town Planner also worked closely with the Director to provide staff support to the Comprehensive Long Range Plan Committee (CLRPC). In FY19, the Town Planner will begin updating the Subdivision Rules & Regulations, facilitate survey for 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. For FY19, the Senior Planner will be working with the Historical Commission to expand the archeological program for ‘Camp Massachusetts’ (circa 1859 in West Concord), continuing refinement of the Demolition Review process, and working with a consultant in preparing a report to identify potential sites for the Ball-Benson House and Barn.

The Planning Division submitted 5 applications for funding consideration by the Community Preservation Committee in the fall of 2017 as follows: continued support of the Regional Housing Services Office; Junction Village Assisted Living Facility; Gerow land on Warner’s Pond Acquisition; Bruce Freeman Rail Trail; and the Pedestrian Bridge over the Assabet River. All projects have been recommended for funding (either partial or entire) at the 2018 Annual Town Meeting.

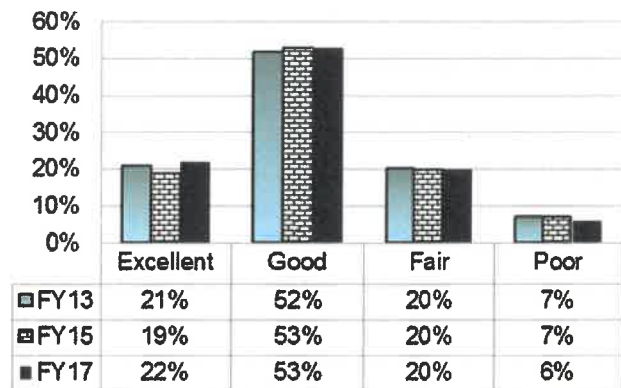
**Town Manager Goal: To Preserve the Town's Character**

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

**Objective:** To measure citizen satisfaction with the Planning Department services

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

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



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

**Objective:** Work with the Comprehensive Long Range Plan Committee to prepare 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 June/July 2018.

The Committee has been meeting regularly since June 2016. After completing 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 worked with consulting firm Civic Moxie to begin a robust public outreach program, using workshops, survey, text messages, on-line resources, small group discussion, focus groups, and a variety of other meetings to solicit plan input. The Committee is now engaged in developing the plan and will present findings and initial recommendations in various public forums in the spring 2018 to receive feedback from residents and will incorporate additions and revisions as needed. The Committee anticipates submitting a final Comprehensive Long Range Plan to the Planning Board for adoption and to Select Board for acceptance in June/July 2018.

**Town Manager Goal: To Preserve the Town's Character**

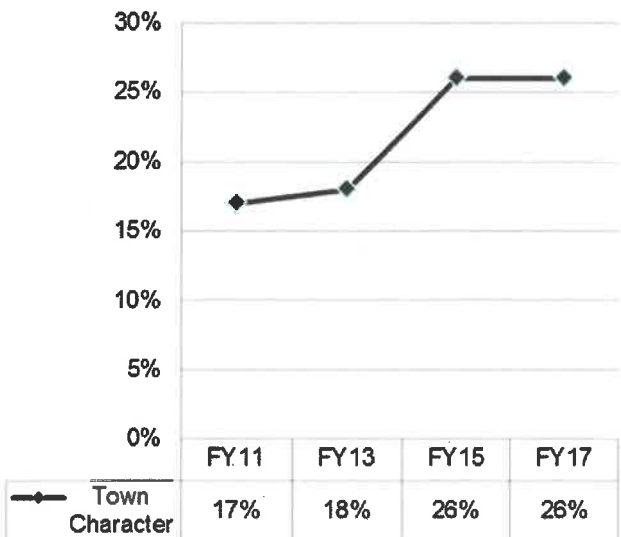
**Division Goal:** *To align Planning Department goals with the community's increasing desire to preserve the Town's Character.*

**Objective:** To preserve the Town's Character with the development of a new Comprehensive Long Range Plan, and update the Subdivision Rules & Regulations.

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

**Trend:** According the Citizen Survey the Town's Character is the 2<sup>nd</sup> highest priority, behind the Schools and ahead of Taxes.

**Highest Priority Local Issue**  
(2<sup>nd</sup> priority according to FY17 Biennial Citizen Survey)



**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 allows the Board to determine the merits of an application when making a decision to approve, approve with conditions, deny or grant waivers 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 thirteen (13) public hearings and fourteen (14) public meetings in 2017, to consider thirty-seven (37) applications. Two (2) applications were withdrawn without prejudice at the request of the applicants. Thirty (30) Special Permits were granted. One (1) Variance was granted. One (1) amendment to a previously approved Special Permit was granted. Three (3) applications are pending. One (1) Special Permit application has been appealed. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.)

**ZONING BOARD OF APPEALS ACTIVITIES**

<b>Special Permits Granted</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Change, alteration or extension of a nonconforming use and structure	15	21	13	21	26	23
Nonconforming single & 2-family structure (increase by more than 50%)	5	7	5	9	12	10
Site plan approval (associated with a special permit)	11	6	2	2	4	5
Amend or extend a special permit and site plan approval	0	0	0	1	0	0
Institutional, Educational or Philanthropic Use	0	0	0	4	0	3
Relief from design requirements	4	1	2	0	1	0
Relief from parking requirements	9	6	1	3	15	2
Relief from the height requirements	0	2	2	0	2	2
Off-site parking/increased parking demand/joint parking facilities	0	1	1	1	1	0
Parking of Commercial Vehicles	0	2	1	1	0	0
Special home occupation (new and renewal)	4	1	2	3	1	3
Additional dwelling unit	5	3	5	2	5	1
Planned residential development (PRD)	1	0	2	3	0	2
Hammerhead lot (new and amendment)	3	1	1	0	0	0
Private Recreation	1	0	0	1	0	0
Seasonal catering in LBD #5	0	0	1	1	0	0
Accessory Uses	4	0	3	3	0	0
Transfer development rights/dedication of land	0	0	1	0	0	2
Work in the Flood Plain conservancy district	4	4	3	0	5	2
Work in the Groundwater conservancy district	4	0	1	0	0	1
Work in the Wetland conservancy district	0	0	0	0	1	0
Earth Removal	0	0	0	0	1	1
Temporary accessory mobile trailers	0	0	0	2	0	0
Extend Zoning district line	0	0	0	1	0	1
Combined Industrial/Business/Residential Use	1	1	0	0	0	0
Bed & Breakfast	0	1	0	3	3	0
Temporary event parking or special event	0	2	2	2	3	3
Wireless communications facility (amendment and new)	1	0	0	0	0	1
Lodging for farm workers/Farm Product Sales/Stables	0	3	0	0	0	0
Relief from maximum floor area ratio	5	7	5	9	3	3
Divide land to preserve historically significant structure	0	0	0	1	0	0
Comprehensive permit	0	1	0	0	0	0
<b>Special permits denied</b>	0	0	0	0	0	0
<b>Variances granted</b>	3	3	1	0	1	1
<b>Variances denied</b>	0	0	0	1	0	0
<b>Sign bylaw variances granted</b>	0	2	2	5	7	0
<b>Sign bylaw variances denied</b>	0	0	0	0	0	0
<b>Appeal of the decision of Bldg. Inspector granted</b>	0	0	0	1	0	0
<b>Appeal of the decision of Bldg. Inspector denied</b>	0	0	0	1	1	0

**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 4.6% *decrease* in operating appropriation from that of the FY18 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$5,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management.

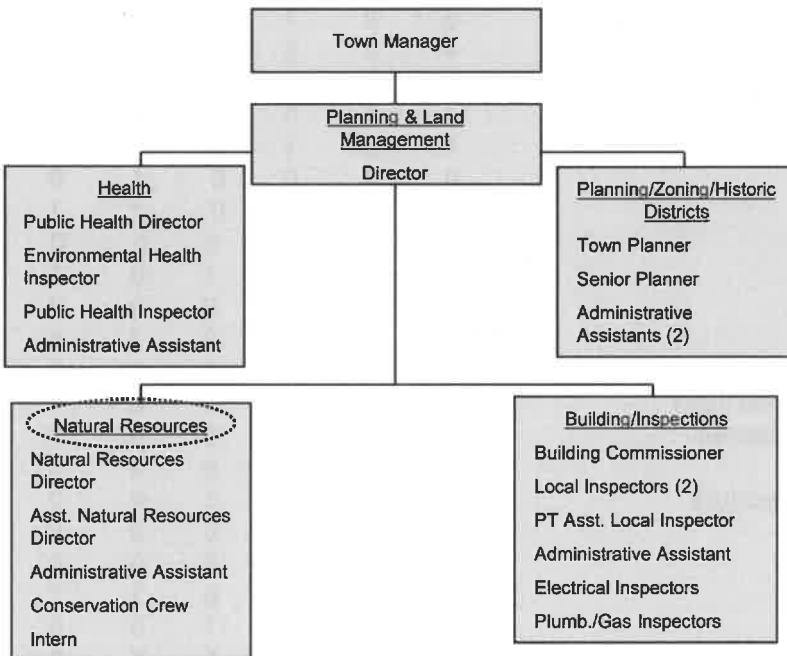
**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 209,978	\$ 233,392	\$ 229,899	\$ 219,641
Other Funds	\$ 53,921	\$ 54,879	\$ 58,721	\$ 56,039
<b>Total Expenditures</b>	<b>\$ 263,899</b>	<b>\$ 288,271</b>	<b>\$ 288,620</b>	<b>\$ 275,680</b>

**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 224,968	\$ 229,303	\$ 253,660	\$ 273,780	\$ 253,820
Purchased Services	5,798	15,100	19,350	9,000	7,750
Supplies	11,143	10,060	8,125	8,510	7,060
Other Charges	2,579	1,745	2,485	2,450	2,050
Capital Outlay	19,411	32,063	5,000	20,000	5,000
<b>Totals</b>	<b>\$ 263,899</b>	<b>\$ 288,271</b>	<b>\$ 288,620</b>	<b>\$ 313,740</b>	<b>\$ 275,680</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 229,899	79.65%	\$ 219,641	79.67%	-4.46%
Light Fund	23,261	8.06%	22,199	8.05%	-4.57%
Water Fund	28,365	9.83%	27,070	9.82%	-4.57%
Sewer Fund	7,095	2.46%	6,770	2.46%	-4.58%
<b>Totals</b>	<b>\$ 288,620</b>	<b>100.00%</b>	<b>\$ 275,680</b>	<b>100.00%</b>	<b>-4.48%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
B-3	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
B-4	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

**GENERAL GOVERNMENT: Natural Resources**

**Item 5B**

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 104,103	1.00	\$ 104,103
	Assistant Natural Resources Director	1.00	73,004	1.00	73,004
	Administrative Assistant	1.00	52,813	1.00	52,973
	Sub Total	<u>3.00 FTEs</u>	\$ 229,920	<u>3.00 FTEs</u>	\$ 230,080
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		1,560
	Total	<u>3.91 FTEs</u>	\$ 253,660	<u>3.91 FTEs</u>	\$ 253,820

**Program Implementation**

The FY19 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 are funded from the Town Manager's budget.

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. In 2017, the NRC held 22 meetings to review permit applications, which included 41 Notices of Intent, six Abbreviated Notices of Resource Area Delineations, and 19 Requests for Determinations of Applicability, for a total of 66 new applications.

Division staff worked closely with the NRC to manage dogs on conservation land in response to increased dog activity on conservation lands, and conflicts between dogs, wildlife, and other trail users. After extensive study, discussion, and public feedback, the Commission voted to require that dogs be leashed at Punkatasset Conservation Land. Seasonal leash restrictions at agricultural fields on conservation lands were also discussed to assist farmers in meeting food safety regulations, in addition to continuing the seasonal leash restriction at Mattison Field (to protect nesting bobolink) and the year-round leash restriction at White Pond Reservation (to reduce slope erosion and preserve water quality). The NRC also adopted new rules for dogs on conservation land. A brochure and other educational materials will be developed in 2018.

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 Conservation Restrictions that are accepted by the NRC and others that are held by private land conservation organizations.

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 26 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. Rangers will continue efforts to ensure compliance with Town rules and regulations on conservation lands

**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.**

<b>Wetlands Protection Act Summary</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Public Hearings</b>	24	21	22	23	22
<b>Notices of Intent and ANRADs</b>	57	37	35	43	47
<b>Request for Determination of Applicability</b>	21	14	16	20	19
<b>Administrative Approvals</b>	37	45	52	63	23
<b>Amended Orders</b>	2	1	6	2	0
<b>Requests for Extension</b>	0	0	2	0	5
<b>Certificates of Compliance</b>	48	29	22	24	30
<b>Regulatory Appeals</b>	2	2	3	0	2
<b>Wetland Enforcement Actions/Violations</b>	4	0	0	1	0
<b>Emergency Certifications</b>	3	4	2	1	0

Permitting was slightly higher in 2017 than in 2016, with 47 Notices of Intent and Abbreviated Notices of Resource Area Determination reviewed, and 19 Requests for Determination of Applicability, for a total of 66 new applications, an increase of just under 10% from 2016 applications. Twenty-three administrative approvals for very minor projects, and 30 Certificates of Compliance to close out projects, were issued in 2017. Five Extension Requests were approved to allow applicants more time to continue or complete outstanding projects.

Two projects were appealed in 2017. The appealed wetland delineation at 790 Barretts Mill was resolved. The NRC's decision to approve a new cell tower at Middlesex School was upheld by DEP, and then further appealed to the Office of Appeals and Dispute Resolution; an adjudicatory hearing will be held in 2018.

No wetland enforcement actions were taken in 2017.

**GENERAL GOVERNMENT: Inspections**

**Item 5C**

Mission Statement:

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

Budget Highlights:

- This budget represents a 0.5% *increase* in the operating appropriation from the FY18 budget.
- Building construction activity continued to be strong in 2017. From January 2017 to December 2017, the Division issued 850 building permits, which was a 6.4.% decrease from the prior year; however, the overall construction value was higher at \$96.7 million compared to \$84.7 million in 2016.
- The Building Inspections Division collected \$1,224,460 in permit fees in CY17.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 465,384	\$ 467,076	\$ 464,669	\$ 467,145
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 465,384</b>	<b>\$ 467,076</b>	<b>\$ 464,669</b>	<b>\$ 467,145</b>

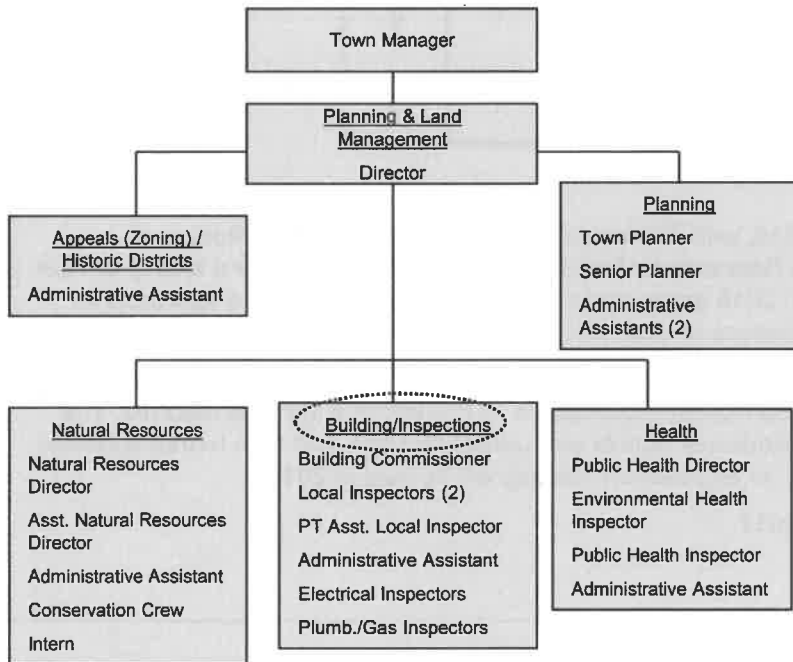
Description:

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 now issues 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 446,615	\$ 415,215	\$ 449,659	\$ 448,865	\$ 452,345
Purchased Services	6,554	7,561	2,250	2,450	2,250
Supplies	2,679	4,289	2,950	5,550	3,250
Other Charges	9,535	9,014	9,810	10,800	9,300
Capital Outlay	-	30,997	-	14,000	-
Totals	<u>\$ 465,384</u>	<u>\$ 467,076</u>	<u>\$ 464,669</u>	<u>\$ 481,665</u>	<u>\$ 467,145</u>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 464,669	100.00%	\$ 467,145	100.00%	0.53%
Totals	<u>\$ 464,669</u>	100.00%	<u>\$ 467,145</u>	100.00%	0.53%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**GENERAL GOVERNMENT: Inspections**

**Item 5C**

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 96,661	1.00	\$ 96,850
	Local Inspector	2.00	154,178	2.00	155,812
	Part Time Assistant Local Inspector	0.60	38,913	0.60	38,913
	Administrative Assistant	1.00	67,004	1.00	67,004
	Sub Total	<u>4.60 FTEs</u>	\$ 356,756	<u>4.60 FTEs</u>	\$ 358,579
5115	Plumbing/Gas Inspector	980 hrs.	\$ 51,938	1110 hrs.	\$ 51,086
	Electrical Inspector	980 hrs.	37,485	1110 hrs.	39,200
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>	\$ 449,659	<u>5.66 FTEs</u>	\$ 452,345

**Program Implementation**

The major expenditure in the FY19 budget is for staffing. The Building Inspections Division staff is comprised of four full-time and three part-time personnel. Each staff person is strongly committed to pursuing consistent Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. The Inspections staff provides technical assistance to property owners, builders/developers, real estate professionals, Town boards and committees, as well as other Town departments. In addition to issuing building permits and conducting required onsite inspections, the Building Inspections staff spends an increasing amount of time reviewing subdivision proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses.

The Building Inspections Division issued 850 building permits in 2017, which is a 6.4% decrease from the number of building permits issued the year before. However, the overall construction value increased to \$ 96.7 million in 2017 (compared to \$84.7 million in 2016). This is an increase in the value of construction by 14.16%. Of this total, \$41.625 million was for residential construction with \$55.075 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$24.6 million last year to \$24.07 million in 2017. This new residential construction value represents 39 new detached single-family homes and 4 multi-family attached units. Of these 43 new residential buildings, 28 or 53.5% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site)

In 2017, the issuance of Mechanical permits decreased by 13.1%, while the number of Electrical Permits increased by 15.1% and Plumbing/Gas permits increased by 18%. Overall, the total number of permits issued in 2017 was 2928 (a 1.63% increase overall). The Building Division collected \$1,224,460 total in permit fees in 2017 versus \$927,555 collected in 2016. This is a 32% increase over last year.

**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.

<b>Permits Issued</b>							
	2011	2012	2013	2014	2015	2016	2017
<b>New single family home</b>	30	29	55	38	51	43	39
<b>Multi-family attached units</b>	0	0	0	75	6	6	4
<b>Additions and Alterations</b>	686	631	770	759	866	760	719
<b>Commercial</b>	90	73	100	114	115	100	88
<b>Total Building Permits</b>	806	733	925	873	1038	909	850
<b>Electrical</b>	745	730	933	907	751	865	996
<b>Plumbing</b>	470	487	480	546	478	108	524
<b>Mechanical</b>	26	70	91	119	122	542	93
<b>Gas</b>	340	382	416	443	391	428	433
<b>Sign</b>	41	35	54	68	62	29	32
<b>Total (all permits)</b>	2,428	2,899	2,899	2,956	2,824	2,881	2,928

<b>Value of Construction</b>							
	2011	2012	2013	2014	2015	2016	2017
<b>Value in Millions</b>	\$44.0	\$68.8	\$142.6	\$80.4	\$80.7	\$84.7	\$96.7

<b>Permit Fee Revenue (by Calendar Year)</b>							
	2011	2012	2013	2014	2015	2016	2017
<b>Revenue</b>	\$554,211	\$809,045	\$783,883	\$1,015,370	\$991,099	\$927,555	\$1,224,460

**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 1.8% *increase* in the operating appropriation over that of the FY18 budget.
- In FY19 an amount of \$16,225 is proposed to provide a \$1/hour salary increase for the Public Health Nurse position for 12 hours/week and a total of 624 hours/year.
- This budget allocates \$7,500 to continue implementing Healthy Communities initiatives and \$7,500 to hire a part time contracted food inspector.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 293,820	\$ 323,967	\$ 325,905	\$ 331,778
Other Funds	\$ 82,849	\$ 83,658	\$ 85,484	\$ 86,136
<b>Total Expenditures</b>	<b>\$ 376,668</b>	<b>\$ 407,625</b>	<b>\$ 411,389</b>	<b>\$ 417,914</b>

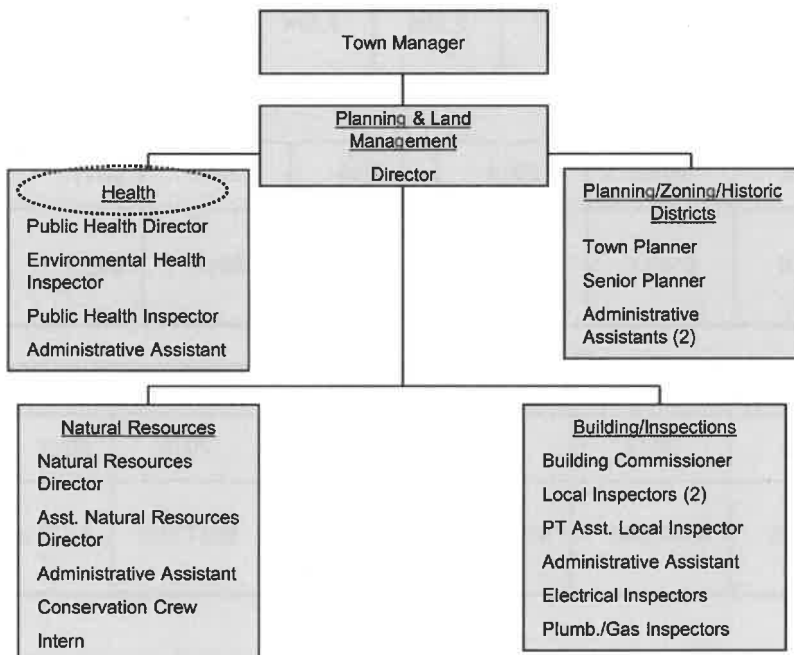
**Description:**

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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 324,630	\$ 323,364	\$ 351,299	\$ 351,924	\$ 351,924
Purchased Services	47,530	60,398	53,700	61,200	60,950
Supplies	1,625	2,543	3,000	3,000	1,750
Other Charges	2,885	1,320	3,390	3,390	3,290
Capital Outlay	-	20,000	-	-	-
<b>Totals</b>	<b>\$ 376,668</b>	<b>\$ 407,625</b>	<b>\$ 411,389</b>	<b>\$ 419,514</b>	<b>\$ 417,914</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 325,905	79.22%	\$ 331,778	79.39%	1.80%
Water Fund	30,777	7.48%	31,299	7.49%	1.70%
Sewer Fund	35,007	8.51%	35,137	8.41%	0.37%
Other Towns	19,700	4.79%	19,700	4.71%	0.00%
<b>Totals</b>	<b>\$ 411,389</b>	<b>100.00%</b>	<b>\$ 417,914</b>	<b>100.00%</b>	<b>1.59%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 102,323	1.00	\$ 102,323
	Assistant Public Health Director	1.00	89,436	1.00	89,436
	Public Health Inspector	1.00	76,936	1.00	76,936
	Administrative Assistant	1.00	67,004	1.00	67,004
	Sub Total	<u>4.00 FTEs</u>	\$ 335,699	<u>4.00 FTEs</u>	\$ 335,699
5120	Public Health Nurse	624 hrs.	\$ 15,600	624 hrs.	\$ 16,225
	Total	<u>4.30 FTEs</u>	<u>\$ 351,299</u>	<u>4.30 FTEs</u>	<u>\$ 351,924</u>

<b>Program Implementation</b>
<p>The FY19 budget recommendation includes a 1.8% increase in the operating appropriation over that of the FY18 budget.</p> <p>This budget reflects increased funding for the Public Health Nurse position at \$16,225 to provide 624 hours of nurse staff time or 12 hours/week, compared to FY18 funding of \$15,600.</p> <p>The FY19 budget continues to fund Healthy Concord initiatives originally identified in 2014/15 for youth substance abuse prevention, mental health and emotional resiliency and other healthy community initiatives; \$7,500 to hire a part time contracted inspector to conduct routine food service inspections; \$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.</p> <p>The FY19 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 larvacides 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 been in contact with humans to MDPH State lab for testing. Fees pay for courier service to the State lab and veterinarian fees to prepare specimens.</p> <p>FY19 recommendation includes \$6,700 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.</p> <p>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.</p>

**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 2017, collecting \$150,000 in total fees.

<b>Permits and Licenses Issued</b>								
	2010	2011	2012	2013	2014	2015	2016	2017
Food services/retail food	125	180	168	197	207	209	210	216
Tobacco sales	22	20	17	17	14	14	14	14
Permits to keep farm animals	64	68	83	84	99	116	107	129
Bathing beaches	3	3	3	3	3	3	4	4
Swimming pools	21	21	21	26	24	23	23	28
Hazardous materials control permits	48	49	49	50	56	52	52	58
Recreational camp sites	13	13	13	12	13	13	15	17
Tanning facilities	2	1	1	1	1	1	1	1
Disposal works installers	103	71	76	90	97	92	92	53
Septage haulers	18	20	18	22	24	27	27	24
Rubbish haulers	13	12	13	13	14	15	15	15
Funeral directors	4	4	4	3	3	4	4	4
On-site sewage disposal permits	128	117	108	95	117	189	189	104
Building permit reviews	151	146	170	191	220	184	195	223
Drinking/irrigation well permits	14	29	24	17	14	19	19	21
Body Art Establishments			1	1	1	1	1	1
Body Art Practitioners			2	3	5	5	5	4

Under a regional service contract, the Health Division staff provided a total of 550 hours of staff support (or 7% of total staff hours) to the town of Lincoln resulting in \$35,000 in additional revenue for the Town of Concord.

Health Staff annually conducts approximately 400 field inspections for septic system installation; 150 food service inspections; 130 inspections of properties where animals are kept; 28 tobacco sales inspections; 20 housing inspections; 25 recreational camp inspections; and 30 inspections of swimming pools.

Emerson Hospital Home Care held its annual senior flu clinics at the Harvey Wheeler Community Center and vaccinated approximately 130 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 90 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 3.2% *increase* in operating appropriation over that of the FY18 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 budget anticipates repairs to the antiquated Heating, Ventilation and Air Conditioning System.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 70,470	\$ 50,209	\$ 71,027	\$ 72,994
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 70,470</b>	<b>\$ 50,209</b>	<b>\$ 71,027</b>	<b>\$ 72,994</b>

**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 20<sup>th</sup> 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. The building also has two meeting rooms that are used by many town boards and committees. 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/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	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%
FY2017	4,797	0.88	-3%	10%	81,520	-10%	0%

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,320	\$ 2,128	\$ 21,924	\$ 21,924	\$ 21,924
Purchased Services	35,625	39,725	37,523	40,044	38,736
Supplies	1,844	2,500	1,580	2,334	2,334
Other Charges	-	-	-	-	-
Capital Outlay	31,682	5,855	10,000	10,000	10,000
<b>Totals</b>	<b>\$ 70,470</b>	<b>\$ 50,209</b>	<b>\$ 71,027</b>	<b>\$ 74,302</b>	<b>\$ 72,994</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 71,027	100.00%	\$ 72,994	100.00%	2.77%
<b>Totals</b>	<b>\$ 71,027</b>	<b>100.00%</b>	<b>\$ 72,994</b>	<b>100.00%</b>	<b>2.77%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 21,924	0.50	\$ 21,924
	<b>Total</b>	<b>0.50 FTEs</b>	<b>\$ 21,924</b>	<b>0.50 FTEs</b>	<b>\$ 21,924</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
B-1	Building Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

**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 FY18 budget.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 2,151	\$ 1,189	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 2,151</b>	<b>\$ 1,189</b>	<b>\$ 3,410</b>	<b>\$ 3,410</b>

**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 30<sup>th</sup> 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.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	1,915	748	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	236	441	350	350	350
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 2,151</b>	<b>\$ 1,189</b>	<b>\$ 3,410</b>	<b>\$ 3,410</b>	<b>\$ 3,410</b>

<b>Funding Plan</b>					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%
<b>Totals</b>	<b>\$ 3,410</b>	<b>100.00%</b>	<b>\$ 3,410</b>	<b>100.00%</b>	<b>0.00%</b>

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:

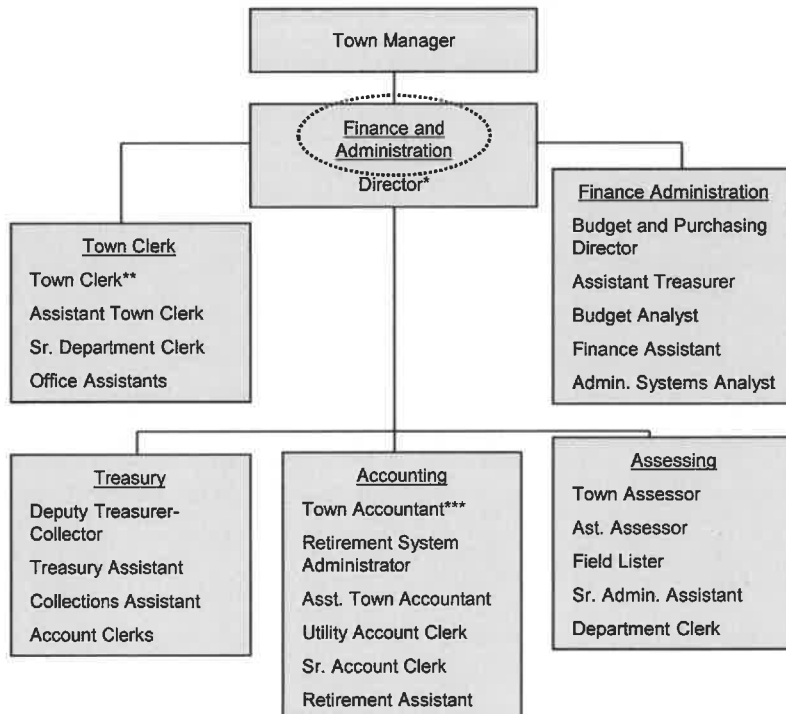
The mission of the Finance Administration Division is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide numerous high quality administrative services to the Town's departments.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 296,630	\$ 302,629	\$ 293,041	\$ 337,252
Other Funds	\$ 187,630	\$ 202,818	\$ 195,400	\$ 224,873
<b>Total Expenditures</b>	<b>\$ 484,260</b>	<b>\$ 505,447</b>	<b>\$ 488,441</b>	<b>\$ 562,125</b>

Budget Highlights:

- This budget represents a 15.1% *increase* in the operating appropriation from that of the FY18 budget, primarily due to adding the Administrative Systems Analyst position to assist in the implementation of software packages.
- Personnel costs account for 96% of the proposed budget in FY19. These costs go to cover the salaries of the Finance Director, Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, Finance Assistant, and Administrative Systems Analyst.
- The Purchased Services accounts are proposed to increase due to partial funding the Town's biennial Citizen Survey (\$6,500) and associated printing and postage costs (\$2,700).
- 40% of the FY19 total costs are paid for by Other Funds (primarily Enterprise Funds), which use the financial and administrative services of the Finance Administration Division.



Description:

The Finance Director is appointed by the Town Manager and serves as the Treasurer-Collector. She serves as custodian of the Concord Contributory Retirement Fund, and as Treasurer of the Trustees of Town Donations. 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.

**FINANCE & ADMINISTRATION: Finance Administration**

**Item 8A**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 467,176	\$ 473,437	\$ 462,646	\$ 542,390	\$ 539,690
Purchased Services	10,567	18,125	13,945	20,445	13,085
Supplies	339	1,332	2,500	2,500	2,500
Other Charges	5,318	8,754	9,350	9,350	6,850
Capital Outlay	860	3,800	-	-	-
<b>Totals</b>	<b>\$ 484,260</b>	<b>\$ 505,447</b>	<b>\$ 488,441</b>	<b>\$ 574,685</b>	<b>\$ 562,125</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 293,041	60.00%	\$ 337,252	60.00%	15.09%
Light Fund	48,848	10.00%	56,216	10.00%	15.08%
Water Fund	78,154	16.00%	89,943	16.00%	15.08%
Sewer Fund	19,541	4.00%	22,488	4.00%	15.08%
Solid Waste Fund	9,772	2.00%	11,246	2.00%	15.08%
Swim and Fitness Fund	9,772	2.00%	11,246	2.00%	15.08%
Parking Meter Fund	19,541	4.00%	22,488	4.00%	15.08%
Town Trust Fund	9,772	2.00%	11,246	2.00%	15.08%
<b>Totals</b>	<b>\$ 488,441</b>	<b>100.00%</b>	<b>\$ 562,125</b>	<b>100.00%</b>	<b>15.09%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 150,675	1.00	\$ 150,675
	Budget and Purchasing Director	1.00	103,684	1.00	103,684
	Assistant Treasurer	1.00	80,348	1.00	80,348
	Budget Analyst	1.00	63,737	1.00	66,820
	Finance Assistant	1.00	60,302	1.00	60,302
	Administrative Systems Analyst	0.00	0	1.00	76,661
	Sub Total		<u>5.00 FTEs</u>	\$ 458,746	<u>6.00 FTEs</u>
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 1,200
	<b>Total</b>	<u>5.00 FTEs</u>	<u>\$ 462,646</u>	<u>6.00 FTEs</u>	<u>\$ 539,690</u>

<b>Program Implementation</b>	
<ul style="list-style-type: none"> <li>• The proposed FY19 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, Finance Assistant, and Administrative Systems Analyst.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• A new position of Administrative Systems Analyst was created and funded in FY19. The responsibilities of the position include assisting in the implementation of new software packages</li> <li>• Other non-Personnel expenditures reflect level funding of 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.</li> </ul>	

**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 (5/31/17)

Factors that contribute to the Aaa rating:

**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<sup>1</sup>/<sub>2</sub>.

Although the Finance Department does not have control over the "Economy and Tax Base", the Department has influence over the "Financial Operations, Reserves and Liquidity" and "Debt and Pensions".

**Economy and Tax Base**

- Concord's \$6.2 billion tax base (2017 equalized value) is stable with positive growth over the near term given moderate near term development and a strong housing sector.
- Income levels remain strong with a median family income representing almost 2.5 times the national median. Similarly, wealth levels are well above average with full value per capita at \$353,080, reflecting the high-end housing stock.
- As of March 2017, the Town's unemployment rate of 2.8% is also lower than the State rate (3.9%) and US rate (4.6%).

**Financial Operations, Reserves and Liquidity**

- The financial position of the Town is stable given the effective management team, comfortable reserve levels, and strong history of voter support for overrides.
- Unused levy capacity is \$4.3 million or 4.5% of the FY17 appropriation.
- The FY18 budget was balanced with a 3.4% increase in the tax levy.

**Debt/Pensions**

- The entire debt portfolio is fixed rate with 96% of the principal retired in ten years.
- Concord's funded date for the retirement plan is 2029, well ahead of the State's 2040 deadline.
- Concord's OPEB funded ratio of 21.4% is well ahead of most local government across the United States.

Source: Moody's Investor Service, *Credit Opinion for the Town of Concord MA*, May 31, 2017.

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 2.7% decrease in the operating appropriation from that of the FY18 budget.
- Banking services and postage expense comprise the major Treasury operating expenses.
- Focus is placed on balancing banking costs with enhanced taxpayer payment options. Efforts to renegotiate banking fees are underway with the expectation to reduce FY19 fees by approximately \$9,000.

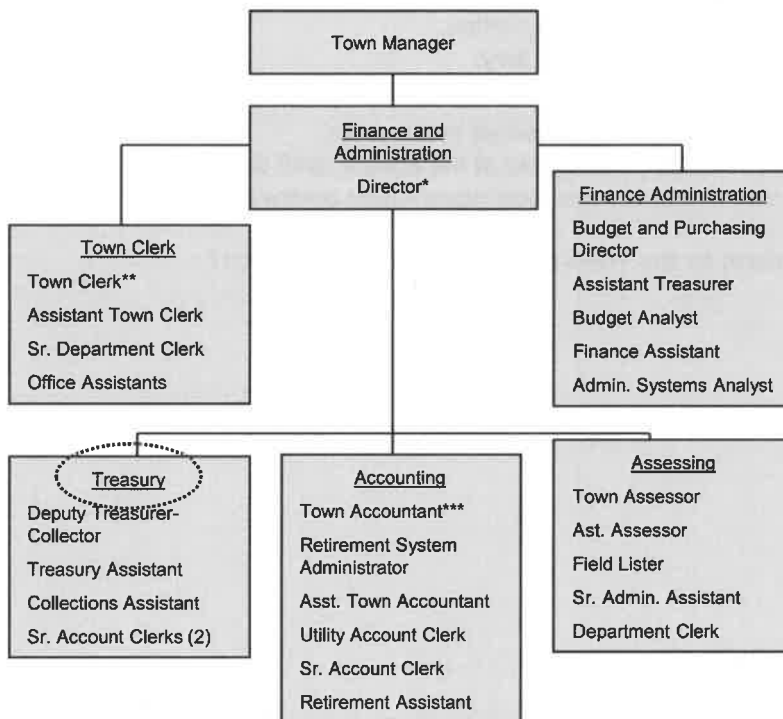
**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 279,429	\$ 289,121	\$ 297,639	\$ 289,615
Other Funds	\$ 214,873	\$ 224,768	\$ 226,663	\$ 218,382
<b>Total Expenditures</b>	<b>\$ 494,302</b>	<b>\$ 513,888</b>	<b>\$ 524,302</b>	<b>\$ 507,997</b>

Description:

The Treasurer-Collector Division of the Finance Department is under the direction of the Deputy Treasurer-Collector and is responsible for the receipt, short-term investment, bank account management, and disbursement of all Town funds.

The Division also manages the billing and collection of all taxes, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees, including ambulance charges, parking violation fees, parking permits, police false alarm bills, and curbside tags and barrel stickers.



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

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

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

**FINANCE & ADMINISTRATION: Treasurer-Collector**

**Item 8B**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 306,851	\$ 331,214	\$ 325,007	\$ 322,002	\$ 322,002
Purchased Services	172,603	166,658	189,325	187,825	175,825
Supplies	4,995	5,070	6,750	6,750	6,750
Other Charges	1,987	1,947	3,220	3,420	3,420
Capital Outlay	7,866	9,000	-	-	-
<b>Totals</b>	<b>\$ 494,302</b>	<b>\$ 513,888</b>	<b>\$ 524,302</b>	<b>\$ 519,997</b>	<b>\$ 507,997</b>

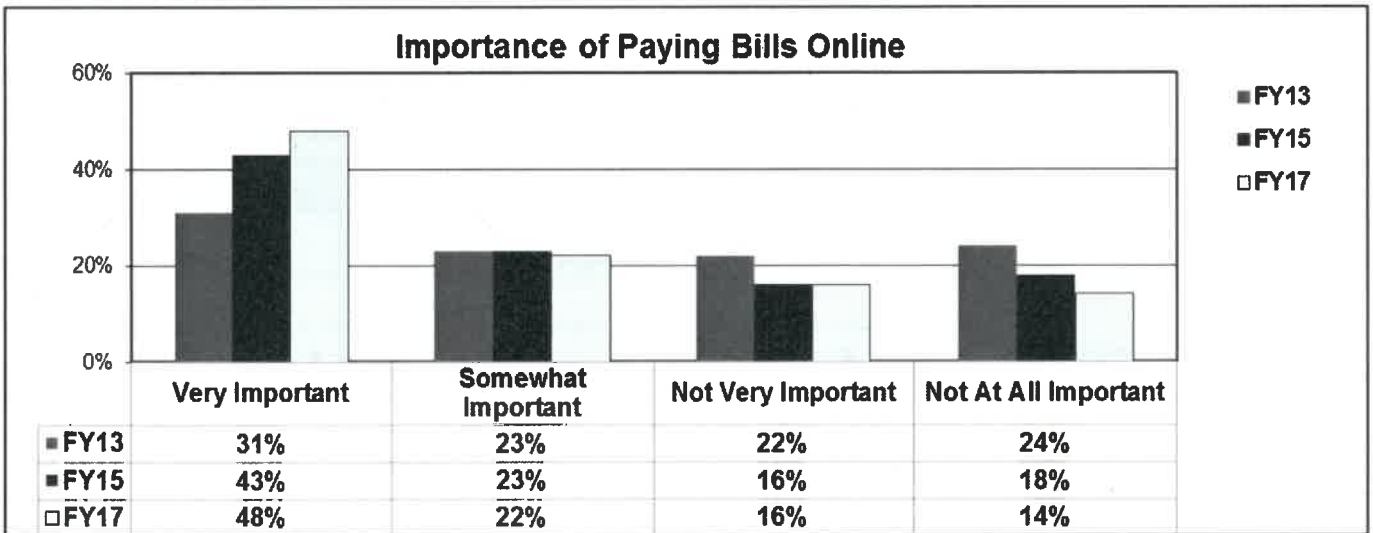
Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 297,639	56.77%	\$ 289,615	57.01%	-2.70%
Light Fund	59,106	11.27%	57,416	11.30%	-2.86%
Water Fund	55,915	10.66%	53,887	10.61%	-3.63%
Sewer Fund	13,846	2.64%	13,339	2.63%	-3.66%
Solid Waste Disp. Fund	32,597	6.22%	31,245	6.15%	-4.15%
Swim and Fitness Center	20,374	3.89%	19,529	3.84%	-4.15%
Parking Meter Fund	32,597	6.22%	31,245	6.15%	-4.15%
Town Trust Fund	4,077	0.78%	3,908	0.77%	-4.15%
Retirement System	8,151	1.55%	7,813	1.54%	-4.15%
<b>Totals</b>	<b>\$ 524,302</b>	<b>100.00%</b>	<b>\$ 507,997</b>	<b>100.00%</b>	<b>-3.11%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 112,762	1.00	\$ 112,762
	Collections Assistant	1.00	54,586	1.00	55,395
	Treasury Assistant	1.00	66,872	1.00	59,675
	Senior Account Clerk	2.00	90,787	2.00	94,170
<b>Total</b>		<b>5.00 FTEs</b>	<b>\$ 325,007</b>	<b>5.00 FTEs</b>	<b>\$ 322,002</b>

**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 continues to expand to other municipal fees collected in various Town departments.



**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

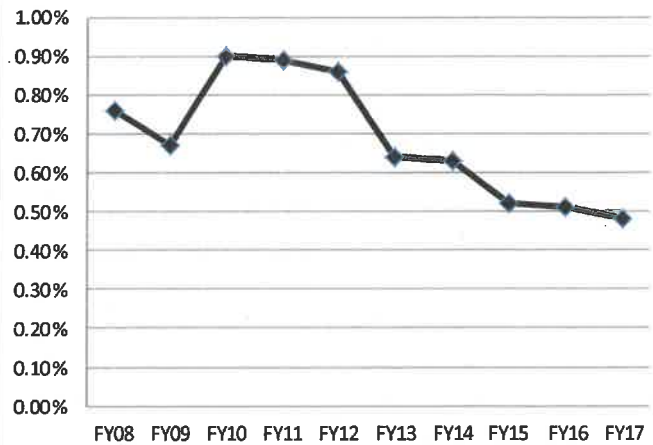
**Division Goal:** To collect the Town's Property Tax Levy

**Measure:** Collection Rate

**Target:** To have a collection percentage in excess of 99% as of June 30<sup>th</sup> of each levy year.

**Trend:** The .48% delinquency rate marks the 22<sup>nd</sup> consecutive year in which the uncollected property tax percentage has been under 1% at June 30<sup>th</sup> of each levy year.

**% of Taxes Uncollected (as of June 30<sup>th</sup>, 2017)**



**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**

	FY13	FY14	FY15	FY16	FY17
Earnings	\$151	\$86	\$82.5	\$158	\$396
Yield	0.25%	0.22%	0.24%	0.43%	0.78%

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 FY17	Billing Responsibilities	Collection Responsibilities
Parking violations	4,956	(Police Department)	X
Subscriptions for curbside refuse and recycling	7,800	X	X
Motor vehicle excise bills	17,873	X	X
Property tax bills	26,800	X	X
Water bills	34,266	(Accounting Division)	X
Electricity bills	61,790	(Accounting Division)	X
Departmental Turnovers processed	5,370	(Town Departments)	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 4.1% decrease in the operating appropriation from that of the FY18 budget.

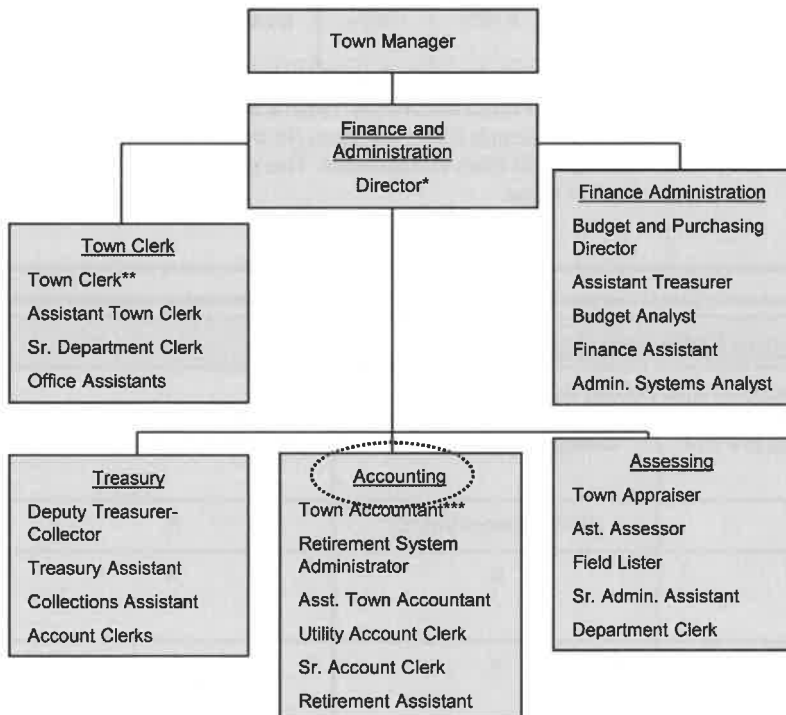
Expenditure Summary				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 154,562	\$ 162,946	\$ 169,270	\$ 162,291
Other Funds	\$ 156,508	\$ 163,327	\$ 282,258	\$ 291,105
<b>Total Expenditures</b>	<b>\$ 311,070</b>	<b>\$ 326,273</b>	<b>\$ 451,528</b>	<b>\$ 453,396</b>

**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.

**FINANCE & ADMINISTRATION: Town Accountant**

**Item 8C**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 240,894	\$ 249,426	\$ 375,628	\$ 375,746	\$ 375,746
Purchased Services	1,940	3,774	5,300	5,300	4,300
Supplies	961	672	1,200	1,200	1,200
Other Charges	2,276	2,400	3,400	3,400	3,150
Capital Outlay	-	5,000	-	-	-
Audit	65,000	65,000	66,000	70,000	69,000
<b>Totals</b>	<b>\$ 311,070</b>	<b>\$ 326,273</b>	<b>\$ 451,528</b>	<b>\$ 455,646</b>	<b>\$ 453,396</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 169,270	37.49%	\$ 162,291	35.79%	-4.12%
Light Fund	59,713	13.22%	63,645	14.04%	6.58%
Water Fund	62,711	13.89%	66,105	14.58%	5.41%
Sewer Fund	21,449	4.75%	22,569	4.98%	5.22%
Solid Waste Disp. Fund	5,216	1.16%	5,289	1.17%	1.40%
Beede Center	10,809	2.39%	10,910	2.41%	0.93%
Retirement System	122,360	27.10%	122,587	27.04%	0.19%
<b>Totals</b>	<b>\$ 451,528</b>	<b>100.00%</b>	<b>\$ 453,396</b>	<b>100.00%</b>	<b>0.41%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		<b>FY18 Budgeted</b>		<b>FY19 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
5111	Town Accountant	1.00	\$ 88,267	1.00	\$ 88,267
	Retirement System Administrator	1.00	84,468	1.00	84,468
	Utility Account Clerk	1.00	54,456	1.00	54,456
	Senior Account Clerk	1.00	51,991	1.00	52,242
	Assistant Town Accountant	1.00	66,474	1.00	66,474
	Retirement Assistant	0.50	29,972	0.50	29,839
	<b>Total</b>		<u>5.50 FTEs</u>	<u>\$ 375,628</u>	<u>5.50 FTEs</u>

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The majority of the Accounting Division’s budget is for personnel services.</li> <li>•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.</li> <li>•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%).</li> <li>•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.</li> </ul>

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

**Division Goal:** To maintain sound accounting records of all funds

**Objective:** To receive a clean opinion with respect to the Town departments audited financial statements for the fiscal year end June 30<sup>th</sup> in accordance with accounting principals generally accepted in the United States of America.

**Measure:** Outside Audit from Financial Services Firm

**Trend:** The Town has resolved former qualified opinions from outside auditors

**Compliance with Accounting Standards**

FY13	FY14	FY15	FY16	FY17
Qualified Opinion *	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion

\* 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.

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

**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

**Measure:** Accounting Activity for the last 4 fiscal years

**Accounting Department Activity**

	FY14	FY15	FY16	FY17
Invoices Processed	16,184	18,928	22,926	19,800
Warrants Produced	55	55	55	55
Water and Sewer Bills	33,792	33,911	34,093	34,266
Electric Bills	55,932	55,352	59,878	61,790

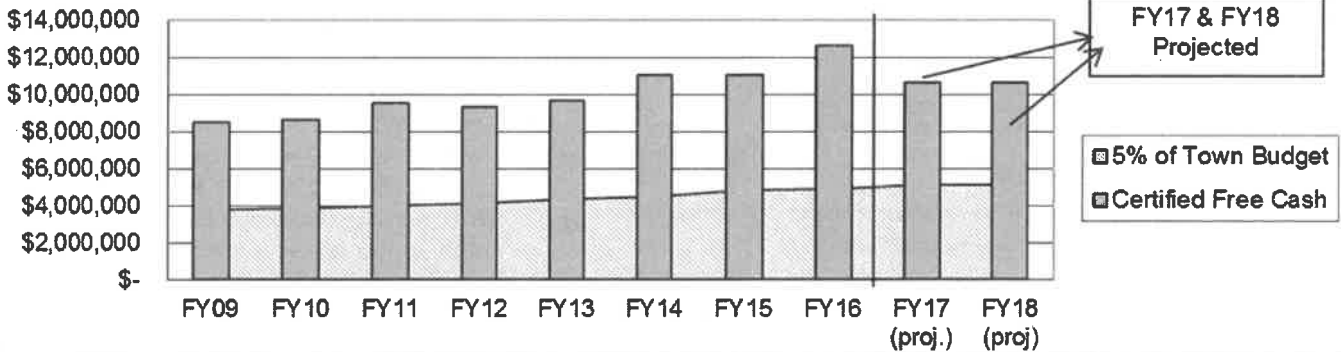
**Town Manager Goal:** To ensure quality Town Operational & Financial Management

**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.

**Certified Free Cash**



**Mission Statement:**

The mission of the Assessors Division is to value the Town's real and personal property in a fair, efficient, transparent and cost-effective manner according to state statute and guidelines.

The Guidelines are promulgated and overseen by the Bureau of Local Assessment, Division of Local Services, Massachusetts Department of Revenue

**Budget Highlights:**

- This budget represents a 4.3% decrease in the operating appropriation from that of the FY18 budget.
- The decrease was primarily in the professional services line, which was reduced from \$55,400 to \$35,400. These funds are used for property revaluation including the re-certification of values, by the Massachusetts Department of Revenue, every 5 years and the 4 interim valuations. Since the rules recently changed extending re-certification to every 5 years from a 3 year cycle, the budget for re-certification has been reduced. However, the level of this budget item will need to be monitored to insure there are sufficient future funds.

**Expenditure Summary**

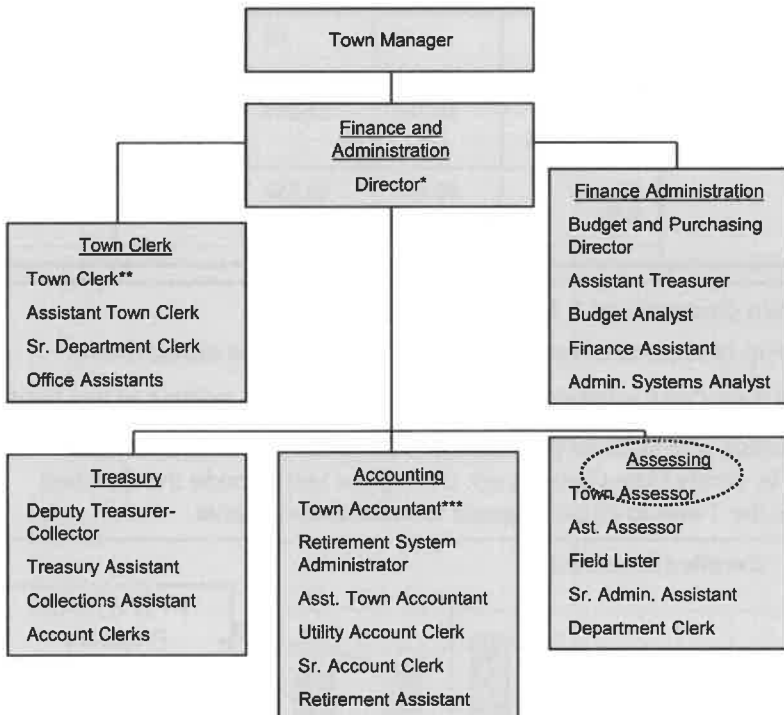
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 408,237	\$ 423,249	\$ 439,328	\$ 420,468
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 408,237</b>	<b>\$ 423,249</b>	<b>\$ 439,328</b>	<b>\$ 420,468</b>

**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, 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 286,849	\$ 314,707	\$ 338,428	\$ 339,568	\$ 339,568
Purchased Services	107,579	61,603	86,050	86,050	66,050
Supplies	2,243	1,150	2,600	2,600	2,600
Other Charges	11,567	12,788	12,250	12,250	12,250
Capital Outlay	-	33,000	-	-	-
<b>Totals</b>	<b>\$ 408,237</b>	<b>\$ 423,249</b>	<b>\$ 439,328</b>	<b>\$ 440,468</b>	<b>\$ 420,468</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 439,328	100.00%	\$ 420,468	100.00%	-4.29%
<b>Totals</b>	<b>\$ 439,328</b>	<b>100.00%</b>	<b>\$ 420,468</b>	<b>100.00%</b>	<b>-4.29%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**FINANCE & ADMINISTRATION: Assessors**

**Item 8D**

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Assessor	1.00	\$ 114,326	1.00	\$ 114,326
	Assistant Assessor	1.00	\$ 75,557	1.00	\$ 75,557
	Field Lister	0.40	21,582	0.40	21,582
	Senior Administrative Assistant	1.00	66,516	1.00	67,084
	Department Clerk	1.00	56,097	1.00	56,669
	Sub Total	<u>4.40 FTEs</u>	\$ 334,078	<u>4.40 FTEs</u>	\$ 335,218
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>	\$ 338,428	<u>4.44 FTEs</u>	\$ 339,568

**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 Sr. Department Clerk.
- Correct property values are dependent on accurate data. State guidelines require that all property must be inspected at a minimum of every ten 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 15% 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 this year. 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 ten 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, with FY18 being the first year of the current cycle.
- 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 (FY18) was a re-certification year and a full sales analysis and adjustments to values were made and were strictly reviewed by the DOR. In an interim year the DOR has limited review of the values and growth numbers before the Town is allowed to process the new values.
- Purchased Services for FY19 include field review, valuation and consulting services (\$35,400), Appraisal Services for (\$15,000) computer software (\$11,550), telephone (\$800), postage (\$500), printing (\$1,200), telephone and office equipment maintenance (\$400), 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 reduced \$20,000 from Fiscal 2018. The re-certification program is now on a 5 year cycle, so the level funding of this function has been extended, producing the \$20,000 reduction.

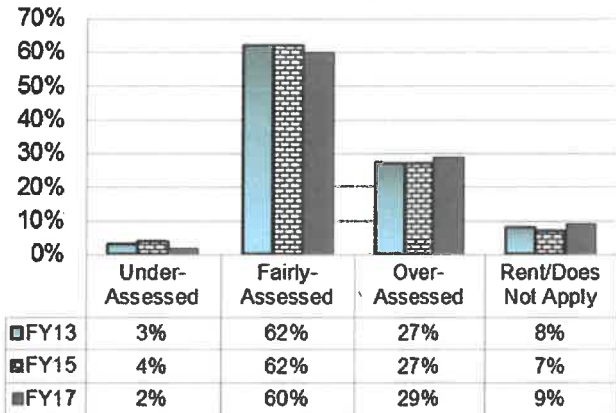
**Town Manager Goal:** To ensure quality Town Operational & Financial Management

**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 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	FY17	FY18
Total # Visits	653	890
% Visited	10%	14%
Full Measure & List	398	410

- 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 10 year guideline
- The actual inspection rate had slipped to 6 years, because of the abundance of building permits , but is only one year off the five year preferred cycle.
- FY17 Personal property inspections completed a 3 year cycle.
- FY18 represented the first year of the new cycle for PP
- In FY18 every Improved property in town 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
FY17	6,658	45	.68%	29	3	3	4,907,494	69,049

There are currently only 5 cases at the Appellate Tax Board covering both FY 2016 and FY2017. Two cases have been tried and three have not yet been scheduled. The exposure is limited and the Overlay Fund has a sufficient balance to cover any abatements.

Mission Statement:

The Town Clerk's Office is committed to excellent customer service, fair and efficient election administration, and promoting transparency in government by accurately recording, preserving, and providing access to the Town's public records.

Budget Highlights:

- This budget represents a 0.1% decrease in the operating appropriation from that of the FY18 budget.
- The Town Clerk's Office creates and maintains 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.
- A line item for records management supplies has been added to track increased activity in records management and preservation within the Finance Department .

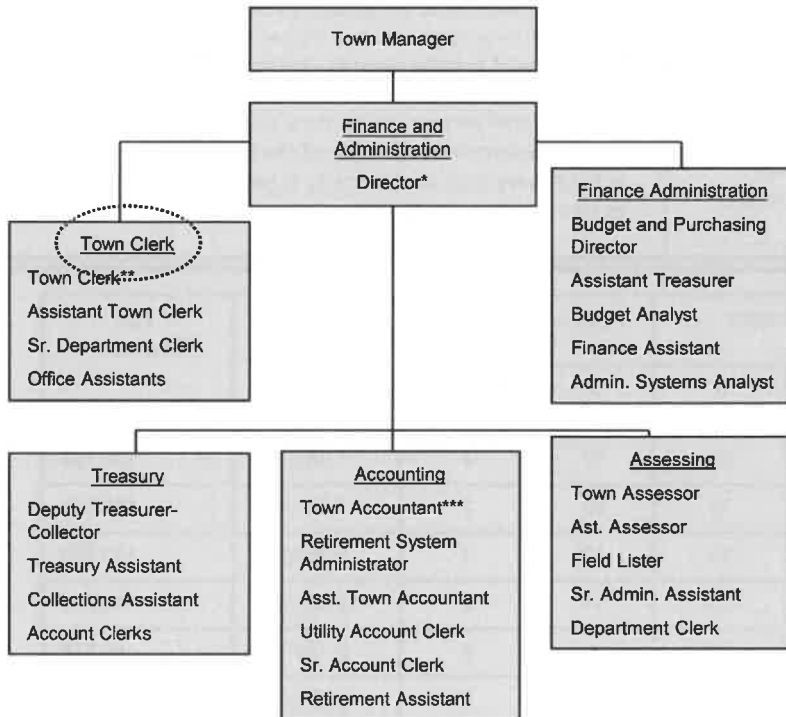
**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 238,590	\$ 243,942	\$ 245,912	\$ 245,750
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Expenditures</b>	<b>\$ 241,590</b>	<b>\$ 246,942</b>	<b>\$ 248,912</b>	<b>\$ 248,750</b>

Description:

The Town Clerk Division is responsible for numerous activities associated with:

- Recording, amending, 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;
- Open Meeting Law administration: meeting postings, and minutes; oath of office; training material distribution;
- Conflict of Interest law administration ;filing of disclosures, acknowledgments, and certificates of training for all town boards and committees;
- Issuing a variety of licenses and permits;
- Providing information to the public on a wide-array of subjects;
- Election and Census-related activities are reported under the Election and Registrars budgets.



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

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

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

**FINANCE & ADMINISTRATION: Town Clerk**

**Item 8E**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 231,517	\$ 230,473	\$ 238,847	\$ 242,027	\$ 242,027
Purchased Services	3,376	1,462	2,800	1,419	1,419
Supplies	2,145	2,469	2,460	2,650	2,650
Other Charges	2,209	2,297	4,805	5,654	2,654
Capital Outlay	2,343	10,241	-	-	-
<b>Totals</b>	<b>\$ 241,590</b>	<b>\$ 246,942</b>	<b>\$ 248,912</b>	<b>\$ 251,750</b>	<b>\$ 248,750</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 245,912	98.79%	\$ 245,750	98.79%	-0.07%
Cemetery Fund	3,000	1.21%	3,000	1.21%	N/A
<b>Totals</b>	<b>\$ 248,912</b>	<b>100.00%</b>	<b>\$ 248,750</b>	<b>100.00%</b>	<b>-0.07%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		<b>FY18 Budgeted</b>		<b>FY19 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
5111	Town Clerk	1.00	\$ 95,091	1.00	\$ 97,020
	Assistant Town Clerk	1.00	68,263	1.00	69,322
	Senior Department Clerk	1.00	55,609	1.00	55,896
	<b>Sub Total</b>	<u>3.00 FTEs</u>	\$ 218,963	<u>3.00 FTEs</u>	\$ 222,238
5157	Office Assistant	934 hrs.	\$ 17,054	934 hrs.	\$ 17,054
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime	62 hrs.	2,830	62 hrs.	2,735
	<b>Total</b>	<u>3.45 FTEs</u>	\$ 238,847	<u>3.45 FTEs</u>	\$ 242,027

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•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).</li> <li>•The following is included under Purchased Services: telephones, office and election equipment maintenance, and postage.</li> <li>• The following is included under Supplies: office and records management supplies, envelopes, printer toner, and dog licensing supplies,.</li> <li>• 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.</li> </ul>

**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**

<b>ACTIVITY</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Births Registered (Concord residents)	1,229 (100)	1,215 (104)	1,329 (113)	1,301 (109)
Deaths Registered (Concord residents)	349 (160)	356 (163)	347 (164)	351 (172)
Marriages Registered (Concord residents)	77 (32)	83 (40)	70 (30)	62 (29)
Marriage Intentions Filed	78	84	73	61
Dog Licenses Issued	1,968	1,956	1,877	1,894
Burial Permits Issued	316	319	297	311
Business Certificates Recorded	111	102	157	162
Cemetery Deeds Prepared & Recorded	36	43	44	41
Public Meetings Posted	867	917	995	929
Raffle Permits Issued	19	19	17	17
Affidavits & Corrections Prepared & Recorded	50	67	56	79
Net Receipts to General Fund	\$111,941	\$109,194	\$108,264	\$109,642

**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 7.8% increase in the operating appropriation from FY18.
- 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 projects such as server upgrades.
- In FY19, an additional new position is funded. The IT Services Manager will manage a new IS Technician. This will help meet the demand for IT support from Town Staff.
- The Technology Fund is used to acquire and replace hardware, software and network IT infrastructure components.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 681,610	\$ 898,055	\$ 940,718	\$ 951,192
Other Funds	\$ -	\$ -	\$ 128,616	\$ 145,322
<b>Total Expenditures</b>	<b>\$ 681,610</b>	<b>\$ 898,055</b>	<b>\$ 1,069,334</b>	<b>\$ 1,096,514</b>

**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 decrease from \$230,000 to \$185,000. 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. The Technology Fund decrease is in response to constraints from the guideline process and is below the level recommended by the department.

**Major Budgeted Expenses in FY18**

Expense Category	Cost	Detail
Financial Systems Operations	\$127,000	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$13,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$771,514	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$185,000	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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$228,695	\$267,867	\$ 411,984	\$ 494,864	\$ 487,864
Purchased Services	277,456	335,861	403,100	482,100	403,100
Supplies	22,223	10,373	22,000	18,000	18,000
Other Charges	785	1,428	2,250	2,550	2,550
Capital Outlay	152,452	282,526	230,000	283,000	185,000
<b>Totals</b>	<b>\$681,610</b>	<b>\$ 898,055</b>	<b>\$ 1,069,334</b>	<b>\$ 1,280,514</b>	<b>\$ 1,096,514</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 940,718	87.97%	\$ 951,192	86.75%	1.11%
Light Fund	76,198	7.13%	89,562	8.17%	17.54%
Telecom Fund	31,363	2.93%	31,363	2.86%	0.00%
Water Fund	15,242	1.43%	17,915	1.63%	17.54%
Sewer Fund	3,813	0.36%	4,482	0.41%	17.55%
RHSO	2,000	0.19%	2,000	0.18%	0.00%
<b>Totals</b>	<b>\$ 1,069,334</b>	<b>100.00%</b>	<b>\$ 1,096,514</b>	<b>100.00%</b>	<b>2.54%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 156,814	1.00	\$ 156,814
	Technical Services Manager	1.00	\$ 87,929	1.00	\$ 87,929
	GIS / App. Prog. Manager	1.00	92,214	1.00	92,214
	Information Systems Technician	0.00	-	1.00	66,820
	GIS Technician/Analyst	0.75	44,027	0.75	44,027
	<b>Total</b>	<b>3.75 FTEs</b>	<b>\$ 380,984</b>	<b>4.75 FTEs</b>	<b>\$ 447,804</b>
5115	Regular Part-Time	0 hrs	\$ -	500 hrs	\$ 7,500
5130	Overtime	200 hrs	\$ 6,000	200 hrs	\$ 6,000
5158	Cell Phone	N/A	\$ -	N/A	\$ 1,560
5111	Telecommunications Support	N/A	\$ 25,000	N/A	\$ 25,000
	<b>Total</b>	<b>3.75 FTEs</b>	<b>\$ 411,984</b>	<b>4.99 FTEs</b>	<b>\$ 487,864</b>

**Description of Information Technology Infrastructure**

The Town's Information Technology infrastructure includes approximately 60 servers, 385 workstations and laptops, 70 printers, and over 500 telephones across 20 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. In FY17 and FY18, the Town has added two new office building 37 Knox Trail and 55 Church St.. The networks and phone systems have been extended to support both. The focus of both the FY17 & FY18 plans has been the need to improve reliability, security and functionality of many of our systems. Upgrades to e-mail, web, file servers, and billing systems have been performed. For FY19, major new systems, such as for Licensing and Permitting, are 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 video security, mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up data traffic, storage consumption, and network end points.

**Program Implementation**

The FY19 budget for Information Technology Operations adds one FTE to the IT staff, for a total of 4.75 FTEs. The majority of the funding increase for FY19 results from the additional staff and is partially offset by a reduction in the capital Outlay budgets for the Technology Fund.

- The Chief Information Officer (CIO) reports to the Town Manager and manages the IT Services Manager, GIS/Applications Program Manager, IS, Technician, and GIS Technician. The IT Services Manager, which was a new position created in FY18, now manages the IS Technician and the outsourced IT help desk. 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.
- The GIS Program Manager and Analyst provide a focal point for the Town's Geographic Information. They maintain common data and provide support to other departments' expanding the use of GIS data. In FY17, the GIS Technician was added as a regular part-time position in IT. GIS is a fast growing areas for municipal IT applications.
- IT support to Town staff is provided primarily by the IT Services Manager assisted by the Information Systems (IS) Technician. Together they manage the end-user computing environment. The IT Services Manager and Technician both provides direct IT support. This group has the primary responsibility to assess department workstation needs and manage the refresh program, Help Desk services, application deployments, and suppliers of equipment like large copiers and printers. They select and purchase 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 FY19 budget level funds professional services.

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
C-1	Town-Wide Technology Fund	230,000	185,000	269,800	285,000	300,000	300,000
	Totals	\$ 230,000	\$ 185,000	\$ 269,800	\$ 285,000	\$ 300,000	\$ 300,000

**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 are 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. No significant availability incidents occurred in FY17 or the first half of FY18.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes continue 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. In FY18 investments in additional data security and controls were made and the virtual server infrastructure was upgraded. Phone system improvements and server hardware refreshes are planned for FY19.

**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 3,600 tickets were generated in calendar year 2017 versus about 3,250 in 2016 and 2750 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 384 workstations (up 4% in the past year). A replacement rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2017, 40 workstations and 16 laptops were replaced. In addition 12 failing or obsolete printers, including 4 large multi-function printer/copiers in key locations. 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. The CIO has identified approximately \$500,000 in current technology maintenance and improvement needs to be addressed in the current and proposed fiscal years using Technology Fund resources.

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. The April 2017 Town meeting approved \$1.5 million in Technology improvement funding to support the work the CIO is doing with the Senior Management Team to achieve strategic technology improvement objectives. The Technology Improvement Fund provides resources to make these investments and these projects will start in FY18 and continue over the next few years.

**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 6.2% increase in expenses from those of the FY18 budget.
- This increase is attributable to the elimination of funding of approximately \$6,000 from the Retirement Board to pay for the use of office space on the first floor of the Town House. In the fall of 2017, Retirement staff was relocated to the newly purchased building at 55 Church Street.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 104,232	\$ 108,426	\$ 115,150	\$ 121,314
Other Funds	\$ 22,439	\$ 23,387	\$ 25,048	\$ 18,767
<b>Total Expenditures</b>	<b>\$ 126,671</b>	<b>\$ 131,813</b>	<b>\$ 140,198</b>	<b>\$ 140,081</b>

**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 167<sup>th</sup> 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. The utility data below is for the Town House.

**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%
FY2017	5,114	0.86	-18%	20%	70,640	-22%	-2%

**FINANCE & ADMINISTRATION: Town House**

**Item 10**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 58,591	\$ 60,149	\$ 71,434	\$ 65,878	\$ 65,878
Purchased Services	39,425	34,197	39,925	43,099	43,099
Supplies	4,914	5,083	8,400	9,500	9,500
Other Charges	23	-	-	-	-
Capital Outlay	15,488	28,100	15,000	15,000	15,000
Assessor's Office Building	8,229	4,284	5,440	6,380	6,604
<b>Totals</b>	<b>\$ 126,671</b>	<b>\$ 131,813</b>	<b>\$ 140,198</b>	<b>\$ 139,857</b>	<b>\$ 140,081</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 115,150	82.13%	\$ 121,314	86.60%	5.35%
Light Fund	6,261	4.47%	6,255	4.47%	-0.10%
Water Fund	7,514	5.36%	7,506	5.36%	-0.11%
Sewer Fund	3,758	2.68%	3,754	2.68%	-0.11%
Solid Waste Disposal Fund	1,254	0.89%	1,252	0.89%	-0.16%
Retirement	6,261	4.47%	-	0.00%	N/A
<b>Totals</b>	<b>\$ 140,198</b>	<b>100.00%</b>	<b>\$ 140,081</b>	<b>100.00%</b>	<b>-0.08%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 58,274	1.00	\$ 58,548
	Sub Total	<u>1.00 FTEs</u>	58,274	<u>1.00 FTEs</u>	58,548
5115	Electrician	0 hrs.	-	0 hrs.	-
5130	Overtime	300 hrs.	12,560	160 hrs.	6,730
5157	Car Allowance		600		600
	Total	<u>1.00 FTEs</u>	<u>\$ 71,434</u>	<u>1.00 FTEs</u>	<u>\$ 65,878</u>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-4	Building Improvements	15,000	15,000	15,000	15,000	15,000	15,000
	Totals	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

**Mission Statement:**

The mission of the Concord Police Department is to affirmatively promote, preserve, and deliver the highest level of public safety services to all members of our community. This is accomplished through ethical decision making based upon integrity, morality and respect for the dignity and diversity of all.

The Concord Police Department is committed to delivering "Exceptional Service. All of the Time".

**Budget Highlights:**

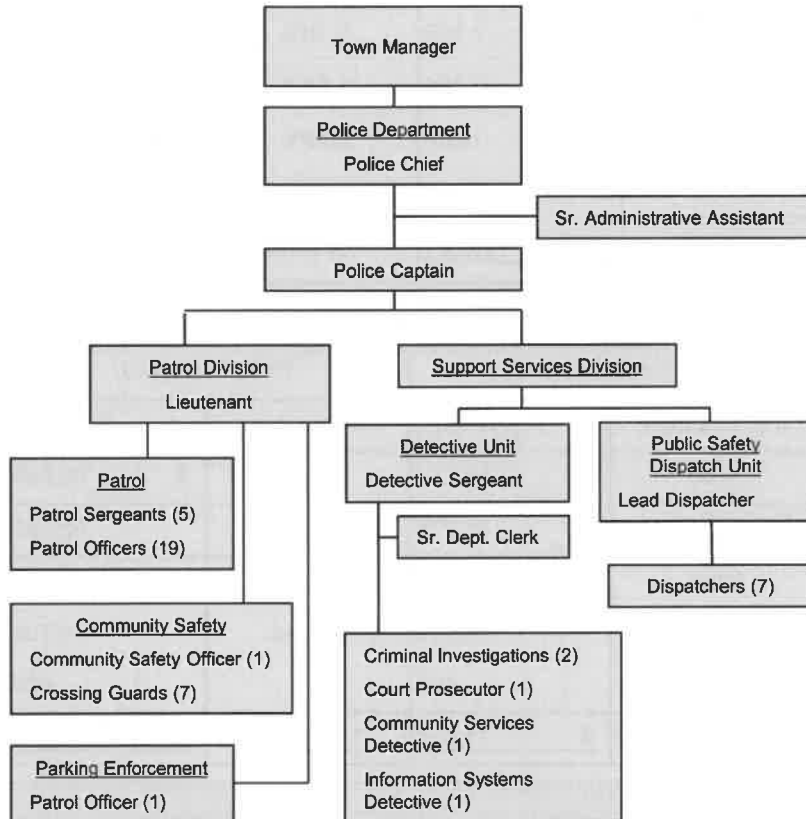
- This budget represents a 0.5% decrease in the operating appropriation from that of the FY18 budget.
- The FY19 capital expenditures total \$165,000 and includes the replacement of three (4) police vehicles (\$140,000), and the upgrade and maintenance of public safety equipment (\$25,000).

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 4,356,427	\$ 4,442,491	\$ 4,518,636	\$ 4,508,392
Other Funds	\$ 77,943	\$ 79,192	\$ 83,816	\$ 83,816
<b>Total Expenditures</b>	<b>\$ 4,434,370</b>	<b>\$ 4,521,683</b>	<b>\$ 4,602,452</b>	<b>\$ 4,592,208</b>

**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 community stakeholders to identify and solve problems. Services include; but are not limited to, emergency response, preventative patrols, investigations, motor vehicle and parking control/enforcement, school crossing safety, and animal control officer services. The Department utilizes a social worker to assist with mental health and substance abuse issues. The Department also processes a variety of permits, licenses and applications, and provides crime prevention programs, youth and senior services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction. The Department collaborates with the Domestic Violence Services Network (DVSN) and Communities For Restorative Justice (C4RJ). The Public Safety Communications 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,967,796	\$ 4,096,313	\$ 4,301,868	\$ 4,296,624	\$ 4,286,624
Purchased Services	138,187	193,881	42,649	58,624	43,624
Supplies	84,166	72,440	91,065	90,060	85,060
Other Charges	39,892	16,202	11,870	11,900	11,900
Capital Outlay	204,328	142,847	155,000	241,200	165,000
<b>Totals</b>	<b>\$ 4,434,370</b>	<b>\$ 4,521,683</b>	<b>\$ 4,602,452</b>	<b>\$ 4,698,408</b>	<b>\$ 4,592,208</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,518,636	98.18%	\$ 4,508,392	98.17%	-0.23%
Parking Meter Fund	83,816	1.82%	83,816	1.83%	0.00%
<b>Totals</b>	<b>\$ 4,602,452</b>	<b>100.00%</b>	<b>\$ 4,592,208</b>	<b>100.00%</b>	<b>-0.22%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
D-1	Police Vehicles	105,000	140,000	105,000	140,000	105,000	140,000
D-2	P.S. Equipment	25,000	25,000	25,000	25,000	30,000	30,000
D-3	Bullet Proof Vests	25,000					
D-4	Night Vision Devices						
D-5	Mobile Laptops						
D-6	Office Copiers						
D-7	Cruiser Laptops						
D-8	Body Cameras						
D-9	Vehicle Cameras						
D-10	AED Defibrilators			10,200			
	<b>Totals</b>	<b>\$ 155,000</b>	<b>\$ 165,000</b>	<b>\$ 140,200</b>	<b>\$ 165,000</b>	<b>\$ 135,000</b>	<b>\$ 170,000</b>

**PUBLIC SAFETY: Police Department**

**Item 11**

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 176,791	1.00	\$ 176,792
	Captain	1.00	\$ 141,943	1.00	\$ 141,944
	Lieutenant	1.00	115,871	1.00	115,871
	Sergeant	6.00	583,464	6.00	583,616
	Inspection/Detective	7.00	609,794	7.00	595,422
	Patrol Officer	19.00	1,377,246	19.00	1,379,373
	Uniformed Sub Total	35.00 FTEs	\$ 3,005,109	35.00 FTEs	\$ 2,993,018
	Senior Administrative Assistant	1.00	74,934	1.00	75,106
	Senior Department Clerk	1.00	48,301	1.00	48,379
	Lead Dispatch	1.00	69,009	1.00	69,009
	P.S. Dispatch	7.00	406,452	7.00	406,745
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	11.30 FTEs	\$ 653,176	11.30 FTEs	\$ 653,719
5130	Overtime - Uniformed	7585 hrs.	437,709	7585 hrs.	435,650
	Overtime - Dispatchers	1600 hrs.	68,314	1600 hrs.	68,356
	Traffic/Alcohol/Tobacco Compliance	534 hrs.	32,203	534 hrs.	30,671
	Overtime Sub Total	0.00 FTEs	\$ 538,226	0.00 FTEs	\$ 534,677
5143	Holiday Pay - Uniformed	835 hrs.	32,125	835 hrs.	31,973
	Holiday Pay - Dispatchers	384 hrs.	10,931	384 hrs.	10,937
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	37,800	N/A	37,800
	Benefits for Additional Officer	N/A	-	N/A	
	Total	46.30 FTEs	\$ 4,301,868	46.30 FTEs	\$ 4,286,624

**Program Implementation**

The FY19 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 \$165,000 for the Department, which includes the replacement of three (4) police vehicles (\$140,000), and the upgrade and maintenance of public safety equipment (\$25,000).

The FY19 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.

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

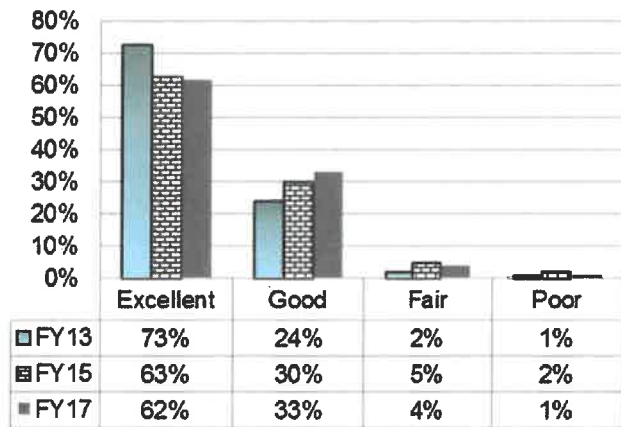
**Division Goal:** To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

**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**



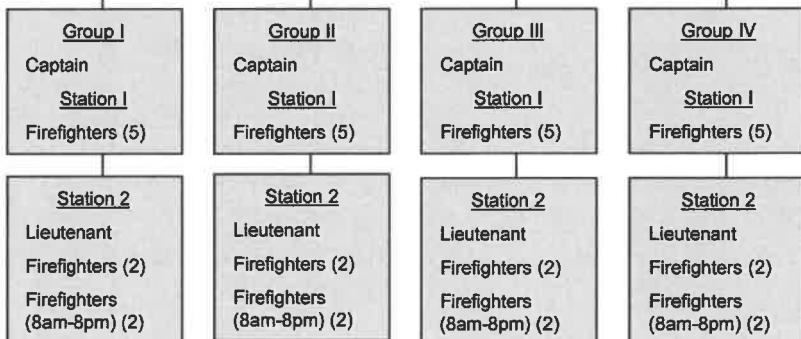
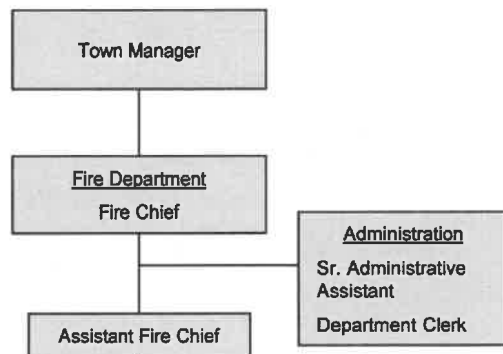
**Mission Statement:**

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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 4,237,885	\$ 4,311,316	\$ 4,462,853	\$ 4,445,434
Other Funds	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
Stabilization Fund	\$ 100,000	\$ 50,000	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 4,340,885</b>	<b>\$ 4,367,316</b>	<b>\$ 4,468,853</b>	<b>\$ 4,451,434</b>



**Budget Highlights:**

- This budget represents 0.4% decrease in the operating appropriation from that of the FY18 budget.
- FY19 is the first complete year that a new Fire Prevention Lieutenant, who was hired in the winter of 2018, is on staff.
- 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,034,301	\$ 4,054,035	\$ 4,189,039	\$ 4,185,280	\$ 4,177,335
Purchased Services	94,772	98,299	99,403	99,137	92,137
Supplies	83,218	89,010	103,203	109,254	103,254
Other Charges	18,501	21,454	12,208	13,708	13,708
Capital Outlay	110,093	104,518	65,000	95,000	65,000
<b>Totals</b>	<b>\$ 4,340,885</b>	<b>\$ 4,367,316</b>	<b>\$ 4,468,853</b>	<b>\$ 4,502,379</b>	<b>\$ 4,451,434</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,462,853	99.87%	\$ 4,445,434	99.87%	-0.39%
State Reimb. - HazMat	\$ 6,000	0.13%	\$ 6,000	0.13%	0.00%
<b>Totals</b>	<b>\$ 4,468,853</b>	<b>100%</b>	<b>\$ 4,451,434</b>	<b>100%</b>	<b>-0.39%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
F-1	Misc. Equip.	25,000	25,000	25,000	25,000	25,000	25,000
F-2	Car 2 (2007)	-	-	-	-	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	20,000
F-7	SCBA Cylinder	-	-	-	-	-	5,000
F-8	Supply Hose	-	-	-	10,000	-	-
F-9	EMS Equip.	-	25,000	-	-	15,000	30,000
F-10	Fire Alarm Equip.	-	-	-	30,000	-	-
F-11	Community AEDs	-	-	-	-	15,000	-
F-12	Air Compressor	-	-	-	-	-	35,000
F-13	Shift Car	-	-	-	-	-	-
<b>Totals</b>		<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 40,000</b>	<b>\$ 80,000</b>	<b>\$ 110,000</b>	<b>\$ 130,000</b>

<b>Personnel Services Summary</b>					
		<b>FY18 Budgeted</b>		<b>FY19 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
5111	Fire Chief	1.00	\$ 127,469	1.00	\$ 127,469
	Assistant Fire Chief	1.00	115,048	1.00	115,048
	Captain	4.00	373,169	4.00	373,169
	Lieutenant	5.00	401,666	5.00	422,559
	Firefighter	32.00	2,224,958	32.00	2,224,958
	Uniformed Sub Total	<u>43.00 FTEs</u>	\$ 3,242,310	<u>43.00 FTEs</u>	\$ 3,263,203
	Senior Administrative Assistant	1.00	67,950	1.00	68,675
	Regular Compensation Sub Total	<u>44.00 FTEs</u>	\$ 3,310,260	<u>44.00 FTEs</u>	\$ 3,331,878
5120	Department Clerk	1024 hrs.	11,490	1024 hrs.	11,490
	Office Clerk	783 hrs.	7,658	344 hrs.	3,364
	Call Firefighters	82 hrs.	1,025	82 hrs.	1,025
5143	Holiday Pay	4920 hrs.	172,403	4920 hrs.	173,603
	Sub Total	<u>0.90 FTEs</u>	\$ 192,576	<u>0.69 FTEs</u>	\$ 189,482
5130	Firefighter Overtime	12438 hrs.	684,901	12369 hrs.	654,659
	Non-Union Overtime	40 hrs.	1,302	40 hrs.	1,316
	Total	<u>44.90 FTEs</u>	\$ 4,189,039	<u>44.69 FTEs</u>	\$ 4,177,335

**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 2017, 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

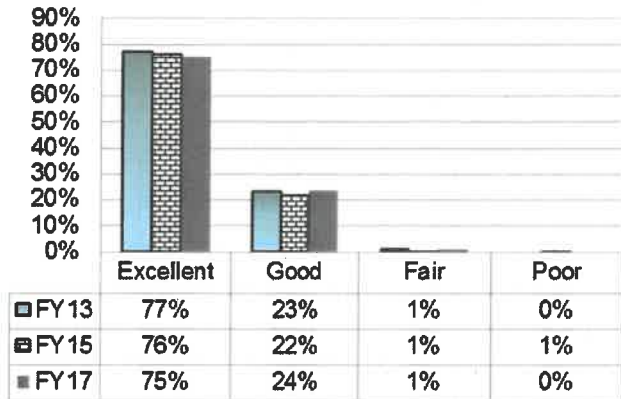
**Division Goal:** To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

**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**



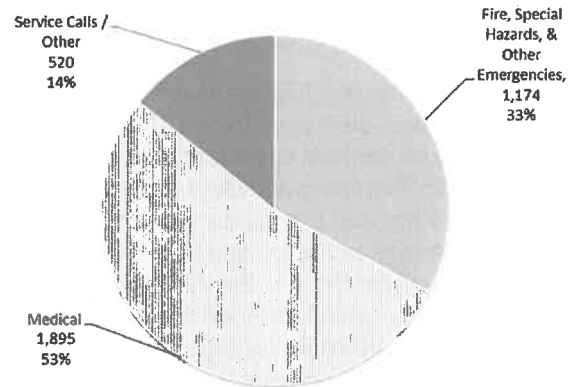
**Division Goal:** To prepare for the emergency needs of the residents

**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 CY17**



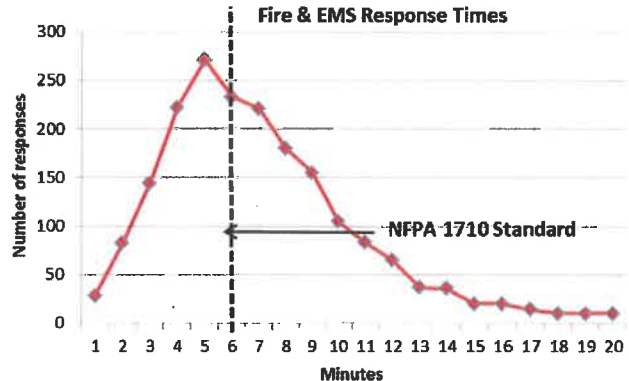
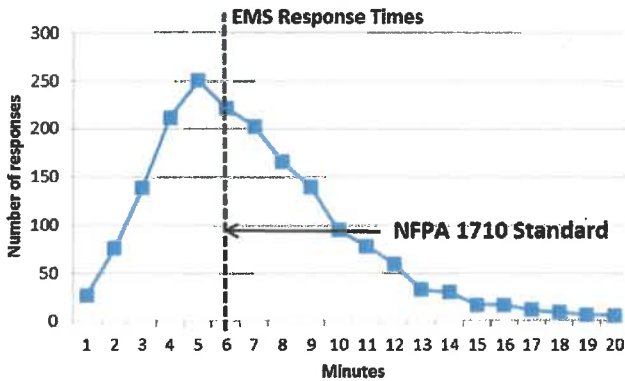
**Division Goal:** To provide efficient response to fire & medical emergencies

**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 FY17 and shows the number of responses and the corresponding response times for each.



**Mission Statement:**

The purpose of this funding is to provide for the costs needed to operate, maintain, and renovate the West Concord Fire Station.

**Budget Highlights:**

- This budget represents a 11.3% decrease in the operating appropriation from that of the FY18 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 57,721	\$ 40,040	\$ 39,664	\$ 36,323
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 57,721</b>	<b>\$ 40,040</b>	<b>\$ 39,664</b>	<b>\$ 36,323</b>

**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. On January 4<sup>th</sup>, 2017 Station 2 sustained a fire that fortunately did not cause injury, but did cause substantial damage to the first floor and moderate damage to the second floor. Crews were displaced to a temporary station for about six months while repairs were made. On July 24, 2017, the station officially reopened. The repaired station has some updates required by code, which included fire doors, an updated fire alarm system. One of the most important new features is a fire sprinkler system. Sprinklers were not required at the time of original construction or at any time that previous renovation work was done, however, through this process it was possible to get a fire sprinkler system installed.

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%
FY2017	2,838	0.49	-63%	10%	47,053	4%	1%

**PUBLIC SAFETY: W. Concord Fire Station**

**Item 13**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	19,408	21,712	25,914	27,573	22,573
Supplies	3,837	2,384	3,750	3,750	3,750
Other Charges	-	-	-	-	-
Capital Outlay	34,476	15,944	10,000	10,000	10,000
<b>Totals</b>	<b>\$ 57,721</b>	<b>\$ 40,040</b>	<b>\$ 39,664</b>	<b>\$ 41,323</b>	<b>\$ 36,323</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 39,664	100.00%	\$ 36,323	100.00%	-8.42%
<b>Totals</b>	<b>\$ 39,664</b>	<b>100.00%</b>	<b>\$ 36,323</b>	<b>100.00%</b>	<b>-8.42%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
H-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

**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 *no change* in the operating appropriation from that of the FY18 budget.
- The FY19 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 234,792	\$ 274,880	\$ 284,816	\$ 284,816
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 234,792	\$ 274,880	\$ 284,816	\$ 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 multi-purpose 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%
FY2017	10,334	1.75	-21%	1%	321,120	18%	3%

**PUBLIC SAFETY: Police / Fire Station**

**Item 14**

**Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,109	\$ 4,158	\$ 4,120	\$ 4,120	\$ 4,120
Purchased Services	203,018	208,282	253,496	253,496	253,496
Supplies	7,182	6,926	7,200	7,200	7,200
Other Charges	-	188	-	-	-
Capital Outlay	20,483	55,326	20,000	20,000	20,000
<b>Totals</b>	<b>\$ 234,792</b>	<b>\$ 274,880</b>	<b>\$ 284,816</b>	<b>\$ 284,816</b>	<b>\$ 284,816</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 284,816	100.00%	\$ 284,816	100.00%	0.00%
<b>Totals</b>	<b>\$ 284,816</b>	<b>100.00%</b>	<b>\$ 284,816</b>	<b>100.00%</b>	<b>0.00%</b>

**Personnel Services Summary**

		FY18 Budgeted		FY19 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
	<b>Total</b>	<u>0.00 FTEs</u>	<u>\$ 4,120</u>	<u>0.00 FTEs</u>	<u>\$ 4,120</u>

**Capital Outlay Plan**

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
E-1	Building Improv.	20,000	20,000	20,000	20,000	20,000	20,000
	<b>Totals</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

**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 *no change* in the operating appropriation from that of the FY18 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 22,647	\$ 13,859	\$ 16,937	\$ 16,937
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 22,647</b>	<b>\$ 13,859</b>	<b>\$ 16,937</b>	<b>\$ 16,937</b>

**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, has recently updated the Concord Hazard Mitigation Plan. The plan which must be revisited every five years was approved by FEMA this past fall. This planning tool focuses on identifying infrastructure, special populations, etc. in town that needs special planning consideration to minimize their risk from various significant emergencies natural and man-made.

In FY19, CEMA will continue to build out the Town's shelter capability at the new town emergency shelter at Harvey Wheeler Community Center and rain on the operations of the shelter facility.

**PUBLIC SAFETY: Emergency Management**

**Item 15**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -		\$ -	\$ -	\$ -
Purchased Services	13,847	7,759	10,487	10,487	10,487
Supplies	-	-	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	8,800	6,100	-	6,100	-
<b>Totals</b>	<b>\$ 22,647</b>	<b>\$ 13,859</b>	<b>\$ 16,937</b>	<b>\$ 23,037</b>	<b>\$ 16,937</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 16,937	100.00%	\$ 16,937	100.00%	0.00%
<b>Totals</b>	<b>\$ 16,937</b>	<b>100.00%</b>	<b>\$ 16,937</b>	<b>100.00%</b>	<b>0.00%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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 FY18 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 23,428	\$ 24,010	\$ 26,000	\$ 26,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,428	\$ 24,010	\$ 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, enforcing State statutes and Town bylaws; assisting with any legal proceedings associated with animal control duties; responding to all complaints, domestic or wild from the Police Department, twenty-four (24) hours-a-day, seven (7) days-a-week; where appropriate enforcing licensing, comply with animal control laws, and protect the Town's persons and property; transport and shelter detained dogs; collaborating and educating community on all animal, domestic or wild related matters; maintaining records of each animal in the Animal Control Officer's custody. The Animal Control Officer and assistant(s) are on call twenty-four (24) hours a day and can be contacted through the Public Safety Communications Center.

**PUBLIC SAFETY: Animal Control Officer****Item 16****Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	23,428	24,010	26,000	26,000	26,000
Totals	<u>\$ 23,428</u>	<u>\$ 24,010</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 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:**

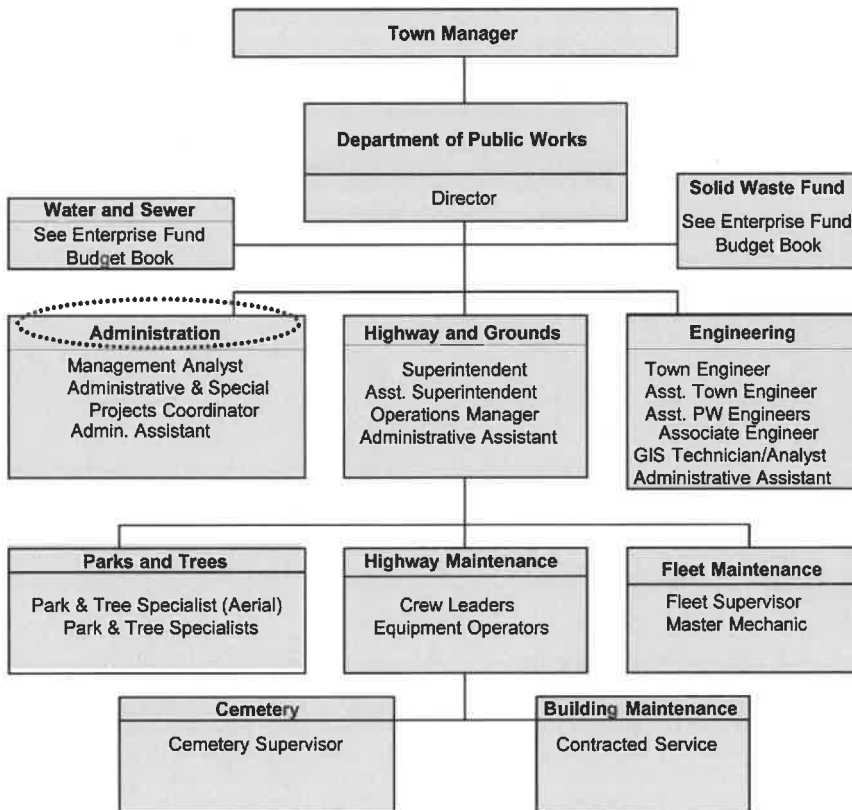
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

**Budget Highlights:**

- This budget represents a 0.3% *increase* from the operating appropriation from that of the FY18 budget.
- There were minimal increases in personnel services, purchased services and supplies.
- In exchange for support services provided by Public Works Administration, the Water Fund covers 25% of Division expenses; the Sewer Fund covers 10%, and the Solid Waste Fund funds 50% of the Administrative Assistant position and 13.5% of all other expenditures.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 179,683	\$ 195,255	\$ 200,636	\$ 201,321
Other Funds	\$ 194,419	\$ 205,057	\$ 211,209	\$ 212,121
<b>Total Expenditures</b>	<b>\$ 374,102</b>	<b>\$ 400,312</b>	<b>\$ 411,845</b>	<b>\$ 413,442</b>



**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 355,691	\$ 378,802	\$ 390,150	\$ 390,917	\$ 390,917
Purchased Services	5,985	9,356	10,905	11,090	11,090
Supplies	6,796	7,117	6,640	7,390	7,390
Other Charges	1,629	3,137	4,150	4,045	4,045
Capital Outlay	4,000	1,900	-	-	-
<b>Totals</b>	<b>\$ 374,102</b>	<b>\$ 400,312</b>	<b>\$ 411,845</b>	<b>\$ 413,442</b>	<b>\$ 413,442</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,636	48.72%	\$ 201,321	48.69%	0.34%
Water Fund	95,427	23.17%	95,737	23.16%	0.32%
Sewer Fund	38,172	9.27%	38,296	9.26%	0.32%
Solid Waste Fund	77,610	18.84%	78,088	18.89%	0.62%
<b>Totals</b>	<b>\$ 411,845</b>	<b>100.00%</b>	<b>\$ 413,442</b>	<b>100.00%</b>	<b>0.39%</b>

**Capital Outlay Plan**

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**PUBLIC WORKS: Administration**

**Item 17A**

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 160,856	1.00	\$ 160,856
	Management Analyst	1.00	90,867	1.00	90,913
	Administrative & Special Projects Coordinator	1.00	76,936	1.00	76,936
	Administrative Assistant	1.00	60,291	1.00	61,012
	Sub Total	<u>4.00 FTEs</u>	\$ 388,950	<u>4.00 FTEs</u>	\$ 389,717
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	<u>\$ 390,150</u>	<u>4.00 FTEs</u>	<u>\$ 390,917</u>

<b>Program Implementation</b>	
<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 55 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.</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"> <li>▪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.</li> <li>▪Maintain, protect, and enhance the Town’s active and passive recreation areas, including parks and athletic fields, municipal grounds, and public shade tree inventory.</li> <li>▪Operate, maintain, and preserve the Town’s historic cemeteries.</li> <li>▪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.</li> <li>▪Operate maintain, protect, and enhance the Town’s wastewater collection, treatment, and disposal system.</li> <li>▪Operate maintain, protect and enhance the Town’s public drinking water system, including its supply, treatment, distribution, and storage system; and promote water conservation.</li> <li>▪Provide professional engineering support for Town departments and the public to protect and enhance Concord’s infrastructure.</li> <li>▪Provide the vision, leadership and administrative support for achieving excellence in stewardship of public works, utility and environmental assets and resources under CPW care.</li> </ul>	

**Town Manager Goals: Maintain the Town's Infrastructure, and Ensure Quality Operational & Financial Management**

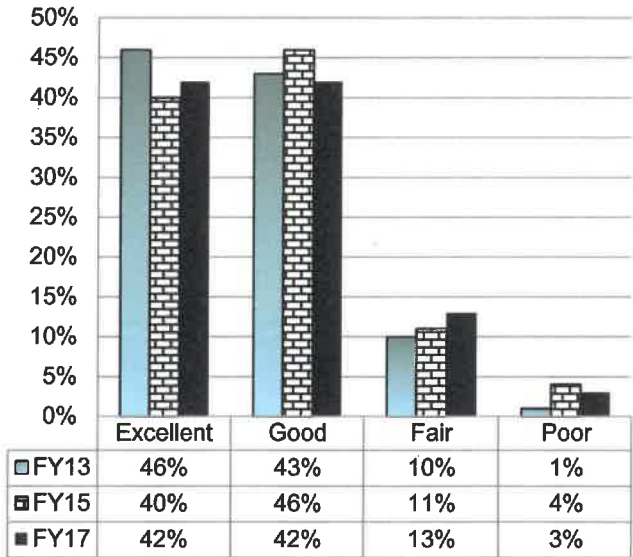
**Division Goal:** *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

**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:**

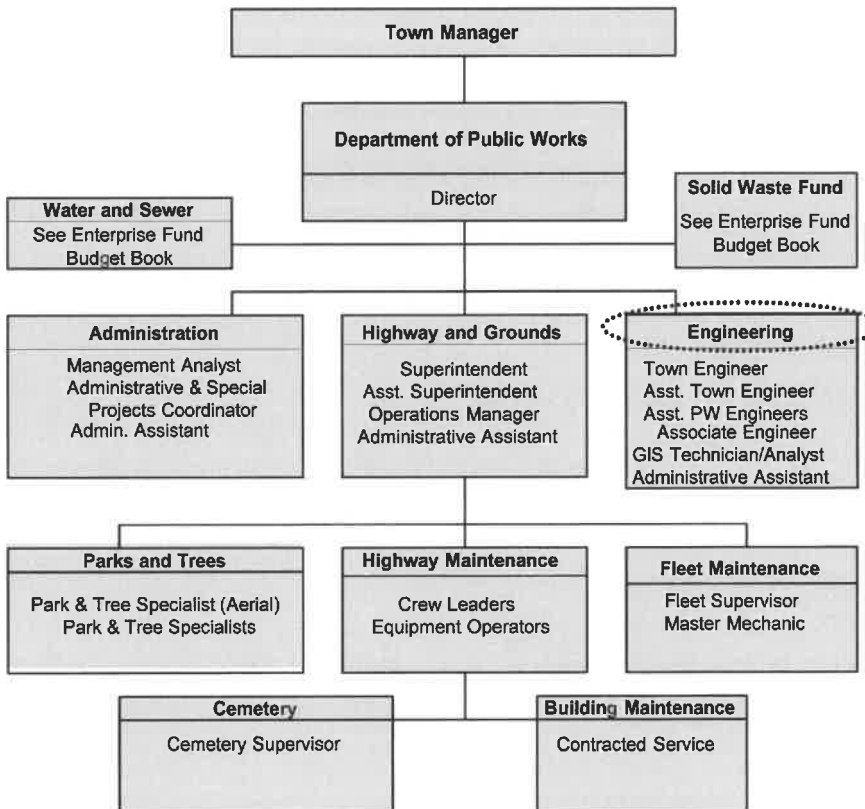
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

**Budget Highlights:**

- The Engineering operating appropriation shows a 3.0% decrease from the operating appropriation of the FY18 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site and \$12,000 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 357,645	\$ 385,308	\$ 408,966	\$ 399,107
Other Funds	\$ 317,279	\$ 241,714	\$ 318,999	\$ 317,371
Total Expenditures	\$ 674,924	\$ 627,022	\$ 727,965	\$ 716,478



**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$475,952	\$435,792	\$ 504,441	\$ 496,489	\$ 494,489
Purchased Services	27,768	30,864	36,050	35,650	35,650
Supplies	6,673	11,602	10,080	10,080	10,080
Other Charges	4,932	4,327	8,985	8,710	8,710
Capital Outlay	60,165	65,017	65,000	75,000	65,000
GIS Personnel	66,890	59,850	70,549	70,549	70,549
GIS Non Personnel	32,545	19,568	32,860	32,000	32,000
<b>Totals</b>	<b>\$ 674,924</b>	<b>\$ 627,022</b>	<b>\$ 727,965</b>	<b>\$ 728,478</b>	<b>\$ 716,478</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 408,966	56.18%	\$ 399,107	55.70%	-2.41%
Light Fund	-	0.00%	-	0.00%	0.00%
Water Fund	90,796	12.47%	89,493	12.49%	-1.44%
Sewer Fund	23,203	3.19%	22,878	3.19%	-1.40%
Capital Projects	180,000	24.73%	180,000	25.12%	0.00%
Grant Funds	-	0.00%	-	0.00%	N/A
Road Repair Fund	25,000	3.43%	25,000	3.49%	0.00%
<b>Totals</b>	<b>\$ 727,965</b>	<b>100.00%</b>	<b>\$ 716,478</b>	<b>100.00%</b>	<b>-1.58%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 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
	<b>Totals</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>

**PUBLIC WORKS: Engineering**

**Item 17B**

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 126,143	1.00	\$ 114,698
	Asst. Town Engineer	1.00	104,019	1.00	104,077
	Assistant Public Works Engineer	3.00	208,612	2.00	150,337
	GIS/IT Program Analyst	1.00	70,549	1.00	70,549
	Associate Engineer	0.00	-	1.00	58,275
	Administrative Assistant	1.00	61,967	1.00	62,202
	Sub Total	<u>7.00 FTEs</u>	\$ 571,290	<u>7.00 FTEs</u>	\$ 560,138
5157	Car Allowance	N/A	-	N/A	1,200
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
5191	Tuition Reimbursement	N/A	2,500	N/A	2,500
	Total	<u>7.00 FTEs</u>	\$ 574,990	<u>7.00 FTEs</u>	\$ 565,038

**Program Implementation**

Major projects anticipated for FY19 include:

**2018/19 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 45 drainage structures and install 3,600 feet of drain pipe.

**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 rehabilitate 3,750 feet of cemetery roadway, install 10 new drainage structures, 425 feet of new drainage pipe and 250 feet of stone drainage swale.

**Parking Lot Rehabilitations** - In-house design, bidding and construction inspection/administration for the reconstruction of the Stow Street, Concord Library and Fairyland parking areas including drainage improvements (sustainable infrastructure retrofits, 8 new drainage structures and 500 feet of new drain pipe).

**2018 Sidewalk and ADA Program** - In-house design, bidding and construction inspection for the annual Sidewalk rehabilitation bid. The bid is anticipated to rehabilitate 1 mile of sidewalk and install 33 new ADA-compliant curb ramps. The 2018/19 Roads program will also install an additional 10 new ADA-compliant curb ramps.

**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 is planned to be bid in two phases in 2018: Phase I includes standard road, drainage and sidewalk work; Phase II includes the major structural components (bridge, culverts, retaining walls and deep ground improvements).

**Stormwater and Drainage Management** - Annual reporting (Year 15) 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.

**CPW Garage Floor** - In-house design, bidding and construction inspection for the replacement of the concrete garage floor in the Maintenance Bays.

**2018 Pavement Maintenance** – In-house bidding and construction inspection/administration of the annual crack-sealing and pavement patching contracts.

**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:

**2017/18 Roads Program** - Completed the in-house design, bidding and partial construction inspection/administration of the annual Roads Program contract. The Roads Program bid included the rehabilitation of approximately 3.2 miles of roadway, installation of 28 drainage structures, 4,100 feet of drain pipe and 750 linear feet of water main replacement. Roadways included within the bid were ORNAC (from Main Street to Rte 2), Lowell Road from (Barrett's Mill Road to Westford Road), Sudbury Road (from Fitchburg Turnpike to the Town Line), Laurel Street (from Thoreau Street to Stow Street), Whit's End and Assabet Avenue.

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

**Sleepy Hollow Cemetery Roadway Network (Phase II)** – Completed in-house design and bidding of construction inspection/ administration of Phase II of the cemetery infrastructure rehabilitation. Project included the rehabilitation of 3,750 linear feet of cemetery roadway, installation of 10 new drainage structures, 450 feet of new drainage pipe and 250 feet of new stone waterways.

**Church and Commonwealth Bump Out** – Completed the rebidding and construction administration of the streetscape enhancement project which included new curb bump-outs, sustainable infrastructure retrofits including porous pavers, rehabilitation of Mandrioli Park and construction of a new pedestrian plaza between Tea Cakes and Twin Seafood.

**Parking Lot Rehabilitation** – Completed bidding of the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots. The project is coordinated with CMLP electric vehicle charging station and lighting improvements as well as sustainable infrastructure retrofits. The project will be constructed in the summer of 2018.

**Lowell Road Culvert Replacement** – Completed the in-house bidding and construction inspection/administration of the FEMA HMGP- funded culvert replacement project which also included the installation of 2,200 feet of new drain pipe and 21 drainage structures. The Town received over \$500,000 in HMGP grant funds from FEMA for the culvert replacement.

**ADA Program** –Completed the installation of 16 new on-street handicapped parking spaces with associated signage. Incorporated 34 new curb ramps in bids for 2017/18 Road Program, Church/Commonwealth Bump Out, Cambridge Turnpike Improvement Project and Parking Lot Rehabilitation bids.

**NPDES MS4 Permit** - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 14 annual reporting to the Environmental Protection Agency by the May 1<sup>st</sup> 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 design and permitting efforts for the Cambridge Turnpike Reconstruction Project. The project received MEPA certification and Natural Resources Commission approval. Project is scheduled to be bid in the Winter of 2018 .

**2017 Pavement Maintenance** – Developed bids for the annual crack–sealing and pavement patching contracts. The crack sealing contract maintained 5.1 miles of roadways; the pavement patching contract maintained 1.7 miles.

**Mission Statement:**

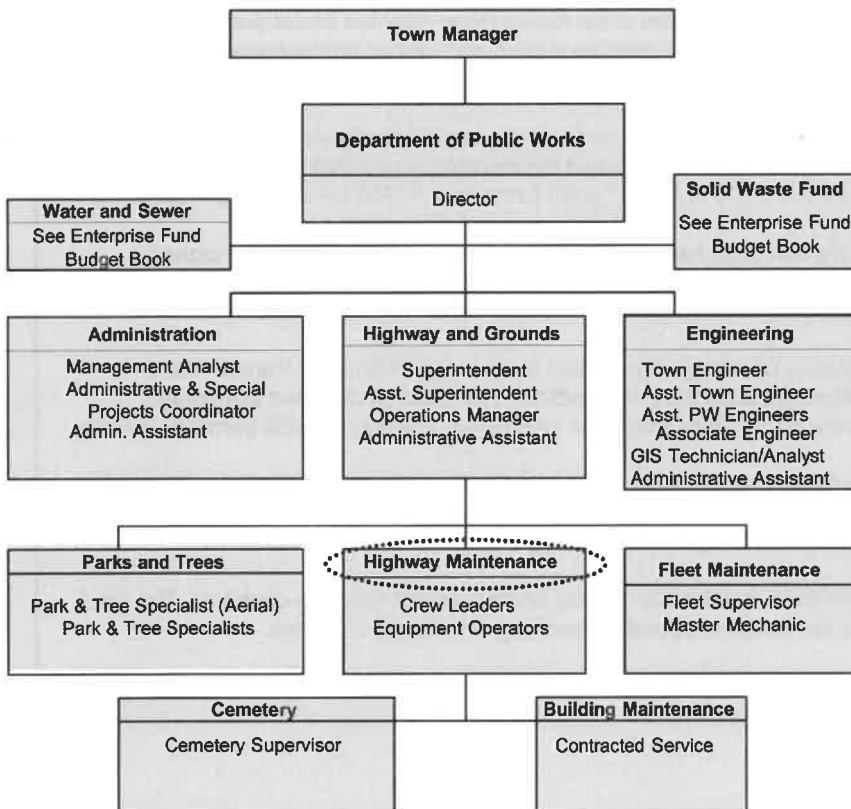
The mission of Highway Maintenance is to maintain and improve the Town’s public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 1,284,438	\$ 1,423,784	\$ 1,412,870	\$ 1,380,563
Other Funds	\$ 28,916	\$ 29,555	\$ 29,575	\$ 29,575
<b>Total Expenditures</b>	<b>\$ 1,313,354</b>	<b>\$ 1,453,339</b>	<b>\$ 1,442,445</b>	<b>\$ 1,410,138</b>

**Budget Highlights:**

- This budget represents a 2.3% decrease in the operating appropriation from that of the FY18 budget.
- An Operations Manager position has been created to replace two Public Works Supervisors. The Operations Manager position is shared between the Highway Division and the Parks and Trees Division.
- Purchased Services have been increased to allow for the use of contractual services to support Highway Division operations. These services will be utilized for maintenance of the Bruce Freeman Rail Trail, roadside mowing, bio-retention and detention area maintenance, and catch basin cleaning.
- The budgeted amount for infrared patching has been increased for FY19 to support expanded efforts to patch roads utilizing this technology.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$24,575) 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.



**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 925,118	\$ 855,270	\$ 1,027,459	\$ 967,127	\$ 943,980
Purchased Services	113,044	130,777	134,144	203,182	185,682
Supplies	195,618	213,262	255,942	255,576	255,576
Other Charges	4,206	5,111	4,900	4,900	4,900
Capital Outlay	75,369	248,920	20,000	27,500	20,000
<b>Totals</b>	<b>\$ 1,313,354</b>	<b>\$ 1,453,339</b>	<b>\$ 1,442,445</b>	<b>\$ 1,458,285</b>	<b>\$ 1,410,138</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,412,870	97.95%	\$ 1,380,563	97.90%	-2.29%
Water Fund	19,634	1.36%	19,634	1.39%	0.00%
Sewer Fund	4,941	0.34%	4,941	0.35%	0.00%
Solid Waste Fund	5,000	0.35%	5,000	0.35%	0.00%
<b>Totals</b>	<b>\$ 1,442,445</b>	<b>100.00%</b>	<b>\$ 1,410,138</b>	<b>100.00%</b>	<b>-2.24%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-3	Guardrail Replacement	\$ 15,000	\$ 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
	<b>Totals</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>

**PUBLIC WORKS: Highway Maintenance**

**Item 17C**

<b>Personnel Services Summary</b>					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway and Grounds Superintendent	1.00	\$ 104,475	1.00	\$ 104,475
	Asst. Highway & Grounds Superintendent	0.50	41,120	0.50	40,425
	Operations Manager	0.00	-	0.50	39,424
	Administrative Assistant	1.00	58,235	1.00	55,291
	Public Works Supervisor	1.00	91,434	0.00	-
	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	377,974	7.00	377,974
	Sub Total	<u>14.50 FTEs</u>	\$ 960,591	<u>14.00 FTEs</u>	\$ 904,942
	Less: Snow Reimbursement	-2500 hrs.	\$ (75,210)	-2500 hrs.	\$ (73,370)
	Sub Total	<u>13.30 FTEs</u>	\$ 885,381	<u>12.80 FTEs</u>	\$ 831,572
5111	Workers Compensation	N/A	\$ 23,147	N/A	\$ -
5120	Temporary / Seasonal	1000 hrs.	\$ 15,000	1155 hrs.	\$ 18,480
5130	Overtime - Highway Staff	1420 hrs.	\$ 64,333	1282 hrs.	\$ 55,705
	Overtime - Compost Site	410 hrs.	18,576	410 hrs.	17,816
5131	Overtime - Police	400 hrs.	19,222	400 hrs.	18,607
	Cell Phone Allowance	N/A	1,800	N/A	1,800
	Total	<u>13.78 FTEs</u>	\$ 1,027,459	<u>13.36 FTEs</u>	\$ 943,980

**Program Implementation**

- The Highway Maintenance Program provides ongoing repair, improvement, and maintenance of approximately 107 miles of Town roads and 58 miles of Town sidewalks as well as the Town's storm water system consisting of approximately 2,771 catch basins, 216 culverts, 431 outfalls, 1,208 drainage manholes, 3 dams, 15 detention basins, 157 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; sweeping of downtown areas is completed on a weekly basis. Selected sidewalks are also swept in the spring.
- The FY19 Highway budget includes funds for maintenance of the Bruce Freeman Rail Trail. Contractual services will be utilized for mowing and trimming along the trail, tree trimming, and trash and recycling removal at three locations along the trail for 39 weeks out of the year.
- Storm water system maintenance – Continuous maintenance is needed to keep Concord's storm water system functioning properly. Approximately 25% of the Town's catch basins are cleaned per 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.

**PUBLIC WORKS: Highway Maintenance**

**Item 17C**

**Town Manager Goal:** To Maintain the Town’s Infrastructure

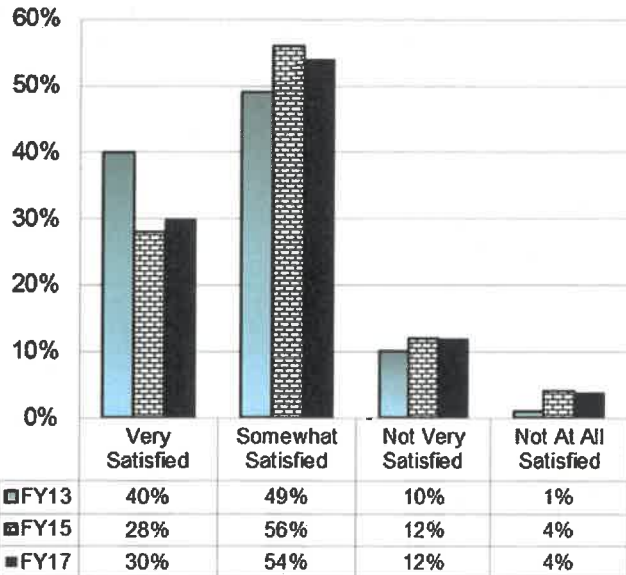
**Division Goal:** To ensure the maintenance of town roads.

**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.

**Satisfaction 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 2017
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:**

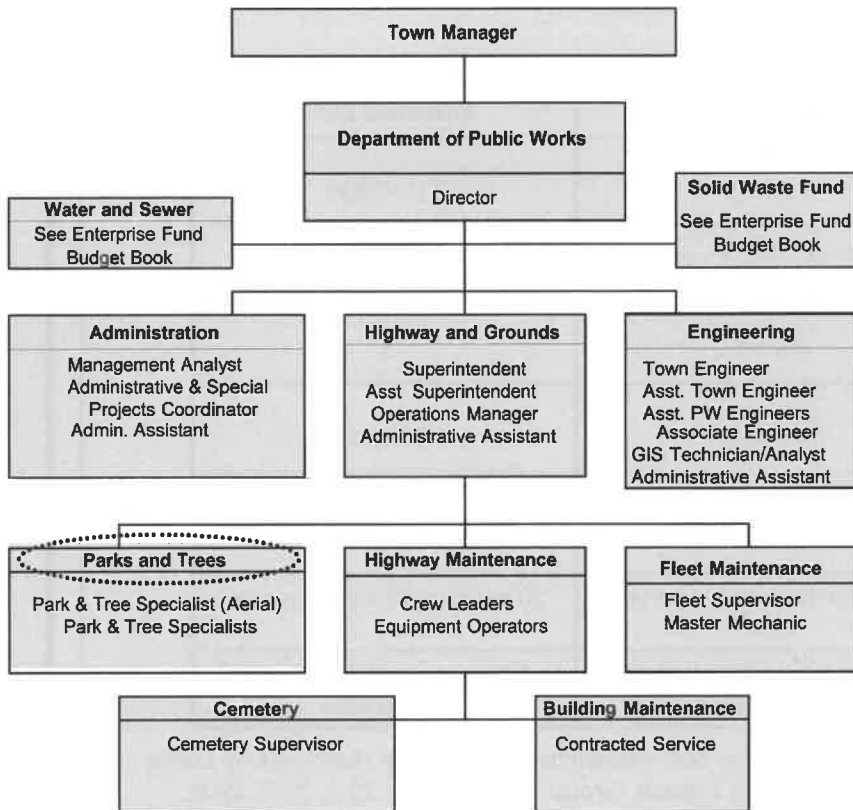
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 639,130	\$ 677,285	\$ 699,254	\$ 702,841
Other Funds	\$ 37,225	\$ 37,225	\$ 96,464	\$ 99,991
<b>Total Expenditures</b>	<b>\$ 676,355</b>	<b>\$ 714,510</b>	<b>\$ 795,718</b>	<b>\$ 802,832</b>

**Budget Highlights:**

- This budget represents a 1.0% *decrease* in the operating appropriation from that of the FY18 budget.
- An Operations Manager position has been created to replace two Public Works Supervisors. The Operations Manager position is shared between the Highway Division and the Grounds Division (Parks and Tree operating unit).
- The Light Plant is providing funding (\$12,291) for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord-Carlisle Fields (FOCCF), provides \$50,000 to cover costs associated with the multi-purpose artificial turf fields. Concord-Carlisle Youth Baseball provides \$7,700 for maintenance of the Ripley Field baseball facility.



**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 463,229	\$ 446,445	\$ 544,068	\$ 490,102	\$ 490,102
Purchased Services	36,313	86,400	41,934	88,502	83,502
Supplies	93,108	98,071	124,081	138,493	133,493
Other Charges	5,705	3,294	3,135	3,235	3,235
Capital Outlay	78,000	80,300	82,500	142,500	92,500
<b>Totals</b>	<b>\$ 676,355</b>	<b>\$ 714,510</b>	<b>\$ 795,718</b>	<b>\$ 862,832</b>	<b>\$ 802,832</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 699,254	87.88%	\$ 702,841	87.55%	0.51%
Light Fund	8,764	1.10%	12,291	1.53%	40.24%
Recreation Fund	15,000	1.89%	15,000	1.87%	0.00%
School Department	15,000	1.89%	15,000	1.87%	0.00%
C&C Youth Baseball	7,700	0.97%	7,700	0.96%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.28%	50,000	6.23%	0.00%
<b>Totals</b>	<b>\$ 795,718</b>	<b>100.00%</b>	<b>\$ 802,832</b>	<b>100.00%</b>	<b>0.89%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
K-1	Public Shade Trees	25,000	25,000	25,000	25,000	25,000	25,000
K-2	Turf Improvement	52,500	62,500	62,500	62,500	50,000	50,000
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Totals</b>	<b>\$ 82,500</b>	<b>\$ 92,500</b>	<b>\$ 92,500</b>	<b>\$ 92,500</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>

**PUBLIC WORKS: Parks & Trees**

**Item 17D**

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 91,204	0.00	\$ -
	Asst. Highway & Grounds Superintendent	0.50	\$ 41,420	0.50	\$ 40,425
	Operations Manager	0.00	\$ -	0.50	\$ 39,424
	Park and Tree Specialist (Aerial)	1.00	\$ 64,738	1.00	\$ 64,749
	Park and Tree Specialist	6.00	\$ 328,008	6.00	\$ 323,727
	Sub Total	<u>8.50 FTEs</u>	\$ 525,370	<u>8.00 FTEs</u>	\$ 468,325
	Less: Cemetery Adjustment	-695 hrs.	\$ (18,169)	-695 hrs.	\$ (17,959)
	Less: Snow Reimbursement	-700 hrs.	\$ (20,273)	-700 hrs.	\$ (19,128)
	Sub Total	<u>7.83 FTEs</u>	\$ 486,928	<u>7.33 FTEs</u>	\$ 431,238
5120	Temporary (Summer Crew)	1250 hrs.	14,380	1250 hrs.	14,380
	Temporary (Seasonal Help)	0 hrs.	-	0 hrs.	-
	Temporary (Ripley)	670 hrs.	7,700	670 hrs.	7,700
	Overtime	600 hrs.	26,081	600 hrs.	23,930
	Overtime (Playing Fields)	70 hrs.	3,043	70 hrs.	2,790
5131	Police Overtime	125 hrs.	5,336	200 hrs.	8,264
5158	Cellphone Allowance	N/A	600	N/A	1,800
	Sub Total	<u>0.92 FTEs</u>	\$ 57,140	<u>0.92 FTEs</u>	\$ 58,864
	Total	<u>8.75 FTEs</u>	\$ 544,068	<u>8.25 FTEs</u>	\$ 490,102

**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 FY19 budget reflect a proactive and professional approach to grounds maintenance in Concord. Proper turf grass maintenance is achieved through frequent mowing, developing fertilization programs based on the 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 in turf recovery from season-long use.
- Tree maintenance - A public shade tree inventory and management plan project was completed in 2017. Through this project, 23,871 trees were inventoried within the Town's right-of-way, in the three cemeteries, and in selected parks and Town properties. The Park and Tree Division now uses the data collected and the recommendations of the management plan to manage Concord's urban forest. Trees planted under the replacement program receive ongoing care to ensure that they establish properly. The Light Plant shares in the cost of trimming and removal of trees that are close to electric lines.

**Major Activities in FY17**

Specific major objectives accomplished in 2017 include:

- Removing and replacing sod adjacent to the infield clay at Rideout Field and Emerson Field. All infields were dragged, raked, and leveled for 26 weeks. Soccer and lacrosse fields were lined for both the spring and fall seasons.
- 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.
- 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**

	<b>Industry Standards*</b>	<b>Concord 2017</b>
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.

**Expenditure Summary**

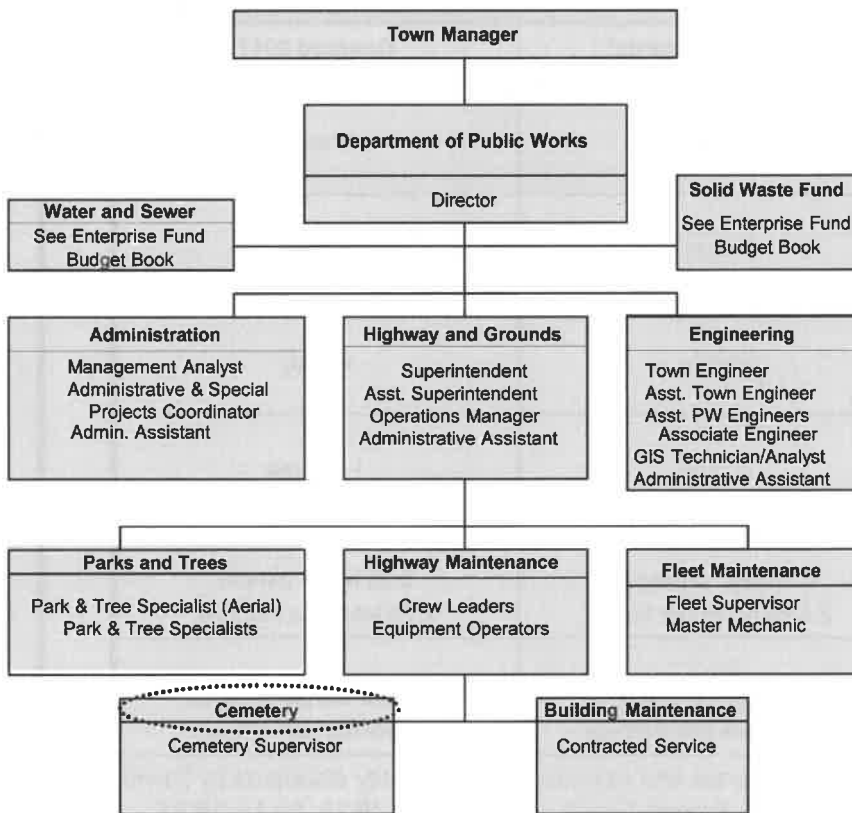
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 57,269	\$ 66,561	\$ 66,689	\$ 70,351
Other Funds	\$ 136,230	\$ 170,626	\$ 163,853	\$ 170,659
<b>Total Expenditures</b>	<b>\$ 193,499</b>	<b>\$ 237,187</b>	<b>\$ 230,542</b>	<b>\$ 241,010</b>

**Budget Highlights:**

- This budget represents a 3.7% *increase* in the operating appropriation from that of the FY18 budget.
- The FY19 budget reflects a new one-year landscaping services contract for mowing and spring and fall cleanup needs in Sleepy Hollow Cemetery. The contract can be extended for up to three years with a maximum increase of 2% of the contract value allowed per year.
- The FY19 budget allows for a planned increase in contracted tree trimming and removal services and in supplies for the expanded turf fertilization program to improve the condition of the landscape in the Cemetery.
- 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.

**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 83,496	\$ 99,634	\$ 97,786	\$ 97,551	\$ 97,550
Purchased Services	74,319	48,617	82,655	89,914	89,914
Supplies	4,989	7,131	9,386	12,831	12,831
Other Charges	553	510	715	715	715
Capital Outlay	30,142	81,294	40,000	40,000	40,000
<b>Totals</b>	<b>\$ 193,499</b>	<b>\$ 237,187</b>	<b>\$ 230,542</b>	<b>\$ 241,011</b>	<b>\$ 241,010</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 66,689	28.93%	\$ 70,351	29.19%	5.49%
Cemetery Fund	163,853	71.07%	170,659	70.81%	4.15%
<b>Totals</b>	<b>\$ 230,542</b>	<b>100.00%</b>	<b>\$ 241,010</b>	<b>100.00%</b>	<b>4.54%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	<b>Totals</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

\* Funded from the Cemetery Fund

**PUBLIC WORKS: Cemetery**

**Item 17E**

Personnel Services Summary					
		FY18 Budgeted		FY19 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.	\$ 18,195	695 hrs.	\$ 17,959
	Less: Snow Removal	-300 hrs.	(10,323)	-300 hrs.	(10,323)
	Sub Total	<u>1.19 FTEs</u>	\$ 79,721	<u>1.19 FTEs</u>	\$ 79,485
5120	Temporary Employee	0 hrs.	\$ -	0 hrs.	\$ -
5130	Overtime	350 hrs.	18,065	350 hrs.	18,065
	Total	<u>1.19 FTEs</u>	<u>\$ 97,786</u>	<u>1.19 FTEs</u>	<u>\$ 97,550</u>

Program Implementation
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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 cleanup services. Mowing and spring and fall cleanups at Old Hill Burying Ground and South Burial Ground 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 caring for planting areas.</li> <li>• 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 cleanup activities has helped to stabilize Cemetery operating costs.</li> <li>• The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY19 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.</li> </ul>

**PUBLIC WORKS: Cemetery****Item 17E****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 in FY17 and are expected to level off in FY18 and FY19. Operational expenses are expected to increase in FY18 and FY19 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 FY17 stands at \$398,790.

**Cemetery Revolving Fund Detail**

	FY16 Actual	FY17 Actual	FY 18 Revised Estimate	FY19 Estimate
<b>Cemetery Fund Revenues</b>				
Interment fees & other	\$62,250	\$64,400	\$63,700	\$63,700
Interest, Perpetual Care Fund	46,400	49,000	50,000	50,000
Lot sales plus interest	39,655	42,445	38,500	38,500
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$148,315</u>	<u>\$155,845</u>	<u>\$152,200</u>	<u>\$152,200</u>
<b>Cemetery Fund Expenses</b>				
Operations	\$106,085	\$101,331	\$123,852	\$130,657
Capital	30,142	69,295	40,000	40,000
Cemetery Dept. Subtotal	<u>\$136,227</u>	<u>\$170,626</u>	<u>\$163,852</u>	<u>\$170,657</u>
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Fund Expenses	<u>\$139,227</u>	<u>\$173,626</u>	<u>\$166,852</u>	<u>\$173,657</u>
Net For Year	<u>+\$9,088</u>	<u>-\$17,781</u>	<u>-\$14,652</u>	<u>-\$ 21,457</u>
<b>Cemetery Fund Balance at Fiscal Year-End</b>	<u>\$407,571</u>	<u>\$398,790</u>	<u>\$375,138</u>	<u>\$353,681</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

**Expenditure Summary**

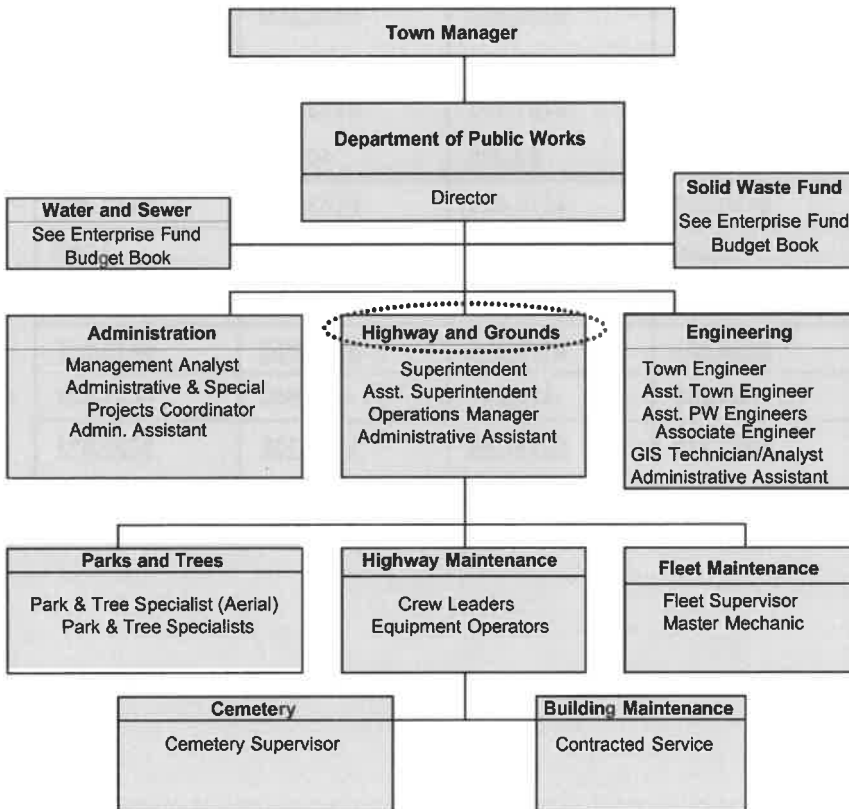
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 473,604	\$ 587,447	\$ 610,000	\$ 610,001
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 473,604	\$ 587,447	\$ 610,000	\$ 610,001

Budget Highlights:

- This budget is essentially level-funded from the operating appropriation of that of FY18 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$660,800. However, due to budget constraints, an appropriation level of \$610,001 is being recommended.
- Winter maintenance expenditures, particularly personnel services, contract plowing, fuel costs, equipment maintenance, salt and de-icing chemicals, are highly variable depending on weather conditions.
- Road salt is obtained through the State contract with area towns participating. State contract pricing for salt in FY18 is 2% less than in FY17. Salt can account for as much as 40% of winter maintenance expenditures.

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 deicing, 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 473,604	\$ 587,447	\$ 610,000	\$ 650,000	\$ 610,001
Totals	<u>\$ 473,604</u>	<u>\$ 587,447</u>	<u>\$ 610,000</u>	<u>\$ 650,000</u>	<u>\$ 610,001</u>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 610,000	100.00%	\$ 610,001	100.00%	0.00%
Totals	<u>\$ 610,000</u>	<u>100.00%</u>	<u>\$ 610,001</u>	<u>100.00%</u>	<u>0.00%</u>

**Capital Outlay Plan**

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**PUBLIC WORKS: Snow & Ice Removal**

**Item 18**

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 75,210	2500 hrs.	\$ 73,370
	Park/Tree Staff	700 hrs.	20,273	700 hrs.	19,128
	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>	\$ 111,930	<u>1.77 FTEs</u>	\$ 108,945
5130	Overtime - Highway Staff	2400 hrs.	110,909	2400 hrs.	105,653
	Overtime - Park/Tree Staff	600 hrs.	26,660	600 hrs.	24,593
	Overtime - Cemetery Staff	250 hrs.	13,159	250 hrs.	12,904
	Overtime - Water/Sewer Staff	600 hrs.	27,558	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 178,286	<u>0.00 FTEs</u>	\$ 170,708
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	<u>\$ 291,816</u>	<u>1.77 FTEs</u>	<u>\$ 281,253</u>

Program Implementation
<ul style="list-style-type: none"> <li>• The Snow and Ice Removal Program has been developed to deliver exceptional winter maintenance services that are efficient, effective, and environmentally responsible.</li> <li>• 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. The fleet of salt spreaders are all now utilizing computerized, closed-loop ground speed controllers; the remaining two trucks were retrofitted at 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 though better control of the application equipment.</li> <li>• 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 three sidewalk-plowing routes, each covered by a Town-owned sidewalk plow. All three of these sidewalk machines can be equipped with snow blowers. Town parking lots are also plowed during and after each storm event.</li> <li>• 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.</li> </ul>

**Town Manager Goal: To Maintain the Town's Infrastructure**

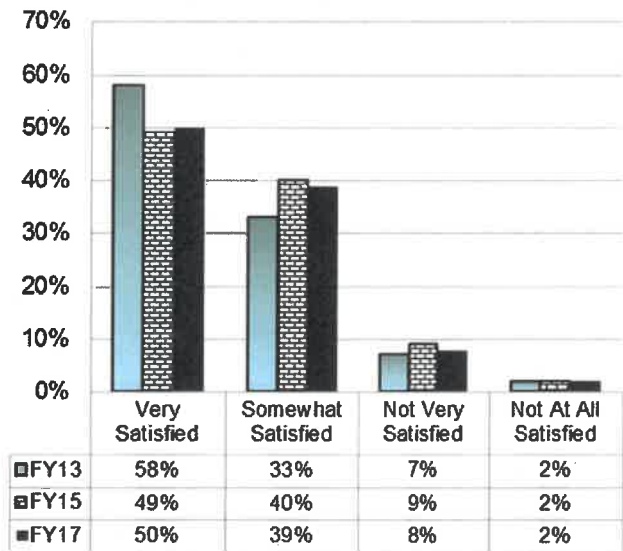
**Goal:** To ensure that the Town's roads, sidewalks, and parking areas are properly plowed.

**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**

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Budgeted	2018-2019 Proposed
Regular and Overtime Hours	12,117	5,642	9,020	7,550	7,550

**Performance Measures**

	Municipal Standard*	Concord FY2017
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 22.6 decrease in the operating appropriation from that of the FY18 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 level of 1,425 on November 2017 as a result of public demand for better lighting in some areas.
- The installation of LED fixtures has resulted in energy and cost savings.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 65,249	\$ 60,840	\$ 73,463	\$ 56,863
Other Funds	\$ 537	\$ 537	\$ 537	\$ 537
<b>Total Expenditures</b>	<b>\$ 65,786</b>	<b>\$ 61,377</b>	<b>\$ 74,000</b>	<b>\$ 57,400</b>

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY19. 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. The installation of LED fixtures has resulted in savings in annual electricity costs.

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.

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 14.95 cents per kWh for the period July-December 2017 and 16.63 cents per kWh for the period January-June 2018. The amount of \$56,261 for electricity costs plus \$293 in CARES surcharge and \$844 in underground surcharge equals \$57,397.

Streetlight charges for FY18 are estimated as follows:

July-December 2017	355,100 kWh	(47%)	@ \$0.14954	= \$24,957
January-June 2018	<u>355,100 kWh</u>	(53%)	@ \$0.16633	= <u>\$31,304</u>
<b>Total</b>	<b>448,900 kWh</b>			<b>\$56,261</b>

The proposed FY19 budget amount of \$57,400.

# PUBLIC WORKS: Street Lighting

Item 19

## Expenditure Detail

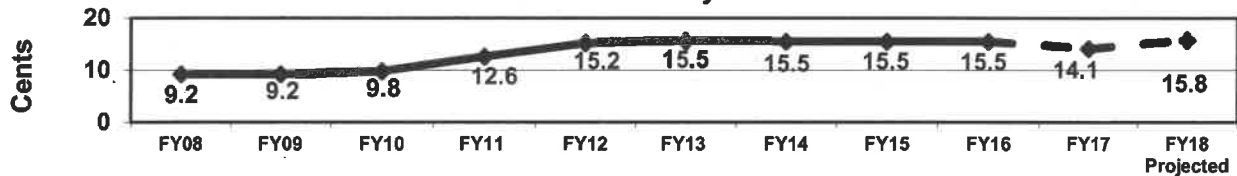
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	65,786	61,377	74,000	74,000	57,400
<b>Totals</b>	<b>\$ 65,786</b>	<b>\$ 61,377</b>	<b>\$ 74,000</b>	<b>\$ 74,000</b>	<b>\$ 57,400</b>

## Funding Plan

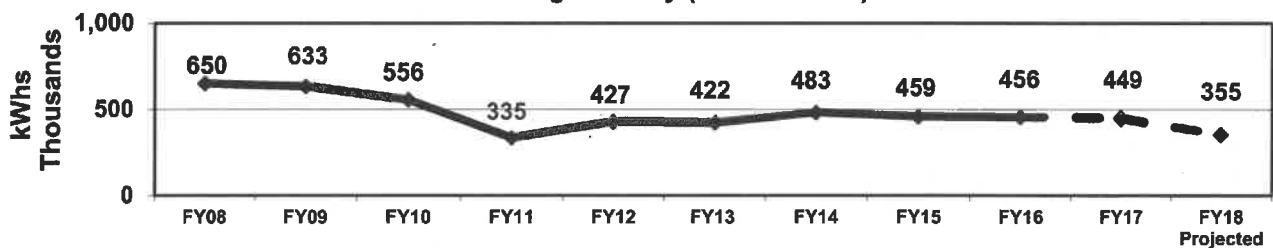
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,463	99.27%	\$ 56,863	99.06%	-22.60%
Town Trust Fund	537	0.73%	537	0.94%	0.00%
<b>Totals</b>	<b>\$ 74,000</b>	<b>100.00%</b>	<b>\$ 57,400</b>	<b>100.00%</b>	<b>-22.43%</b>

## Street Lighting Trends

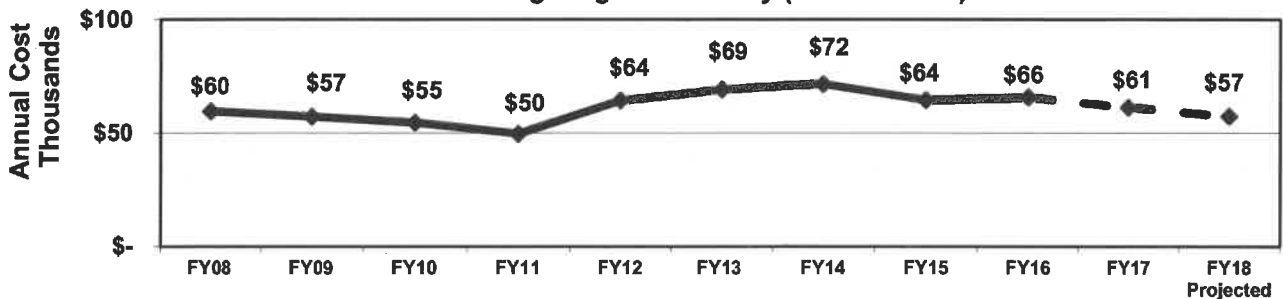
Cents/kWh History



kWh Usage History (in thousands)



Annual Street Lighting Cost History (in thousands)



**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 *no change* in the capital appropriation from that of the FY18 budget.
- The FY19 vehicle and equipment replacement plan includes the replacement of H31 - 2005 35,000 GVWR truck with plow/spreader/wing, G63 - 2008 Toro Field Mower, and G70 - 2007 19,500 GVWR 4WD truck with dump/plow.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 250,000	\$ 300,000	\$ 325,000	\$ 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 (two multi-use), two turf tractors, and six trailers.

The FY19 equipment plan includes replacement of the following:

- Truck H31 – 2005 35,000GVWR truck with plow/spreader/wing. This truck will be replaced with a 35,000 GVWR truck with swap/spreader/plow/wing.
- G63 – 2008 Toro Field Mower. This unit will be replaced with a wide area mower with 16' mowing capacity.
- Truck G70 - 2007 19,500 GVWR 4WD truck with dump/plow. This will be replaced with a 19,500 GVWR 4WD truck with dump/plow.

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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
H15 - (2003) Rack Body Truck	38,436				
G50 - (2003) Supervisor Pickup w/Plow	29,196				
H02 - (2001) SUV Hybrid	16,858				
G57 - (2000) Vermeer Chipper	63,348				
H32A- (1995) Swap Salt/Sand Spreader	27,675				
H06 - (2016) Fleet Maintenance Pickup	27,362				
H30 (1998) - 35,000 GVWR Truck w/Dump/Plow		151,568			
H36 (2002) - 35,000 GVWR Truck w/Swap/Spreader/Plow/Scraper/Wing		152,432			
H18B - Electronic Signboard		18,816			
Cirus Closed Loop Spreader Controls & Installation	8,700	15,609			
H20 (2003) - 26,000 GVWR Truck with Dump/Plow			100,000		
H22 (2001) - 26,000 GVWR Truck with Dump/Plow			100,000		
H44 (2003) - Trackless MT with Snow Blower/Flail Mower			125,000		
H31 - (2005) GVWR Truck w/Plow/Sander/Wing				170,000	160,000
G63 - (2008) Wide Area Mower				120,000	110,000
G70 - (2007) 19,500 GVWR 4WD Truck w/Dump/Plow				60,000	55,000
Encumbrance	38,425	(38,425)			
<b>Totals</b>	<b>\$ 250,000</b>	<b>\$ 300,000</b>	<b>\$ 325,000</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 325,000	100.00%	\$ 325,000	100.00%	0.00%
<b>Totals</b>	<b>\$ 325,000</b>	<b>100.00%</b>	<b>\$ 325,000</b>	<b>100.00%</b>	<b>0.00%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
L-1	Vehicles & Heavy Equipment	\$ 325,000	\$ 325,000	\$ 350,000	\$ 350,000	\$ 375,000	\$ 375,000
	<b>Totals</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>

**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 FY18 budget.

FY19 preliminary plan includes:

- Drainage collection system rehabilitations on Baker Ave., Baker Ave. Extension, Independence Road, Alcott Road, and Monsen Road in conjunction with the 2018/19 Roads Program.

- Drainage collection system and culvert rehabilitation as part of the Cambridge Turnpike Improvement Project.

- 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 205,000</b>	<b>\$ 205,000</b>	<b>\$ 205,000</b>	<b>\$ 205,000</b>

**Description:**

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town’s stormwater drainage system consisting of approximately 216 culverts, 431 outfalls, 1,208 drainage manholes, 2,771 catch basins, 157 leaching structures, 61.1 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 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					
	FY18 Budgeted	% of Budget	FY19 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	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 102,500
	Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 212,500</u>	<u>\$ 212,500</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
2019	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. In June 2017 the EPA granted municipalities a stay of the 2016 permit while the Court hears the appeal.

**Preliminary Program Plan (FY19):**

The FY19 Drainage Program includes drainage collection system improvements within the 2018/19 Roads Program, Cambridge Turnpike Improvement Project and the Parking Lot Rehabilitation (Phase II) bids. Through preliminary evaluation of the three construction project scopes, it is anticipated that the projects will replace or install 134 drainage structures, 1.63 miles of drainage pipe and two culverts. The projects will also incorporate stormwater sustainable infrastructure retrofits through the installation of three new bioretention areas.

**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 FY18:

**Lowell Road Culvert Replacement** – Completed the in-house bidding, construction oversight and contract administration for the culvert replacement project. The project included the installation of a new 8'x2' box culvert, 2,200 feet of new drain pipe and installation of 21 drainage structures. The Town obtained over \$500,000 in federal FEMA Hazard Mitigation Grant Program funds to supplement Town capital drainage funding.

**Church and Commonwealth Avenue Bump Out** – Completed in-house bidding and construction administration for the streetscape enhancement project. The project incorporated sustainable stormwater infrastructure retrofits, including the installation of porous pavers in Mandrioli Park and the new Tea Cakes public plaza as well as a new bioretention area.

**Parking Lot Rehabilitation (Phase I)** – Completed in-house design, permitting and bidding for the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots incorporating sustainable stormwater infrastructure retrofits into the design, including bioretention areas, rain gardens and tree box filters. The project will be completed in the summer of 2018.

**FY 2017/18 Roads Program** - Completed the bidding, construction oversight and contract administration for the roads program bid which included significant rehabilitation to the Town's drainage collection system. In all the project included installation of 28 drainage structures, 1,800 feet of drain pipe on ORNAC (from Main Street to Rte 2), Sudbury Road (from Fitchburg Turnpike to the Town Line), Monument Street and Assabet Avenue.

**NPDES MS4 Permit** - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 14 annual reporting to the Environmental Protection Agency by the May 1<sup>st</sup> deadline. The Division provided stormwater technical review and environmental monitoring review and administration for 11 projects meeting NPDES permit thresholds.

**Mission Statement:**

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

**Budget Highlights:**

- This budget represents a 4.5% increase in the capital appropriation from that of the FY18 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 110,000	\$ 115,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 110,000</b>	<b>\$ 115,000</b>

**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 58 miles of sidewalks and 809 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 110,000	\$ 125,000	\$ 115,000
Totals	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 110,000</u>	<u>\$ 125,000</u>	<u>\$ 115,000</u>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 110,000	100.00%	\$ 115,000	100.00%	4.55%
Totals	<u>\$ 110,000</u>	<u>100.00%</u>	<u>\$ 115,000</u>	<u>100.00%</u>	<u>4.55%</u>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-9	Sidewalk - Maintenance	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	Totals	<u>\$ 110,000</u>	<u>\$ 115,000</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>	<u>\$ 125,000</u>

Performance Information			
<b>Town Manager Goal: To Maintain the Town's Infrastructure</b>			
<b>Division Goal:</b> 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.			
<b>Sidewalk Type Detail</b>		<b>Sidewalk Condition Index (SCI)</b>	
Type	Miles	Year	SCI Network Average
Bituminous Concrete	51.3 mi	2013	78
Stone Dust	2.0	2014	82
Portland Cement	4.0	2015	81
Stone Treated	0.3	2016	79
Brick	0.4	2017	77
Total Miles	58.0		
<b>Sidewalk Condition Detail</b>			
Condition	SCI Range	Miles	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	32	55%
No Distresses	91-100	10.2	18%
Total		58	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:**

- FY19 funding level of \$100,000 represents *no change* from the FY18 general fund capital appropriation.
- Total funding from all sources for the Roads Program is \$2,168,900, with an assumed state aid level of \$668,900.
- Major program highlights include the rehabilitation of the Independence/Alcott Neighborhood coordinated with planned water main and drainage improvements.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000
Other Funds	\$1,875,340	\$2,021,434	\$ 2,083,909	\$ 2,068,900
<b>Total Expenditures</b>	<b>\$1,965,340</b>	<b>\$2,111,434</b>	<b>\$ 2,183,909</b>	<b>\$ 2,168,900</b>

**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 consists 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 over the last 7-10 years, 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,965,340	\$ 2,111,434	\$ 2,183,909	\$ 2,268,900	\$ 2,168,900
Total Expenditure	\$ 1,965,340	\$ 2,111,434	\$ 2,183,909	\$ 2,268,900	\$ 2,168,900

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	4.58%	\$ 100,000	4.61%	0.00%
State Aid - Chapter 90	668,909	30.63%	668,900	30.84%	0.00%
Roads Program Borrowing	1,415,000	64.79%	1,400,000	64.55%	-1.06%
Totals	\$ 2,183,909	100.00%	\$ 2,168,900	100.00%	-0.69%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-1	Road Improvements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 100,000	\$ 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 2018/19 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 2018 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 2017/18 Roads Program improved approximately 3.2 miles of roadway. The current Townwide PCI is 78 (82 PCI for major roadways and 77 PCI for residential roadways) which is below the target 80-85 PCI range. At the requested level of capital funding, the pavement management software predicts that the Townwide and the residential roadway target of 80 will be reached within the current capital plan. 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**

	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>PCI Network Average</u>	81	82	80	80	81	82	82	80	78
<u>Recommended Repairs</u>									
Rehabilitation	9%	8%	8%	10%	6%	7%	6%	12%	12%
Maintenance	51%	48%	52%	51%	40%	29%	36%	38%	53%
No Maintenance Required	40%	44%	40%	39%	54%	64%	58%	50%	35%

• The recommended funding level for FY19 provides total Roads Program funding of approximately \$2,168,900, consisting of \$100,000 from the General Fund for related engineering design and inspection services, an estimated \$668,900 in Chapter 90 aid, and \$1,400,000 from Local Borrowing Authorization for Roads.

**Road Program Funding History & Improvement Plan**

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2004		75,000	600,000	351,076	4246067	1,026,076
2005		80,000	650,000	420,872	4501 35369	1,150,872
2006		80,000	900,000	420,683	39125	1,400,683
2007		80,000	700,000	614,176	44466, 48240*	1,394,176
2008		80,000	300,000	526,362	50771	906,362
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		100,000	1,415,000	668,909	50771	2,183,909
2019	Plan	100,000	1,400,000	668,900	50771	2,168,900
2020	Plan	100,000	1,500,000	668,900	50771	2,268,900
2021	Plan	100,000	1,500,000	668,900	50771	2,268,900
2022	Plan	110,000	1,500,000	668,900	50771	2,278,900
2023	Plan	110,000	1,500,000	668,900	50771	2,278,900

**Town Manager Goal: To Maintain the Town's Infrastructure**

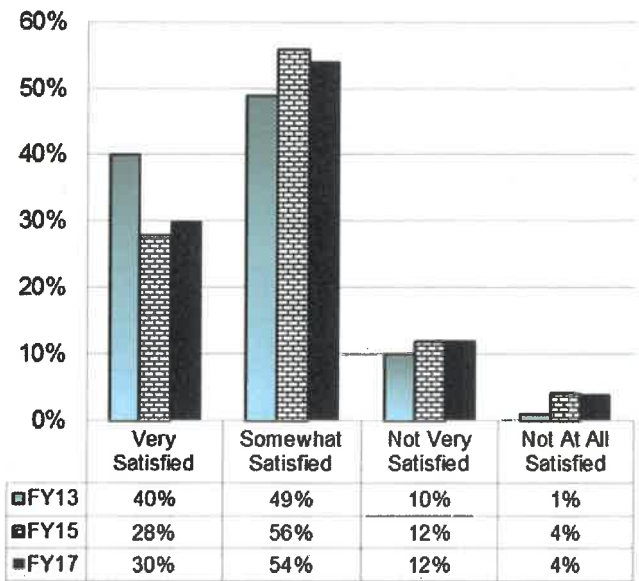
**Division Goal:** To maintain a Townwide target PCI of 80 for both the major and residential roadway networks.

**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.

**Satisfaction with Maintenance of Town Roads**



**Town Manager Goal: To Maintain the Town's Infrastructure**

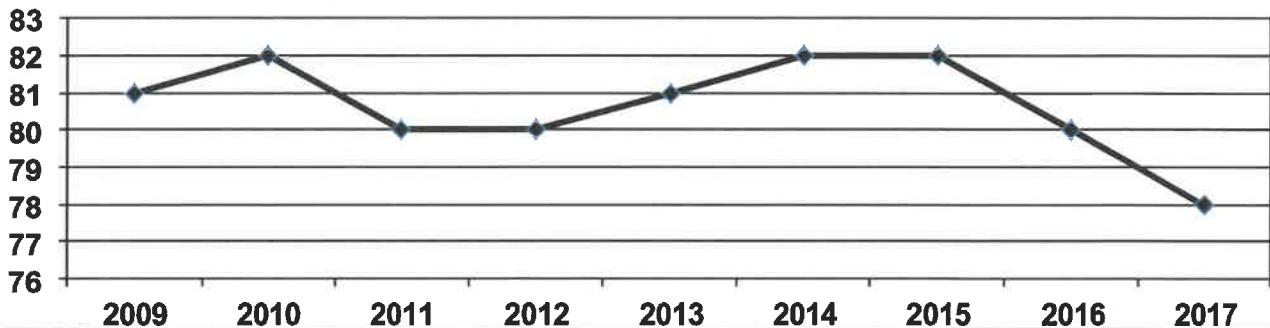
**Division Goal:** To maintain quality roads

**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 78, slightly below the targeted 80-85 range. CPW expects the PCI to increase to within the 80-85 PCI range during the FY 19 period following the scheduled Town-wide roadway assessment.

**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 0.5% *increase* in the operating appropriation over that of the FY18 budget.
- The use of contractual custodial services has aided in reducing the 133 / 135 Keyes Road Budget.
- Utility costs (electric, water and natural gas) comprised nearly 43% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to decrease slightly in FY19.
- Capital Outlay consists of \$10,000 for building and site improvements.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 107,854	\$ 102,237	\$ 83,875	\$ 83,106
Other Funds	\$ 68,463	\$ 69,349	\$ 69,227	\$ 70,647
<b>Total Expenditures</b>	<b>\$ 176,317</b>	<b>\$ 171,586</b>	<b>\$ 153,102</b>	<b>\$ 153,753</b>

**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.

**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
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%	143,080	-10%	2%
FY2014	15,611	2.21	-6%	-10%	149,600	-6%	5%
FY2015	16,291	2.31	-2%	4%	133,680	-16%	-11%
FY2016	11,723	2.04	-14%	-12%	115,040	-28%	-14%
FY2017	13,604	2.24	-5%	10%	120,480	-24%	5%

**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
FY2011	2,960	n/a	58%	59%	68,923	19%	18%
FY2012	1,576	n/a	-16%	-47%	62,180	5%	-12%
FY2013	2,344	n/a	25%	49%	62,486	21%	16%
FY2014	3,145	n/a	68%	34%	61,238	44%	19%
FY2015	3,562	n/a	90%	13%	58,995	39%	-4%
FY2016	2,579	n/a	38%	-28%	55,148	25%	-10%
FY2017	2,797	n/a	49%	8%	61,005	37%	10%

**PUBLIC WORKS: 133 / 135 Keyes Road**

**Item 24**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,408	\$ 2,050	\$ -	\$ -	\$ -
Purchased Services	-	-	-	-	-
Capital Outlay	24,254	32,500	10,000	16,250	10,000
133 Keyes Road	66,475	93,321	99,278	97,888	97,888
135 Keyes Road	32,180	43,715	43,824	45,865	45,865
<b>Totals</b>	<b>\$ 176,317</b>	<b>\$ 171,586</b>	<b>\$ 153,102</b>	<b>\$ 160,003</b>	<b>\$ 153,753</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 83,875	54.78%	\$ 83,106	54.05%	-0.92%
Water Fund	\$ 51,410	33.58%	\$ 52,601	34.21%	2.32%
Sewer Fund	\$ 12,853	8.40%	\$ 13,151	8.55%	2.32%
Solid Waste Fund	\$ 4,964	3.24%	\$ 4,895	3.18%	-1.39%
<b>Totals</b>	<b>\$ 153,102</b>	<b>100.00%</b>	<b>\$ 153,753</b>	<b>100.00%</b>	<b>0.43%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00		0.00	\$ -
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
	<b>Total</b>	<b>0.00 FTEs</b>	<b>\$ -</b>	<b>0.00 FTEs</b>	<b>\$ -</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
I-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

**Program Implementation**

A feasibility and concept design effort is planned for FY19 to determine the design, permitting track and projected cost for substantial upgrades to the 133, 135 and 141 Keyes road campus to provide covered equipment storage, administrative space, de-icing material storage and improvements in the fleet maintenance operations.

# HUMAN SERVICES: Library

Item 25

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.



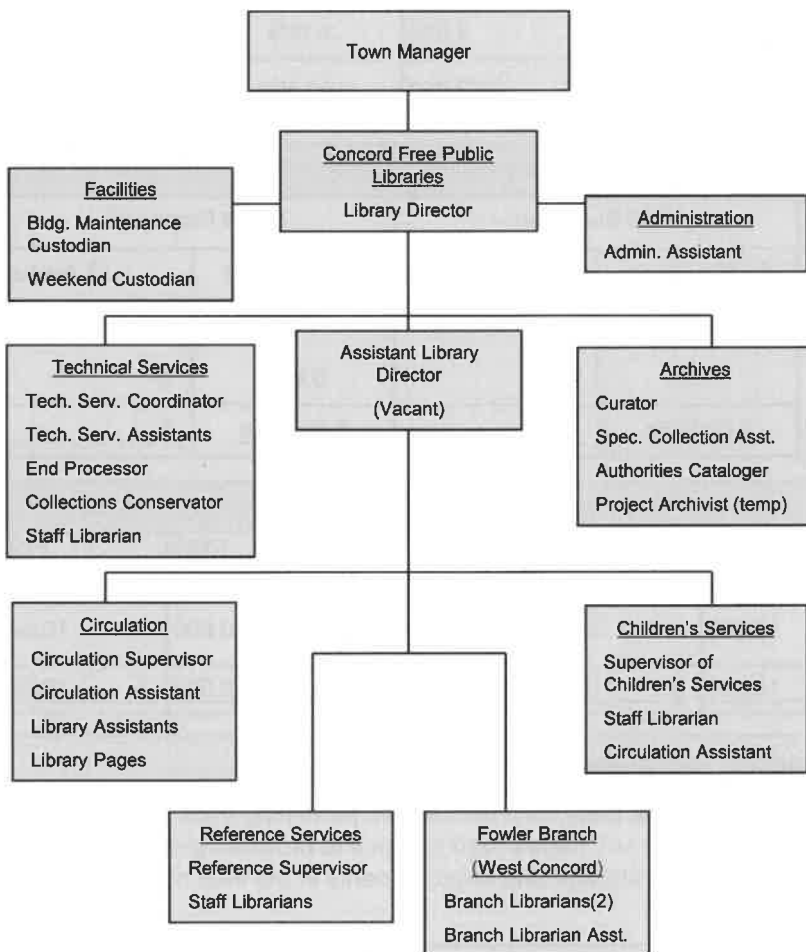
Budget Highlights:

This budget represents a 0.3% decrease in the operating appropriation from that of the FY18 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 \$56,700 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 \$125,075, which represents a 19% increase over FY18. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY19.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 1,953,234	\$ 1,951,574	\$ 2,153,361	\$ 2,141,097
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
<b>Total Expenditures</b>	<b>\$ 1,979,234</b>	<b>\$ 1,977,574</b>	<b>\$ 2,179,361</b>	<b>\$ 2,167,097</b>



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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,501,835	\$ 1,477,724	\$ 1,774,760	\$ 1,750,850	\$ 1,750,850
Purchased Services	173,056	233,295	124,700	123,100	133,100
Supplies	110,312	109,563	105,525	135,075	125,075
Other Charges	1,258	1,637	2,600	2,500	2,500
Capital Outlay	49,971	18,248	15,000	10,000	10,000
Assumption of Lib. Corp. Costs	142,802	137,106	156,776	156,880	145,571
<b>Totals</b>	<b>\$ 1,979,234</b>	<b>\$ 1,977,574</b>	<b>\$ 2,179,361</b>	<b>\$ 2,178,405</b>	<b>\$ 2,167,097</b>

## Funding Plan

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,153,361	98.81%	\$ 2,141,097	98.80%	-0.57%
State Aid	26,000	1.19%	26,000	1.20%	0.00%
<b>Totals</b>	<b>\$ 2,179,361</b>	<b>100.00%</b>	<b>\$ 2,167,097</b>	<b>100.00%</b>	<b>-0.56%</b>

## Capital Outlay Plan

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
M-1	Computer Equipment	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 10,000
	<b>Totals</b>	<b>\$ 15,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>

## 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**

<b>Personnel Services Summary</b>					
		<b>FY18 Budgeted</b>		<b>FY19 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
5111	Library Director	1.00	\$ 131,176	1.00	\$ 131,176
	Assistant Library Director	1.00	88,458	1.00	88,458
	Administrative Assistant	1.00	55,457	1.00	55,457
	Non-Union Sub Total	<u>3.00 FTEs</u>	<u>\$ 275,091</u>	<u>3.00 FTEs</u>	<u>\$ 275,091</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	109,960
	Head of Reference	1.00	60,779	1.00	65,000
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 539,644</u>	<u>6.50 FTEs</u>	<u>\$ 537,034</u>
	Authorities Cataloger	0.41	25,357	0.41	25,357
	Staff Librarian	3.13	232,233	3.13	231,665
	Special Collections Assistant	0.50	32,469	0.50	32,468
	Technical Services Assistant	2.00	112,376	2.00	112,376
	Branch Library Assistant	1.00	47,586	1.00	42,700
	Circulation Assistant	1.94	98,020	1.94	98,020
	Collections Conservator	0.45	26,375	0.45	26,375
	Sr. Library Assistant	0.00	-	0.00	-
	Library Assistant	5.20	233,848	5.20	229,551
	End Processor	0.45	11,935	0.45	11,792
	Library Page	0.90	19,488	0.90	18,333
	Maintenance Custodian	1.25	55,055	1.25	55,055
Union Nonsupervisory Sub Total	<u>17.23 FTEs</u>	<u>\$ 894,742</u>	<u>17.23 FTEs</u>	<u>\$ 883,692</u>	
5115	Library Page	0.70	\$ 15,250	0.70	\$ 20,564
	Prof. Project Specialist	0.18	\$ 9,363	0.00	\$ -
	Librarian	0.18	\$ 9,590	0.00	\$ -
	Reference Librarian	0.35	\$ 19,180	0.35	\$ 25,051
	Project Archivist	0.00	\$ -	0.00	\$ -
	Senior Worker	0.03	\$ 503	0.03	\$ 521
	Misc. Sub Total	<u>1.43 FTEs</u>	<u>\$ 53,886</u>	<u>1.08 FTEs</u>	<u>\$ 46,136</u>
	Weekend Staff	N/A	\$ 6,500	N/A	\$ 6,500
	Substitute Staffing Positions	N/A	2,500	N/A	-
	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
<b>Total</b>	<u><b>28.16 FTEs</b></u>	<u><b>\$ 1,774,760</b></u>	<u><b>27.81 FTEs</b></u>	<u><b>\$ 1,750,850</b></u>	

**Program Implementation**

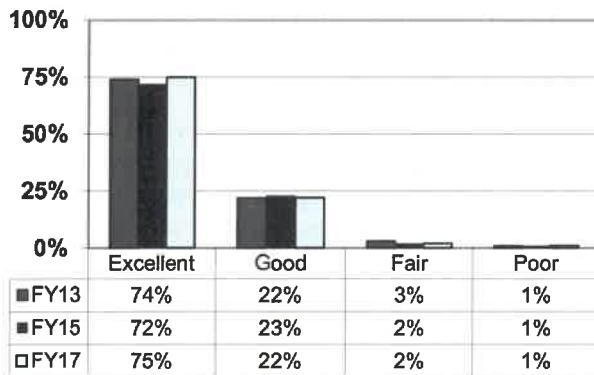
The FY19 budget provides \$15,075 for Library books and materials. This represents a 19% increase over FY18 and is needed in order to meet the requirements for certification in the State Aid to Public Libraries Program.

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 (\$90,000), natural gas (\$20,065), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$145,571.

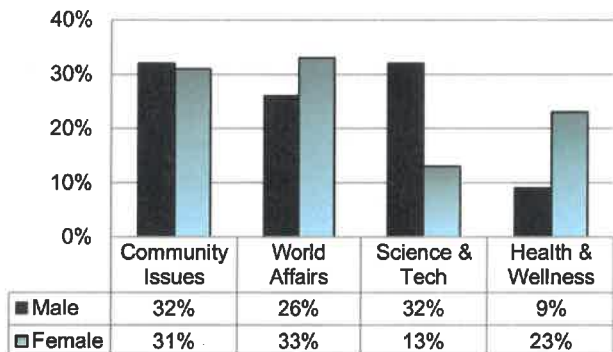
The Concord Municipal Light Plant received a Green Communities grant that provided for a substantial upgrade of library lighting to LED bulbs during FY18. The benefits of this change will begin to be realized with greater energy efficiency and cost savings during FY19. An anticipated savings of 9% on electricity costs has been calculated into the FY19 budget.

Residents can look forward to the continuation of a number of valued services in FY19 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**

	2013	2014	2015	2016	2017
Direct Circulation	424,987	409,667	414,084	390,131	385,436
Ebooks-Circulation	5,199	8,601	13,298	17,179	19,027
Programs Held					
Adult	67	65	178	169	180
Young Adult	26	30	25	22	39
Children	140	111	187	218	233
Total	233	206	390	409	452
Programs					
Adult	2,579	3,144	3,108	6,539	5,863
Young Adult	539	585	620	772	1,206
Children	2,815	2,093	3,887	4,466	4,383
Total	5,933	5,822	7,615	11,777	11,452

# 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 36.7% increase in the General Fund operating appropriation over the FY18 budget.
- The increase is primarily due to the Town being responsible for a greater percentage of salaries of the Community Services and Youth Services Coordinators.

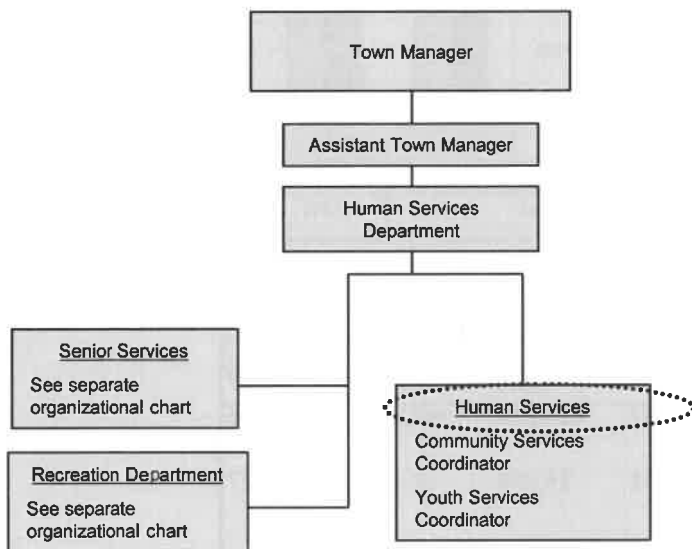
**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 6,845	\$ 27,149	\$ 39,152	\$ 53,516
Other Funds	\$ -	\$ -	\$ 51,151	\$ 39,483
<b>Total Expenditures</b>	<b>\$ 6,845</b>	<b>\$ 27,149</b>	<b>\$ 90,303</b>	<b>\$ 92,999</b>

**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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,635	\$ 22,555	\$ 86,838	\$ 86,838	\$ 86,838
Purchased Services	\$ 2,147	\$ 1,440	\$ 1,850	3,826	3,826
Supplies	\$ -	\$ 2,899	\$ 850	1,200	1,200
Other Charges	\$ 3,063	\$ 255	\$ 765	1,135	1,135
Capital Outlay	\$ -	\$ -	\$ -	400	-
<b>Totals</b>	<b>\$ 6,845</b>	<b>\$ 27,149</b>	<b>\$ 90,303</b>	<b>\$ 93,399</b>	<b>\$ 92,999</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 39,152	43.36%	\$ 53,516	57.54%	36.69%
Community Chest	\$ 51,151	56.64%	\$ 39,483	42.46%	-22.81%
<b>Totals</b>	<b>\$ 90,303</b>	<b>100.00%</b>	<b>\$ 92,999</b>	<b>100.00%</b>	<b>2.99%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	61,064	1.00	61,064
		<u>1.00 FTEs</u>	<u>\$ 61,064</u>	<u>1.00 FTEs</u>	<u>\$ 61,064</u>
5115	Youth Coordinator	1031 hrs.	25,774	1031 hrs.	25,774
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.49 FTEs</u>	<u>\$ 25,774</u>	<u>0.49 FTEs</u>	<u>\$ 25,774</u>
	<b>Total</b>	<u>1.49 FTEs</u>	<u>\$ 86,838</u>	<u>1.49 FTEs</u>	<u>\$ 86,838</u>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

<b>Personnel Services Summary</b>					
		<b>FY17 Budgeted</b>		<b>FY18 Proposed</b>	
<b>Code</b>	<b>Position Title</b>	<b># of Positions</b>	<b>\$ Amount</b>	<b># of Positions</b>	<b>\$ Amount</b>
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>
	<b>Total</b>	<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.

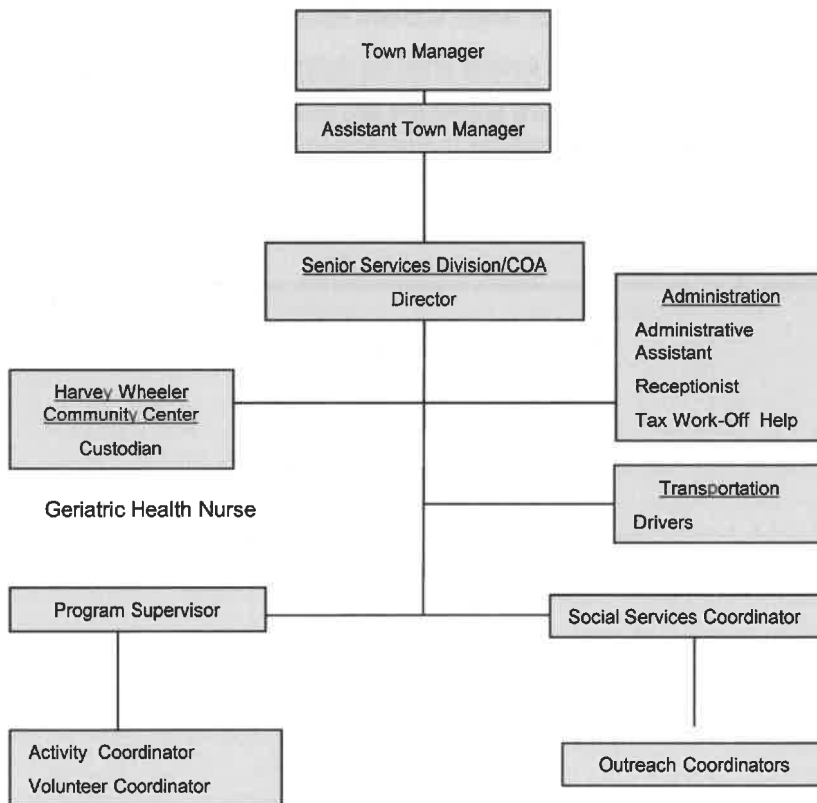
**Trend:** Substance Abuse, mental health awareness and peer pressure epidemics are visible in all communities throughout the world, Concord is no different. It is the Town's responsibility to respond appropriately to trends—both positive and negative and work to educate citizens on prevention, treatment and advocacy.

**Mission Statement:**

The mission of the Senior Services Division is to improve the quality of life of Concord citizens over the age of 60, by maintaining their dignity, self-esteem, and personal independence. Senior Services works to enhance seniors' role as full participants in the life of the community. The goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing by providing information and referrals and support with outreach, educational, wellness, fitness, social, mental health, recreational, intergenerational and transportation programming.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 334,848	\$ 350,759	\$ 394,414	\$ 483,791
Other Funds	\$ 69,643	\$ 73,311	\$ 87,420	\$ 86,636
<b>Total Expenditures</b>	<b>\$ 404,492</b>	<b>\$ 424,070</b>	<b>\$ 481,834</b>	<b>\$ 570,427</b>



**Budget Highlights:**

- This budget represents a 6.2% increase in the operating appropriation from that of the FY18 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY19 is expected to be \$45,300, which provides funding for the following positions: Part time Activity Coordinator, a portion of one of the Outreach Coordinator positions and a portion of the Geriatric Health nurse position.
- An anticipated gift from the Community Chest of \$32,970 will be used to fund or partially fund the Outreach Coordinator, Social Service Coordinator and Volunteer Coordinator positions.
- A request is proposed to increase the hours of the Van Drivers to meet increasing demand for transportation services.
- The Van Driver and Outreach budgets are proposed to increase to fund a small wage increase. The Nursing budget is proposed to be increased to fund an increase to make the compensation more competitive in the market place.
- A gift of the estate of John Florio contributes \$8,360 towards the services of an Outreach Coordinator.
- Proceeds from the Harvey Wheeler Gift Shop are used to support several special events at the COA.
- This budget reflects a capital request of \$65,000 for a new van.

**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, crisis intervention and counseling, educational programs, transportation, 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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$348,264	\$366,896	\$ 444,356	\$ 463,587	\$ 463,587
Purchased Services	10,881	20,164	16,125	18,525	18,525
Supplies	12,284	28,203	17,075	18,825	18,825
Other Charges	3,063	2,807	4,278	4,490	4,490
Capital Outlay	30,000	6,000	-	65,000	65,000
<b>Totals</b>	<b>\$ 404,492</b>	<b>\$ 424,070</b>	<b>\$ 481,834</b>	<b>\$ 570,427</b>	<b>\$ 570,427</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 394,414	81.86%	\$ 483,791	84.81%	22.66%
EOEA Grant	46,355	9.62%	45,300	7.94%	-2.28%
Community Chest Gift	32,843	6.82%	32,976	5.78%	0.40%
Florio Gift	8,222	1.71%	8,360	1.47%	N/A
<b>Totals</b>	<b>\$ 481,834</b>	<b>100.00%</b>	<b>\$ 570,427</b>	<b>100.00%</b>	<b>18.39%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
O-2	COA Van	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**HUMAN SERVICES: Senior Services**

**Item 26B**

**Personnel Services Summary**

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 86,226	1.00	\$ 86,226
	Senior Services Program Supervisor	1.00	57,042	1.00	57,042
	Administrative Assistant	1.00	54,049	1.00	54,831
	Receptionist/Clerk	1.00	38,664	1.00	38,336
	Van Driver	1.00	31,466	1.00	31,466
	Sub Total	<u>5.00 FTEs</u>	\$ 267,447	<u>5.00 FTEs</u>	\$ 267,901
5115	Van Drivers	1250 hrs.	18,126	1840 hrs.	27,600
	Wellness Clinic Coordinator	625 hrs.	26,101	1044 hrs.	27,144
	Activity Coordinators	1250 hrs.	21,950	1409 hrs.	21,493
	Outreach Coordinators	4176 hrs.	73,082	4176 hrs.	80,389
	Social Services Coordinator	900 hrs.	23,400	882 hrs.	24,696
	Volunteer Coordinator	800 hrs.	12,000	800 hrs.	12,000
5130	Overtime	60 hrs.	2,250	60 hrs.	2,364
	Total	<u>9.31 FTEs</u>	\$ 444,356	<u>9.86 FTEs</u>	\$ 463,587

**Program Implementation**

The FY19 budget recommendation provides funding to cover 5 full-time positions, 8 part-time positions (5 part-time Van Drivers, Activity Coordinator, Volunteer Coordinator and Geriatric Health Nurse).

According to the January 2017 Town Census, there are 4,816 Concord residents over the age of 60 representing 31% of the total population of Concord. In FY17, approximately 1,947 seniors received services through the COA and 177 new seniors began participating in the COA for the first time.

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. In FY17, 499 seniors and their associated family, friends, neighbors and helping professionals used Outreach/Social Services. Over 200 "non seniors" sought advice or assistance with a senior in their life. The Geriatric Health Nurse and a team of dedicated volunteers offer many programs and clinics that promote good health for Concord's seniors and encourages participation in the many exercise programs that is offered each week; 95 seniors participated in blood pressure clinics, and 61 seniors received the flu vaccine. In addition, 188 seniors came to 4,414 exercise classes. For convenience, Senior Services maintains a large inventory of durable medical equipment, which is available for loan free of charge, and 229 seniors borrowed 615 pieces of equipment in FY17.

The Harvey Wheeler Community Center is the hub of activities: 469 seniors participated in 5,150 recreational opportunities, 243 seniors in 571 cultural events, and 384 seniors in 3,226 educational events. Senior Services operates van service that provides transportation services to those senior residents and 198 seniors used the service, which included 8,005 rides in FY17. In addition, over 100 volunteers offered their time to enhance and expand our offerings and services.

Senior Services puts out a free monthly newsletter detailing our social, recreational and educational offerings and the newsletter and calendar are available on the Town website. Residents may also follow Senior Services' news on Facebook.

**Town Manager Goal:** To enhance Residents' Quality of Life

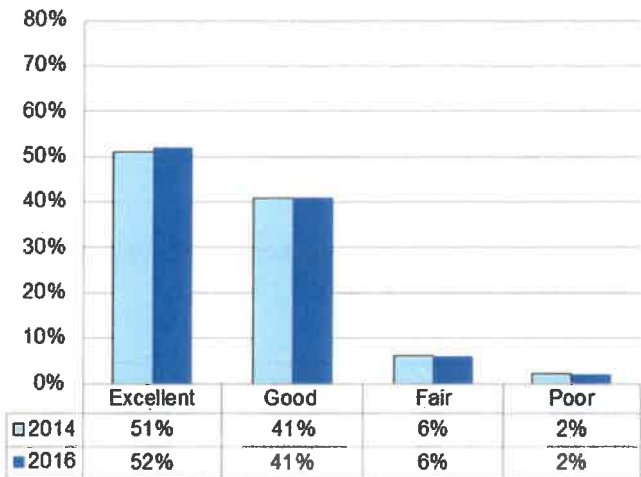
**Division Goal:** To provide quality services for COA participants

**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

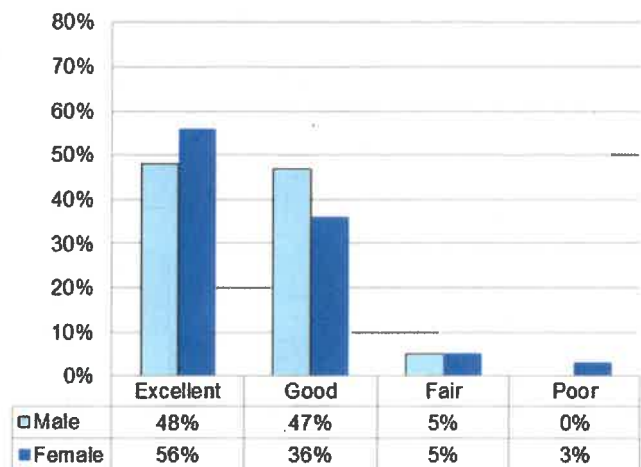
**Division Goal:** To provide quality services for COA participants

**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.

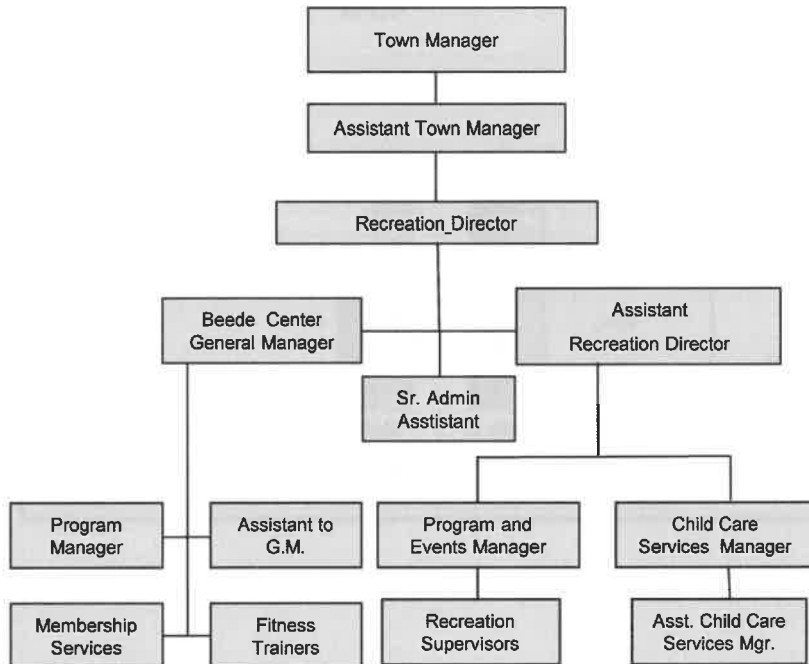
**Detail on Recreation Fund activity is available in the FY19 Enterprise Budget Book.**

**Budget Highlights:**

- This budget represents a 32.7% *increase* from the FY18 operating appropriation.
- The FY19 budget is proposed to reflect 100% of the Recreation Director's salary being funded by the General Fund, instead of partially funded by the Recreation Fund.
- Along with the management of the Beede Swim & Fitness and Recreation Revolving programs and budgets, the Recreation Director has additional responsibilities in managing construction projects at Rideout Playground, Concord Integrated Preschool and Emerson track.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 100,543	\$ 70,093	\$ 76,678	\$ 101,761
Other Funds	\$ 12,279	\$ 24,393	\$ 25,083	\$ -
<b>Total Expenditures</b>	<b>\$ 112,822</b>	<b>\$ 94,486</b>	<b>\$ 101,761</b>	<b>\$ 101,761</b>



**Description:**

The Department's services are grouped into major categories:

- Beede Swim & Fitness
- Group Exercise
- Recreational General
- School Year Programs
- Summer Camps
- Sports
- Visitor's Center
- Special Community Events

**HUMAN SERVICES: Recreation Services**

**Item 26C**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 77,189	\$ 94,486	\$ 101,761	\$ 101,761	\$ 101,761
Purchased Services	36,926	-	-	-	-
Supplies	-	-	-	-	-
Other Charges	-	-	-	-	-
Capital Outlay	11,000	-	-	-	-
Rec. Fund Contribution	-	-	-	-	-
<b>Totals</b>	<b>\$ 125,115</b>	<b>\$ 94,486</b>	<b>\$ 101,761</b>	<b>\$ 101,761</b>	<b>\$ 101,761</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 76,678	75.35%	\$ 101,761	100.00%	32.71%
Recreation Fund	15,050	14.79%	-	0.00%	-100.00%
Swim and Fitness Fund	10,033	9.86%	-	0.00%	-100.00%
<b>Totals</b>	<b>\$ 101,761</b>	<b>100.00%</b>	<b>\$ 101,761</b>	<b>100.00%</b>	<b>0.00%</b>

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	\$ 101,761	1.00	\$ 101,761
5157	Car Allowance	N/A	-	N/A	-
<b>General Fund Sub Total</b>		<b>N/A</b>	<b>\$ 101,761</b>	<b>1.00 FTEs</b>	<b>\$ 101,761</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**See Enterprise Budget Book for the FY19 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 2.3% *decrease* in the operating appropriation over that of the FY18 budget.
- Rental income in FY17 was \$30,042 as the Town continued to make space available to community groups for a nominal charge.
- Replacement of the Red Tile roof on Harvey Wheeler is expected to be complete by the spring of 2018.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 115,300	\$ 120,424	\$ 121,905	\$ 124,342
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 115,300</b>	<b>\$ 120,424</b>	<b>\$ 121,905</b>	<b>\$ 124,342</b>

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. 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.

**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%
FY2017	7,536	1.24	-40%	-8%	82,800	-27%	-2%

**HUMAN SERVICES: Harvey Wheeler Community Center**

**Item 27**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 43,556	\$ 46,778	\$ 49,598	\$ 48,184	\$ 48,184
Purchased Services	44,617	49,915	55,857	54,708	54,708
Supplies	5,078	3,989	6,450	6,450	6,450
Other Charges	-	-	-	-	-
Capital Outlay	22,048	19,742	10,000	15,000	15,000
<b>Totals</b>	<b>\$ 115,300</b>	<b>\$ 120,424</b>	<b>\$ 121,905</b>	<b>\$ 124,342</b>	<b>\$ 124,342</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 121,905	100.00%	\$ 124,342	100.00%	2.00%
<b>Totals</b>	<b>\$ 121,905</b>	<b>100.00%</b>	<b>\$ 124,342</b>	<b>100.00%</b>	<b>2.00%</b>

Personnel Services Summary					
Code	Position Title	FY18 Budgeted		FY19 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 44,789	1.00	\$ 45,665
	Sub Total	<u>1.00 FTEs</u>	\$ 44,789	<u>1.00 FTEs</u>	\$ 45,665
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	0 hrs.	\$0
5130	Overtime	60 hrs.	2,309	60 hrs.	\$2,519
	<b>Total</b>	<u>1.02 FTEs</u>	\$ 49,598	<u>1.00 FTEs</u>	\$ 48,184

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
O-1	HWCC Building Improvements	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center 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 11.0% *decrease* in the operating appropriation of that of the FY18 budget.
- The decrease is primarily due to the elimination of \$15,100 in expenses for operating the building at 105 Everett Street.
- 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 \$10,730 to cover the utility costs and building upkeep for the restroom facilities at the Rideout Playground.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 96,644	\$ 105,574	\$ 111,701	\$ 99,438
Other Funds	\$ 20,186	\$ 26,045	\$ 21,200	\$ 21,997
Total Expenditures	\$ 116,830	\$ 131,619	\$ 132,901	\$ 121,435

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 (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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 54,447	\$ 57,287	\$ 53,598	\$ 54,288	\$ 54,288
Purchased Services	40,695	52,036	47,453	49,917	49,917
Supplies	3,347	6,522	4,500	6,500	6,500
Rideout Fieldhouse	7,603	7,760	12,250	10,730	10,730
105 Everett Street	5,738	6,225	15,100	-	-
Capital Outlay	5,000	1,789	-	3,000	-
<b>Totals</b>	<b>\$ 116,830</b>	<b>\$ 131,619</b>	<b>\$ 132,901</b>	<b>\$ 124,435</b>	<b>\$ 121,435</b>

## Funding Plan

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 111,701	84.05%	\$ 99,438	81.89%	-10.98%
Recreation Fund	21,200	15.95%	21,997	18.11%	3.76%
<b>Totals</b>	<b>\$ 132,901</b>	<b>100.00%</b>	<b>\$ 121,435</b>	<b>100.00%</b>	<b>-8.63%</b>

## Personnel Services Summary

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 53,598	1.00	\$ 54,288
	<b>Total</b>	<b>1.00 FTEs</b>	<b>\$ 53,598</b>	<b>1.00 FTEs</b>	<b>\$ 54,288</b>

## Capital Outlay Plan

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
N-2	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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%
FY2017	6,045	1.00	-18%	2%	90,520	-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 13.8% *decrease* in the operating appropriation from that of the FY18 budget.
- The decrease is a result of the expected cost of providing benefits to eligible residents.
- The FY19 budget proposes to fund veterans benefits at \$75,000, a decrease of \$20,000 from FY18.
- Funds are also allocated for the wages of the Veterans Agent, as well as office supplies, gasoline, vehicle supplies, and conference/training expenses.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 86,762	\$ 99,958	\$ 125,310	\$ 107,970
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 86,762</b>	<b>\$ 99,958</b>	<b>\$ 125,310</b>	<b>\$ 107,970</b>

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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 23,425	\$ 23,450	\$ 29,010	\$ 31,320	\$ 31,320
Purchased Services	924	1,999	250	200	200
Supplies	347	3,426	200	600	600
Other Charges	739	250	850	850	850
Sub Total	\$ 25,435	\$ 29,126	\$ 30,310	\$ 32,970	\$ 32,970
<u>Veterans Benefits</u>					
Other Charges	\$ 61,327	\$ 70,832	\$ 95,000	\$ 75,000	\$ 75,000
Totals	\$ 86,762	\$ 99,958	\$ 125,310	\$ 107,970	\$ 107,970

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 125,310	100.00%	\$ 107,970	100.00%	-13.84%
Totals	\$ 125,310	100.00%	\$ 107,970	100.00%	-13.84%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	1018 hrs.	29,010	1044 hrs.	31,320
	Total	0.49 FTEs	\$ 29,010	0.50 FTEs	\$ 31,320

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 17.7% *increase* in the operating appropriation from that of the FY18 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$8,619, calculated based upon prior years' experience as well as FY19 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 FY19 proposed budget for the flags is \$2,800.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 20,391	\$ 24,307	\$ 19,228	\$ 22,624
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 20,391</b>	<b>\$ 24,307</b>	<b>\$ 19,228</b>	<b>\$ 22,624</b>

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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 18,277	\$ 20,705	\$ 16,278	\$ 21,044	\$ 20,544
Memorial Day Flags	299	3,602	1,750	2,080	1,080
Street Flags	1,814	-	1,200	1,000	1,000
<b>Totals</b>	<b>\$ 20,391</b>	<b>\$ 24,307</b>	<b>\$ 19,228</b>	<b>\$ 24,124</b>	<b>\$ 22,624</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 19,228	100.00%	\$ 22,624	100.00%	17.66%
<b>Totals</b>	<b>\$ 19,228</b>	<b>100.00%</b>	<b>\$ 22,624</b>	<b>100.00%</b>	<b>17.66%</b>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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 change in the operating appropriation from that of the FY18 budget.
- At the end of FY17, \$50,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2017 was \$188,538.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 97,329	\$ 98,838	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 97,329</b>	<b>\$ 98,838</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

**Description:**

The specific components of this budget are as follows:

**Unused Sick Leave:**

This benefit is received only upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, section 11.3. Action at the 1992 Annual Town Meeting restricted this payment for non-union employees to those hired prior to July 1, 1992. The collective bargaining agreement with the Public Safety Dispatchers contains this identical provision. Agreements with Police and Fire Unions restrict eligibility to police officers hired prior to January 1, 2011 and to Firefighters hired prior to July 1, 2011. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay. In the Fire Union contract, the maximum payoff is established as 65 days.

While the annual expenditure for this benefit is erratic and unpredictable, the Town's financial statements measure the expected future liability and the budget provision seeks to allow for probable eligible retirements. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account should be maintained for the next five budget years at \$90,000.

**Public Safety Medical Disability:**

Chapter 41, section 100B of the Mass. General Laws, accepted by Article 10 of the 1976 Annual Town Meeting, permits the Town to indemnify police officers and firefighters who are retired on accidental disability for medical expenses incurred during their retirement. Such expenses must be "the natural and proximate result of the disability for which the police officer or firefighter was retired." Normally, these expenses are items not reimbursable by the Town's Health insurance plans or co-insurance payments.

There are presently 12 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but the Town's past practice suggests that it makes every practical effort to cover eligible expenses. At present, this account is projected to cover only minor expenses such as office visits and prescriptions not covered by the retiree's health insurance plan.

**Employee Assistance Program:**

The proposed budget funds an annual contract with Corporate EAP Resources, Inc. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, personal development seminars, and one-on-one confidential counseling services.

**UNCLASSIFIED: Town Employee Benefits**

**Item 31**

**Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ 41,513	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	152	148	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	50,000	-	-	-
<b>Totals</b>	<b>\$ 97,329</b>	<b>\$ 98,838</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
<b>Totals</b>	<b>\$ 100,000</b>	<b>100.00%</b>	<b>\$ 100,000</b>	<b>100.00%</b>	<b>0.00%</b>

**General Fund Sick Leave Buy-Back Liability at June 30**

	FY14	FY15	FY16	FY17
Police Union	\$ 263,020	\$ 226,966	\$ 212,632	\$ 208,588
Fire Union	549,154	557,186	549,329	568,263
All Other Town Gov't	463,745	423,142	460,670	372,061
<b>Total Town Liability</b>	<b>\$ 1,275,919</b>	<b>\$ 1,207,294</b>	<b>\$ 1,222,630</b>	<b>\$ 1,148,912</b>
CPS Employees	\$ 1,760,537	\$ 1,710,696	\$ 1,603,323	\$ 1,506,372
<b>Total Liability</b>	<b>\$ 3,036,456</b>	<b>\$ 2,917,990</b>	<b>\$ 2,825,953</b>	<b>\$ 2,655,285</b>

**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 FY14 to FY17 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 FY19 through FY23 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 \$188,538 on June 30, 2017, 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
FY17	\$ 212,464	\$ (73,926)	\$ 50,000	\$ 188,538

**Mission Statement:**

The purpose of this contingency account is to allow the Finance Committee to meet extraordinary or unforeseen expenditures that may arise during the year.

**Budget Highlights:**

- This budget represents no change from that of the FY16 budget.
- This account is 0.51% of the appropriation proposed in Article 7, the accounts under the jurisdiction of the Town Manager.
- The six FY17 Reserve Fund requests total \$169,118 and are listed below.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (36,500)	\$ (169,118)	N/A	N/A
Return to Revenue	\$ 188,500	\$ 55,882	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 2018 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 FY17, the Finance Committee approved the following reserve fund transfers:

**FY17 Reserve Fund Transfers**

Account	Amount	Explanation
Veterans Services and Benefits	\$ 34,000	To provide benefits to additional veterans as specified by State law.
Elections	\$ 11,794	To provide funds for 2 additional local elections.
Park and Trees	\$ 30,798	To provide funds for tornado clean-up
Highway	\$ 46,270	To provide funds for the demolition of 91 Sudbury Road
Legal Services	\$ 30,000	To provide funds for additional legal services.
Town Meeting and Reports	\$ 16,256	To provide funds for audio/video and furniture rental for Town Meeting

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(36,500)	(169,118)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	188,500	55,882	N/A	N/A	N/A

<b>Funding Plan</b>					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000		\$ 225,000		0
Totals	<u>\$ 225,000</u>		<u>\$ 225,000</u>		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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Appropriation	\$ 643,404	\$ 755,708	\$ 796,923	\$ 1,407,895
Less Transfers & Encumbrances	\$ (553,957)	\$ (746,594)	N/A	N/A
Balance Unexpended	\$ 89,447	\$ 9,114	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 FY19 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, public works, and library employees. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY19 step increase and merit pay plan prior to July 1, 2018.

The FY18 compensation plan allowed for an average 5.0% pay adjustment, with 2.5% for market adjustments and 2.5% for step and merit adjustments up to the allowable amount limited by the salary cap of the specific classification.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY18 are proposed for funding from this account.

The budget proposed for FY19 includes an allowance for funding settlements of the collective bargaining agreements with workers at the Police Department, Fire Department, Department of Public Works and Library, and these collective bargaining agreements have not yet been concluded as of the setting of the appropriation amount of the Salary Reserve Fund..

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 643,404	\$ 755,708	\$ 796,923	\$ 1,407,895	\$ 1,407,895
Less:					
Total Transfers	(521,457)	(536,594)	N/A	N/A	N/A
Encumbered	(32,500)	(210,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	89,447	9,114	N/A	N/A	N/A

Note: The Salary Reserve Fund includes funds for outstanding collective bargaining agreements.

<b>Funding Plan</b>					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 796,923		\$ 1,407,895		76.67%
Totals	\$ 796,923		\$ 1,407,895		76.67%

<b>Salary Adjustment History - Non-Union Staff</b>			
<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%
7/1/18 **	FY19	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 \$10,000 is proposed in FY19.
- 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000

**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 \$10,000 is proposed for FY19.

**UNCLASSIFIED: Land Fund**

**Item 34**

**Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
<b>Total Expenditure</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 10,000</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,000	N/A	\$ 10,000	N/A	N/A
<b>Totals</b>	<b>\$ 15,000</b>	<b>N/A</b>	<b>\$ 10,000</b>	<b>N/A</b>	<b>N/A</b>

**Land Fund History**

	FY13	FY14	FY15	FY16	FY17	FY18 Budgeted	FY19 Proposed
<u>Fund Source</u>							
Beginning Balance	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 7,296	\$ 22,432
Return to Fund	-	-	-	9,889	-	-	-
Sale of Land	-	-	-	-	-	-	-
Tax Levy	10,000	10,000	15,000	15,000	15,000	15,000	10,000
Gifts	-	-	-	-	-	-	-
Interest Earned	17	2	19	129	196	136	150
<b>Total Available</b>	<b>\$ 25,088</b>	<b>\$ 11,766</b>	<b>\$ 15,021</b>	<b>\$ 40,039</b>	<b>\$ 50,735</b>	<b>\$ 22,432</b>	<b>\$ 32,582</b>
<u>Fund Uses</u>							
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Purchase	-	-	-	-	-	-	-
Options	-	-	-	-	-	-	-
Appraisal, Legal, Surveying, etc.	23,324	11,764	-	4,500	43,439	-	-
<b>Total Used</b>	<b>\$ 23,324</b>	<b>\$ 11,764</b>	<b>\$ -</b>	<b>\$ 4,500</b>	<b>\$ 43,439</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Balance</b>	<b>\$ 1,764</b>	<b>\$ 2</b>	<b>\$ 15,021</b>	<b>\$ 35,539</b>	<b>\$ 7,296</b>	<b>\$ 22,432</b>	<b>\$ 32,582</b>

**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 represents a 15.1% *increase* in the appropriation from that of the FY18 budget.
- This budget covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Use for Group Insurance	\$4,073,876	\$4,350,000	\$ 4,800,000	\$ 5,526,100
Transfer to OPEB Trust Fund	\$ 555,000	\$ 300,000		\$ -
Transfer to Insurance Reserve	\$ 21,124		\$ -	\$ -
<b>Total General Fund</b>	<b>\$4,650,000</b>	<b>\$4,650,000</b>	<b>\$ 4,800,000</b>	<b>\$ 5,526,100</b>
Other Funds	\$ 432,697	\$ 458,531	\$ 510,000	\$ 344,900
<b>Total Expenditures</b>	<b>\$5,082,697</b>	<b>\$5,108,531</b>	<b>\$ 5,310,000</b>	<b>\$ 5,871,000</b>

**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 a result of the savings from the revised plan design, the General Fund appropriation remained level at \$4,650,000 from FY11 to FY17. In recent years, health insurance inflation has required a budget increase.

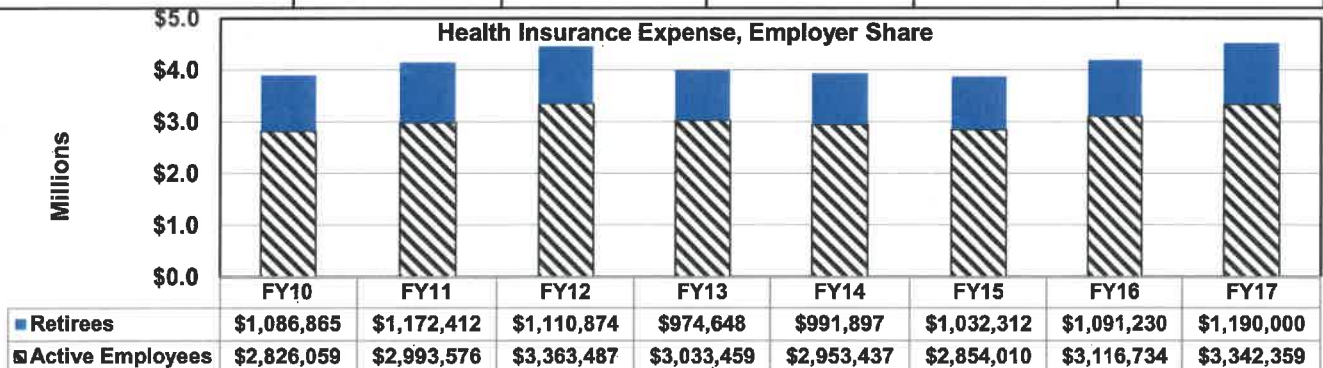
**JOINT (TOWN-CPS): Group Insurance**

**Item 35A**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 3,116,734	\$ 3,342,359	\$ 3,670,000	\$ 4,035,000	\$ 4,035,000
Health Insurance - Retired	1,091,230	1,190,000	1,290,000	1,490,000	1,490,000
Health Insurance - Ret. (MGL 32, 9A1/2)	8,839	3,503	15,000	-	-
Life Insurance	15,487	15,689	20,000	20,000	20,000
Dental Insurance	257,619	261,027	285,000	285,000	285,000
Other Prof. Services	2,869	7,600	15,000	16,000	16,000
Medicare Part B Penalty Reimbursement	14,795	10,876	15,000	25,000	25,000
Health Plan Mitigation Fund	-	-	-	-	-
Transfer to Insurance Reserve Fund	20,124	-	-	-	-
Transfer to OPEB Trust Fund	555,000	277,477	-	-	-
<b>Total Expenditure</b>	<b>\$ 5,082,697</b>	<b>\$ 5,108,531</b>	<b>\$ 5,310,000</b>	<b>\$ 5,871,000</b>	<b>\$ 5,871,000</b>

Note: OPEB information is presented in Item 35B

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,800,000	90.40%	\$ 5,304,870	90.36%	10.52%
Light Fund	308,000	5.80%	325,378	5.54%	5.64%
Water Fund	70,000	1.32%	107,553	1.83%	53.65%
Sewer Fund	17,000	0.32%	26,889	0.46%	58.17%
Recreation Fund	53,000	1.00%	27,144	0.46%	-48.78%
Swim & Fitness Center Fund	56,000	1.05%	72,171	1.23%	28.88%
Retirement	6,000	0.11%	6,995	0.12%	16.58%
<b>Totals</b>	<b>\$ 5,310,000</b>	<b>100.00%</b>	<b>\$ 5,871,000</b>	<b>100.00%</b>	<b>10.56%</b>



**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 \$147,000 increase in General Fund allocation over the FY18 budgeted amount.
- In FY19, an amount of \$1,617,000 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 \$131,000.
- The projected FY19 NOO (net of “pay-as-you go” contributions) is \$2,320,105 or \$572,105 greater than the funding plan of \$1,748,000.
- 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	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund Appropriation	\$1,150,000	\$1,400,000	\$ 1,470,000	\$ 1,617,000
Enterprise Funds	\$ 75,000	\$ 80,000	\$ 141,000	\$ 131,000
Transfer from Group Ins. (#31A)	\$ 555,000	\$ 300,000	\$ -	\$ -
<b>Total Funding</b>	<b>\$1,780,000</b>	<b>\$1,780,000</b>	<b>\$ 1,611,000</b>	<b>\$ 1,748,000</b>

**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, 2017. The Actuarial Accrued Liability (AAL) as of the most recent date was approximately \$41.8 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 FY19, the Annual NOO is projected to be \$2.32 million, which is comprised of the liability associated with the various funds. As presented in the Annual Funding Plan for FY19, the General Fund budget proposes an appropriation of \$1,617,000 to begin to pay down its obligation, and the Enterprise Funds plan to fully pay for their obligations totaling \$131,000.

As of June 30, 2017, the Actuarial Value of Assets (AVA) was \$11.6 million to offset the AAL of \$41.8 million, resulting in an Unfunded Actuarial Accrued Liability (UAAL) of \$30.2 million. The Town has a funding plan to pay off the UAAL by the year 2039.

**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 \$2.32 million in FY19.

<b>Annual Net OPEB Obligation (NOO) (Liability net of "pay as you go" Contributions)</b>					
	FY15 Actual	FY16 Projected	FY17 Projected*	FY18 Projected*	FY19 Projected*
General Fund	\$ 1,427,854	\$ 1,736,251	\$ 1,801,550	\$ 1,734,483	\$ 2,148,368
Light Fund	38,057	80,811	105,744	102,343	131,751
Water Fund	21,680	24,507	22,160	22,986	27,383
Sewer Fund	5,356	6,009	5,433	5,636	6,734
Swim & Fitness Center Fund	27,183	33,153	1,645	177	5,869
<b>Totals</b>	<b>\$ 1,520,130</b>	<b>\$ 1,880,731</b>	<b>\$ 1,936,532</b>	<b>\$ 1,865,625</b>	<b>\$ 2,320,105</b>

The Town has begun to set funds aside to cover the OPEB liability. Charges to the Enterprise funds have covered their full NOO.

<b>Payments To OPEB Annual Funding Plan</b>					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Projected
General Fund	\$ 900,000	\$ 1,264,226	\$ 1,400,000	\$ 1,470,000	\$ 1,617,000
Trans. from Group Ins. (#35A)	\$ 800,000	\$ 555,000	\$ 300,000	\$ -	\$ -
Light Fund	11,000	15,509	30,000	80,000	100,000
Water Fund	17,000	19,981	20,000	25,000	25,000
Sewer Fund	5,000	5,031	5,000	6,000	6,000
Swim & Fitness Center Fund	38,000	41,498	25,000	30,000	-
<b>Totals</b>	<b>\$ 1,771,000</b>	<b>\$ 1,901,245</b>	<b>\$ 1,780,000</b>	<b>\$ 1,611,000</b>	<b>\$ 1,748,000</b>

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.

<b>Cumulative Unfunded OPEB Obligation at June 30</b>					
	FY15 Actual	FY16 Actual	FY17 Projected*	FY18 Projected*	FY19 Projected*
General Fund	\$ 7,391,340	\$ 7,308,365	\$ 7,409,915	\$ 7,674,398	\$ 8,205,766
Light Fund	(60,065)	5,237	80,981	103,324	135,075
Water Fund	(41,908)	(36,582)	(34,423)	(36,437)	(34,054)
Sewer Fund	(12,040)	(11,862)	(11,429)	(11,793)	(11,059)
Swim & Fitness Center Fund	(30,045)	(38,390)	(61,744)	(91,567)	(85,698)
<b>Totals</b>	<b>\$ 7,247,282</b>	<b>\$ 7,226,768</b>	<b>\$ 7,383,300</b>	<b>\$ 7,637,925</b>	<b>\$ 8,210,030</b>

\* FY15, FY16, and FY17 Projections are based on an OPEB Actuarial Valuation Report dated June 30, 2017

**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 be a 10% *increase* in the appropriation of that of the FY18 budget.
- 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 \$507,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 222,024	\$ 157,398	\$ 250,000	\$ 275,000
Transfer to Insurance Reserve	\$ 2,976	\$ 92,602		
Other Funds	\$ 191,796	\$ 199,552	\$ 220,000	\$ 242,000
<b>Total Expenditures</b>	<b>\$ 416,796</b>	<b>\$ 449,552</b>	<b>\$ 470,000</b>	<b>\$ 517,000</b>

	<u>\$ in thousands</u>	<u>% of total</u>
Town Appropriation	\$265.0	52.2%
Public Schools (K-8)	72.6	14.3%
CCRS	41.8	8.2%
Light Fund	64.9	12.8%
Water Fund	37.4	7.3%
Sewer Fund	13.2	2.6%
Swim & Fitness Ctr.	9.7	1.9%
All Other	2.4	0.7%
<b>Total</b>	<b>\$507</b>	<b>100.0%</b>

**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 \$507,000. The budget estimate for FY19 anticipates minor price or coverage change.

**JOINT (TOWN-CPS): Property and Liability Insurance**

**Item 35C**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 413,820	\$ 351,950	\$ 460,000	\$ 507,000	\$ 507,000
Damages to Pers. & Prop.	-	5,000	5,000	5,000	5,000
Insurance Advisor	-	-	5,000	5,000	5,000
Transfer to Ins. Res. Fund	2,976	92,602			
<b>Total Expenditure</b>	<b>\$ 416,796</b>	<b>\$ 449,552</b>	<b>\$ 470,000</b>	<b>\$ 517,000</b>	<b>\$ 517,000</b>

<b>Insurance Premium Detail</b>					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 71,516	\$ 86,188	\$ 100,000	\$ 110,000	\$ 45,000
General Liability, Umbrella, Pub. Officer, School Board	102,627	100,730	135,000	145,000	65,000
Property Insurance	125,830	129,569	158,000	175,000	78,000
Pollution Liability	69,759	-	-	-	-
Police and Fire Medical	42,275	33,651	65,000	75,000	75,000
All Other	1,813	1,813	2,000	2,000	2,000
<b>Total Expenditure</b>	<b>\$ 413,820</b>	<b>\$ 351,950</b>	<b>\$ 460,000</b>	<b>\$ 507,000</b>	<b>\$ 265,000</b>

<b>Funding Plan</b>					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,000	53.19%	\$ 275,000	53.19%	10.00%
Other Sources:					
CMLP	59,000	12.55%	64,900	12.55%	10.00%
Water	34,000	7.23%	37,400	7.23%	10.00%
Sewer	12,000	2.55%	13,200	2.55%	10.00%
Swim and Fitness	8,800	1.87%	9,700	1.88%	10.23%
CPS	66,000	14.04%	72,600	14.04%	10.00%
CCRS D	38,000	8.09%	41,800	8.09%	10.00%
Other	2,200	0.47%	2,400	0.46%	9.09%
<b>Totals</b>	<b>\$ 470,000</b>	<b>100.00%</b>	<b>\$ 517,000</b>	<b>100.00%</b>	<b>10.00%</b>

**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**

- Eligible individuals receive a weekly benefit amount of approximately 50% of their average weekly wage, up to the maximum set by law. As of October 2017, the maximum weekly benefit amount is \$769 per week.

**Workers Compensation**

- "Administrative services" is for a claims administration service contract.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 185,032	\$ 200,000	\$ 200,000	\$ 210,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 185,032</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 210,000</b>

**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.

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 and a specific retention level of \$600,000 per accident has been acquired for the current year (July 1, 2017 to June 30, 2018) for \$38,065.

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

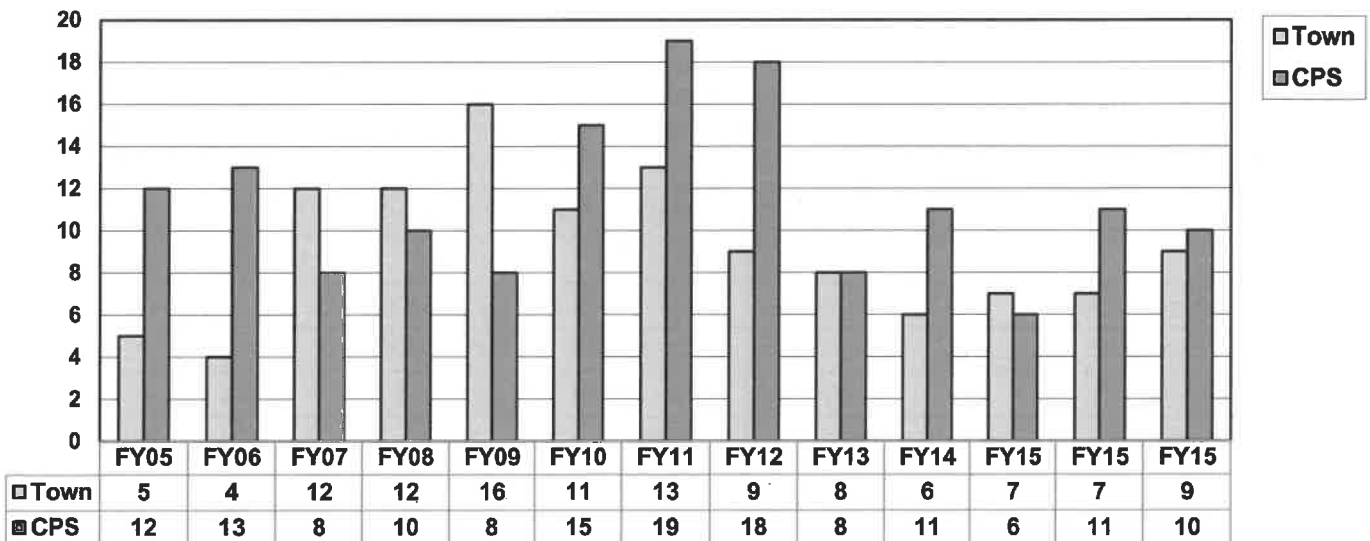
**Item 36**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 53,495	\$ 95,421	\$ 100,000	\$ 110,000	\$ 110,000
<u>Workers Comp.</u>					
Admin. Services	\$ 44,298	\$ 22,389	\$ 15,000	\$ 25,000	\$ 25,000
Reinsurance/Stop-loss	34,281	35,770	35,000	35,000	35,000
Medical Expenses	\$ 52,958	\$ 46,421	50,000	40,000	40,000
Total Expenditure	\$ 185,032	\$ 200,000	\$ 200,000	\$ 210,000	\$ 210,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 210,000	100.00%	5.00%
Totals	\$ 200,000	100.00%	\$ 210,000	100.00%	5.00%

**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 10.3% *increase* over the appropriation from that of the FY18 budget.
- At the most recent biennial actuarial valuation date of January 1, 2017, 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$3,220,000	\$3,317,000	\$ 3,667,000	\$ 3,777,010
Other Funds	\$ 559,937	\$ 616,485	\$ 521,038	\$ 748,774
<b>Total Expenditures</b>	<b>\$3,779,937</b>	<b>\$3,933,485</b>	<b>\$ 4,188,038</b>	<b>\$ 4,525,784</b>

**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 1/1/15	At 1/1/16	At 1/1/17	Δ% (2016 to 2017)
Obligations (AAL)	\$156,552,000	\$167,011,000	\$174,389,000	4.4%
Assets (AVA)	\$126,816,000	\$137,855,000	\$148,500,000	7.7%
Unfunded AAL	\$29,735,000	\$29,156,000	\$25,889,000	- 11.2%
Funded Ratio	81%	83%	85%	N/A
Earning Rate Assumed	7.25%	7.25%	7.25%	N/A
Amortization Increase*	2%	2%	2%	N/A
Funding Year Projected**	2030	2030	2030	N/A
Asset Market Value	\$133,074,000	133,690,000	145,339,000	8.7%

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**

<b>Uses</b>				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Required Employer Share to Pension Fund	\$ 3,901,380	\$ 4,449,269	\$ 4,703,076	\$ 4,873,262
Transfer to (from) Town Pension Reserve Fund	\$ (121,443)	\$ (515,784)	\$ (515,038)	\$ (347,478)
<b>Total Uses</b>	<b>\$ 3,779,937</b>	<b>\$ 3,933,485</b>	<b>\$ 4,188,038</b>	<b>\$ 4,525,784</b>

<b>Funding Sources</b>				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund Appropriation	\$ 3,220,000	\$ 3,317,000	\$ 3,667,000	\$ 3,777,010
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 392,481	\$ 423,095	\$ 347,354	\$ 572,244
Water Fund	\$ 72,280	\$ 86,179	\$ 82,117	\$ 98,164
Sewer Fund	\$ 18,070	\$ 21,545	\$ 20,529	\$ 24,541
Swim & Fitness Fund	\$ 77,106	\$ 85,666	\$ 71,038	\$ 53,825
Subtotal Enterprises	\$ 559,937	\$ 616,485	\$ 521,038	\$ 748,774
<b>Total Sources</b>	<b>\$ 3,779,937</b>	<b>\$ 3,933,485</b>	<b>\$ 4,188,038</b>	<b>\$ 4,525,784</b>

<b>Performance Highlights (amounts in thousands)</b>						
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%
January 1, 2017	148,500	174,390	85.15%	25,890	31,626	81.86%

**Program Implementation**

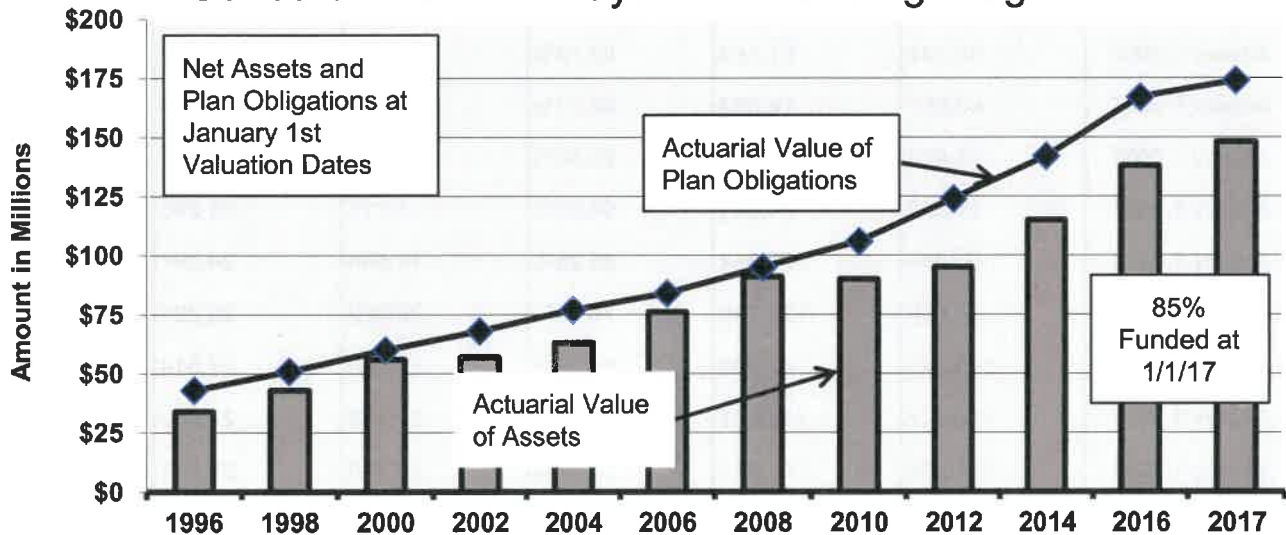
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by 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 1, 2016, the Retirement System was 85% 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 \$9.65 million on January 1, 2017. With the retirement system's assets which had a market value of \$145.33 million, these combined assets increase by 8.46% during calendar year 2016.

The Pension Fund contribution required from the employers for FY19 is \$5,667,902. The Cost of Benefits required to be funded in FY19 is estimated at \$6,612,276. This difference of \$944,374 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). FY16-18 costs and projected FY19 costs are:

	FY16	FY17	FY18	FY18
Pension Fund – Cost of Benefits	\$5,343,220	\$5,689,153	\$6,276,635	\$6,612,276
Less cost payable only by CHA	11,311	0	0	0
Less PRF transfer	805,421	531,776	800,942	944,374
Net Funding (all employers)	\$4,526,488	\$5,157,377	\$5,475,693	\$5,667,902

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 FY17-19 are:

	FY17		FY18		FY19	
Town (including CPS)	\$4,449,269	86.27%	\$4,703,076	85.89%	\$4,873,262	85.98%
CCRS	666,849	12.93%	723,339	13.21%	741,362	13.08%
Housing Authority (CHA)	41,259	0.80%	49,281	0.90%	53,278	0.94%

**Performance Information:** The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2016, system receipts were derived as follows:

Employee Contribution	\$3,054,669
Employer Contribution	5,157,377
Commonwealth Contribution (COLA)	76,877
Investment Earnings (Losses)	11,409,997
Other	<u>941,323</u>
<b>Total</b>	<b>\$20,640,243</b>

Concord's funded ratio at January 1, 2018 ranked 11<sup>th</sup> out of 106 retirement boards as reported on PERAC's website as of January 29, 2018.

**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 2.8%, to \$698,046, 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 FY19 is projected to decrease by 1.1% from \$184,553 to \$182,503.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 708,553	\$ 731,944	\$ 810,000	\$ 814,713
Other Funds	\$ 142,947	\$ 143,747	\$ 158,450	\$ 154,902
<b>Total Expenditures</b>	<b>\$ 851,500</b>	<b>\$ 875,691</b>	<b>\$ 968,450</b>	<b>\$ 969,615</b>

**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 FY18
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**

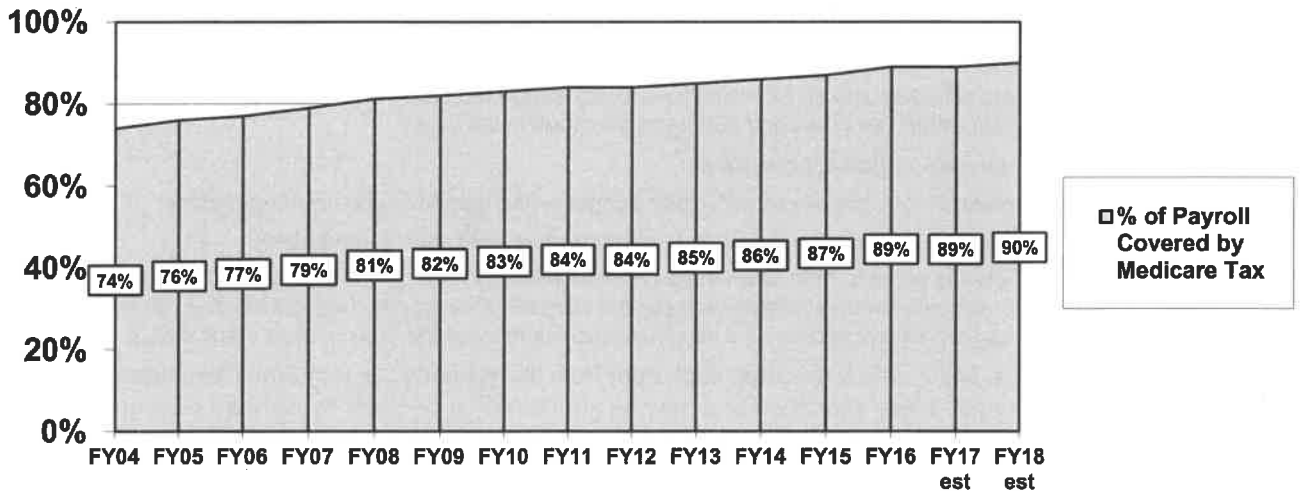
**Expenditure Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 684,105	\$ 717,978	\$ 776,200	\$ 787,112	\$ 787,112
Social Security Tax	167,395	157,713	192,250	182,503	182,503
<b>Total Expenditure</b>	<b>\$ 851,500</b>	<b>\$ 875,691</b>	<b>\$ 968,450</b>	<b>\$ 969,615</b>	<b>\$ 969,615</b>

**Funding Plan**

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 810,000	83.64%	\$ 814,713	84.02%	0.58%
Light Fund	42,500	4.39%	44,805	4.62%	5.42%
Water Fund	13,250	1.37%	13,925	1.44%	5.09%
Sewer Fund	5,000	0.52%	3,940	0.41%	-21.20%
Recreation Fund	53,000	5.47%	54,758	5.65%	3.32%
Swim and Fitness Center	37,000	3.82%	28,245	2.91%	-23.66%
Solid Waste Disposal Fund	1,500	0.15%	1,572	0.16%	4.80%
Parking Meter Fund	1,300	0.13%	1,016	0.10%	-21.85%
Gift Fund	3,600	0.37%	5,612	0.58%	55.89%
Retirement Admin. Fund	1,300	0.13%	1,029	0.11%	-20.85%
<b>Totals</b>	<b>\$ 968,450</b>	<b>100.00%</b>	<b>\$ 969,615</b>	<b>100.00%</b>	<b>0.12%</b>

**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 June 2017, 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.
- 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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Within the Levy Limit	\$3,495,018	\$3,730,000	\$3,778,950	\$3,994,645
Excluded Debt	2,704,865	4,007,828	3,607,508	3,384,870
<b>Total Expenditure</b>	<b>\$6,199,883</b>	<b>\$7,737,828</b>	<b>\$7,386,458</b>	<b>\$7,379,515</b>

**Funding Summary**

General Fund, within Levy	\$4,290,005	\$6,327,950	6,601,458	6,918,241
Stabilization Funds	1,500,000	1,000,000	785,000	275,000
Exempt Debt Reserve				186,274
Thoreau MSBA Grant	409,878	409,878	-	-
<b>Total Funding</b>	<b>\$6,199,883</b>	<b>\$7,737,828</b>	<b>\$7,386,458</b>	<b>\$7,379,515</b>

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.

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			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
<b>i. Long-Term Debt</b>					
Town - Principal	\$ 2,305,000	\$ 2,435,000	\$ 2,729,299	\$ 2,748,179	\$ 2,748,179
Town - Interest	246,988	316,725	286,501	505,670	505,670
Subtotal	\$ 2,551,988	\$ 2,751,725	\$ 2,751,725	\$ 3,253,849	\$ 3,253,849
School - Principal	850,000	770,000	770,000	595,021	595,021
School - Interest	90,113	113,375	113,375	108,275	108,275
Subtotal	\$ 940,113	\$ 883,375	\$ 883,375	\$ 703,296	\$ 703,296
Refunding Savings	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Within the Levy Limit Total</b>	<b>\$ 3,492,101</b>	<b>\$ 3,635,100</b>	<b>\$ 3,635,100</b>	<b>\$ 3,957,145</b>	<b>\$ 3,957,145</b>
Town - Excluded Principal	180,895	82,529	83,228	319,897	319,897
Town - Excluded Interest	22,594	18,560	16,566	72,397	72,397
Subtotal	\$ 203,489	\$ 101,089	\$ 99,794	\$ 392,294	\$ 392,294
School - Excluded Principal	1,520,000	3,000,000	2,672,877	2,318,905	2,318,905
School - Excluded Interest	981,376	906,738	834,836	673,670	673,670
Subtotal	\$ 2,501,376	\$ 3,906,738	\$ 3,507,713	\$ 2,992,575	\$ 2,992,575
<b>Excluded Debt Total</b>	<b>\$ 2,704,865</b>	<b>\$ 4,007,827</b>	<b>\$ 3,607,508</b>	<b>\$ 3,384,869</b>	<b>\$ 3,384,870</b>
<b>Long-Term Debt Total</b>	<b>\$ 6,196,966</b>	<b>\$ 7,642,927</b>	<b>\$ 7,242,608</b>	<b>\$ 7,342,014</b>	<b>\$ 7,342,015</b>
<b>II. Short-Term Debt</b>					
BAN Interest - within levy limit		54,900	135,000	30,000	30,000
<b>III. Issuance Costs</b>					
Issuance costs within levy limit	2,917	40,000	8,850	7,500	7,500
<b>Grand Total</b>	<b>\$ 6,199,883</b>	<b>\$ 7,737,827</b>	<b>\$ 7,386,458</b>	<b>\$ 7,379,514</b>	<b>\$ 7,379,515</b>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,778,950	51.16%	\$ 3,994,645	54.13%	5.71%
Gen. Fund - Debt Exclusion	2,822,508	38.21%	3,109,869	42.14%	10.18%
<b>General Fund Total</b>	<b>\$ 6,601,458</b>	<b>89.37%</b>	<b>\$ 7,104,515</b>	<b>96.27%</b>	<b>7.62%</b>
Stabilization Fund Allocation	785,000	10.63%	275,000	3.73%	-64.97%
Thoreau MSBA Grant	-	0.00%	-	0.00%	
<b>Totals</b>	<b>\$ 7,386,458</b>	<b>100.00%</b>	<b>\$ 7,379,515</b>	<b>100.00%</b>	<b>-0.09%</b>

**SECTION II: Town Government Accounts**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**UNAPPROPRIATED:**

## **Section III**

### **Budget Detail – Unappropriated**

**UNAPPROPRIATED:**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**UNAPPROPRIATED:**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**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 85% of the General Fund assessment in FY17) is the Town's share of MBTA operating support.

**Budget Highlights:**

- The FY19 Town fiscal plan allows for State Assessments to increase to \$554,197.
- The Governor's Proposal in the FY19 Cherry Sheet recommends that State Assessments to be \$506,914. Before the State Assessment amount is finalized, it requires the review and approval of the Massachusetts State Legislature and then the signature of the Governor.

**Expenditure Summary**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 492,837	\$ 487,656	\$ 491,596	\$ 494,613
Other Funds	\$ 17,100	\$ 12,300	\$ 12,300	\$ 12,300
<b>Total Expenditures</b>	<b>\$ 509,937</b>	<b>\$ 499,956</b>	<b>\$ 503,896</b>	<b>\$ 506,913</b>

**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 \$422,609 for FY18 and is estimated at \$436,996 for FY19. 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 FY19 is budgeted to increase by 3.4%.

**Detail – General Fund Charges**

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budget	FY19 Est. *
MBTA Assessment	\$403,424	\$412,978	\$417,083	\$422,609	\$436,996
Air Pollution Control District	8,704	9,124	9,353	9,557	9,830
Metro Area Planning Council	8,955	9,023	9,249	9,482	10,331
Charter School Assessment	45,225	48,312	31,655	30,850	18,400
School Choice Assessment	10,243	10,243	20,016	19,098	19,056
<b>Total</b>	<b>\$476,551</b>	<b>\$492,837</b>	<b>\$478,356</b>	<b>\$491,596</b>	<b>\$494,613</b>

\* Estimated from FY19 Cherry Sheet (Governor's FY19 Proposal)

**UNAPPROPRIATED: State & County Assessments**

**Item 101**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
State Assessments	\$ 492,837	\$ 487,656	\$ 491,596	\$ 494,613	\$ 494,613
Parking Surcharge	10,776	7,749	7,749	7,749	7,749
Excise Tax Clears	6,324	4,551	4,551	4,551	4,551
Totals	<u>\$ 509,937</u>	<u>\$ 499,956</u>	<u>\$ 503,896</u>	<u>\$ 506,913</u>	<u>\$ 506,913</u>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 491,596	97.56%	\$ 494,613	97.57%	0.61%
Parking Meter Fund	7,749	1.54%	7,749	1.53%	0.00%
Agency Fund	6,324	1.26%	4,551	0.90%	-28.04%
Totals	<u>\$ 503,896</u>	100.00%	<u>\$ 506,913</u>	100.00%	0.60%

**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**

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Original Overlay	\$ 543,663	\$ 552,900	\$ 565,018	\$ 540,000

**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	84,050,189	552,900	0.66%	161,249	0.19%	391,651
FY18 Budgeted	87,807,058	565,018	0.64%			
FY19 Forecast	92,615,729	540,000	0.58%			

**UNAPPROPRIATED: Overlay**

**Item 102**

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Original Overlay	\$ 543,663	\$ 552,900	\$ 565,018	\$ 540,000	\$ 540,000
Plus: Amount to be raised from recap	-	-	-	-	-
Less: Used for abatements and exemptions thru 6/30/16.	(156,682)	(161,249)	-	-	-
Transferred to (from) other years	-	-	-	-	-
Transferred to unreserved fund balance	-	-	-	-	-
Balance	<u>\$ 386,981</u>	<u>\$ 391,651</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 565,018	100.00%	\$ 540,000	100.00%	-4.43%
Totals	<u>\$ 565,018</u>	100.00%	<u>\$ 540,000</u>	100.00%	-4.43%

**UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits**

**Item 103**

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**

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Proposed
General Fund	\$ 310,772	\$ (101,012)	\$ 178,656	\$ 175,000

Description:

Snow removal expense is unpredictable from year to year and is subject to wide variations. The budget strategy is to recognize long-term trends without assuming a "worst-case" situation. As long as the amount originally appropriated is at least equal to the prior year's original appropriation, the state law permits deficit spending for this purpose. The amount of any deficit is then added to the following year's levy. However, this is subject to the levy limit, so budget changes could be required if the size of the snow removal deficit is greater than the budget plan allowance. By the time of the Annual Town Meeting, the size of the deficit is known or at least susceptible to more precise estimation and is considered in making any final revisions to the proposed budget. Authorization to spend in excess of the appropriated budget for Snow and Ice Removal requires the joint approval of the Town Manager and the Finance Committee.

The amounts shown above as an "expenditure" represent budget overruns of the prior year added to the budget plan of the year shown, as authorized by MGL Ch.44, s31D. For example, the FY17 snow and ice deficit budget covers the deficit that may be incurred during 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
	FY17	597,500	776,065		776,065	(178,565)
Budgeted	FY18	610,000			-	610,000
Proposed	FY19	610,001			-	610,001

\*FY09 includes \$48,255 transfer from the Reserve Fund.

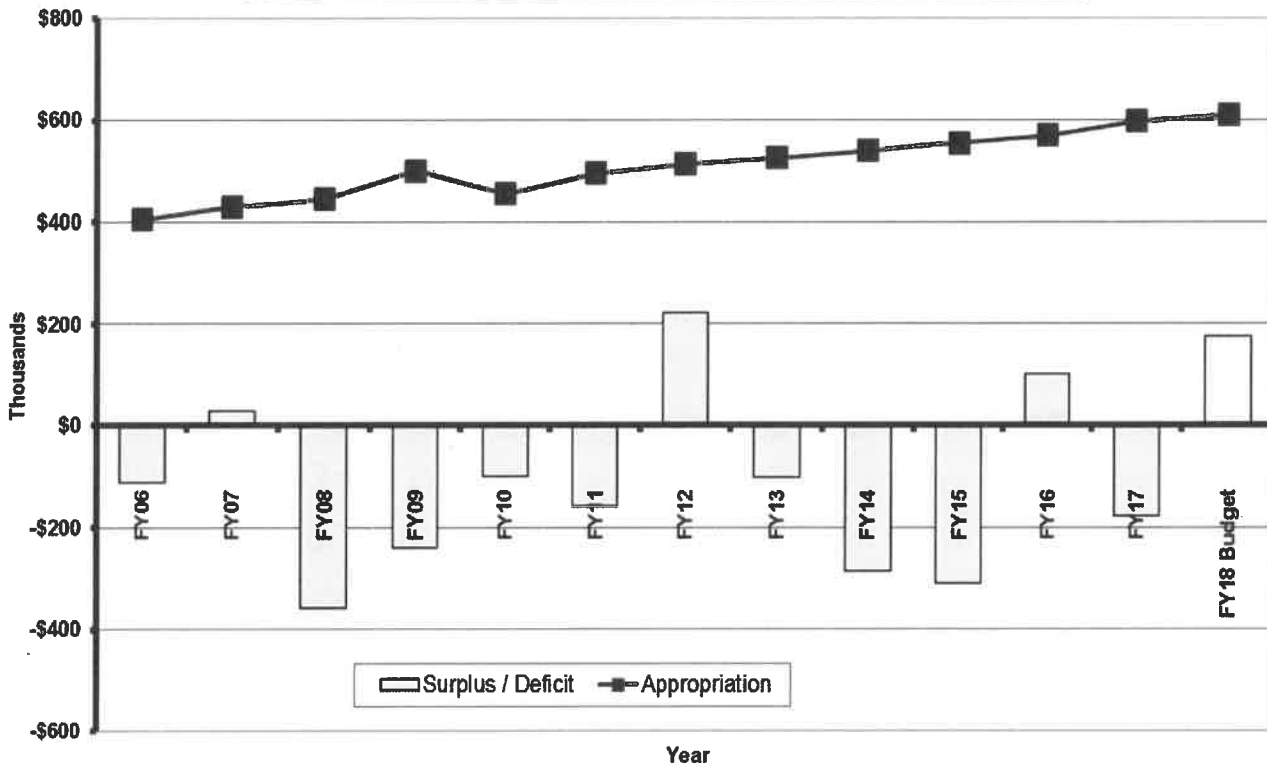
**UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits**

**Item 103**

Expenditure Detail					
	Tax Levy for Prior Year Deficit			FY19 Proposed (Deficit for FY18)	
	FY16 (Deficit of FY15)	FY17 (Deficit of FY16)	FY18 (Deficit of FY18)	Department Request	Town Manager's Proposed
Snow and Ice Deficit of Prior Year (raised in current tax levy)	\$ 310,772	\$ (101,012)	\$ 178,656	\$ 175,000	\$ 175,000
<b>Totals</b>	<b>\$ 310,772</b>	<b>\$ (101,012)</b>	<b>\$ 178,656</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>

Funding Plan					
	FY18 Actual	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 178,656	100.00%	\$ 175,000	100.00%	-2.05%
<b>Totals</b>	<b>\$ 178,656</b>	<b>100.00%</b>	<b>\$ 175,000</b>	<b>100.00%</b>	<b>-2.05%</b>

**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 (FY13 to FY17), the actual cost has exceeded the appropriation 4 times for the 5-year average of approximately \$175,000.

**UNAPPROPRIATED:**

**THIS PAGE INTENTIONALLY LEFT BLANK**

# **Section IV**

## **Budget Detail – Education**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**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 FY19 CPS budget is proposed to increase 4.49%, which is \$1,651,769 above the FY18 appropriation.

•K-8 enrollment is at 10/19/17 was:

<u>Grade</u>	<u>Number</u>	<u>Change</u>
K-5	1,373	+ 9
6-8	717	- 7
<b>Total</b>	<b>2,090</b>	<b>+ 2</b>

(Source: NESDEC, October 2017)

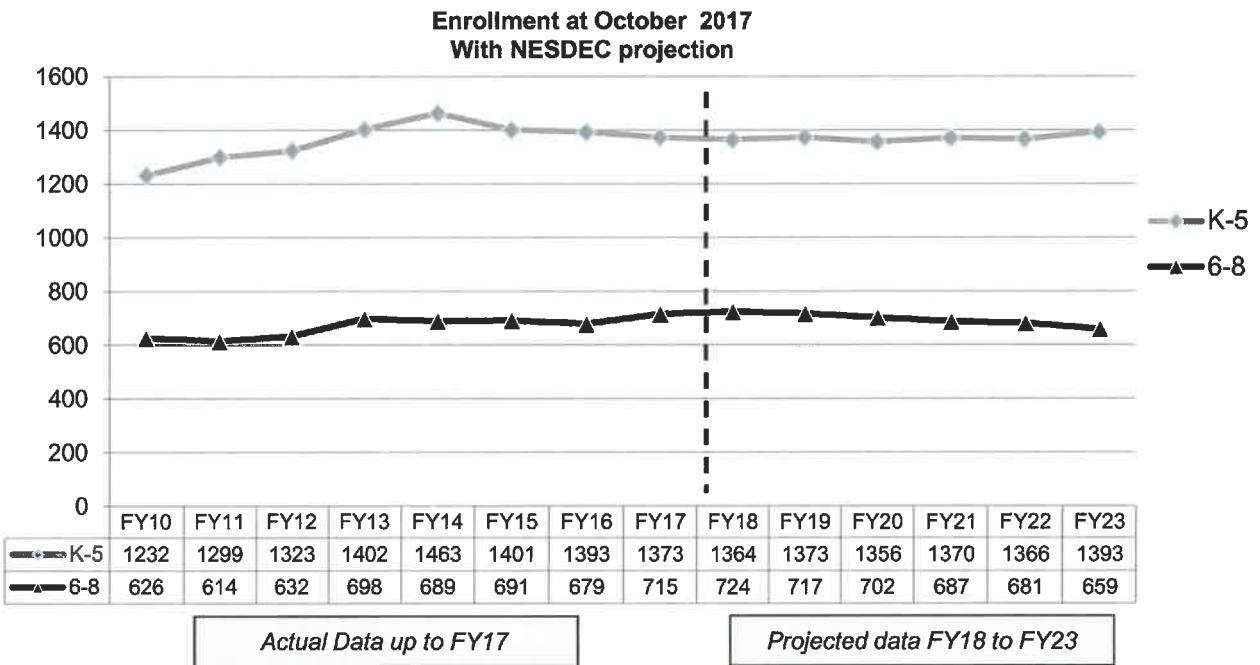
**Budget Summary**

	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Proposed
General Fund	\$34,542,735	\$35,660,111	\$36,810,111	\$38,461,880

**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 2,090 students as of October 2017 (an increase of 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			FY19 Proposed	
	FY16 Budget	FY17 Budget	FY18 Budget	Fin. Com. Guideline	School Com. Proposed
Regular Education	\$ 19,712,343	\$ 20,411,283	\$ 21,397,440	N/A	\$ 22,069,304
Special Education	8,189,303	8,029,614	8,099,241	N/A	8,949,442
Operations	4,342,012	4,832,985	4,801,420	N/A	4,892,870
Administration	2,240,971	2,324,741	2,448,554	N/A	2,485,344
Fixed Cost	58,106	61,488	63,456	N/A	64,919
<b>Total</b>	<b>\$ 34,542,735</b>	<b>\$ 35,660,111</b>	<b>\$ 36,810,111</b>	<b>\$ -</b>	<b>\$ 38,461,880</b>

Funding Plan					
	FY18 Budget	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 36,810,111	100.00%	\$ 38,461,880	100.00%	4.49%

Personnel Services Summary					
		FY18 Budget		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	213.60	\$ 20,881,663	212.10	\$ 21,299,710
N/A	All Other	52.69	\$ 9,590,654	51.49	\$ 10,751,719
	<b>Total</b>	<b>266.29 FTEs</b>	<b>\$ 30,472,317</b>	<b>263.59 FTEs</b>	<b>\$ 32,051,429</b>

**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 FY19 CCRSD budget is proposed to increase 4.33% to \$33,905,081
  - Concord's operating budget assessment (net of excluded debt) is proposed to increase by 8.9% or \$1,609,193 to \$ 19,544,198, which is \$ 651,681 above the Finance Committee guideline. The assessment for debt service in FY19 is proposed to be \$3,507,154.
  - The FY18 and FY19 assessment ratios are:
- |          | FY18   | FY19   |
|----------|--------|--------|
| Concord  | 73.51% | 75.46% |
| Carlisle | 26.49% | 24.54% |

**Expenditure Summary - Assessments**

	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Proposed
Concord Share	\$20,070,650	\$20,783,976	\$21,599,072	\$23,051,352
Carlisle Share	\$ 7,158,559	\$ 7,451,285	\$ 7,783,423	\$ 7,496,425
<b>Total</b>	<b>\$27,229,209</b>	<b>\$28,235,261</b>	<b>\$29,382,495</b>	<b>\$30,547,777</b>

**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.

	FY14	FY15	FY16	FY17	FY18 Budget	FY19 Proposed
Gross Budget	\$ 26,305,603	\$ 27,437,329	\$ 30,643,037	\$ 31,741,774	\$ 33,027,108	\$ 33,905,081
Less:						
State Aid	(2,496,181)	(2,603,319)	(2,738,828)	(2,831,513)	(2,844,114)	(2,822,304)
District	(600,000)	(600,000)	(675,000)	(675,000)	(800,499)	(535,000)
Net Assessable	\$ 23,209,422	\$ 24,234,010	\$ 27,229,209	\$ 28,235,261	\$ 29,382,495	\$ 30,547,777
Concord	16,908,064	17,715,062	20,070,650	20,783,976	21,599,072	23,051,352
Carlisle	6,301,358	6,518,949	7,158,559	7,451,285	7,783,423	7,496,425

**Long Term Debt**

Ballot Date	Amount	Date of Issue	Rate (TIC)	FY19 Debt Service	Final Maturity
Nov. 5, 2011	\$ 32,500,000	June 4, 2013	3.00%	\$ 2,123,049	FY38
Nov. 5, 2011	\$ 30,000,000	Mar. 15, 2015	2.87%	\$ 2,195,157	FY38
Nov. 5, 2011	\$ 2,500,000	Mar. 1, 2016	2.41%	\$ 174,250	FY38
	\$ 110,207	June 30, 2017	3.00%	\$ 1,000	BAN FY19
	\$ 133,572	May 5, 2018	2.00%	\$ 136,243	FY19
	\$ 1,200,000	Dec. 21, 2017	1.50%	\$ 18,000	BAN FY19
<b>Gross Total Debt Service:</b>				\$ 4,647,699	
<b>Less reserved from FY18 assessments:</b>				-	
<b>Net Apportioned to Concord and Carlisle:</b>				\$ 4,647,699	
<b>Concord Share (75.46%):</b>				\$ 3,507,154	
<b>Carlisle Share (24.54%):</b>				\$ 1,140,545	

**EDUCATION: Concord-Carlisle Regional School District**

**Item 105**

**Budget Detail**

	Previous Fiscal Years			FY19 Proposed	
	FY16 Budget	FY17 Budget	FY18 Budget	Finance Comm. Guideline	School Comm. Proposed
<b>Program Area</b>					
Regular Education	\$ 12,568,337	\$ 13,092,185	\$ 13,891,488	N/A	14,320,240
Special Education	5,569,955	5,331,032	5,471,114	N/A	5,921,410
Administrative Support	1,415,981	1,476,205	4,599,099	N/A	1,566,968
Operations	3,295,614	3,311,281	3,567,527	N/A	3,676,217
Fixed Costs	2,463,251	2,692,678	2,777,772	N/A	3,172,546
OPEB Trust	489,691	705,000	735,499	N/A	600,000
<b>Operations Subtotal</b>	<b>\$ 25,802,829</b>	<b>\$ 26,608,381</b>	<b>\$ 31,042,499</b>	N/A	<b>\$ 29,257,381</b>
<b>Debt Service</b>					
Debt Reimbursed by State Aid					
Debt Paid from Prior Reserves	72,294		162	N/A	
Debt Exclusion Assessed	4,767,914	5,133,393	4,984,447	N/A	4,647,700
<b>Debt Service Subtotal</b>	<b>\$ 4,840,208</b>	<b>\$ 5,133,393</b>	<b>\$ 4,984,609</b>	N/A	<b>4,647,700</b>
<b>Total Budget</b>	<b>\$ 30,643,037</b>	<b>\$ 31,741,774</b>	<b>\$ 36,027,108</b>		<b>\$ 33,905,081</b>

**Funding Plan - Concord Assessment**

	FY18 Budget	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
<b>General Fund:</b>					
Ratio	73.51%		75.46%		
Operating	\$ 17,935,005	83.04%	\$ 19,544,198	84.79%	8.97%
Excluded Debt	\$ 3,664,067	16.96%	\$ 3,507,154	15.21%	-4.28%
<b>Totals</b>	<b>\$ 21,599,072</b>	<b>100.00%</b>	<b>\$ 23,051,352</b>	<b>100.00%</b>	<b>6.72%</b>

**Personnel Services Summary**

		FY18 Budget		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	127.65	\$ 11,998,480	126.65	\$ 12,566,958
N/A	All Other	51.41	\$ 6,674,696	50.11	\$ 6,935,097
	<b>Total</b>	<b>179.06 FTEs</b>	<b>\$ 18,673,176</b>	<b>176.76 FTEs</b>	<b>\$ 19,502,055</b>

**Enrollment as of October 1**

Grade	Actual	Projected (NESDEC, October 2017)				
	2017	2018	2019	2020	2021	2022
9	301	295	332	331	311	315
10	334	307	296	333	332	312
11	325	337	305	294	331	330
12	<u>315</u>	<u>333</u>	<u>343</u>	<u>310</u>	<u>299</u>	<u>337</u>
<b>Total</b>	<b>1,275</b>	<b>1,272</b>	<b>1,276</b>	<b>1,268</b>	<b>1,273</b>	<b>1,294</b>
<b>Resident</b>						
Concord	907	906	914	936	959	942
Carlisle	295	300	284	267	265	272
<b>Effective for Budget Year:</b>	FY18	FY19	FY20	FY21	FY22	FY23

**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 increase by \$1,710,675 from \$19.44 million in FY18 to \$21.16 million in FY19, a 8.8% increase.
- At the time of establishing the budget, Concord's assessment was expected to increase by 25.6% from \$599,313 to \$752,938. The Minuteman School Committee has since refined its FY19 assessment for Concord to be \$742,679.

**Expenditure Summary**

	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Proposed
Total Budget	\$19,831,003	\$19,728,097	\$19,449,466	\$21,160,141
Concord Assessment	\$ 407,041	\$ 423,444	\$ 599,313	\$ 752,938

**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**

	FY15	FY16	FY17	FY18	FY19 Proposed
Total Budget	\$19,645,065	\$19,831,003	\$19,728,097	\$19,449,466	21,160,141
Less:					
State Aid	2,926,918	2,978,154	3,113,690	2,971,923	2,962,095
Tuition & Choice	6,347,997	5,818,352	4,845,668	4,328,468	3,838,424
Other Revenue	100,000	135,000	825,000	600,000	540,000
Total Assessment	\$10,270,150	\$10,899,497	10,943,739	\$11,549,075	13,819,622

**EDUCATION: Minuteman Regional High School**

**Item 106**

Expenditure Detail					
	Previous Fiscal Years			FY19	
	FY16 Budget and Assessment	FY17 Budget and Assessment	FY18 Budget and Assessment	Fin. Com. Estimate (November)	Superintendent's Recommendation
Administration	\$ 1,745,339	\$ 1,739,885	\$ 1,597,041	N/A	\$ 1,439,785
Instructional Services	10,000,498	9,626,521	9,825,078	N/A	9,821,058
Student Services	2,124,081	2,240,048	1,902,488	N/A	1,942,355
Operations & Maintenance	1,833,095	1,803,804	1,779,420	N/A	1,795,723
Insurance, Retirement, Leases	2,886,935	2,913,565	2,787,268	N/A	2,994,697
Community Services	100,000	100,000	100,000	N/A	100,000
Capital Expenditures	590,973	157,322	272,623	N/A	410,360
Debt Service	520,082	1,116,952	1,155,549	N/A	2,636,163
Tuition to Non-Public	30,000	30,000	30,000	N/A	20,000
<b>Total</b>	<b>\$ 19,831,003</b>	<b>\$ 19,728,097</b>	<b>\$ 19,449,468</b>	<b>N/A</b>	<b>\$ 21,160,141</b>
Concord Assessment	\$ 407,041	\$ 407,041	\$ 599,313	\$ 752,938	\$ 742,679
Assessment per Enrollment	\$ 25,440	\$ 23,944	\$ 28,539	N/A	\$ 35,366

Funding Plan					
	FY18 Proposed	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 599,313	100%	\$ 752,938	100%	25.6%
<b>Totals</b>	<b>\$ 599,313</b>	<b>100%</b>	<b>\$ 752,938</b>	<b>100%</b>	<b>25.6%</b>

Enrollment as of October 1					
	2013	2014	2015	2016	2017
All Communities *	431	411	391	399	342
Concord Only	7	16	17	21	18
Concord Share	1.62%	2.91%	4.35%	5.26%	5.26%

\* Prior to July 1, 2017, there were 16 Member Communities. From July 1, 2017 forward, there are 10 Member Communities

**THIS PAGE INTENTIONALLY LEFT BLANK**

# **Section V**

# **Appendix**

**SECTION V: Appendix**

**THIS PAGE INTENTIONALLY LEFT BLANK**

**SECTION V: Appendix**

**THIS PAGE INTENTIONALLY LEFT BLANK**

## **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 2018 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 9, 2018.

In late February 2018, 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.*

### **2017**

August 3	Capital Improvement Program Instructions issued (FY2019-23)
August 30	Capital Improvement Program (FY2019-23) requests due
September 15	Budget Instructions issued to all departments, boards and committees
September 21	Joint Meeting on FY2019 fiscal and budgetary plan
October 13	FY2019 General Fund Operating Budget Requests due
October 30 – November 15	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 FY2018 property tax rate or rates)
November 13	Public Hearing ("Classification Hearing"), proposed property tax rates for FY2018 (based on FY2018 appropriations voted at April 2017 Town Meeting)
November 16	Finance Committee votes Budget Guidelines and issues by November 30 to Selectmen and School Committees
December 1	Preliminary FY2019 Operating and FY2019-23 Capital Budget recommendations compiled by Budget Review Team for Town Manager's review and adjustment
December 2 (Sat)	Selectmen/Committees Coordination Meeting; planning session for 2018 Annual Town Meeting
December 2	Warrant opened for 2018 Annual Town Meeting
December 11	Presentation of Preliminary FY2019 Operating and FY2019-23 Capital Budget recommendations by Town Manager to Select Board

**Continued on next page**

## Appendix: Budget Process

2018

- January 4 Warrant for Town Meeting closes at 4:00 PM
- January 9 90 days prior to the Annual Town Meeting, the Town Manager's Proposed Budget for FY2019 (General Fund operations and proposed appropriations) is set and submitted to Select Board. (Also, no later than this date, the Superintendent of Schools submits budgets for Concord Public Schools and Concord-Carlisle Regional High School to the respective School Committees.) Through February, these committees and Finance Committee conduct review
- January 12 Completed PowerPoint Narrative for General Fund Departments due
- February 2 Town Manager's Proposed FY2019 General Fund Budget is published
- February 9 Proposed FY2019 Enterprise Budget Requests due
- February 15 Public Hearings advertised (for FY2019 General Fund operations)
- February 17 Legal deadline for mailing of Town Meeting Warrant to residents (10 days prior to Public Hearing)
- February 26 – March 2 Enterprise Budget Requests review: meetings with Enterprise Directors and Budget Review Team
- February 26 Finance Committee's Public Hearing on Town Manager's General Fund operating and capital budget proposals for FY2019 and other non-school and non-CPA financial articles on the Town Meeting Warrant
- February 27 Finance Committee's Public Hearing on Education budget proposals for FY2019 (Concord Public Schools, Concord-Carlisle Regional High School, and Minuteman Career and Technical High School) and Community Preservation Act Article
- March 12 Town Manager's Proposed FY2019 Enterprise Budget published
- March 12 Public Hearing on Enterprise Fund budgets and articles
- March 12 Finance Committee completes its recommendations for Town Meeting
- March 19 Finance Committee Report to printer
- March 30 Finance Committee Report mailed (10 days prior to Town Meeting)
- April 9 Town Meeting begins

## Appendix: Finance Committee's Budget Guidelines

### Town of Concord

Finance Committee  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01742

Date: November 30, 2017

To: Concord Select Board  
Concord Public School Committee  
Concord-Carlisle Regional School Committee  
Mr. Christopher Whelan, Town Manager  
Dr. Laurie Hunter, Superintendent of Schools

From: Karle Packard, Chair, Concord Finance Committee  
Tom Tarpey, Vice-Chair, and Chair, Guidelines Subcommittee

Re: FY 2019 Final Budget Guideline

---

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2018 (FY 2019). 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 \$2,800,218 of incremental funds to the operating budgets, a 3.60% increase over FY 2018 General Fund operating budget levels (see FY 2019 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY19 General Fund spending plan of \$105,719,549, which would be an increase of 3.42% over the adopted FY18 budget. To support this budget, the Finance Committee will be recommending the allocation of funds from available reserves as follows:

- \$1,000,000 from Free Cash, for Property Tax Relief; and
- \$225,000 from High School Debt Stabilization Fund, for associated debt repayment.

The overall increase in the tax bill to existing taxpayers for FY 2019 is projected to be 2.70%, inclusive of Exempt Debt. This guideline projects a tax levy totaling \$91,200,662, and an unused levy limit of \$3,963,180 (which is 4.47% under the projected levy limit). The Guidelines Subcommittee believes that retaining a modest unused levy capacity is important for the town to

## Appendix: Finance Committee's Budget Guidelines

maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses and other contingencies.

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 a hardship for taxpayers on 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 U. S. economic outlook is healthy according to the key economic indicators. The most critical indicator is Gross Domestic Product (GDP), which measures the nation's productive output. The GDP growth rate is expected to remain in the ideal range of 2 to 3 percent. The Massachusetts economy continues to grow, which remains evident 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. Further, there is much uncertainty on the national level, especially regarding the proposed Tax Reform legislation and its impact on the economy.
- Growth in Concord's assessed real estate valuations between FY 2017 and FY 2018 saw an overall increase of 2.86% (based on the FY 2018 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.51% of total valuations, increased 2.80%. 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 (CCRS) **will not** be able to prepare FY 2019 budgets that maintain core services and meet critical operating priorities within the recommended Budget Guideline. The Finance Committee is hopeful that each entity will be able to review its requests, make budgetary adjustments or employ more creative service delivery methods in order to be able to provide current service levels within the approved Guideline.

## Appendix: Finance Committee's Budget Guidelines

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 2019 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 2019 budget finalization proceeds, leading up to Town Meeting in April 2018.

### FY19 Operating Budget Guidelines & Total Budget Plan

Budget Year				Guideline			Percent
	FY2016	FY2017	FY2018	Increase	FY2019	Increase	
Town	\$ 21,214,013	\$ 22,014,013	\$ 23,064,013	\$ 783,304	\$ 23,847,317		3.40%
CPS	\$ 34,542,735	\$ 35,660,111	\$ 36,810,111	\$ 1,059,402	\$ 37,869,513		2.88%
CCRSD*	\$ 16,556,221	\$ 17,035,005	\$ 17,935,005	\$ 957,512	\$ 18,892,517		5.34%
<b>sub-total: Guidelines</b>	<b>\$ 72,312,969</b>	<b>\$ 74,709,129</b>	<b>\$ 77,809,129</b>	<b>\$ 2,800,218</b>	<b>\$ 80,609,347</b>		<b>3.60%</b>
Other Accounts	\$ 14,936,258	\$ 14,816,197	\$ 15,970,512		\$ 16,919,187		
Non-Appropriated	\$ 1,352,278	\$ 1,048,210	\$ 1,272,675		\$ 1,269,197		
Excluded Debt Service	\$ 7,720,712	\$ 7,676,046	\$ 7,168,991		\$ 6,921,818		
<b>sub-total: Non-Guidelines</b>	<b>\$ 24,009,248</b>	<b>\$ 23,540,453</b>	<b>\$ 24,412,178</b>		<b>\$ 25,110,202</b>		<b>2.86%</b>
<b>Total: Budget Plan</b>	<b>\$ 96,322,217</b>	<b>\$ 98,249,582</b>	<b>\$ 102,221,307</b>		<b>\$ 105,719,549</b>		<b>3.42%</b>

\* 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" and not within the Guidelines Budget. 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 2016, FY 2017 and FY 2018), the average annual increase in the total operating budget has been 4.16%. 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 construction of 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 FY 2019 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 second ambulance in West Concord (8:00am-8:00pm) begins its fifth year as of July 1, 2018. As the mitigation fund created in

## Appendix: Finance Committee's Budget Guidelines

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 was to staff the second ambulance 24/7 by FY 2019, however, this is highly unlikely to happen due to funding constraints. The Town's budget, at a minimum, will need to incorporate the Sustainability Initiatives approved under Article 51 of the 2017 Annual Town Meeting, as well as the cost of two additional scheduled elections, increased Audit costs to comply with new GASB requirements, and increased Town Meeting expenses due to location and implementation of new technology. The Town Manager has proposed other funding priorities, such as an additional officer in the Police Department, a part-time Economic Development Coordinator, an increase to the Legal Budget, and various other spending in response to service demands.

- **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 both CPS and CCRSD, contract negotiations with the Teacher's Union have concluded. Increases are reflected in the FY 2018 Budget, but larger increases are expected in the FY2019 budget. Special Education costs at both CPS and CCRSD are higher than originally anticipated, and in response, School Administration proposes the establishment of a new, in-house program to meet the needs of approximately 6 – 8 students who would have otherwise required an out-of-district placement. Fully funding the OPEB ARC at CCRSD remains a significant component of the FY2019 budget. Additionally, due to a swing in enrollment, the Town's share of the CCRSD Assessment will be up close to 2 percent, to 75.46% of the total Budget.
- **Minuteman Vocational High School:** The budget plan for FY 2019 estimates Concord's assessed share of the Minuteman High School budget at \$602,511, plus an additional amount of \$146,942 in Exempt Debt Service for the new school facility. As Concord continues to send more students, this amount has increased from \$423,444 in FY 2017 and \$599,179 in FY2018 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 significantly this coming year after remaining fairly constant since 2012. This large increase is due to a higher than expected Loss-Claims Ratio, the rapidly increasing cost of prescription medication and lack of available Fund Balance to mitigate the rate increase. As of June 1, 2018, the Town will include in its Health Insurance offerings, a High Deductible Plan with Health Savings Account. The premium on this plan is expected to be about 15% less than the current offerings, which should result in savings to both the Town and to employees, as well as a likely decrease in the overall OPEB Liability. (see FY 2019 Operating Budget Guidelines & Total Budget Plan, page 14, line 1)
- This year the **increase** in Concord's contribution to the **OPEB** is \$147,000, based upon the most recent Actuarial Valuation. The Town's funding level meets its ARC (see discussion under On-going Issues below). The CCRSD has an OPEB Trust Fund separate from the Town and it is funding its ARC on an annual basis. The Finance Committee is supportive of

## Appendix: Finance Committee's Budget Guidelines

CCRSB's commitments to fund the annual ARC and took this into account when setting the Guideline this year.

- **State Aid** is anticipated to remain stable and reimbursement is generally expected to be similar to what was received as a result of the FY 2018 budget (FY 2019 Operating Budget Guidelines & Total Budget Plan, page 11, lines 10 - 19).
- **Circuit Breaker Reimbursement** from the State for high cost Special Education student placement 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 Circuit Breaker reimbursement percent dropped from 73% in FY17 to 65% in FY18. There is no reason to expect the State to increase the reimbursement rate in FY19. FY19 estimates based on a 65% reimbursement rate are: CCRSD: \$735,000; and CPS: \$750,000.
- The **Tax Levy** in FY 2019 on new growth (new construction and renovations/additions expected to be in place by June 30, 2017, as valued by the Board of Assessors and added to the tax roll for FY 2018) is reasonably projected to be \$1,025,000, which is below the record levels of \$1,412,859 for FY 2017 and \$1,321,330 for FY18. While there is significant development either under review or under consideration at this time, it is not likely that it will result in New Growth in an amount higher than currently being projected.
- The FY 2019 guideline assumes \$225,000 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. This spending amount will zero out this fund.
- Current Unused Levy Capacity for FY 2019 is anticipated to increase slightly by \$81,496 to \$3,963,180 (see Levy Limit Calculation, page 18) if the operating budget guidelines are adopted by the Town. Any part, or all, of the Unused Levy Capacity may be levied in FY 2019 or future years without a town-wide ballot.

### Free Cash Requirements

Based on FY 2017 financial results compared to the budget, including Town revenues, State Aid and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately \$10.6M, representing, 10.4% of the prior year's budget. While this level is slightly above the Town's adopted Financial Policies, the FY 2019 Budget does assume a \$1M draw on Free Cash to reduce the Tax Rate. This draw would reduce Free Cash to approximately \$9.6M, or 9.4%, which falls within the policy range. To ensure ongoing financial 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 and/ or for special appropriation, in the recent past.

# Appendix: Finance Committee's Budget Guidelines

## Property Tax Impact

The impact of the FY 2019 Operating Budget Guideline on the Property Tax Levy is projected at a 3.86% increase, with an estimated 2.70% increase to Existing Taxpayers, and a 1.16% increase coming from New Growth (see Property Tax Data, page 19). The components of the increase are as follows:

FY2019 Projected Tax Levy Increase			
	Percent	Amount	Description
Base	2.55%	\$ 2,242,052	(FY19 Base - FY19 New Growth) - FY18 Base
Debt Exclusion	0.14%	\$ 126,553	FY19 Debt Exclusion - FY18 Debt Exclusion
	2.70%	\$ 2,368,605	Change in Tax Levy coming from Existing Taxpayer
New Growth	1.17%	\$ 1,025,000	FY19 New Growth
	3.86%	\$ 3,393,605	Change in Total Tax Levy

Based on the current FY 2018 median single family residential home assessed value of \$838,900 and the tax rate for FY 2018 of \$14.29 per thousand, the FY 2019 median tax bill is projected to increase by about \$324 (\$38.62 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 the final FY2019 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 FY2019, 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 9, 2018.

### On-going Issues:

#### *Need for Substantial Capital Expenditure*

At the time of issuance of these Guidelines, two large projects are on the horizon: construction of a Concord Middle School and Site Reconstruction of the Keyes Road Campus. In addition, the need for additional and renovated municipal office space, and renovations at both the Walden Street Public Safety Complex and the West Concord Fire Station will be detailed in the upcoming Municipal Facilities Study. The timetable for commencement of any and all of these projects is yet unclear, however, the Finance Committee would like residents to be cognizant of these upcoming funding requests.

#### *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 is not likely sustainable and over time could cause significant dislocation and adversely affect the current levels of economic diversity within the Town. Although future tax increases will also be driven in part by increases in Town government and School expenses, evolving economic

## Appendix: Finance Committee's Budget Guidelines

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 (see discussion of *Contractually mandated salary increases* below).

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 personal income, property values or the Consumer Price Index, 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 revenues that have exceeded expectations. The increase on Existing Taxpayers has risen steadily from 2.5% in FY2014, to 3.2% for FY2015, to 3.5% in FY2016. In FY2017, the increase dropped to 1.62% and then back up to 2.78% in FY2018. The Finance Committee projects the increase for FY2019 to Existing Taxpayers to be 2.48%, should the approved Guideline be accepted, which is unknown at the time of issuance of this memorandum.

### ***Minuteman Vocational High School:***

The FY2019 Budget for Minuteman Vocational High School is based upon the newly configured membership and inclusion of the first part of the debt service associated with the new 628-student school building, currently under construction with an anticipated opening of Fall 2019. In FY2019, a new Academy Model will be implemented whereby rigorous academic courses will be paired with robust technical/ vocational courses organized around a career theme.

The annual cost to Concord, apart from a new facility, remains fairly constant as our enrollment has remained at 17 students for the second year. Concord's Assessed Share of the FY2019 Minuteman Budget is estimated at \$602,511 for Operations plus an additional amount of \$146,942 for Exempt Debt Service, for a total Assessment of \$749,453.

### ***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.

#### OPEB

Operating Budget allocations for funding of the Town's 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 in order to reach the Annual Required Contribution (ARC). The base funding amount for FY2019 is \$1,617,000, an increase of \$147,000. This amount approximately represents the required ARC, as measured by the most recent actuarial analysis of the Town's future liability. This budgeted amount will be contributed to the Town's OPEB Trust

## Appendix: Finance Committee's Budget Guidelines

Fund, which also covers the future liability for Concord Public School retirees. 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 future annual contribution.

CCRSD has more recently established an OPEB Trust Fund and, as of FY2018, is funding its required ARC, a step that is fully supported by the Finance Committee. Having both entities fully funding the required OPEB ARC represents 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, 2016 reports a funded ratio of 83% with an approved funding schedule designed to reach 100% funding by 2029, one year earlier based upon a slight change in actuarial assumptions, while keeping the annual budget impact at a manageable 3% annual rate of increase for the employer share financed from the General Fund. The Committee notes that the Town's Pension Fund supports Town employees, as well as the non-teaching staff of CPS and CCRSD. The Employer share of teacher pensions is paid by the State government, as part of the annual state budget.

### ***Debt Obligations and repayment:***

The Town needs to remain aware of the ongoing burden its existing and planned debt issuances will have on future tax levels and rates (see "Unfunded Long-term Liabilities and Outstanding Bonded Debt", page 25). 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 \$225,000 in FY 2019, has been an important tool in limiting the initial impact of the debt service expense on Concord taxpayers. It is important to note that FY2019 will be the final year in which funding will be available in this particular Debt Stabilization Fund to offset associated debt service payments. The annual financing cost for CCRSD debt repayment will represent approximately 3.62% of Concord's tax bill by FY2019, with the debt fully repaid by 2038.

### ***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 nearly 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 contract executed in 2016 at CPS, significant increases are being seen in FY2019.

## **Appendix: Finance Committee's Budget Guidelines**

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. While the recommended Guideline does not fully fund the requested budgets, the Finance Committee is hopeful that each entity will work diligently and creatively toward compliance. Moving forward, 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 19<sup>th</sup> 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 20<sup>th</sup> 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 Concord<sup>1</sup>, 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

<sup>1</sup>As 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.

## Appendix: Financial Policies

### 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 1<sup>st</sup> of a given year, plus the value of any new taxable construction ("New Growth") occurring before June 30<sup>th</sup>, 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 31<sup>st</sup> on any balances outstanding after May 1<sup>st</sup>. 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 1<sup>st</sup>.
- 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 1<sup>st</sup> (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 1<sup>st</sup>.
  - 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) Bureaus 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 30<sup>th</sup>.
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 30<sup>th</sup>. 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 31<sup>st</sup>. 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 1<sup>st</sup>. 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.

## **Appendix: Basis of Accounting & Basis of Budgeting**

### **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**.