



# TOWN OF CONCORD MASSACHUSETTS

## **Town Manager's Proposed Budget FY2016**

For the Fiscal Year  
July 1, 2015 - June 30, 2016



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**February 11, 2015**

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

- Police Services (see pages III 75-78) & Fire Services (see pages III 79-82)
- Enhanced Emergency Medical Services with addition of 2<sup>nd</sup> Ambulance in West Concord (see page III-82)

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

- New Human Services Administration (see pages III 135-136)
- Healthy Communities Initiative (see pages III 41-44)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Council on Aging increased outreach, nurse, and van driver hours (see pages III 141-144)
- Library Services at Main Library and Fowler Branch (see pages III 131-134)
- Veterans Services & Benefits, increased hours for Veterans' Agent (see pages III 147-148)

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

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection. Beginning new Long Range Plan, and updating the Subdivision Rules & Regulations (see pages III 27-44)
- Additional Inspections staffing to keep up with increased development (see pages III 37-40)

**4: Promote Sustainability of Resources**

- New Energy Manager position as part of the Resource Sustainability Fund (see pages III 11-16)
- Use of renewable energy by Concord Municipal Light Plant;
- Greening Your Heat Program (GYHP) (see pages III-11-16)

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

- Town Manager: Quality & Cost Effectiveness of Town Services (see page III 4)
- Finance Department's fiscal management : AAA Bond Rating (see page III 52), Free Cash Level (see page II 6), Unused Levy Capacity (see page II 11), Stabilization Funds (see page II 5), Tax Collection Rate (see page III 56)
- Town Clerk: Effectively Managing Town Records & Elections (see page III 68)
- Human Resources: Managing Town Personnel Issues & Improve Management with new HRIS (see page III 8)

**6: Maintain the Town's Infrastructure**

- Concord Public Works programs for roads, sidewalks, and drainage (see pages III 91-130)
- New Facilities Manager position as part of the Townwide Building Maintenance Fund (see pages III 9-10)
- Update Information Technology systems to improve Town services (see pages III 69-72)



OLD NORTH BRIDGE

## TOWN OF CONCORD

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CHRISTOPHER WHELAN, TOWN MANAGER

## Town Manager's Budgetary Priorities

January 29, 2015

The Honorable Board of Selectmen:

With the FY16 Town Manager's Proposed Budget Book, I have identified six general goals that the programs and services of the Town Government should strive to achieve. These goals set the priority of what is to be funded in this budget. The goals are as follows:

1. Preserve the health and safety of residents and visitors and protect their property,
2. Enhance residents' quality of life,
3. Preserve the Town's character,
4. Promote the sustainability of resources,
5. Ensure quality operational and financial management, and
6. Maintain the Town's infrastructure

This budget attempts to align these goals with funding levels. Although many aligned programs and services are well-established and proposed funding has been maintained or modified slightly from last year, there are several new initiatives being proposed. The section below highlights current and new programs and services.

### Health and Safety

The Town of Concord has very capable public safety services. The Police and Fire Departments rank highly in resident satisfaction. According to the 2014 Town Government Survey, sixty-three percent (63%) of respondents thought that the Police Department provided excellent service and another thirty (30%) thought the service was good. The numbers were equally impressive for the Fire Department: seventy-seven percent (77%) excellent and twenty-two percent (22%) good. Funding for these departments has increased slightly in this budget.

One area that has been a focus of our attention over the past several years is improvement of emergency medical coverage by the Fire Department. Accordingly, last year's budget deliberations on the FY2015 budget resulted in the July 1, 2014 implementation of a second ambulance service operating 8 AM to 8 PM daily from the West Concord Fire Station. This new service has already resulted in measurable significant improvement in emergency medical response time to the area south of Route 2. It is also providing an important backup to the ambulance service located at the Public Safety Building in Concord Center. The annual cost of approximately \$330,000 for the salaries and overtime for four new firefighters and the operating costs of an additional in-service ambulance is being phased into the General Fund budget gradually, with financial support drawn from down from the Emergency Response Stabilization Fund that had been established by Article 29 of the 2012 Annual Town Meeting.

For the FY15 budget, Town Meeting authorized the use of \$200,000 from this fund - \$150,000 toward the first year operating costs and a one-time \$50,000 cost for the training period of the new firefighter/EMTs. The financing plan called for a second year draw of \$100,000, from the Stabilization Fund and a third year draw of \$50,000. By FY18, the General Fund will be responsible for the full cost of the added service a decreased amount of \$100,000 with the balance to be paid for by the General Fund. Article 38 on the Annual Town Meeting Warrant proposes the second year appropriation from the Emergency Services Stabilization Fund. After the planned funding for the third year is completed, this fund will have a \$600,000 uncommitted balance.

### **Quality of Life**

The Town Government provides a variety of quality of life services for residents: recreational programs, senior programs, community services, and youth services.

The Assistant Town Manager will manage the Human Services accounts. Under Human Services will be the following accounts: Human Services Administration, Recreation Programs, Hunt Recreation Center, Council on Aging, Harvey Wheeler Community Center, Veterans Services and Benefits, and Ceremonies and Celebrations.

With the recent retirement of the Recreation Director which had been primarily funded through the General Fund. I propose that the town continues to support the Recreation Department with an allocation of \$50,000 from the General Fund for program support. Presently all of the recreation program costs are completely fee-supported within the Recreation Revolving Fund.

The positions of Community Services Coordinator and Youth Services Coordinator will be reorganized from the Town Manager's account to a new Human Services Administration account. The proposed budget reflects this new organizational structure, intended both to streamline administration and to focus greater attention and awareness to the services provided.

### **Town's Character**

Preserving Concord's character is an important undertaking performed by Town Government and town committees. Its importance is underscored by the fact that over a quarter of residents in the Town Survey responded that the preservation of the town's character is their highest local issue priority, only being topped by schools at thirty-one percent (31%).

This budget funds the Department of Planning and Land Management, which monitors development and zoning and provides staff assistance to the Historic Districts Commission and Zoning Board of Appeals. In addition, an amount of \$60,000 is proposed in FY16 to be allocated to initiate a new Comprehensive Long Range Plan, with an amount of \$40,000 earmarked for FY17 to complete the study.

### **Sustainability of Resources**

There are several initiatives that the Town Government is promoting to encourage the sustainability of resources.

In FY13, Resource Sustainability Fund was established as a separate budget account within the Town Manager's with an initial funding level of \$25,000. For FY16, I am proposing \$75,000 to be used for sustainability and conservation initiatives. Such initiatives include the installation of water fountains around Town to reduce the dependence on disposable water bottles and implementation of the Greening Your Heat program to provide free 30-minute express energy audits for homeowners and incentives for residents to implement energy efficiency home improvements.

In addition, this fund will be used together with a state grant to partially pay the salary of an Energy Manager, who will split her time between the Town Government, Concord Public Schools, Concord-Carlisle High School, and the Town of Carlisle.

### **Quality Operational & Financial Management**

Maintaining the strong operational and financial management of the Town Government is fundamental to our other efforts. Since 1987, the Town has earned an Aaa credit rating from Moody's Investors Service; the highest possible rating and a testament to the Town's strong and consistent financial management. Moody's looks at several criteria in setting the rating. Free Cash, the portion of the unreserved General Fund balance available for appropriation as certified annually by the state Department of Revenue, is estimated as of June 30, 2014 at a healthy \$11.1 million. In addition, the projected FY16 unused levy limit capacity, the difference between projected the allowable levy limit as determined by Proposition 2 ½ and the projected tax levy, is over \$3.6 million as of FY15. At the Guideline budget levels and forecasted resources in the FY16 Proposed Budget, the unused levy limit is projected at over \$3.1 million for FY16. These criteria demonstrate that the Town has a buffer in terms of resources that might be available in times of economic stress or emergency.

Internally, the Human Resources Department is implementing a Human Resource Information System (HRIS) which will automate HR functions and payroll time and attendance functions.

### **Town's Infrastructure**

To better oversee the upkeep and maintenance of the Town's buildings, I am proposing the creation of the professional position of Facilities Manager. This position will be funded within the Town-wide Building Maintenance Account, which is proposed to be funded at \$220,000.

Less evident to the general public is the continuing effort to maintain and improve technological tools for town staff and the basic electronic infrastructure that enables us to communicate with and serve the public. The Information Systems Department is systematically upgrading desktop computers, servers, phone systems, and cable networks in order to make the information systems and communication networks as productive as possible. For these purposes, I am proposing allocating an amount of \$182,000.

The Town's physical infrastructure also requires continual investment. Accordingly, I am proposing funding for drainage improvements (\$105,000), culvert improvements (\$100,000), and sidewalk improvements (\$100,000) in the General Fund, basic annual allocations that enable us to maintain these assets in good and safe condition. The roads program is proposed to be funded through a \$1.2 million Town borrowing plus a Chapter 90 State grant. This level of annual funding has been demonstrated over a long period of time to be adequate to maintain safe and reliable road conditions.

### **This Year's Budget Book**

In this year's Budget Book will be further details of what I have described above.

Sincerely,



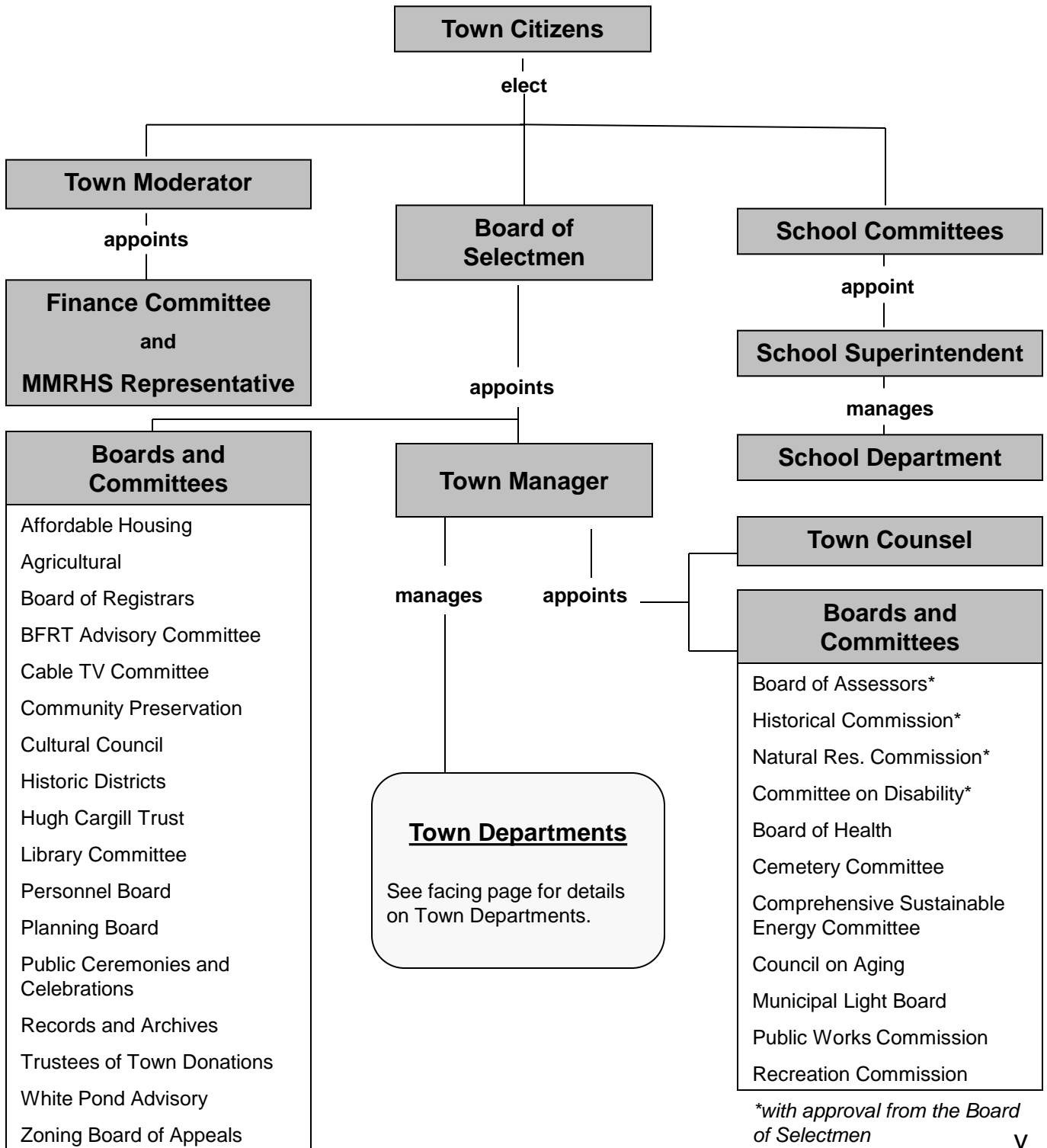
Christopher Whelan  
Town Manager

**Town Government Mission Statement:**

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

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

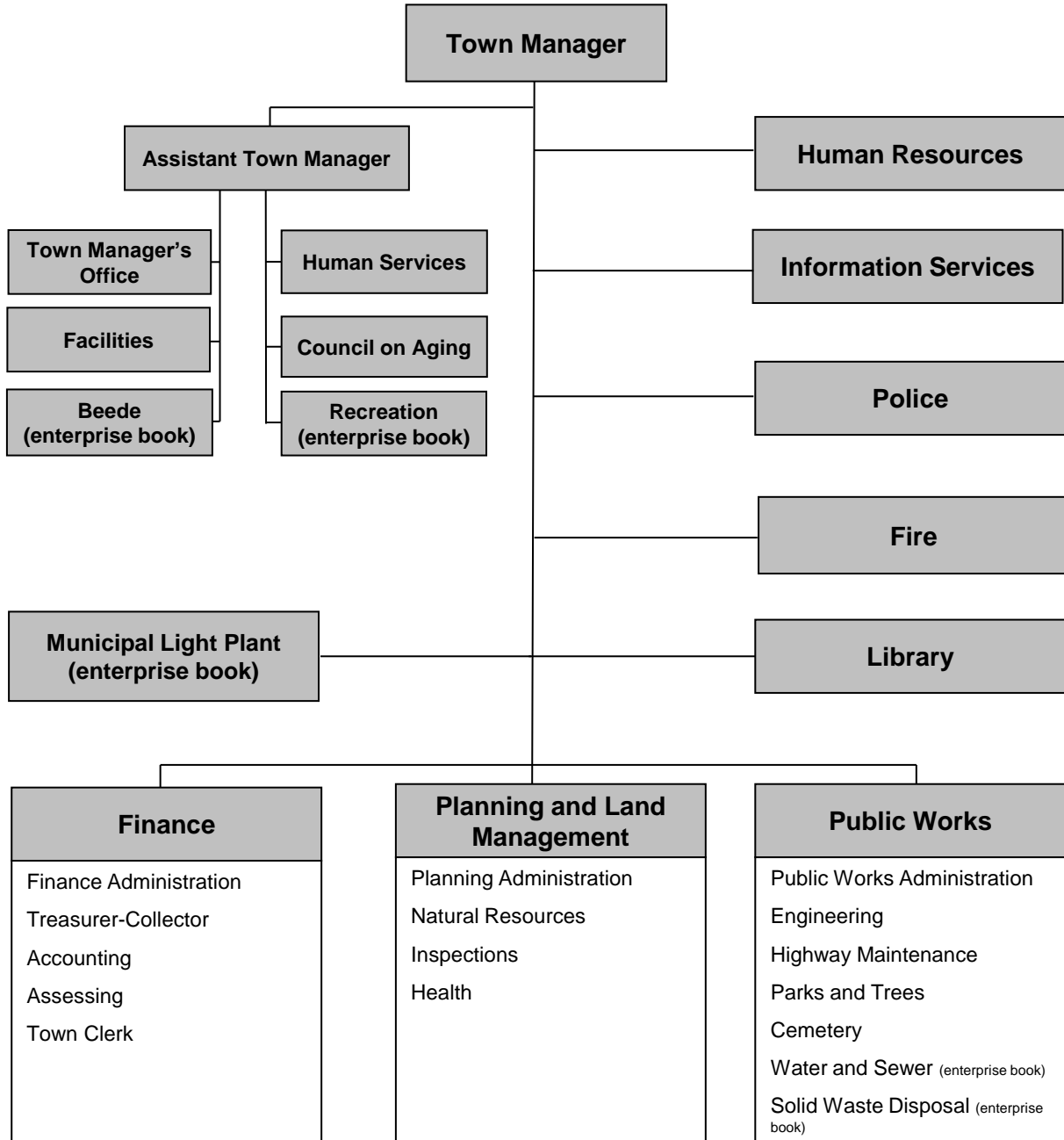
On the facing page, the chart shows how Town Government is structured to carry out the wishes of its citizens.



*\*with approval from the Board of Selectmen*

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 March, 2015.*



### **Budget Book Guide**

To assist the reader in navigating the budget book, this guide outlines the organization of the budget document. This guide can be used along with the Table of Contents to identify the location of a particular area of interest. Following is a description of each section of this budget book.

- Section I is the Town Manager's Letter of Transmittal. This letter is an introduction to the budget book by the Town Manager. Included in the letter is information about the Finance Committee's FY15 budget guidelines for the Town Government, Concord Public Schools, and Concord-Carlisle Regional High School. In addition, the letter highlights some of the Town Manager's major priorities for the proposed FY15 Town Government budget.
- Section II is the Budget Summary. This section contains summary information about the budget as a whole and is divided into the following six areas: overview, property taxes, revenues, expenditures, capital outlay, and debt.
- Sections III, IV, and V show the budget detail for each account. Most accounts are presented with a four page format. For each division or program, the first page contains a mission statement, description, budget highlights, expenditure summary, and organizational chart. On the second page, there is information about the expenditure detail, funding plan, and capital outlay plan. The third page presents the personnel services summary and program implementation section, which describes the important budgetary items proposed for FY15. The last page is dedicated to performance measurements and includes data from citizen surveys taken in November 2008, November 2010, and the latest in November of 2012.

Section III contains Town Government budget accounts (Items 1-35); Section IV has the unappropriated accounts (Items 101-103); and Section V includes the education accounts (Items 104-106). The education accounts are presented in brief overview. Accounts 104 and 105 are the responsibility of the elected Concord and Concord-Carlisle School Committees and are directed by the School Superintendent. Account 106 is the responsibility of the Minuteman Regional School Committee and is directed by its Superintendent. The Concord Town Meeting, as the legislative body, approves the full budget for account 104 and approves Concord's assessed share for the Regional High Schools, accounts 105 and 106.

- Section VI, the Appendix, contains a community profile, information about the financial and budget policies of the Town, descriptions of funds, department support statements, and a glossary of terms.

## Table of Contents

<b>Letter of Transmittal .....</b>	<b>Section I</b>
<b>Budget Summary.....</b>	<b>Section II</b>
<b>Budget Overview</b>	
Budget Overview Highlights .....	1
General Fund Balance Analysis .....	3
Free Cash Analysis.....	6
Expense and Revenue Summary Tables .....	8
<b>Property Taxes</b>	
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
<b>Revenues</b>	
Revenue Category Descriptions .....	16
Resource Detail.....	17
<b>Expenses</b>	
Major Organizational Categories.....	20
Joint Accounts .....	22
Other Obligations.....	23
Appropriations (Warrant Article 21).....	24
Town Government Budget Summary.....	27
<b>Capital Outlay</b>	
Capital Overview .....	36
FY16 Capital Plan .....	37
FY16 – 20 Capital Outlay Plan.....	38
FY16 Capital by Account.....	41
FY16 Capital Outlay Descriptions .....	44
<b>Debt</b>	
Debt Overview .....	48
FY16 – 20 Debt Authorization .....	49
Potential Debt Projects .....	51
Historical Debt .....	52
Debt Service Projection.....	55
Excluded Debt Detail.....	58
Excluded Debt Service Charts .....	64
Authorized and Unissued Debt .....	66
<b>Liabilities</b>	
Major Liabilities .....	68
Reason for Presenting Major Liabilities .....	69
Debt.....	70
Pensions .....	71
OPEB.....	72

**Budget Detail – Town Government.....Section III**

Town Government Budget Overview ..... i  
 Town Government FTEs .....ii  
 Expense Categories by Function .....iv  
 Account Summaries by Government Function ..... v  
 Budget Tutorial ..... viii

**General Government**

Town Manager (1A) ..... 1  
 Human Resources Department (1B)..... 5  
 Town-Wide Building Maintenance (1C) ..... 9  
 Resource Sustainability Fund (1D) ..... 11  
 Visitors Center Restroom (1E) ..... 17  
 Legal Services (2) ..... 19  
 Elections (3A) ..... 21  
 Registrars (3B) ..... 23  
 Town Meeting & Reports (4) ..... 25  
 Planning and Board of Appeals (5A)..... 27  
 Natural Resources (5B)..... 33  
 Inspections (5C) ..... 37  
 Health (5D) ..... 41  
 141 Keyes Road (6) ..... 45

**Finance and Administration**

Finance Committee (7)..... 47  
 Finance Administration (8A)..... 49  
 Treasurer-Collector (8B) ..... 53  
 Town Accountant (8C) ..... 57  
 Assessors (8D)..... 61  
 Town Clerk (8E) ..... 65  
 Information Technology (9) ..... 69  
 Town House (10)..... 73

**Public Safety**

Police Department (11) ..... 75  
 Fire Department (12) ..... 79  
 West Concord Fire Station (13)..... 83  
 Police/Fire Station (14)..... 85  
 Emergency Management (15)..... 87  
 Animal Control Officer (16)..... 89

**Public Works**

Administration (17A)..... 91  
 Engineering (17B) ..... 95  
 Highway Maintenance (17C)..... 99  
 Parks and Trees (17D)..... 103  
 Cemetery (17E) ..... 107  
 Snow & Ice Removal (18) ..... 111  
 Street Lighting (19)..... 115  
 Equipment (20)..... 117  
 Drainage Program (21) ..... 119

Sidewalk Management (22) .....	123
Road Improvements (23) .....	125
133/135 Keyes Road (24) .....	129
<b>Human Services</b>	
Library (25) .....	131
Human Services Administration (26A) .....	135
Recreation Programs (26B) .....	137
Hunt Recreation Center (26C) .....	139
Council on Aging (26D) .....	141
Harvey Wheeler Community Center (26E) .....	145
Veterans Services & Benefits (26F) .....	147
Ceremonies & Celebrations (26G) .....	149
<b>Unclassified</b>	
Town Employee Benefits (27) .....	151
Reserve Fund (28) .....	153
Salary Reserve (29) .....	155
Land Fund (30) .....	157
<b>Joint (Town-CPS)</b>	
Group Insurance Overview (31) .....	159
Group Insurance (31A) .....	161
Other Post-Employment Benefits (OPEB) (31B) .....	163
Property & Liability Insurance (31C) .....	165
Unemployment & Workers' Compensation (32) .....	167
Retirement (33) .....	169
Social Security/Medicare (34) .....	173
Debt Service (35) .....	175
<b>Unappropriated Accounts</b> .....	<b>Section IV</b>
State & County Assessments (101) .....	1
Overlay (102) .....	3
Snow & Ice Deficit/Other Deficits (103) .....	5
<b>Education Accounts</b> .....	<b>Section V</b>
Concord Public Schools (104) .....	1
Concord-Carlisle Regional School District (105) .....	3
Minuteman Regional Vocational High School (106) .....	5
<b>Appendix</b> .....	<b>Section VI</b>
Budget Process and Calendar/Schedule .....	1
Finance Committee's FY16 Budget Guidelines .....	5
Community Profile .....	13
Financial Policies .....	16
Fund Descriptions .....	21
Basis of Accounting & Basis of Budgeting .....	23
Glossary .....	24

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# **Section I**

## **Letter of Transmittal**

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**TOWN OF CONCORD**

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CHRISTOPHER WHELAN, TOWN MANAGER

January 29, 2015

The Honorable Board of Selectmen,

I herewith submit for your review the Town Manager's Proposed General Fund Budget for Fiscal Year 2016 (July 1, 2015 - June 30, 2016) in accordance with the requirements of the Town Charter. This budget contains the details of my recommendations for appropriation amounts to fund the various Town departments (Article 21 on the 2015 Annual Town Meeting Warrant), as well as explanatory information about the recommendations and background data regarding the Town's reserves, revenues and expenditures.

The recommendations for a Total General Fund Budget are within the spending guidelines specified by the Finance Committee for FY16 Town and School operations. The Guidelines were adopted and issued by the Finance Committee on November 30, 2014 as required by Town Bylaw. An overview of the General Fund budget is shown in the table below:

	<b>FY15 Budget</b>	<b>FY16 Proposed (at guideline)</b>	<b>Change from FY15 to FY16</b>	
			<b>Amount</b>	<b>Percent</b>
Town Government	\$20,364,013	\$21,114,013	\$750,000	3.7%
Concord Public Schools	\$32,440,538	\$33,840,538	\$1,400,000	4.3%
Concord-Carlisle RSD	\$15,856,221	\$16,556,221	\$700,000	4.4%
Subtotal	\$68,660,772	\$71,510,772	\$2,850,000	4.1%
All Other Accounts <sup>1</sup>	\$21,383,421	\$23,347,929	\$1,964,508	9.2%
<b>Total Budget Plan</b>	<b>\$90,044,193</b>	<b>\$94,858,701</b>	<b>\$4,814,508</b>	<b>5.3%</b>

See also the charts on page II-1 and the tables on pages II-8 and II-9 which provide further detail.

<sup>1</sup> For FY16, All Other Accounts consists of Group Insurance (\$4,650,000), OPEB (\$1,150,000), Retirement (\$3,220,000), Debt Service (\$3,605,000), Excluded Debt Service (\$7,834,929), Accounts not subject to Appropriation (\$1,205,000), Minuteman Career and Technical High School (\$418,000), Social Security / Medicare (\$740,000), Other Fixed & Mandated Accounts (\$425,000), and the Emergency Services Stabilization Fund (\$100,000).

This budget of \$94,858,701 is to be presented at the 2015 Annual Town Meeting in the form of the following Warrant Articles (all amounts shown at the Finance Committee's Guidelines issued November 30, 2014):

- Article 21 – Town Government Budget of \$37,724,513: the proposed budget for the operation of the Town departments and accounts under the direction of the Town Manager. The amount includes the Town Government operating accounts plus joint accounts (such as group insurance, retirement, and debt service for both the Town and CPS) and Town excluded debt, less \$100,000 to be appropriated from the Emergency Services Stabilization Fund (article 39) and \$1,500,000 to be appropriated from the High School Debt Stabilization Fund (Article 30).<sup>2</sup>
- Article 23 – Concord Public Schools (CPS) Budget of \$33,840,538 (or such different amount as the School Committee proposes): The proposed budget for the operation of the K-8 Public Schools under the direction of the Superintendent of Schools and the CPS School Committee.
- Article 27 – Concord-Carlisle Regional School District (CCRS) Assessment of \$20,070,650: the proposed assessment for Concord's share of the CCRSD budget operated under the direction of the Superintendent of Schools and the CCRSD Regional School Committee. The FY16 assessment share payable by Concord is based on actual enrollment data as of October 1, 2014. Concord's enrollment share on that date was 73.71%. Concord's share of the FY16 CCRSD operating budget is thus \$16,556,221 and of the FY16 CCRSD excluded debt service is \$3,514,429. The debt service amount is subject to modification based upon the results of a \$30 million bond sale now scheduled by the Regional School District for March 4<sup>th</sup>.
- Article 29 – Minuteman Career and Technical High School Assessment of \$418,000: the proposed assessment for Concord's share of the Minuteman budget under the direction of the Minuteman Superintendent and the Minuteman Regional School District Committee. The Minuteman School District has recently notified the Town that the motion under this Article will be moved at the amount of \$407,939.
- Article 30 – High School Debt Stabilization Fund, \$1,500,000: To be expended for a portion of excluded debt service expense in FY16, thereby reducing the property tax levy that would otherwise be required.
- Article 39 – Emergency Response Stabilization Fund, \$100,000: To be expended for a portion of operations of the West Concord Ambulance Service in FY16.

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<sup>2</sup> In terms of a comparison to the budget presented on the previous page, the amount of \$37,724,513 is comprised of the budgets for Town Government (\$21,114,013) and All Other Accounts (\$23,347,929) with the exclusion of the budget associated with CCRSD Debt Exclusion (\$3,514,429), Minuteman Career and Technical High School (\$418,000), Accounts not subject to Appropriation (\$1,205,000), as well as \$100,000 proposed to be appropriated from the Emergency Services Stabilization Fund and \$1,500,000 proposed to be appropriated from the High School Debt Stabilization Fund.

- Accounts not subject to Appropriation of \$1,205,000. The following accounts are not subject to Town Meeting vote but must be provided for within the FY16 financial plan:
  - State Assessments: estimated at \$525,000;
  - Allowance for a possible deficit in the snow removal account for the winter of 2014-15, \$130,000; and
  - Allowance for the Overlay Reserve account, to cover property tax exemptions and abatements granted by the Board of Assessors from the FY16 tax levy, \$550,000.

While the education budgets are not under the Town Manager's jurisdiction, summary pages for the three school accounts are included in this document (Accounts 104-106) in order to present a comprehensive FY16 spending plan to the citizens of Concord. Also, it is the responsibility of the Town Manager under the Town Charter to provide an estimate of the revenues available and required in total to support all component parts of the Town's annual General Fund budget.

The schools are not separate taxing entities. The Concord Public Schools (grades K-8) are legally part of the Town of Concord but are under the jurisdiction of the elected School Committee.

The two Regional High Schools each are separate political subdivisions of the Commonwealth of Massachusetts but derive their resources primarily from assessments billed to the member communities rather than directly from the taxpayers. The full school budget documents may be obtained from their respective superintendents.

### **Tax Impact**

At the FY16 forecasted property tax levy, the tax rate impact is projected to be +3.72% for existing taxpayers. At the current median single family residential assessed value of \$732,600, this represents an additional \$389 in property taxes. (See page II-14).

The increase of 3.72% is comprised of the following components:

- 2.50% -- The allowable 2.5% increase as governed by Proposition 2 ½;
- 0.60% -- From the partial use of the prior Unused Levy Limit (see page II-11);
- 0.62% -- Excluded amount from the projected increased debt service outside the Levy Limit, net of \$1,500,000 proposed to be allocated from the High School Debt Service Stabilization Fund and the MSBA Thoreau Grant

### **Highlights**

The following section provides information about the Town's reserves, revenues, and expenditures.

#### ***Reserves***

There are several steps that the Town has taken to make sure that it remains in good financial health. These steps include maintaining a strong unreserved fund balance position,

proposing a budget for FY16 that will require a tax levy lower than the projected Proposition 2 ½ levy limit, and utilizing established stabilization funds to mitigate the debt service costs of the long-term bonds that have financed the construction of the new elementary schools completed through June 2009 and the new high school currently under construction with an opening date of April 2015.

### Free Cash

Every year, the Massachusetts Department of Revenue certifies the Town's Free Cash, the amount of money that the Town has in reserve that is not committed to any program or service. As of July 1, 2013, the certified Free Cash balance was \$9,644,498, equivalent to 11.2% of the FY14 total budget. The certified Free Cash position at June 30, 2014, is \$11,084,917 (see pages II-3 and II-6). Proposed uses of Free Cash, totaling \$2,325,000 for FY16 to be voted at the 2015 Annual Town Meeting, include:

- \$ 950,000 to support the FY16 operating budget plan (Article 39);
- \$ 750,000 to be added to the High School Debt Stabilization Fund (Article 29);
- \$ 600,000 to be appropriated for the purchase of Concord Public School buses (Art. 25);
- \$ 25,000 to be appropriated for improvements at White Pond (Article 56).

The Town's strong reserve position is a key component of its "Triple A" credit rating. The most recent confirmation of the rating by Moody's Investors Service was on May 28, 2014 in connection with a long-term bond sale of \$7,985,000 This 13-year serial maturity issue, with an average life of 5.6 years, was sold at a 'true interest cost' of 1.76%.

### Unused Levy Capacity

Pursuant to the 1981 Massachusetts State Law known as "Proposition 2 ½", the annual permitted property tax levy is capped at a level which can only be exceeded by voter authorization through a town-wide ballot. This limit is calculated by taking the previous year's levy limit, increasing it by 2.5%, and adding the property taxes generated by any new construction that has occurred in the Town in the prior fiscal period and is newly being added to taxable assessed property in the tax year. This sets the Annual Levy Limit. Addition of the current debt service cost of any borrowing that has been authorized by a town-wide ballot to be financed from taxation outside the levy limit sets the maximum permitted tax levy for the fiscal year. If the actual tax levy is below this maximum permitted levy, the difference is referred to as 'Unused Levy Limit'

For FY16, the projected unused levy limit will be approximately \$3.1 million or about 4.0% of the projected Annual Levy Limit (see pages II-11 and II-15).

### High School Construction Debt Service Stabilization Funds

At the Special Town Meeting on November 7, 2011, in which the Town authorized borrowing for design, construction, and furnishing of a new Concord-Carlisle High School, Town Meeting also voted to establish a High School Debt Service Stabilization Fund to offset a portion of the prospective increase in Concord's assessed share of debt service costs over a period of years. The sum of \$2 million was appropriated from the June 30, 2011 Certified Free Cash Balance and was transferred to this new fund. Additional funds totaling \$1.5 million have been placed into this fund by Town Meeting actions at the 2013 and 2014 Annual Town Meetings. The allocation into or out of a town Stabilization Fund requires a two-thirds vote of Town Meeting.

At the 2015 Annual Town Meeting, Article 29 proposes to appropriate \$1,500,000 for the purpose of paying a portion of FY16 excluded debt service and thereby reducing the tax levy that would otherwise be required for such purpose. Article 29 also proposes to add \$750,000 to the Fund by transfer from the Free Cash balance of June 30, 2014.

The Finance Committee’s five-year forecast for FY16 – FY20 includes the planned allocation of the remaining balance of the Stabilization Fund, about \$2 million, to budgets for FY17 through FY19.

**Revenues**

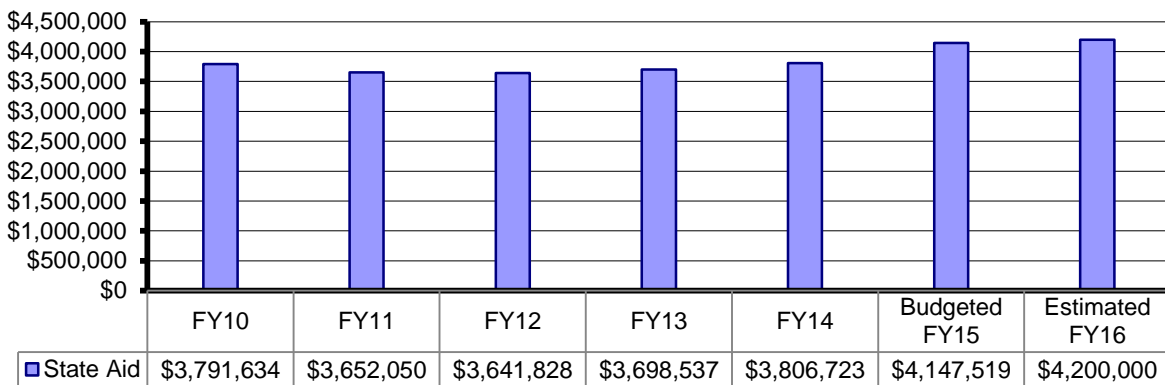
Although the estimate of revenues is subject to the uncertainty in the economy and the corresponding unpredictability of amounts to be received in State Aid and from other sources, this budget has been established with realistic assumptions.

The following sources of revenue are particularly noteworthy:

State Aid

The Town is less reliant on State Aid as a source of revenue than many other municipalities. In FY16, State Aid is projected to comprise just 4.4% of total budgetary resources.

**State Aid**



In the recent past, State Aid has rebounded from its trough of \$3.64 million in FY12 to a budgeted \$4.15 million in FY15. With the improvement in the economy, the FY16 State Aid estimate is slightly more than \$550,000 above the actual FY12 receipts. However, there are warning signs with respect to the state’s FY16 budget that might affect state aid accounts when the Governor’s budget proposal is submitted later in February.

Massachusetts School Building Authority Grant

To help offset the cost of construction of the Thoreau Elementary School (which opened in September 2007), the Town received a grant of \$6.3 million in June 2010 from the Massachusetts School Building Authority (MSBA) to be applied over the life of the Thoreau School bonds, which were issued in 2006 and 2007. In FY15, an amount of \$409,878 will be

apportioned to offset the debt service cost of the bonds. This annual apportionment amount is stipulated by the terms of the grant.

In addition, the new Concord-Carlisle High School project has qualified for a MSBA grant of approximately \$27 million. This grant offsets the construction cost of the \$92 million project, with the State paying 35.58% of eligible project costs as they are incurred. The Concord-Carlisle Regional School District issues the bonds to finance the net local share, and Concord and Carlisle will pay their assessed shares of the debt repayment, the share determined annually as the ratio of Concord and Carlisle students attending as of October 1 of the year preceding the budget year.

### Motor Vehicle Excise Tax

FY14 revenue from the Motor Vehicle Excise Tax was \$2,730,604, exceeding the amount budgeted by more than \$300,000. With the improvement in the economy, more Concord residents purchased newer cars. Nevertheless, the recovery remains fragile and even a small drop in new car registrations would have a significant negative impact on the billable amount of this tax. Accordingly, I am conservatively projecting that the Town will receive \$2,550,000 from Motor Vehicle Excise Tax in FY16, an amount that would still be 5.5% above the five-year average of FY10–FY14 average annual revenue.

### Local Option Meals and Room Occupancy Excise Taxes

With the passage of the Local Option Meals Excise Tax and Local Option Room Occupancy Tax at the 2010 Annual Town Meeting, the Town established a 0.75% tax on the sale of restaurant meals and an additional 2% tax (going from 4% to 6%) on room occupancy. In FY16, the Town expects to collect \$300,000 in meals taxes and \$275,000 in room occupancy taxes. Over the past three years, annual revenue from these sources has averaged \$299,000 and \$256,000 respectively.

### Interest Earnings

As a result of Federal Reserve policy to keep short-term interest rates extraordinarily low, the amount that the Town expects to receive from earnings on operating cash remains at very low levels, with money market funds yielding under 0.20% (less than one-fifth of one percent). State law limits the investment of operating cash, essentially restricting our options to a money-market environment and a one-year maximum term on any allowed term investments such as bank certificates of deposit or US Treasury notes. Just a few years ago in FY08 when short-term interest rates were over 4%, the Town earned \$1,242,000 for the General Fund, with an annual rate of return of 4.27%. In FY13, the Town's investments earned \$151,078, with almost half of this sum derived from the investment of the Thoreau School MSBA grant escrow account. For FY16, the Town is expecting to receive \$150,000 in earnings from investment of General Fund operating cash. This estimate assumes that short-term rates will finally begin to rise during the next fiscal year and will average 0.50% for the twelve months ending June 30, 2016.

### Building Permit and Inspection Fees

For FY14, revenue from the issuance of building permits equaled \$847,659. Due to the uncertain nature of the economic recovery, I am estimating a conservative \$600,000 to be received from building permit fees in FY16.

## ***Expenditures***

The budget process has been made even more challenging in recent years due to upward pressures on costs of several expenditure items.

### **Group Insurance Costs and OPEB**

Control of rising health insurance costs and the recognition of future liabilities for unfunded post-employment benefits (OPEB) has emerged in recent years as a critical issue with the potential to disrupt the future stability of state and local government finances. Elsewhere in this budget document, I discuss these issues in detail (see pages III-159 through III-164). In summary, the town, the Concord Public Schools and the Concord-Carlisle Regional School District acted in early 2012 pursuant to a 2011 state law to implement changes in our health plan design. The Health Plan design changes had been adopted by the regional joint purchase group of 17 towns and regional school districts, the Minuteman-Nashoba Health Group, in which Concord, the CPS and the CCRSD participate. These changes have brought our current year costs (FY15) about 15% below the cost incurred three years ago. For most of our staff, the savings in monthly premium expense has more than offset the plan design co-pays and deductible out-of-pocket costs. In accordance with the state law, we had reached agreement in January 2012 with all town and school unions on a three-year Mitigation Plan to share a portion of the premium savings.

With respect to the unfunded OPEB liability, I have taken the following steps to address this obligation:

- First, I have fully budgeted for the Net OPEB Obligation (NOO) in the Town's Enterprise Fund budgets (completely funding their NOO since FY09). Through FY15, the Enterprises will have transferred more than \$1,242,000 to the OPEB Trust Fund.
- Second, beginning in FY12 with an allocation of \$150,000 and continuing each year at a level increased by \$250,000, funds have been budgeted specifically to meet the annual required OPEB payment. Through FY15, \$2,100,000 will have been directed to the Trust Fund from this specific appropriation account. The FY16 Proposed Budget includes the appropriation of \$1,150,000 in account 37B for this purpose.
- Third, in accordance with the Mitigation Plan executed with the Town and School unions in January 2012 that enabled the change in our health plan design, the Group Insurance Account (37A) has been level-funded since FY12, with the commitment that any funds available in this account at each year-end would also be considered for transfer to the OPEB Trust. Through FY15, in this way we expect to have transferred \$3,000,000 to the Trust Fund.
- As of June 30, 2014, 1.3 million has been earned on the invested assets of the Trust fund and has been added to the fund. The market value of the Trust Fund at June 30, 2014 stood at \$6,577,046 and should be close to \$8.5 million by June 30, 2015. This is still a fraction of the approximately \$30 million total liability, but Concord has approached this issue aggressively and our efforts have been exceeded by only a few other Massachusetts municipalities.

It should be noted that this liability does not affect the actual payment for current health insurance cost for Town and CPS retirees. The Town continues a “pay-as-you-go” method for maintaining health insurance coverage; the liability reflects the amount above the estimated current cost needed to be contributed to pay for future retiree health care costs.

The Table on page III-160 reviews the Group Insurance account and the OPEB account together. Over the past four years,, including the FY16 proposed budget, this combined account is increasing at about a 5% annual rate.

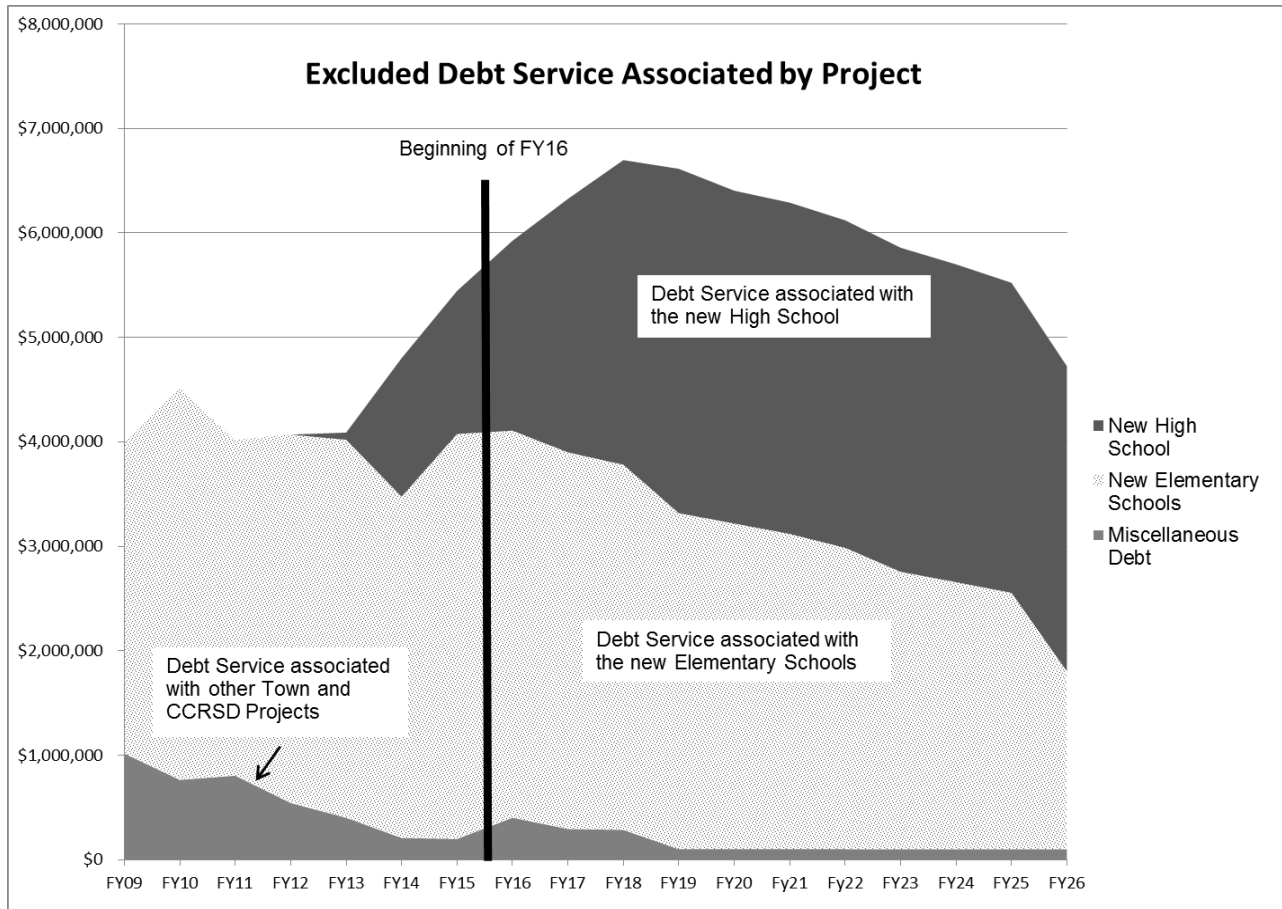
### Excluded Debt Service

Total Debt Service represents the funds needed to pay for the annual obligation of principal and interest on outstanding borrowing. It is comprised of three categories: Town Debt Service authorized within the levy limit, Town Excluded Debt Service authorized above the levy limit through a Proposition 2 ½ override vote, and Concord-Carlisle Regional School District Excluded Debt Service, segregated because CCRSD issues its own debt and assesses the annual debt service to Concord and Carlisle.

Over the past several years, the amount of the Town Excluded Debt Service has risen in order to pay off the bonds issued to cover the construction cost of the Alcott, Thoreau, and Willard Elementary Schools. In FY16, it is anticipated that Total Excluded Debt Service (Town and Concord’s share of CCRSD) will have an additional increase due to the debt service associated with financing the new High School.

To mitigate the increase in Total Excluded Debt Service, Town Meeting created a \$2.5 million Elementary Schools Debt Service Stabilization Fund and a \$2 million High School Debt Stabilization Fund. With a two-thirds affirmative vote by Town Meeting, these funds can be used to decrease the annual tax impact of these increased debt service costs. In addition, the Thoreau School project was awarded a grant from the Massachusetts School Building Authority (MSBA) and these funds have been used in accordance with MSBA requirements to reduce the property tax impact..

The graph below presents the historic and projected debt service associated with the various projects. The top darkly shaded area is Concord’s share of debt service for the new High School, the middle area is the debt service for the three Elementary Schools, and the bottom area is the debt service for all other bond issues. All areas reflect the net debt service, which takes into account the use of Stabilization Funds and MSBA Grants.



**Budget Priorities for Town Government Operations**

My proposed budget for the operation of town government departments is an increase of \$750,000 and a total of \$21,114,013, consistent with the Finance Committee Guideline. This increase will allow the Town to fund the following program areas.

**Staff Compensation**

The proposed FY16 Town Government operating budget under my jurisdiction is expected to provide, for non-union town employees, an adjustment of 1.5% on the pay scales effective July 1, 2015 and a merit increase averaging 2.5% based on the written performance evaluation at each employee’s review date. This is an important component of my budget proposal, as we strive to maintain the highly professional, experienced and well-trained staff the town has recruited over the years.

The FY16 Salary Reserve account equals \$643,404. This sum is reserved for wage and salary increases for Town employees covered by the General Fund. This amount includes the cost of Police, Fire, Dispatcher, and Library collective bargaining agreements. As of the printing of this Budget Book, the contract with the Concord Police Association for the period commencing July 1, 2014 is in negotiation and the FY16 Salary Reserve account is inclusive of what would otherwise have appeared as part of the FY16 Police Department base budget.

## Personnel Changes

For FY16, the following are the major highlights regarding proposed personnel changes to be funded from the General Fund (with reference to the location in section II where the position appears):

- Public Information Coordinator (+1.0 FTE): To coordinate dissemination of information to employees and Town residents, I am proposing hiring a Public Information Coordinator to be supervised by the Assistant Town Manager and budgeted in the Town Manager's Account (Item 1A).
- Facilities Manager (+1.0 FTE): To oversee and manage Town buildings, exclusive of Concord Public School buildings, I am proposing the hiring of a Facilities Manager which will be budgeted within the appropriation of the Town-wide Building Maintenance Account (Item 1C).
- Assistant Local Inspector (+0.40 FTE): The Building Inspections Division has been managing an increased workload due to residential, commercial, and municipal construction. Accordingly, I am proposing the hiring of a part-time Assistant Local Inspector (Item 5C).
- Assistant Town Accountant (+0.25 FTE): The hours of the Assistant Town Accountant have been proposed to increase from 30 hours per week to 40 hours per week (Item 8C).
- Field Lister (+ 0.40 FTE): In the Assessing Division, I am proposing that a part-time Field Lister be hired and partially paid for through the elimination of a limited status position performing similar work (Item 8D).
- Administrative Assistant (+0.50 FTE): The Police Department Administrative Assistant who assists the detectives and inspectors is proposed to be increased to full-time (Item 11).

These proposed staff additions, totaling 3.55 FTE (full-time equivalent) are partially offset by other staff reductions or are proposed to be funded within existing account allocations (such as is the case with the Facilities Manager position). The net staffing change represented in this proposed budget as requiring new resources of the General Fund is less than 2.0 FTE. The total staffing in this budget is 251 FTE, which represents all town funds exclusive of the Enterprise operations and self-supporting program funds (Water, Sewer, Light, Swim & Fitness, Center, Solid Waste & Recycling, and Recreation). The FY16 budgets for this group of town functions will be presented in the separate Enterprise and Special Revenue Funds Budget Book to be submitted in March.

## Capital Outlay

This category of expense includes a wide variety of purposes, from police and public works vehicles and equipment to small-scale but continuous repair projects on all of the town buildings (exclusive of schools, which are the responsibility of the school committees and the school budgets). These are the components of our continuous investment for which we cannot issue debt under the law or should not do so as a matter of sound fiscal policy. Rather, we allocate a portion of the scarce current resources which are also in demand to fund our other operational needs. For example, the funding for drainage/culvert and sidewalk repairs and improvements

(Accounts 21 and 22) demonstrates the critical nature of these continuing annual commitments. Because of its recurring and consumable nature, this category of expense is grouped in our budget presentation as part of the Town Government Operating Budget.

I am proposing the capital outlay accounts be increased by \$84,000 or 5.2% as compared with FY15. The FY16 amount of \$1,709,000 for capital outlay items is 8.1% of the town government operating budget of \$21,114,013. The recommendation represents only 61% of the approximately \$2.79 million worth of departmental requests. See pages II-36 through II-46.

### Building Maintenance

Upon the recommendations of two committees (the Facilities Planning Committee and the Joint School /Town Building Maintenance Study Committee) which studied the facility needs of the Town in 2003, the Town initiated an account to fund the capital maintenance of Town buildings. Initial funding of the Town-Wide Building Maintenance Account (Account 1C, pages III-9 to 10) was \$40,000 in FY05 and has increased to a level of \$220,000 proposed for FY16. Based on the original recommendations, our long-term target funding level for this account is in excess of \$400,000 annually, or 2.75% of the replacement cost of the buildings under the jurisdiction of the Selectmen (this account does not include school facilities).

The objective of the account is to provide funding for the maintenance of Town buildings in continuing functional condition with respect to both physical and system requirements. The FY16 budget will fund a Facilities Maintenance Supervisor and a professional position of Facilities Manager.

### Resource Sustainability

Initiated in the FY13 budget, the Resource Sustainability Fund is proposed at a \$75,000 funding level Account 1D, page II-13). This account is intended to provide continuing budget resources for energy and resource conservation measures.

### Conclusion

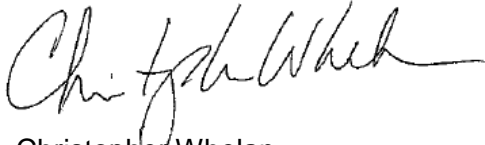
By maintaining strong reserves, conservatively estimating expected revenues, and keeping expenditures in check, I am proposing a budget that continues with Concord's tradition of sound financial management. Recognition of this sound financial management can be seen in the fact that Moody's Investors Service has given Concord its highest credit rating (Aaa) continuously since 1987.

It is noted that forecasted revenues and expenditures will be reviewed comprehensively before final FY16 recommendations are made in March by the Finance Committee and the Board of Selectmen, and final revisions may be made in April prior to the 2015 Annual Town Meeting which commences on Sunday, April 12th.

Development of sound budget plans for the coming year and the preparation of this budget document requires the expert and collaborative participation of many town staff members. I note with appreciation the advice and counsel of the department heads who have worked together as a group through this process, and to many department staff members who have aided and assisted the development of this FY16 Proposed Budget. In particular, I note the efforts of Finance Director Anthony T. Logalbo, Budget and Purchasing Administrator Jon Harris, and

Senior Budget and Operations Analyst Sean O'Brien, who are principally responsible for the coherent and comprehensive document through which we present the FY16 Plan for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Whelan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Christopher Whelan  
Town Manager

Cc: Finance Committee members  
Committee Chairpersons  
Town Department Heads

# **Section II Budget Summary**

**SECTION II: Budget Summary**

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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 II-1 to II-9
- Property Taxes II-10 to II-15
- Resources II-16 to II-19
- Expenses II-20 to II-35
- Capital Outlay II-36 to II-47
- Debt II-48 to II-67
- Unfunded Liabilities II-68 to II-73

**The Town Manager's Budget**

*The Town Manager's Proposed FY16 Budget totals:*

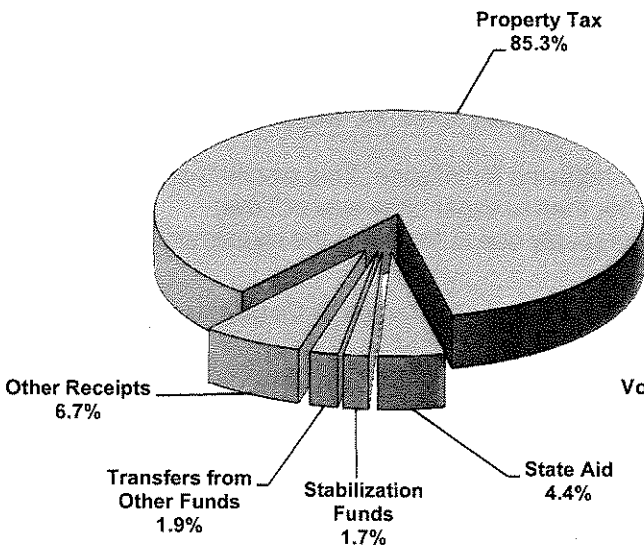
**\$94,858,701**

This level of appropriation is at the Finance Committee's FY16 Budget Guidelines.

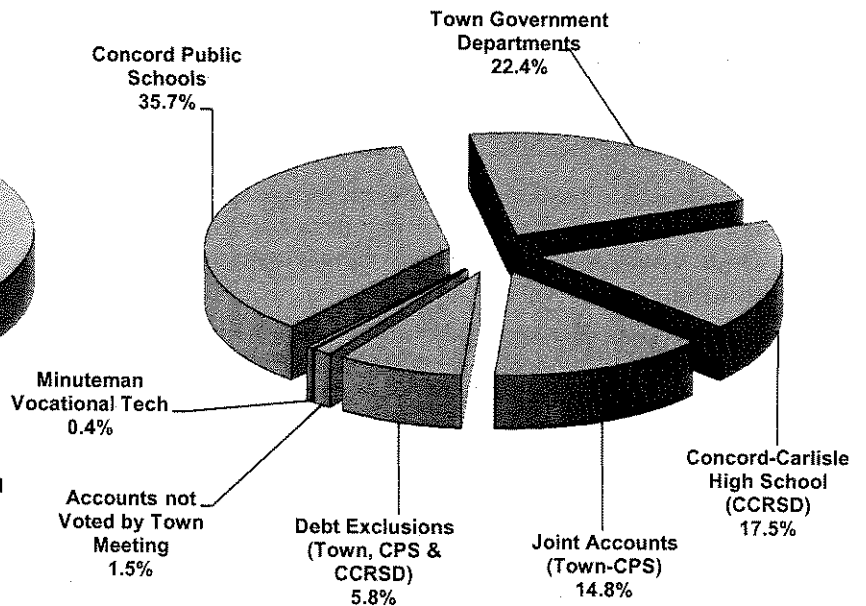
\*See page III-47 for more on the Finance Committee.

\*See page VI-5 for the Finance Committee Guidelines.

**FY16 General Fund Resources**  
Totaling \$94,858,701



**FY16 General Fund Expenses**  
Totaling \$94,858,701



Fiscal Balance:

This FY16 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$94,858,701. All amounts are shown at the Finance Committee's Budget Guidelines issued November 30, 2014.

**Budget Level and Credit Rating:**

The information depicted below shows the overall financial health of the Town over the last decade through FY13.

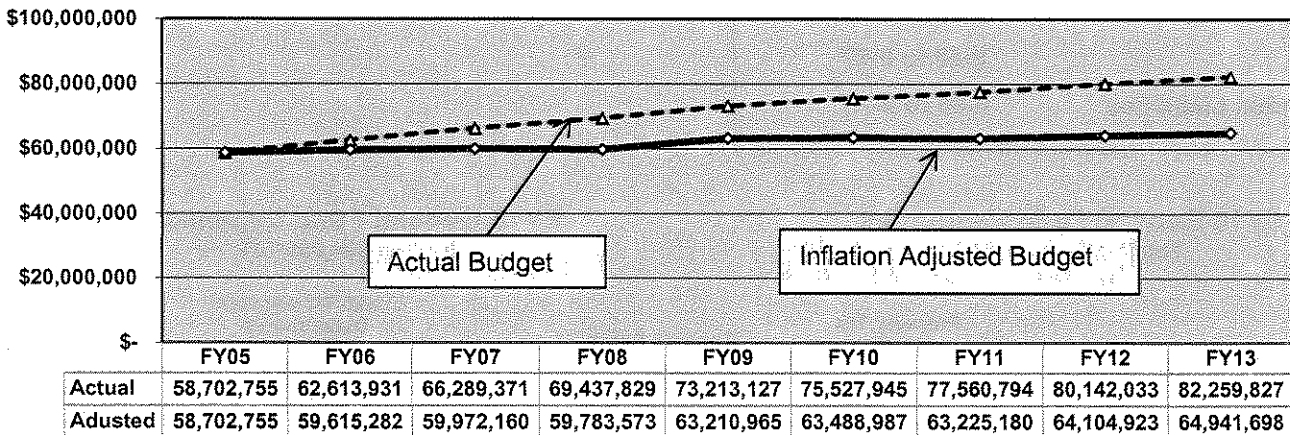
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

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 Budget - FY05 to FY13**  
(in year 2005 dollars)



**Discussion:** The Town's budget has remained very stable when adjusted for inflation. This means that tax dollars are largely being spent to maintain a level of service, rather than to expand the size of Town Government. In fact, the source of the increase over inflation is probably due to financing the investment in new schools.

\*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.9. Implicit Price Deflator for Gross Domestic Product, 2005-2013 (Annual), State and Local governments, viewed: 12/29/2014.

**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 during the last two and a half decades.. As a result of the Aaa rating, the Town can borrow funds at more favorable interest rates.

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
The Town's Credit Rating (Moody's)	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

The opposite page provides information about the General Fund's Fund Balance. Data for FY13 and FY14 are actual amounts and for FY15 and FY16 are projections. The FY13 and FY14 column is derived from the "Schedule A" report filed with the Massachusetts Department of Revenue.

## SECTION II: Budget Summary

## Overview

<u>General Fund Balance Analysis</u>	FY13	FY14	FY15	FY16
"Schedule A" basis of reporting	Actual	Actual	Budgeted	Proposed
<b>Revenues</b>				
Taxes	\$74,774,350	\$78,163,998	\$81,162,746	\$84,688,223
Charges for Services	\$1,240,890	\$1,533,171	\$1,040,000	\$1,135,000
Licenses, Permits, and Fees	\$966,798	\$1,334,120	\$860,000	\$965,000
Revenues from Other Government	\$3,791,089	\$4,265,387	\$4,237,519	\$4,290,000
Miscellaneous Revenues	<u>\$290,838</u>	<u>\$529,972</u>	<u>\$325,400</u>	<u>\$398,200</u>
Current Revenues	\$81,063,965	\$85,826,648	\$87,625,665	\$91,476,423
<b>Expenditures</b>				
Salary and Wages	-\$38,398,955	-\$40,039,126	-\$41,106,126	-\$43,399,940
Expenditures	-\$25,857,889	-\$27,350,967	-\$29,021,051	-\$31,114,261
Capital Outlay	-\$1,286,659	-\$1,607,833	-\$1,625,000	-\$1,709,000
Debt Service	-\$7,416,985	-\$6,969,666	-\$7,995,632	-\$7,925,500
Unclassified	<u>-\$8,197,961</u>	<u>-\$8,397,415</u>	<u>-\$9,396,384</u>	<u>-\$9,560,000</u>
Current Expenses	-\$81,158,449	-\$84,365,007	-\$89,144,193	-\$93,708,701
<b>Net Revenues / Expenditures</b>	-\$94,484	\$1,461,641	-\$1,518,528	-\$2,232,278
<b>Other Financing Sources (Uses)</b>				
Transfer from Other Funds	\$1,901,739	\$2,044,593	\$2,418,528	\$3,382,278
Transfers to Other Funds	-\$1,600,492	-\$2,560,415	-\$900,000	-\$1,150,000
Other Financing Uses	\$0	\$0	\$0	\$0
	<u>\$301,247</u>	<u>-\$515,822</u>	<u>\$1,518,528</u>	<u>\$2,232,278</u>
<b>Total Excess (Deficiency)</b>	\$206,763	\$945,819	\$0	\$0
<b>Fund Balance (Beginning of Year)</b>	\$20,983,603	\$21,190,366	\$22,136,185	\$22,136,185
<b>Fund Balance (End of Year)</b>	<b>\$21,190,366</b>	<b>\$22,136,185</b>	<b>\$22,136,185</b>	<b>\$22,136,185</b>
<b>Fund Balance Analysis</b>				
Designated for Thoreau Debt Service	\$5,067,579	\$4,657,702	N/A	N/A
Reserved for Expenditures	\$850,000	\$850,000	N/A	N/A
Reserved for Encumbrances	\$3,777,414	\$3,558,404	N/A	N/A
Snow and Ice Deficit	-\$101,951	-\$285,362	N/A	N/A
<b>Unreserved Fund Balance</b>	<b><u>\$11,597,328</u></b>	<b><u>\$13,355,445</u></b>	<b><u>N/A</u></b>	<b><u>N/A</u></b>
	\$21,190,371	\$22,136,189	N/A	N/A
<b>Free Cash Analysis</b>				
Unreserved Fund Balance	\$11,597,328	\$13,355,445	N/A	N/A
Minus: Receivables	-\$695,291	-\$698,212	N/A	N/A
Minus: Deferred Revenue	-\$1,076,546	-\$1,461,123	N/A	N/A
Minus: Miscellaneous	<u>-\$161,002</u>	<u>-\$111,193</u>	<u>N/A</u>	<u>N/A</u>
<b>Certified Free Cash</b>	<b>\$9,664,489</b>	<b>\$11,084,917</b>	N/A	N/A

**Fund Balance:**

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

**Availability of Fund Balance**

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

**Fund Balance**

An accounting distinction is made between the portions of fund equity that 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 cost of the construction of new schools is placed in this category.
3. **Committed fund balance** – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority, the Concord Town Meeting. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. Examples are the School Construction Stabilization Funds and Special Revenue Funds such as the Solid Waste Fund.
4. **Assigned fund balance** – comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body, the Concord Town Meeting, or by an official or body to which the governing body delegates the authority, the Concord Town Manager. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund. For the general fund, this amount included funds encumbered as authorized by the Town Manager or his designee for a specific purpose.
5. **Unassigned fund balance** – is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

## SECTION II: Budget Summary

## Overview

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Fund Balance (as of June 30, 2014)</b>			
<b>Nonspendable</b>			
<b>Permanent Funds</b>	-	5,613,555	5,613,555
<b>Restricted</b>			
MSBA Grant - Thoreau School	4,657,702	-	4,657,702
Capital Project Funds	-	2,029,726	2,029,726
Cemetery Fund	-	369,806	369,806
Community Preservation Fund	-	1,236,225	1,236,225
Expendable Trust Funds	-	105,733	105,733
Federal Grants	-	30,481	30,481
Gifts	-	1,425,734	1,425,734
Land Acquisition	-	2	2
Miscellaneous Grants and Contributions	-	75,189	75,189
Other Revolving Funds	-	497,139	497,139
Parking Fund	-	160,230	160,230
Pension Reserve Fund	-	8,915,051	8,915,051
Receipts Reserved	-	607,524	607,524
Recreation Revolving Fund	-	602,342	602,342
Sawyer Trust Fund	-	214,874	214,874
School Lunch	-	121,806	121,806
Section 53G	-	17,302	17,302
Solid Waste Fund	-	184,189	184,189
State Grants	-	84,590	84,590
<b>Subtotal</b>	<b>4,657,702</b>	<b>16,677,943</b>	<b>21,335,645</b>
<b>Committed</b>			
CPS Capital Stabilization Fund	961,329	-	961,329
CPS Technology Stabilization Fund	75,543	-	75,543
Elementary School Debt Stabilization Fund	1,908	-	1,908
Emergency Response Debt Stabilization Fund	1,004,094	-	1,004,094
High School Debt Stabilization Fund	3,279,669	-	3,279,669
Insurance Reserve	1,662,603	-	1,662,603
Other Stabilization Funds	2,266	-	2,266
<b>Subtotal</b>	<b>6,987,412</b>	<b>-</b>	<b>6,987,412</b>
<b>Assigned</b>			
Encumbrances	3,558,403	-	3,558,403
Free Cash Voted to Support Next Budget	850,000	-	850,000
<b>Subtotal</b>	<b>4,408,403</b>	<b>-</b>	<b>4,408,403</b>
<b>Unassigned</b>	<b>12,314,090</b>		<b>12,314,090</b>
<b>Total Fund Balance</b>	<b>28,367,607</b>	<b>22,291,498</b>	<b>50,659,105</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 June 2014.

**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.

These reserves are officially the Undesignated General Fund Balance, a portion of which is commonly referred to as "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 books 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.

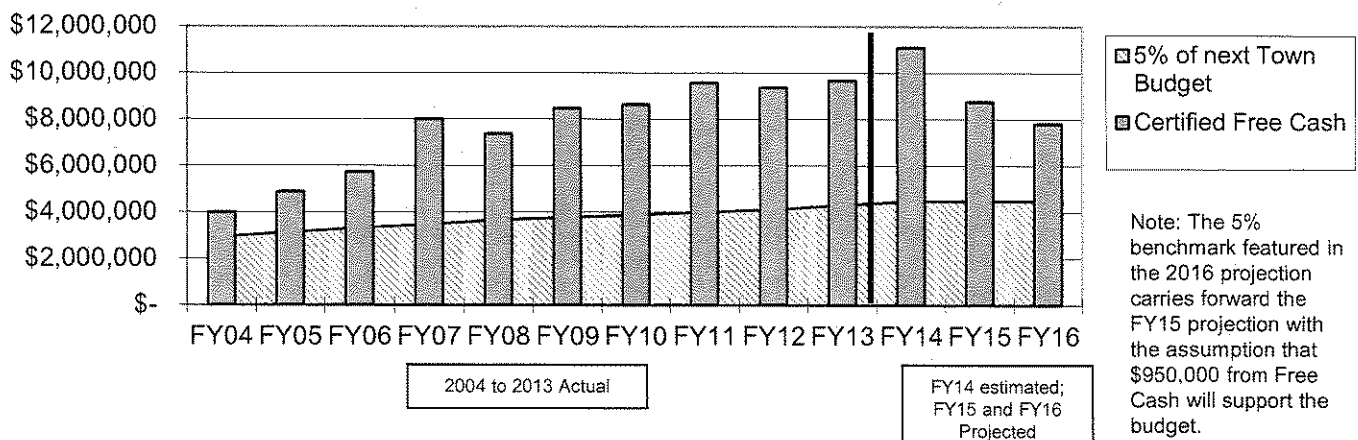
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which have not yet been converted to cash (page II-3).

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 appropriated by Town Meeting).

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, 2014 is estimated at \$11.1 million, although not yet certified.

**Certified Free Cash (Actual from 2004 to 2013 and estimated FY14, projected FY15 and FY16)**



## SECTION II: Budget Summary

## Overview

### Uses of Free Cash:

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

### Prudent Uses

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

Town Meeting has appropriated Free Cash for various purposes. An appropriation is often approved to reduce the annual property tax levy. For FY16, \$950,000 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 of 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 \$2.0 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 have been made from Free Cash to this Stabilization Fund in subsequent years.

It should be noted that the projections for the Free Cash balance at June 30, 2015 and June 30, 2016 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. Accordingly, the downward trend for projected free cash shown in the chart of page II-6 does not reflect the possibility of positive results from operations for those years.

### Using Free Cash

Certification Date	Free Cash Available for Appropriation	Fiscal Year	Percent of Next Year's Budget (from cert. date)	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriation from Free Cash	Appropriated for Willard School Borrowing	Total Free Cash Use
6/30/2004	3,994,445	2006	6.8%	500,000				500,000
6/30/2005	4,880,193	2007	7.8%	500,000				500,000
6/30/2006	5,730,609	2008	8.6%	500,000				500,000
6/30/2007	8,003,063	2009	11.5%	600,000	2,500,000			3,100,000
6/30/2008	7,371,061	2010	10.0%	600,000			440,000	1,040,000
6/30/2009	8,471,337	2011	11.2%	600,000		34,430		634,430
6/30/2010	8,635,340	2012	11.1%	850,000		24,822		874,822
6/30/2011	9,567,656	2013	11.9%	850,000	2,000,000			2,850,000
6/30/2012	9,357,662	2014	11.3%	850,000	750,000			1,600,000
6/30/2013	9,664,489	2015	11.2%	850,000	750,000			1,600,000
6/30/2014	11,084,917	2016	12.3%	<i>proposed</i> 950,000*	750,000*	625,000*		2,325,000

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.

\* \$600,000 - Article 24, CPS buses; \$25,000 - Article 56 - White Pond; \$750,000 - Article 29, H.S. debt Stabilization Fund; \$950,000 - Article 39 - FY16 budget support

# SECTION II: Budget Summary

# Overview

## Budget - All Accounts FY16 Adopted Guideline

Line #		FY12 Budget	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Guideline <small>(Nov. 20, 2014)</small>	Dollar Change	Percent Change	Percent of Total
<b>Town Government</b>									
1	personal services	\$ 13,599,845	\$ 13,937,691	\$ 14,494,368	\$ 15,181,707	15,891,775	710,068	4.68%	16.75%
2	O & M	2,914,168	3,126,322	3,234,645	3,332,306	3,449,372	117,066	3.51%	3.64%
3	capital outlay	1,385,000	1,435,000	1,520,000	1,625,000	1,547,866	(77,134)	-4.75%	1.63%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.24%
5	<b>Total General Fund</b>	<b>\$ 18,124,013</b>	<b>\$ 18,724,013</b>	<b>\$ 19,474,013</b>	<b>\$ 20,364,013</b>	<b>\$ 21,114,013</b>	<b>\$ 750,000</b>	<b>3.68%</b>	<b>22.26%</b>
<b>Emergency Services Stabilization Fund</b>									
6	Concord Public Schools	\$ 28,474,200	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 33,840,538	\$ 1,400,000	4.32%	35.67%
7	Concord-Carlisle RSD	\$ 14,766,221	\$ 15,066,221	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 700,000	4.41%	17.45%
8	<b>Total Operating Budgets</b>	<b>\$ 61,364,434</b>	<b>\$ 63,545,772</b>	<b>\$ 65,970,772</b>	<b>\$ 68,860,772</b>	<b>\$ 71,610,772</b>	<b>\$ 2,750,000</b>	<b>3.99%</b>	<b>75.49%</b>
<b>JOINT TOWN &amp; CPS ACCOUNTS</b>									
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 0	0.00%	4.90%
9a	OPEB Trust	150,000	400,000	650,000	900,000	1,150,000	250,000	27.78%	1.21%
10	Retirement	2,860,000	2,945,000	3,035,000	3,125,000	3,220,000	95,000	3.04%	3.39%
11	Debt Service	3,275,000	3,300,000	3,400,000	3,500,000	3,605,000	105,000	3.00%	3.80%
12	Social Security/Medicare	610,000	625,000	640,000	685,000	740,000	55,000	8.03%	0.78%
13	Other Fixed & Mandated	375,000	375,000	400,000	425,000	425,000	0	0.00%	0.45%
14	<b>subtotal</b>	<b>\$ 11,920,000</b>	<b>\$ 12,295,000</b>	<b>\$ 12,775,000</b>	<b>\$ 13,285,000</b>	<b>\$ 13,790,000</b>	<b>\$ 505,000</b>	<b>3.80%</b>	<b>14.54%</b>
15	Minuteman Voc Tech	\$ 555,830	\$ 437,910	\$ 227,033	\$ 191,689	\$ 418,000	\$ 226,311	118.06%	0.44%
16	High School Debt Exclusion	322,941	254,128	1,551,843	1,858,841	3,514,429	1,655,588	89.07%	3.70%
17	Town Debt Exclusion	4,874,334	4,719,471	4,624,457	4,495,632	4,320,500	(175,132)	-3.90%	4.55%
	<b>subtotal</b>	<b>\$ 5,753,105</b>	<b>\$ 5,411,509</b>	<b>\$ 6,403,333</b>	<b>\$ 6,546,162</b>	<b>\$ 6,252,929</b>	<b>\$ 1,706,767</b>	<b>26.07%</b>	<b>8.70%</b>
18	<b>TOWN MEETING VOTE</b>	<b>\$ 79,037,539</b>	<b>\$ 81,252,281</b>	<b>\$ 85,149,105</b>	<b>\$ 88,691,934</b>	<b>\$ 93,653,701</b>	<b>\$ 4,961,767</b>	<b>5.59%</b>	<b>98.73%</b>
19	State assessments	\$ 446,473	\$ 468,736	\$ 429,403	\$ 511,384	\$ 525,000	\$ 13,616	2.66%	0.55%
20	Snowice & other deficits	157,838	0	101,951	285,362	130,000	(155,362)	-54.44%	0.14%
21	Overlay	500,183	538,810	539,850	555,513	550,000	(5,513)	-0.99%	0.58%
22	<b>subtotal</b>	<b>\$ 1,104,494</b>	<b>\$ 1,007,546</b>	<b>\$ 1,071,234</b>	<b>\$ 1,352,259</b>	<b>\$ 1,205,000</b>	<b>\$ (147,259)</b>	<b>-10.89%</b>	<b>1.27%</b>
23	<b>TOTAL BUDGET PLAN</b>	<b>\$ 80,142,033</b>	<b>\$ 82,259,827</b>	<b>\$ 86,220,339</b>	<b>\$ 90,044,193</b>	<b>\$ 94,858,701</b>	<b>\$ 4,814,508</b>	<b>5.35%</b>	

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

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

# SECTION II: Budget Summary

# Overview

## FY16 Adopted Guideline Financing the Budget Plan

Change from FY15 Budget

	FY12 Budget	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Guideline <small>(Nov. 20, 2014)</small>	Dollar Change	Percent Change	Percent of Total
24	\$ 3,580,402	\$ 3,717,120	\$ 3,792,628	\$ 4,147,519	\$ 4,200,000	\$ 52,481	1.27%	4.43%
25	2,150,000	2,225,000	2,400,000	2,600,000	2,550,000	(50,000)	-1.92%	2.69%
26	175,000	175,000	125,000	100,000	150,000	50,000	50.00%	0.16%
27	2,731,400	2,899,400	3,094,400	3,436,400	3,659,200	222,800	6.48%	3.86%
28	Appropriations financed from:							
29	700,000	475,000	\$ 735,000	\$ 0	\$ 0	\$ 0		
30			230,000	500,000	1,500,000	1,000,000	200.00%	1.58%
31				200,000	100,000	(100,000)	-50.00%	0.11%
32	24,822							
33	Transfers to General Fund:							
34	380,000	385,000	\$ 447,800	\$ 458,650	\$ 472,400	\$ 13,750	3.00%	0.50%
35	427,412	409,878	409,878	409,878	409,878	0	0.00%	0.43%
36	850,000	850,000	850,000	850,000	900,000	50,000	5.88%	0.95%
37	\$ 11,019,036	\$ 11,136,398	\$ 12,084,706	\$ 12,702,447	\$ 13,941,478	\$ 1,239,031	9.75%	14.70%
<b>Property Tax:</b>								
38	\$ 64,189,546	\$ 65,851,372	\$ 68,113,587	\$ 71,061,652	\$ 74,292,172	\$ 3,230,520	4.55%	78.32%
39	863,588	1,183,336	1,220,624	835,499	700,000	(135,499)	-16.22%	0.74%
40	\$ 65,053,134	\$ 67,034,708	\$ 69,334,211	\$ 71,897,151	\$ 74,992,172	\$ 3,095,021	4.30%	79.06%
41	4,069,863	4,088,721	4,801,422	5,444,595	5,925,051	480,456	8.82%	6.25%
42	\$ 69,122,997	\$ 71,123,429	\$ 74,135,633	\$ 77,341,746	\$ 80,917,223	\$ 3,575,477	4.62%	85.30%
<b>TOTAL RESOURCES</b>					\$ 94,858,701	\$ 4,814,508	5.35%	

## SECTION II: Budget Summary

## Property Taxes

### Property Taxes:

The total projected property tax levy for FY16 is:

**\$80,917,223**

This represents 85.3% of the total revenues supporting the FY16 budget.

It also represents an increase of 4.62% over the FY15 tax levy of \$77,341,746.

This, however, *does not* mean that the property tax rate will increase by 4.62%, as \$700,000 of the increase is due to projected New Growth (see chart on page II-11 for a further break-out of the components of the total levy).

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

**+ 3.72%**

### Property Tax Highlights

The FY16 property tax rate is projected to increase by 3.72%.

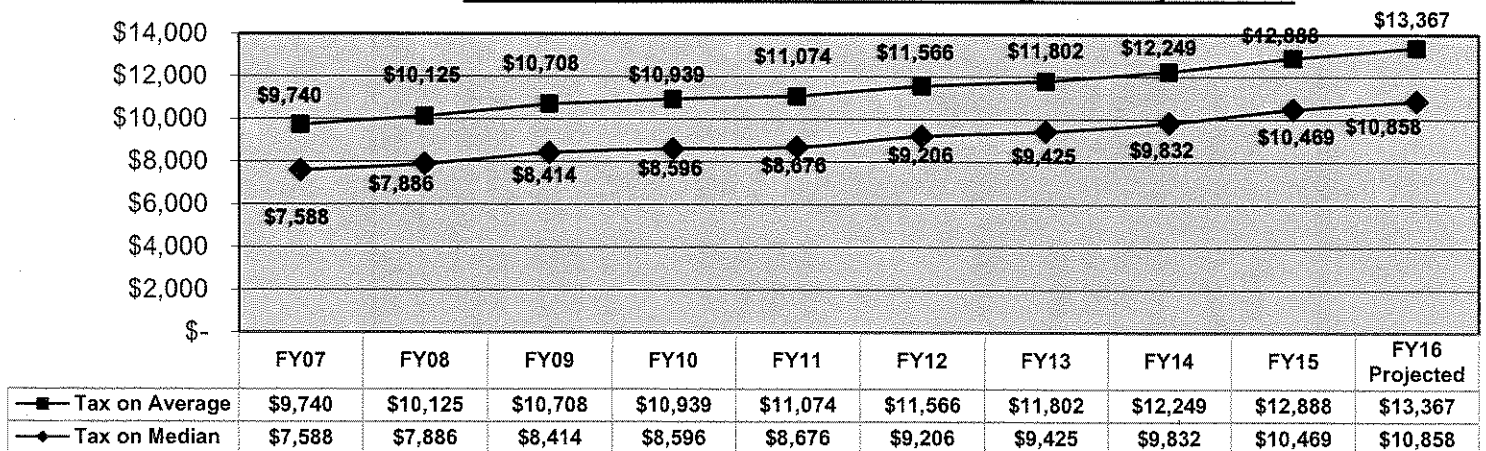
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY16 is projected to increase by \$389 from \$10,469 in FY15 to \$10,858 in FY16 (based on a median assessed value of \$732,600).

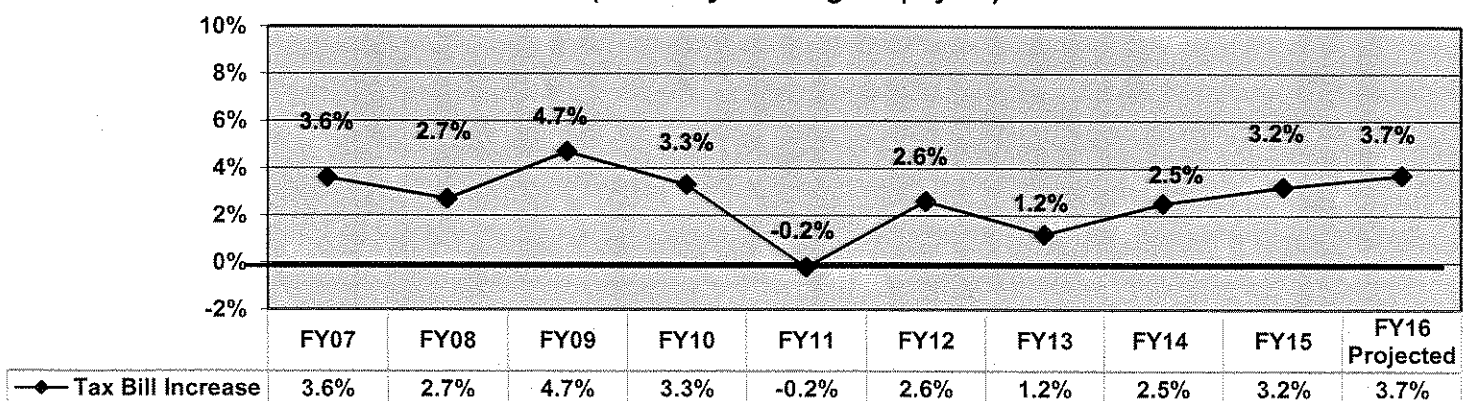
Or...

- The tax bill per \$100,000 of assessed value will increase by \$53 from \$1,429 in FY15 to an estimated \$1,482 in FY16.

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



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



**Property Tax Details:**

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

For FY16, the first number shown is the FY15 Levy Limit of \$75,539,516. As authorized by Prop 2½, the FY15 Levy Limit is multiplied by 2.5% to get \$1,888,488. The levy projected from new building construction (New Growth) is estimated to be \$700,000. The sum of these numbers is the new FY16 Levy Limit of \$78,128,004. After adding the levy from payment due on excluded debt, \$5,925,051, the maximum allowable levy equals \$84,053,055.

With the proposed FY16 level of spending requiring a Tax Levy of \$80,917,223, the result is a budget under the levy limit and an unused tax levy capacity projected at \$3,135,832.

**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" are added to 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**

	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Projected</b>
Previous Levy Limit	\$ 69,911,104	\$ 72,879,506	\$ 75,539,516
New Growth Adjustment	-	2,462	
Plus 2.5%	<u>1,747,778</u>	<u>1,822,049</u>	<u>1,888,488</u>
Subtotal	71,658,882	74,704,017	77,428,004
New Growth	1,220,624	835,499	700,000
Levy Limit	72,879,506	75,539,516	78,128,004
Excluded Debt Levy	<u>4,801,422</u>	<u>5,444,595</u>	<u>5,925,051</u>
Maximum Allowable Levy	\$ 77,680,928	\$ 80,984,111	\$ 84,053,055
Tax Levy	\$ 74,135,633	\$ 77,341,746	\$ 80,917,223
Unused Levy Limit	\$ 3,545,295	\$ 3,642,365	\$ 3,135,832

**SECTION II: Budget Summary**

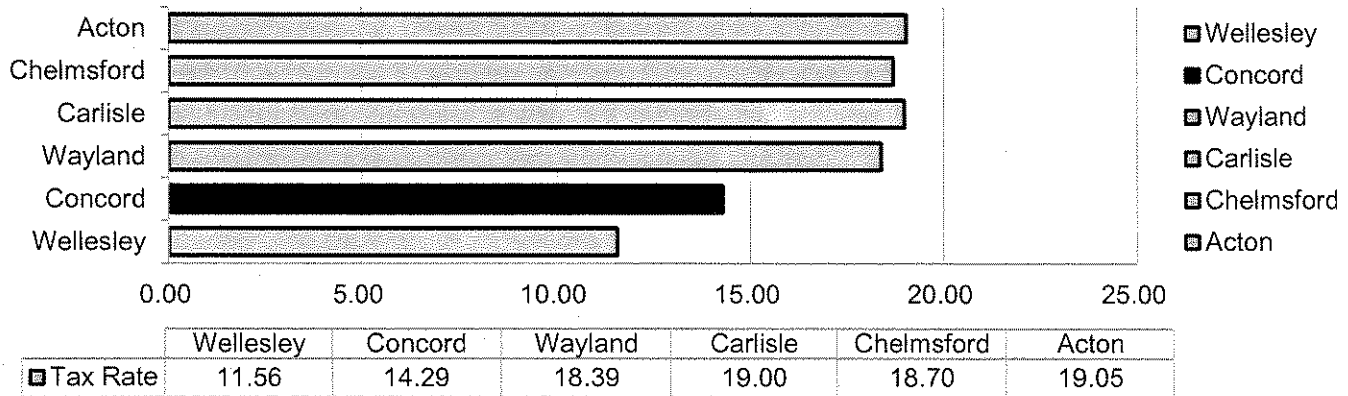
**Property Taxes**

	FY15 Tax Rates		FY15 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Acton	\$ 19.05	\$ 19.05	\$ 985,069	1.31%
Andover	14.97	24.77	2,001,783	1.61%
Bedford	14.62	32.12	2,178,677	3.62%
Brookline	10.68	17.39	9,443	0.01%
Carlisle	19.00	19.00	1,393,888	5.50%
Chelmsford	18.70	18.70	35,244	0.04%
<b>Concord</b>	<b>14.29</b>	<b>14.29</b>	<b>3,642,364</b>	<b>4.82%</b>
Danvers	14.91	21.42	489,119	0.72%
Lexington	14.86	29.10	74,194	0.05%
Lincoln	14.15	18.60	8,136	0.03%
Needham	11.29	22.43	118,456	0.10%
Newton	11.61	22.38	21,515	0.01%
Sudbury	17.60	24.88	968,164	1.30%
Wayland	18.39	18.39	6,850,124	10.31%
Wellesley	11.56	11.56	12,640	0.01%
Westford	16.24	16.44	35,000	0.05%
Winchester	12.14	11.40	25,196	0.03%

The table presented above provides data on the FY15 tax rates and unused levy capacity for neighboring municipalities. A lower tax rate makes the relative property tax burden less and a higher unused levy capacity shows that the municipality is not taxing at the maximum amount as determined by Proposition 2 ½.

Source: Massachusetts Department of Revenue, Division of Local Services, 12/29/2014

**Comparable Municipalities with Uniform Tax Rate**



The chart presented above shows the FY15 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 II: Budget Summary**

**Property Taxes**

**Property Tax Rate**

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average single family value	Tax Bill	Total Tax Levy	New Growth Levy	impact on existing taxpayers	
									Net Levy	% over prior total levy
Jan. 1, 2006	2007	718,550	\$10.56	7,588	922,372	9,740	56,065,720	894,270	55,171,450	+3.6%
Jan. 1, 2007	(a) 2008	735,650	\$10.72	7,886	944,487	10,125	58,946,453	1,368,514	57,577,939	+2.7%
Jan. 1, 2008	2009	707,100	\$11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	+4.7%
Jan. 1, 2009	2010	656,700	\$13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	+3.3%
Jan. 1, 2010	2011	657,750	\$13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	(0.1)%
Jan. 1, 2011	(a) 2012	677,900	\$13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	+2.6%
Jan. 1, 2012	2013	689,850	\$14.07	9,425	838,804	11,802	71,123,429	1,183,336	69,940,093	+1.2%
Jan. 1, 2013	2014	\$680,400	\$14.45	\$9,832	847,681	\$12,249	\$74,135,633	\$1,220,624	\$72,915,009	+2.5%
<b>current year</b>	2015	\$732,600	\$14.29	\$10,469	901,857	\$12,888	\$77,341,746	\$835,499	\$76,506,247	+3.2%
<b>projected</b>	2016			\$10,858		\$13,367	\$80,917,223	\$700,000	\$80,217,223	+3.7%

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

**Operating overrides and debt exclusion levy impact**

Fiscal Year	Voted Operating Override levy	% incr. in levy	Debt Exclusion Levy	Change from prior year	Total change in tax levy
2007	657,538	1.23%	2,702,361	215,818	2,792,633
2008	none		3,026,989	324,628	2,880,733
2009	none		3,982,522	955,533	3,702,188
2010	none		4,512,636	530,114	3,148,928
2011	none		4,015,430	(497,206) *	747,828
2012	none		4,069,862	54,432 *	2,577,600
2013	none		4,088,721	18,859 *	2,000,432
2014	none		4,801,422	712,701 *	3,012,204
Budget 2015	none		5,444,595	643,173 *	3,206,113
Proposed Guideline 2016	none		5,925,051	480,456 *	3,575,477

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

## Proposed FY16 Budgets at Finance Committee Guidelines Property Tax impact

### incremental and total tax levy and budget changes

	FY15	FY16 at Guidelines		
		plus	at proposed level	% Δ
Town Government operations	\$20,364,013	+\$ 750,000 =	\$ 21,114,013	+3.7%
Concord Public Schools (K-8)	\$32,440,538	+\$ 1,400,000 =	\$ 33,840,538	+4.3%
CCHS assessment:				
without debt exclusion	\$ 15,856,221	+\$ 700,000 =	\$ 16,556,221	+4.4%
debt exclusion	<u>1,858,841</u>		<u>3,514,429</u>	
total assessment	\$ 17,715,062	↓	\$ 20,070,650	
<i>Concord's assessment share:</i>				
FY15: 73.10%				
FY16: 73.71%				
<b>Sum for all operating budgets:</b>			<u>\$ 2,850,000</u>	
<b><u>Projected Tax rate Impact</u></b>			<b>+ 3.7%</b>	
Tax Bill at median \$732,600 value	\$ 10,469	+ 389 =	\$ 10,858	
Tax Bill per \$100,000 a.v.	\$ 1,429	+ 53 =	\$ 1,482	

# SECTION II: Budget Summary

## Property Taxes

### Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2015

Fiscal Year	Total Assessed Value	Absolute Levy Limit	Annual Levy Limit	Actual Levy		Uniform Tax Rate	Actual Tax Rates			Unused Levy Limit		
				Within Limit	Debt Exclusion		Residential	Open Space	Commercial	CP" 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	\$24,325,678	\$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	\$882,744	3.45%
1997	\$2,273,635,628	\$56,838,391	\$29,574,375	\$28,652,639	\$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	\$31,408,074	\$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	\$41,782,925	\$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%

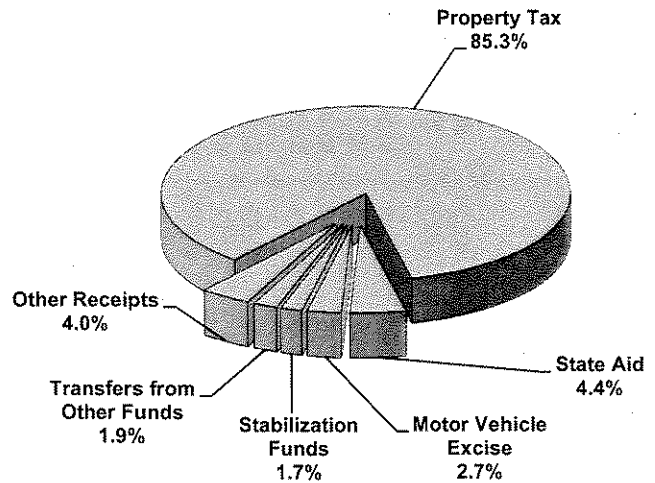
Financial Resources:

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 II-16
- Resource Detail (Revenue Detail) II-17 to II-19

**FY16 General Fund Resources**  
**Totaling \$94,858,701**



Property Tax – Property taxes constitute about 85% 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 II-18, Section I).

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

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

Stabilization Funds – With a two-thirds affirmative vote, the Town Meeting can place funds into a Stabilization Fund and use resources from a Stabilization Fund. Stabilization Funds are often used to smooth over a sharp temporary rise in annual expenditures that could result, for example, from the increase in debt service from constructing a new school (Page II-18, section H, Lines 61-63).

Transfers from Other Funds – The Annual Town Meeting authorizes the Concord Municipal Light Plant to pay a PILOT (Payment in Lieu of Taxes) each year, as well as appropriating the use of Free Cash to reduce the property tax levy or for specific use. Additional funds are available from the Thoreau School MSBA grant (Page II-18, Section H, Lines 57-60).

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

# SECTION II: Budget Summary

# Resources

Adapted Guideline  
Nov. 20, 2014

## RESOURCE DETAIL - GENERAL FUND: with FY2016 FORECAST

	ACTUAL FY2011	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015 rev 11-17-14	PROJECTED FY2016
<b>A. State Aid:</b>						
1. Abatements:						
Veterans, blind & surviving spouses	29,811	31,273	30,775	36,970	30,775	
Police Career Incentive ("Quinn")	15,896	0	0	0		
Elderly Persons Abatements	11,546	8,534	6,024	6,024	6,024	
School Aid (Ch.70)	1,988,323	1,998,997	2,075,197	2,125,993	2,573,232	
Charter School tuition reimbursement	49,449	26,492	13,915	17,703	49,214	
State-Owned Land	589,247	589,606	589,796	601,459	424,522	
Unrestricted General Government Aid	981,239	910,291	981,239	1,004,433	1,032,288	
Supplemental unrestricted aid		70,948				
Veterans Benefits	6,539	5,687	1,591	14,141	31,464	
<b>Total State Aid</b>	<b>\$3,652,050</b>	<b>\$3,641,828</b>	<b>\$3,698,537</b>	<b>\$3,806,723</b>	<b>\$4,147,519</b>	<b>\$4,200,000</b>
<b>B. Local Excise Taxes:</b>						
11. Motor Vehicle Excise	2,280,635	2,338,458	2,529,694	2,730,604	2,600,000	2,550,000
12. Hotel/Motel Room Excise	229,461	277,593	262,590	277,694	275,000	275,000
13. Meals Excise	208,952	290,004	296,839	311,555	300,000	300,000
14. Jet Fuel Excise	197,790	445,559	392,272	370,248	375,000	375,000
15. Farm Animal & Machinery	1,109	603	1,420	1,433	1,000	1,000
16. <b>Total Local Excise</b>	<b>\$2,917,947</b>	<b>\$3,352,217</b>	<b>\$3,462,815</b>	<b>\$3,691,534</b>	<b>\$3,551,000</b>	<b>\$3,501,000</b>
<b>C. Fines and Forfeitures:</b>						
17. Tax Penalties & Interest	86,968	121,819	108,530	127,975	100,000	100,000
18. Tax Title Interest	36,735	55,592	75,271	114,379	50,000	50,000
19. Court Fines	95,927	113,915	93,419	101,728	90,000	90,000
20. <b>Total Fines &amp; Forfeitures</b>	<b>\$219,630</b>	<b>\$291,326</b>	<b>\$277,220</b>	<b>\$344,082</b>	<b>\$240,000</b>	<b>\$240,000</b>
<b>D. Uses of Money &amp; Property:</b>						
21. Rental - Nextel tower	20,000	20,000	20,000	20,000	20,000	20,000
22. Rental - other wireless towers	192,416	180,157	193,148	239,697	215,000	215,000
23. Rental - Ripley Building	18,238	19,744	20,258	21,588	20,000	20,000
24. Rental - Harvey Wheeler	19,173	13,548	15,698	23,547	18,000	13,000
25. Rental - Marshall farm	6,750	9,675	10,747	11,715	12,000	13,000
26. Rental - McGrath Farm				4,652	5,000	16,800
27. Rental - miscellaneous	402	402	405	1,402	400	400
28. Investment Earnings	251,989	196,510	151,078	86,296	100,000	150,000
29. <b>Total Uses of Money &amp; Prop.</b>	<b>\$508,970</b>	<b>\$440,036</b>	<b>\$411,334</b>	<b>\$408,897</b>	<b>\$390,400</b>	<b>\$448,200</b>
<b>E. Licenses &amp; Permits:</b>						
30. Building Permits	457,967	577,624	526,205	847,659	500,000	600,000
31. Concord Mews building permits	148,587	297,173	0	0	0	0
32. Other Health & Inspections	225,331	252,318	277,085	321,441	275,000	275,000
33. Alcoholic Beverage	72,775	74,850	71,725	81,225	75,000	80,000
34. Miscellaneous	38,883	10,469	10,095	45,035	10,000	10,000
35. <b>Total Licenses &amp; Permits</b>	<b>\$943,543</b>	<b>\$1,212,434</b>	<b>\$885,110</b>	<b>\$1,295,360</b>	<b>\$860,000</b>	<b>\$965,000</b>

# SECTION II: Budget Summary

# Resources

Adopted Guideline  
Nov. 20, 2014

## RESOURCE DETAIL - GENERAL FUND: with FY2016 FORECAST

	ACTUAL FY2011	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015	PROJECTED FY2016
<b>F. Departmental Fees:</b>						
36. Town Clerk	111,383	108,702	113,734	116,589	100,000	100,000
37. Planning	5,159	22,614	20,098	14,616	5,000	5,000
38. Collector-Treasurer	33,230	44,329	51,875	70,653	40,000	40,000
39. Fire - Ambulance	576,112	557,097	500,510	591,633	650,000	700,000
40. Public Safety	69,129	79,505	93,996	89,892	80,000	90,000
41. Library - Late Fines	46,702	45,707	50,327	46,746	45,000	45,000
42. School Department -misc	8,355	13,501	8,966	42,976	0	10,000
43. Kindergarten tuition	75,122	84,332	87,365	96,242	80,000	95,000
44. Medicaid reimbursements	40,323	52,628	13,212	34,769	20,000	30,000
45. Miscellaneous	25,615	35,080	46,723	29,408	20,000	20,000
46. <b>Total Departmental Fees</b>	<b>\$991,130</b>	<b>\$1,043,495</b>	<b>\$986,806</b>	<b>\$1,133,524</b>	<b>\$1,040,000</b>	<b>\$1,135,000</b>
<b>G. All Other Revenue:</b>						
47. Payments in Lieu of Taxes (PILOT) (Fed.Gov., Housing Authority)	19,241	9,759	23,140	21,988	20,000	20,000
48. PILOT on sale of town land	5,562	1,082	0	0	0	0
49. Premium on Sale of Bonds & Notes	84,088	138,634	87,504	339,823	0	0
50. (41A) Redemptions	0	57,522	40,768	133,351	0	0
51. (61A) Rollback Tax	53,628	0	27,671	40,253	0	0
52. Supplemental tax on new construction	49,598	102,369	77,521	68,306	35,000	50,000
53. SREC - Willard School solar	0	22,496	8,890	10,845	0	0
54. Miscellaneous non-recurring	175,094	71,594	115,808	207,181	0	0
55. <b>Total Other Revenue</b>	<b>\$387,211</b>	<b>\$403,456</b>	<b>\$381,302</b>	<b>\$821,747</b>	<b>\$55,000</b>	<b>\$70,000</b>
56. <b>TOTAL LOCAL (B-G)</b>	<b>\$5,968,431</b>	<b>\$6,742,964</b>	<b>\$6,424,587</b>	<b>\$7,695,144</b>	<b>\$6,136,400</b>	<b>6,359,200</b>
<b>H. Available Funds</b>						
57. Municipal Light Plant (Electric Fund)	380,000	380,000	385,000	447,800	458,650	472,400
58. Thoreau School MSBA grant	431,796	427,412	409,878	409,878	409,878	409,878
59. Free Cash appropriated to reduce tax rate	600,000	850,000	850,000	850,000	850,000	900,000
60. Free Cash appropriated for expenditures	34,430	46,822	0	0	0	0
61. Elementary School Debt Stabilization Fund	1,000,000	700,000	475,000	735,000	500,000	1,500,000
62. High School Debt Stabilization Fund				230,000	200,000	100,000
63. Emergency Services Stabilization Fund						
64. <b>TOTAL AVAILABLE FUNDS</b>	<b>\$2,446,226</b>	<b>\$2,404,234</b>	<b>\$2,119,878</b>	<b>\$2,672,678</b>	<b>\$2,418,528</b>	<b>\$3,382,278</b>
<b>I. Property Tax:</b>						
65. Base	61,712,667	64,206,150	65,862,787	68,113,587	71,061,652	74,292,172
66. New Growth	817,300	863,565	1,183,336	1,220,624	836,499	700,000
67. <b>Within levy limit</b>	<b>\$62,529,967</b>	<b>\$65,069,735</b>	<b>\$67,046,123</b>	<b>\$69,334,211</b>	<b>\$71,897,151</b>	<b>\$74,992,172</b>

# SECTION II: Budget Summary

# Resources

Adopted Guideline  
Nov. 20, 2014

## RESOURCE DETAIL - GENERAL FUND: with FY2016 FORECAST

	ACTUAL FY2011	ACTUAL FY2012	ACTUAL FY2013	ACTUAL FY2014	Budget FY2015	PROJECTED FY2016
<b>Debt Exclusion:</b>						
66. Concord-Carlisle High School - existing +	582,444	322,941	184,870	(4,213)	(10,456)	196,161
69. New CCHS building			69,258	1,556,056	1,869,297	3,318,268
70. Harvey Wheeler CC renovations	119,827	116,994	114,039	110,837	107,389	103,694
71. Alcott School - Bond, Sept. '04 (\$7m)	544,425	533,925	522,769	509,863	496,519	483,613
72. Alcott School - Ph 2 bond, Mar. '07 (\$2.35m)	234,983	228,633	217,283	211,132	204,980	198,829
73. Thoreau School - Bond, Sept. '06 (\$10m)	869,920	849,156	828,392	807,628	786,172	764,024
74. Thoreau School - Bond, Sept. '07 (\$6.8m)	618,359	602,705	588,000	573,769	558,589	541,037
75. Thoreau school - Bond, Mar. '09 (\$140k)	51,800	40,800	0	0	0	0
76. Willard School Design - Bond Spr. '08 (\$1.84m)	232,080	226,631	221,183	215,734	210,285	204,383
77. Willard School - Bond, Mar. '09 (\$11.9m)	1,020,780	1,008,191	995,601	979,864	955,980	937,245
78. Willard School - Bond, Jan. '10 (\$12.9m)	1,060,944	1,044,016	1,027,089	1,013,547	1,000,005	986,463
79. Willard School Construction - BAN interest	1,236	0	0	0	0	0
80. Phase 1, WPAT State Loan	101,789	101,678	101,565	101,450	101,332	101,212
81. Willard constr. - Bond, June '11 (\$400k est)		109,438	103,550	100,633	74,381	0
82. <b>subtotal, debt exclusion</b>	<b>\$5,438,587</b>	<b>\$5,185,108</b>	<b>\$4,973,599</b>	<b>\$6,176,300</b>	<b>\$6,354,473</b>	<b>\$7,834,929</b>
less:						
83. <b>Elementary School Debt Stabilization</b>	<b>(1,000,000)</b>	<b>(700,000)</b>	<b>(475,000)</b>	<b>(735,000)</b>	<b>(409,878)</b>	<b>(409,878)</b>
84. <b>Thoreau School MSBA grant</b>	<b>(431,796)</b>	<b>(427,412)</b>	<b>(409,876)</b>	<b>(409,876)</b>	<b>(500,000)</b>	<b>(1,500,000)</b>
85. <b>High School Det Stabilization</b>				<b>(230,000)</b>		
86. <b>Net debt exclusion</b>	<b>\$4,006,791</b>	<b>\$4,057,696</b>	<b>\$4,088,721</b>	<b>\$4,801,422</b>	<b>\$5,444,595</b>	<b>\$5,925,051</b>
87. <b>TOTAL PROPERTY TAX</b>	<b>\$66,545,397</b>	<b>\$69,127,431</b>	<b>\$71,134,844</b>	<b>\$74,135,633</b>	<b>\$77,341,746</b>	<b>\$80,917,223</b>
<b>GRAND TOTAL</b>						
88. <b>GENERAL FUND RESOURCES</b>	<b>\$78,612,104</b>	<b>\$81,916,457</b>	<b>\$83,377,846</b>	<b>\$88,310,178</b>	<b>\$90,044,193</b>	<b>\$94,858,701</b>
<b>Increase over prior year</b>	<b>3.44%</b>	<b>4.20%</b>	<b>1.78%</b>	<b>5.92%</b>	<b>1.96%</b>	<b>5.35%</b>

FY11-15 increase over prior year actual; FY16 increase over prior year budget

## FY2016 PROJECTED TAX LEVY INCREASE

	percent	amount
Base	3.10%	\$2,395,021
Debt Exclusion	0.62%	480,456
	<b>3.72%</b>	<b>\$2,875,477</b>
New Growth	0.90%	700,000
	<b>4.62%</b>	<b>\$3,575,477</b>

FY2016 Base minus FY2015 within levy limit

## SECTION II: Budget Summary

## Expenses

### Expenses – General Fund Budget:

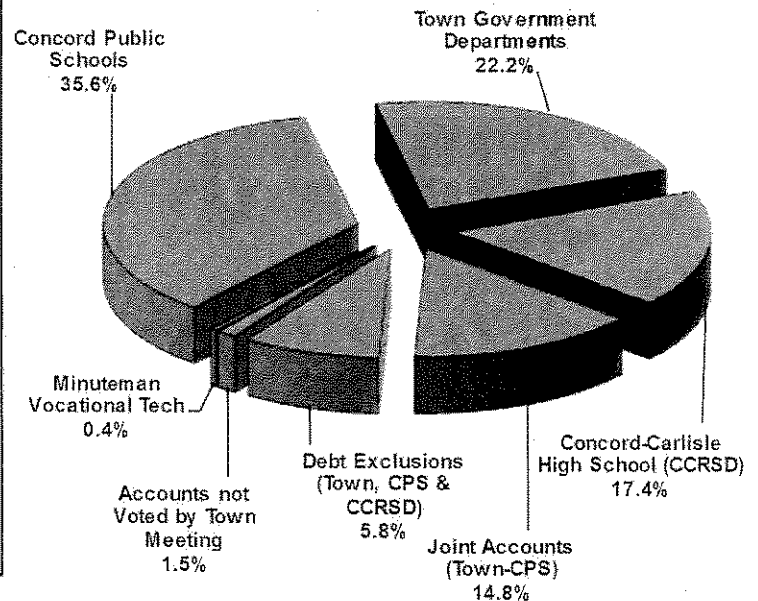
The General Fund budget is organized into 3 major organizational categories:

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

### This section contains the following:

- Major Organizational Categories II-20 to II-21
- Joint Accounts II-22
- Other Obligations II-23
- Appropriations (Warrant) II-24 to II-26
- Town Gov. Budget Summary II-27 to II-35

### FY16 General Fund Expenses Totaling \$94,858,701



### Town Government (Page II-8, line 5 – \$21,114,013 proposed for FY16)

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 II-8, line 6 - \$33,840,538 Finance Committee Guideline for FY16)

Summary information is found on pages V-1 and V-2. 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 II-8, line 7 - \$16,556,221 Finance Committee Guideline for FY16 as Concord's share of the Districts operating budget)

Since the Concord-Carlisle Regional School District (CCRSD) is a separate political subdivision but not a taxing authority, the Town budget includes an assessment payable to CCRSD based on Concord's share of the previous year's enrollment figures. That assessment amount is shown in this category. Summary information is found on pages V-3 and V-4. 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:**

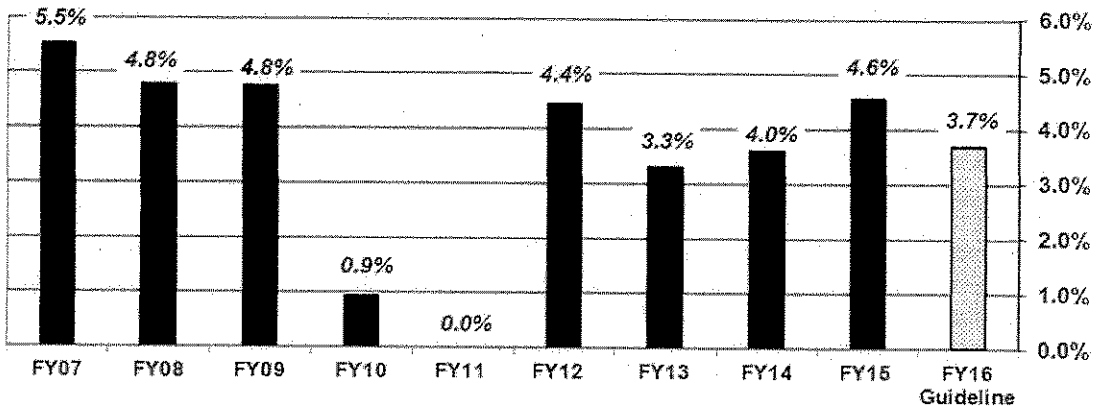
**\$71,610,772** (page II-8, line 8)

+ 3.99% increase from FY15

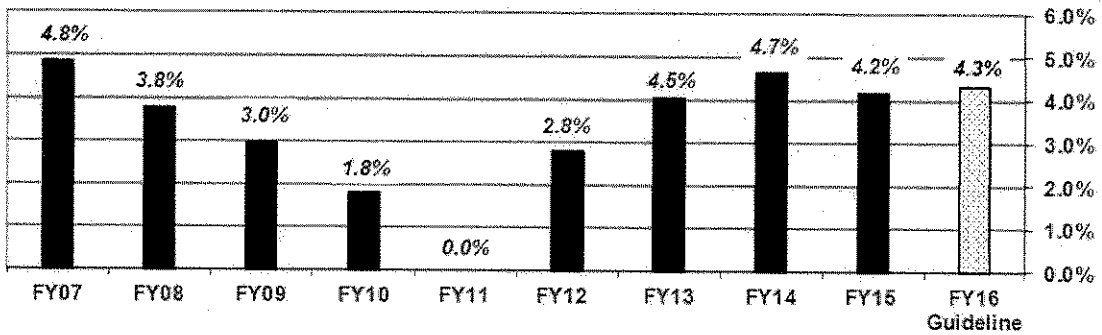
**SECTION II: Budget Summary**

**Expenses**

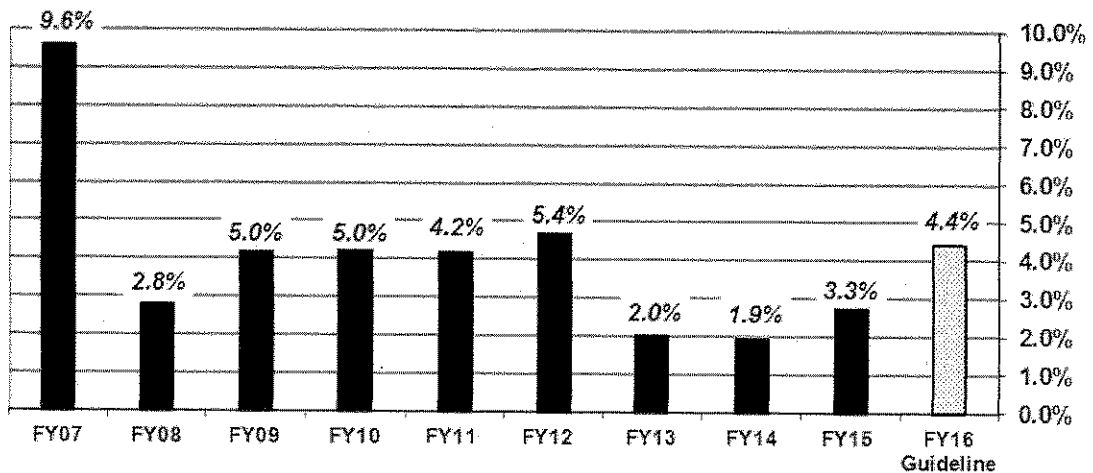
**Town Government operations  
percent change in budget**



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



**CCHS Operating assessment  
percent change**



**Joint Accounts**

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

The joint accounts are as follows:

Group Insurance (Page II-8, line 9 - \$4,650,000, and line 9a - \$1,150,000)

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 \$1,150,000 toward the Annual Net Other Post Employment Benefit (OPEB) obligation which has been estimated at approximately \$2.2 million in FY16.

Retirement (Page II-8, line 10 - \$3,220,000)

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

Debt Service (Page II-8, line 11 - \$3,605,000; financed within the levy limit)

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

Social Security / Medicare (Page II-8, line 12 - \$740,000)

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

Other Fixed & Mandated Items (Page II-8, line 13 - \$425,000)

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:****\$13,790,000** (page II-8, line 14)

+3.80% increase from FY15

**Other Obligations**

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

- Minuteman Voc Tech (Page II-8, line 15 - \$418,000)

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

- High School Debt Exclusion (Page II-8, line 16 - \$3,514,429)

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

- Town Debt Exclusion (Page II-8, line 17 - \$4,320,500)

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

**Other Obligations Subtotal** **\$8,252,929**

**Budget Subject to Town Meeting Vote:** **\$93,653,701**

+5.59% increase from FY15

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

- State Assessments (Page II-8, line 19 - \$525,000)

By state law, these state charges are not subject to Town Meeting appropriation but must be financed within the property tax levy limit. The largest item is the assessment for the Massachusetts Bay Transit Authority which accounts for 77% of the FY16 budgeted amount.

- Snow/Ice & Other Deficits (Page II-8, line 20 – \$130,000)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #18, page III-111) 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, 2015, if any, will be raised in the FY16 tax levy.

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

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

**Total Budget Plan:** **\$94,858,701**

+5.35% increase from FY15

**SECTION II: Budget Summary**

**Expenses**

<b>General Fund Operating Budget</b>				
<b>Item No.</b>	<b>Department</b>	<b>Fiscal 2014 Expenses</b>	<b>Fiscal 2015 Appropriation</b>	<b>Fiscal 2016 Proposal</b>
<b>General Government</b>				
<b>\$2,702,467 is 7.2% of Total</b>				
1	Town Manager's Office			
	A. Town Manager	\$ 320,198	\$ 341,188	\$ 366,308
	B. Human Resources	198,015	202,606	215,367
	C. Town-Wide Building Fund	180,000	200,000	220,000
	D. Resource Sustainability Fund	40,000	75,000	75,000
	E. Visitor's Center and Restroom	24,329	24,924	27,426
	<b>Subtotal</b>	<b>762,542</b>	<b>843,718</b>	<b>904,101</b>
2	Legal Services	217,788	225,000	225,000
3	Elections and Registrars			
	A. Elections	15,270	40,368	52,164
	B. Registrars	5,765	8,031	8,103
	<b>Subtotal</b>	<b>21,035</b>	<b>48,399</b>	<b>60,267</b>
4	Town Meeting and Reports	75,366	81,550	81,550
5	Planning			
	A. Planning Administration	310,283	349,345	439,629
	B. Natural Resources	190,302	228,737	205,256
	C. Inspections	387,395	395,662	422,087
	D. Health	261,601	286,582	291,209
	<b>Subtotal</b>	<b>1,149,580</b>	<b>1,260,326</b>	<b>1,358,181</b>
6	141 Keyes Road	74,095	74,817	73,368
	<b>Total General Government</b>	<b>\$ 2,300,406</b>	<b>\$ 2,533,810</b>	<b>\$ 2,702,467</b>
<b>Finance and Administration</b>				
<b>\$2,116,924 is 5.6% of Total</b>				
7	Finance Committee	2,581	3,410	3,410
8	Finance			
	A. Finance Administration	264,887	273,539	275,831
	B. Treasurer-Collector	265,003	272,135	281,056
	C. Town Accountant	137,037	143,171	150,769
	D. Assessors	384,092	396,632	392,676
	E. Town Clerk	223,261	232,427	233,879
	<b>Subtotal</b>	<b>1,274,280</b>	<b>1,317,904</b>	<b>1,334,211</b>
9	Information Systems	693,084	639,133	675,933
10	Town House	87,341	104,757	103,370
	<b>Total Finance and Administration</b>	<b>\$ 2,057,287</b>	<b>\$ 2,065,204</b>	<b>\$ 2,116,924</b>

# SECTION II: Budget Summary

# Expenses

Item No.	Department	Fiscal 2014 Expenses	Fiscal 2015 Appropriation	Fiscal 2016 Proposal
<b>Public Safety</b>				
<b>\$8,703,216 is 23.1% of Total</b>				
11	Police Department	4,106,647	4,157,814	4,217,360
12	Fire Department	3,793,889	4,058,386	4,143,072
13	West Concord Fire Station	35,750	36,697	60,062
14	Police-Fire Station	228,495	227,034	234,812
15	Emergency Management	6,444	12,810	22,810
16	Animal Control Officer	21,750	25,100	25,100
	<b>Total Public Safety</b>	<b>\$ 8,192,975</b>	<b>\$ 8,517,841</b>	<b>\$ 8,703,216</b>
<b>Public Works and Facilities</b>				
<b>\$3,927,312 is 10.4% of Total</b>				
17	Public Works			
	A. CPW Administration	178,912	182,363	181,462
	B. Engineering	348,498	374,595	373,062
	C. Highway Maintenance	1,239,559	1,279,897	1,281,985
	D. Parks and Trees	649,873	666,670	633,992
	E. Cemetery	60,401	61,100	67,381
	<b>Subtotal</b>	<b>2,477,243</b>	<b>2,564,625</b>	<b>2,537,882</b>
18	Snow and Ice Removal	825,362	555,000	570,000
19	Street Lighting	71,052	73,463	73,463
20	CPW Equipment	277,000	288,000	250,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	100,000
23	Road Improvements	90,000	90,000	90,000
24	133/135 Keyes Road	109,058	109,414	100,967
	<b>Total Public Works and Facilities</b>	<b>\$ 4,154,715</b>	<b>\$ 3,985,503</b>	<b>\$ 3,927,312</b>
<b>Human Services</b>				
<b>\$2,680,690 is 7.1% of Total</b>				
25	Library	1,866,975	2,003,016	1,995,097
26	A. Human Services Administration	-	-	9,000
	B. Recreation Programs	100,543	106,471	50,000
	C. Hunt Recreation Center	87,742	91,481	95,623
	D. Council on Aging	284,373	311,881	328,996
	E. Harvey Wheeler Community Ctr.	144,642	117,717	117,079
	F. Veterans	59,679	55,771	60,889
	G. Ceremonies and Celebrations	21,696	24,006	24,006
	<b>Total Human Services</b>	<b>\$ 2,565,650</b>	<b>\$ 2,710,343</b>	<b>\$ 2,680,690</b>

## SECTION II: Budget Summary

## Expenses

Item No.	Department	Fiscal 2014 Expenses	Fiscal 2015 Appropriation	Fiscal 2016 Proposal
<b>Unclassified</b>				
\$983,404 is 2.6% of Total				
27	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	267	2,500	2,500
	C. Employee Assistance Program	7,003	7,500	7,500
	<b>Total</b>	<b>97,270</b>	<b>100,000</b>	<b>100,000</b>
28	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$64,388 were made to other accounts in Fiscal Year 2014.				
29	Salary Reserve**	56,000	211,312	643,404
**Transfers totaling \$417,679 in Fiscal Year 2014 and \$344,123 (to date) in Fiscal Year 2015 were made to other accounts.				
30	Land Fund	10,000	15,000	15,000
	<b>Total Unclassified</b>	<b>\$ 163,270</b>	<b>\$ 551,312</b>	<b>\$ 983,404</b>
<b>SUBTOTAL FOR REFERENCE ONLY</b>		<b>\$ 19,434,303</b>	<b>\$ 20,364,014</b>	<b>\$ 21,114,013</b>
Account 1-30				
<b>Joint (Town - CPS)</b>				
\$16,610,500 is 44.0% of Total				
31	Insurance			
	A. Group Insurance	4,650,000	4,650,000	4,650,000
	B. OPEB	650,000	900,000	1,150,000
	C. Property/Liability	200,000	225,000	225,000
	<b>Subtotal</b>	<b>5,500,000</b>	<b>5,775,000</b>	<b>6,025,000</b>
32	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	67,100	100,000	100,000
	B. Workers' Comp.	85,579	100,000	100,000
	<b>Subtotal</b>	<b>152,679</b>	<b>200,000</b>	<b>200,000</b>
33	Retirement	3,035,000	3,125,000	3,220,000
34	Social Security and Medicare	647,788	685,000	740,000
35	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,497,868	2,527,576	2,534,050
	CPS Principal and Interest	810,896	899,281	979,838
	<b>Subtotal</b>	<b>3,308,764</b>	<b>3,426,857</b>	<b>3,513,888</b>
	Interest on Notes	3,104	38,143	51,112
	Other Debt Expense	13,082	35,000	40,000
	<b>Subtotal Within Levy Limit</b>	<b>3,324,950</b>	<b>3,500,000</b>	<b>3,605,000</b>
	B. Excluded Debt			
	Town Principal and Interest	212,286	208,720	204,906
	CPS Principal and Interest	4,412,168	4,286,912	4,115,594
	Less: Use of Stabilization Funds	(965,000)	(500,000)	(1,500,000)
	<b>Subtotal Excluded Debt</b>	<b>3,659,454</b>	<b>3,995,632</b>	<b>2,820,500</b>
	<b>Total Debt Service</b>	<b>6,984,404</b>	<b>7,495,632</b>	<b>6,425,500</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$ 16,319,871</b>	<b>\$ 17,280,632</b>	<b>\$ 16,610,500</b>
	<b>Total Appropriation</b>	<b>\$ 35,754,174</b>	<b>\$ 37,644,646</b>	<b>\$ 37,724,513</b>

## SECTION II: Budget Summary

## Expenses

### Town Government Operations (accounts 1-30)

#### Proposed Budget Changes

The Town Manager, in accordance with Finance Committee guidelines, is recommending a Town government budget at \$21,114,013 (the budgets of accounts 1-30 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 - 30

<u>By Expense Category</u>		FY15 to FY16		
	FY15 Adopted	FY16 Proposed	\$Δ	%Δ
Personnel Services	\$ 15,181,707	\$ 15,721,241	\$ 539,535	3.6%
O&M	3,332,306	3,458,772	126,466	3.8%
Capital	1,625,000	1,709,000	84,000	5.2%
Reserve	225,000	225,000	-	0.0%
<b>Total (Accts. 1-30)</b>	<b>\$ 20,364,013</b>	<b>\$ 21,114,013</b>	<b>\$ 750,000</b>	<b>3.7%</b>

<u>By Functional Area</u>		FY15 to FY16		
	FY15 Adopted	FY16 Proposed	\$Δ	%Δ
<b>General Government</b>				
Personnel	\$ 1,635,304	\$ 1,688,676	\$ 53,372	3.3%
O&M	505,079	566,291	61,212	12.1%
Capital	320,000	447,500	127,500	39.8%
Subtotal	\$ 2,460,383	\$ 2,702,467	\$ 242,084	9.8%
<b>Finance &amp; Administration</b>				
Personnel	\$ 1,225,128	\$ 1,296,739	\$ 71,611	5.8%
O&M	618,842	623,185	4,343	0.7%
Capital	190,000	197,000	7,000	3.7%
Subtotal	\$ 2,033,970	\$ 2,116,924	\$ 82,954	4.1%
<b>Public Safety</b>				
Personnel	\$ 7,572,775	\$ 7,763,291	\$ 190,516	2.5%
O&M	620,030	667,925	47,895	7.7%
Capital	227,500	272,000	44,500	19.6%
Subtotal	\$ 8,420,305	\$ 8,703,216	\$ 282,911	3.4%
<b>Public Works</b>				
Personnel	\$ 2,079,273	\$ 2,146,591	\$ 67,318	3.2%
O&M	995,094	1,000,721	5,627	0.6%
Capital	865,000	780,000	(85,000)	-9.8%
Subtotal	\$ 3,939,367	\$ 3,927,312	\$ (12,055)	-0.3%
<b>Human Services</b>				
Personnel	\$ 2,013,793	\$ 2,082,540	\$ 68,747	3.4%
O&M	578,261	585,650	7,389	1.3%
Capital	22,500	12,500	(10,000)	-44.4%
Subtotal	\$ 2,614,554	\$ 2,680,690	\$ 66,136	2.5%
<b>Unclassified</b>				
Personnel	655,434	743,404	\$ 87,970	13.4%
O&M	15,000	15,000	\$ -	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 895,434	\$ 983,404	\$ 87,970	9.8%
<b>Total</b>	<b>\$ 20,364,013</b>	<b>\$ 21,114,013</b>	<b>\$ 750,000</b>	<b>3.7%</b>

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

For FY16, the main **tax-supported** proposed staffing changes are as follows. (Total FTE is 251.19)

- The Town Manager Division is proposing the addition of a Public Information Coordinator and to move the Community Services Coordinator and Youth Services Coordinator into the Human Services Administration account reflecting a (-.48 FTE) decrease.
- Town-Wide Building Maintenance is proposing a new Facilities Manager (1.00 FTE) position for centralized oversight for Town buildings.
- In the Elections Account, it is proposed that the FY16 staffing level be decreased by 1,044 hours for Election Officers and Technicians, due to the expectation that there will be 2 elections in FY16.
- The Inspections Division is proposing an additional part time Inspector (0.40 FTE) as well as 100 additional hours for Assistant Plumbing, Gas, and Electrical Inspectors, due to increased demand.
- The Health Division is proposing an additional 265 hours for the Public Health Nurse
- The 141 Keyes Rd. facility has switched to contracted cleaning services from a Part Time Custodian (-0.50 FTE).
- The Accounting Division is proposing increasing the Assistant Town Accountant from part time to full time, a (0.25 FTE) increase.
- The Assessors Division is proposing a new Part Time Field Lister which would be an increase of (0.26 FTE).
- The Police Department is proposing the funding of a full time Administrative Assistant which would be an increase of (0.50 FTE)
- The Police & Fire Station has switched to contracted cleaning services from a Part Time Custodian (-0.47 FTE).
- The Highway Maintenance Division is proposing an additional 200 hours for Temporary & Seasonal workers (0.10 FTE).
- The Library is proposing a shift in funding from the Library Assistant and Staff Librarian positions to support a full time Head of Reference position (-0.01 FTE).
- Human Services Administration is a new Department and carries over the Community Services Coordinator, and Youth Services Coordinator (1.48 FTE).
- The Recreation Department reflects a decrease of (-1.00 FTE) because of the retirement of the Recreation Director.
- The Council on Aging is proposing increasing the hours for the Van Drivers by 468, Wellness Coordinators by 25, Outreach Coordinators by 104 and Activity Coordinator by 21, and increasing the Administrative Assistant to full time in order to meet the demand for the associated services. The total proposed increase is (0.42 FTE).
- Veterans' Services is proposing an increase of 157 hours (0.08 FTE) for the Veterans' Agent in order to meet the demand for the associated services

**Budget Changes**

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

**Acct # - Account Title (Refer to Article 21 on the 2015 Town Meeting Warrant)****1A Town Manager**

The Town Manager's appropriation represents a 7.4% increase from FY15. The Town Manager's Office is staffed by the Town Manager, Assistant Town Manager, Executive Assistant to the Town Manager and an Administrative Assistant. There is a proposed addition of a Public Information Coordinator, but that addition is offset by the Community Services and Youth Coordinators being moved to the Human Services Administration account.

**1B Human Resources**

The Human Resources appropriation is proposed to increase by 6.3% in FY16 due to the implementation of the new HRIS system.

**1C Town-wide Building Maintenance**

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

**1D Resource Sustainability Fund**

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

**1E Visitors Center**

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

**2 Legal Services**

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

**3A Elections**

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

**3B Registrars**

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

**4 Town Meeting and Reports**

The current budget allows for a four-session Annual Town Meeting in April 2015. While there are no specific plans for a Special Town Meeting, it has been common in the past several years for one to take place.

**5A Planning Division, DPLM**

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

**5B Natural Resources Division, DPLM**

The proposed Natural Resources budget represents approximately a 10.3% decrease in the appropriation from that of the FY15 budget. This budget is proposed to provide \$5,000 for Pond and Stream Management.

**5C Building Inspections Division, DPLM**

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

**5D Health Division, DPLM**

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

**6 141 Keyes Road, DPLM**

The FY16 proposed appropriation represents a 1.9% from FY15 to provide funding for utility and maintenance costs for the Victorian-era brick building at 141 Keyes Road.

**7 Finance Committee**

Funding for support of the Finance Committee is included in this budget, which represents no significant change to the costs from that of the FY15 budget.

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

The Finance Administration Division appropriation is proposed to increase by 0.8% from that of FY15. The budget will provide funding for the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.

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

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

**8C Town Accountant, Finance Department**

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

**8D Assessing Division, Finance Department**

The Assessing proposed appropriation represents a 1.0% decrease from FY15. It should be noted that the Assessing Division is located at its recently renovated office at the Town-owned 24 Court Lane building, adjacent to the Sleepy Hollow Cemetery.

**8E Town Clerk, Finance Department**

The Town Clerk appropriation is proposed to rise by 0.6% from FY15. This budget provides funding for the Town Clerk, Assistant Town Clerk and Senior Department Clerk positions.

**9 Information Systems**

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

**10 Town House**

The FY16 proposed appropriation is be reduced by 1.3% from that of FY15. This budget include costs for maintaining and cleaning the Town House and the recently renovated Assessing Division office space at 24 Court Lane.

**11 Police Department**

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

**12 Fire Department**

There is a proposed 2.1% increase in the Fire Department's FY16 appropriation. The proposed increase is due to the addition of 4 firefighters to staff the 2<sup>nd</sup> ambulance manned from 8AM to 8PM at the West Concord Fire Station in FY15. The increase comes as a result of the General Fund absorbing more of the operating costs with the decrease in funding from the Emergency Response Stabilization Fund from \$200,000 in FY15 to \$100,000 in FY16.

**13 West Concord Fire Station**

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

**14 Police/Fire Station**

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY16 budget is a 3.4% increase from FY15, reflecting a \$5,000 increase in the capital outlay account provided for small-scale building improvements as needed.

**15 Emergency Management**

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

**16 Animal Control Officer**

With the enactment of State legislation in 2012, each municipality was required as of 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 FY16 budget remains flat at \$25,100.

**17A Public Works Administration, CPW**

The FY16 appropriation reflects a 0.5% decrease from that of FY15. 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 appropriation is proposed to have a 0.4% decrease from FY15 to FY16. Capital funding is proposed for geographic information services (\$20,000), traffic control devices (\$10,000), mandated street sign replacements (\$20,000), sustainable drainage improvements (\$25,000) and NPDES permit compliance (\$10,000).

**17C Highway Maintenance, CPW**

This appropriation is proposed to increase by 0.2% from FY15. The increase is mainly due to a \$7,500 line item increase for catch basin cleaning, and a \$2,400 line item increase for bituminous concrete, due to price increases.

**17D Parks & Trees, CPW**

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

**17E Cemetery, CPW**

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

**18 Snow Removal, CPW**

The snow removal budget is proposed to be funded at \$570,000, an increase of \$15,000 from that of FY15. The amount budgeted for road salt is funded \$232,380. If the actual FY15 expenditure exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY16 budget plan provides funding for a \$130,000 overrun of the \$555,000 FY15 appropriation (See Account #103).

**19 Street Lights, CPW**

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

**20 Public Works Equipment, CPW**

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

**21 Drainage, CPW**

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

**22 Sidewalk Management, CPW**

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

**23 Road Improvements, CPW**

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

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

For FY16, there is a proposed decrease of 7.7% in the appropriation due to reduced capital expenses.

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

**26A Human Services Administration**

The new proposed Human Services Administration account covers the staffing costs for the Community Services Coordinator, and the Youth Services Coordinator. The FY16 budget of \$78,558 covers those salaries as well as office supplies.

**26B Recreation Programs**

With the retirement of the Recreation Director, the General Fund will support the Recreation Department with \$50,000 for programming.

**26C Hunt Recreation Center**

It is proposed that the FY16 appropriation for the Hunt Recreation Center increase by 4.5% from the FY15 budgeted level. The increase is due to increased building improvements for the Rideout playground restroom.

**26D Council on Aging**

The FY16 appropriation for the Council on Aging is proposed to increase by 5.5%. The Council on Aging is proposing increasing the hours for the Van Drivers by 468, Wellness Coordinators by 25, Outreach Coordinators by 104 and Activity Coordinator by 21, and increasing the Administrative Assistant to full time in order to meet the demand for the associated services. In addition, a State Formula Grant, Concord-Carlisle Community Chest gift, and Florio gift provide full or partial funding for several COA positions

**26E Harvey Wheeler Community Center**

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

**26F Veterans Services**

The FY16 proposed budget represents a 9.2% increase from that of FY15. This increase is a result of the predicted rise in veterans' benefits costs from \$33,800 to \$35,000 to accommodate additional beneficiaries as well as additional hours for the Veterans' Services Agent.

**26G Ceremonies and Celebrations**

The FY16 proposed budget is proposed to be level funded at \$24,006.

**27 Town Employee Benefits**

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

**28 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 FY15.

**29 Salary Reserve**

The allocation in this account makes resources available for the funding of collective bargaining agreements. In addition, the account provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2015. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Board of Selectmen in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be funded at \$646,256 in order also to provide resources for such compensation adjustments for union and non-union staff.

**30 Land Fund**

The budget is level funded at \$15,000 for FY16 which is used for the acquisition of land.

**31A Group Insurance**

The budget anticipates no increase in the appropriation required for FY16 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost directly reflects actual claims experience.

**31B 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 FY16, the General Fund share of the NOO is projected to be greater than \$1.36 million. In an effort to partially fund this liability, it is proposed that the Town budget \$1,150,000 for this purpose, an increase of \$250,000.

**31C 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). In FY16 General Fund support remains level funded at \$225,000, while the total budget has increased by \$10,000, to \$425,000.

**32 Unemployment & Workers Compensation**

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

**33 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, 2014, the revised Funding Schedule had been maintained to reach full funding status by the year 2030.

In FY16, the General Fund appropriation is projected at \$3,220,000, an increase of 3.0% from FY15 and consistent with the funding schedule. The retirement system is a "Defined Benefit" plan that provides a pension benefit based upon the highest three-year average annual covered pay and years of service.

**34 Social Security & Medicare**

The General Fund cost for the Town's share of Medicare coverage is increased 5.9%, to \$610,000, reflecting both a higher payroll tax base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service. Social Security coverage applies to those Town and School employees not members of the Town's retirement system. The General Fund cost is projected to be \$130,000.

**41 Debt Service**

This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. For debt service, the FY16 budget proposes allocating \$7,925,500, which includes \$3,605,000 for debt service within the levy limit and \$4,320,500 for excluded debt. 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 II: Budget Summary**

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*Definition*

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

**The Capital Section includes the following:**

- Capital Overview II-36
- FY16 Capital Plan II-37
- FY16–20 Capital Outlay Plan II-38 to II-40
- FY16 Capital by Account II-41 to II-43
- FY16 Capital Summary II-44 to II-47

**Capital Improvement Plan**

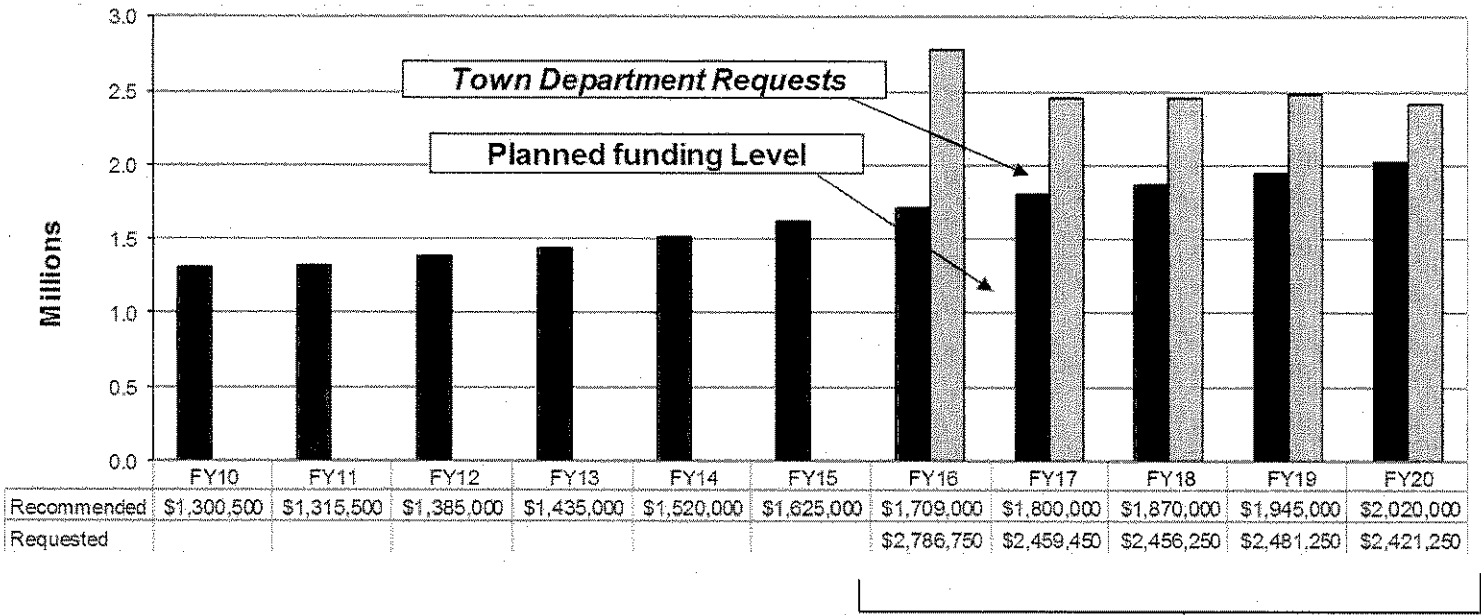
*Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):*

**\$1,709,000**

*Capital Expenditures Within the Levy Limit Supported via FY16 Debt Authorizations:*

**\$5,100,000**

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



*Proposed*

**Capital Improvement Program FY16 – FY20**

**FY16 General Fund Budget Component**

**1. Borrowing authorizations submitted to the 2015 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 23	Concord Public School Renovations	\$650,000
ART 24	School Transportation Facility	\$950,000
ART 43	Road & Parking Lot Reconstruction	\$1,200,000
ART 52	Rideout Master Plan improvements & Emerson Field	\$600,000
ART 53	Parking Management Plan (Phase 1)	\$250,000
ART 54	Town House Interior Renovations (including elevator)	\$700,000
ART 55	37 Knox Trail Renovations	\$200,000
ART 57	Engine #7 Replacement (1990) Pumper & equipment	<u>\$550,000</u>
	<b>Total</b>	<b>\$5,100,000</b>

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account (#35). 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 #1-30):</b>	<b>\$ 1,709,000</b>
<b>Concord Public Schools:</b>	<b>\$ 860,653</b>

**Capital Financing Policy**

**General Fund – within the Levy Limit**

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

- Total Guideline Budget appropriation proposed at **\$94,858,701**  
     **less \$5,925,051 excluded debt = \$88,933,650 net**

- 7% to 8% target range equals **\$6,225,355 to \$7,114,692**

- **FY16 Proposed Budget for capital expenditure financing:**

Debt service budget ("within levy limit" portion)	<b>\$3,605,000 (a)</b>
Capital outlay, Town Departments	<b>1,709,000</b>
Capital outlay, Concord Public Schools	<b>860,653</b>
<b>Total .....</b>	<b>\$6,174,653</b>

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **6.94%**

**FOOTNOTE**

(a): Budget for scheduled principal and interest payments on existing debt, plus short-term "construction period" interest cost on new projects and cost of bond issuance.





**SECTION II: Budget Summary**

**Capital**

**FY2016-2020 Capital Outlay Plan (General Fund)**

		ANNUAL PLANS										REFERENCE ONLY			
24	<b>PUBLIC WORKS</b>														
	Facilities & Systems														
11	Building Improv - 133135 Keys	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000	16,250	10,000
12	GIS System	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
13	Rolling file storage system	10,000	10,000												
	<b>Public Ways</b>														
11	Road Reconstruction	95,000	90,000	95,000	95,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
12	Traffic Control Devices	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000
13	Guardrail Replacement	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000
14	Small Equipment	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
15	Drainage Improvements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
16	Culvert Improvements	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
17	Sustainable Drainage Impmt	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000
18	NPDES Permit Compliance	125,000	100,000	125,000	102,500	125,000	110,000	125,000	115,000	125,000	115,000	125,000	125,000	125,000	125,000
19	Sidewalks - Maintenance	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
20	Street sign replacement														
	<b>Park &amp; Tree</b>														
11	Park Shade Trees	25,000	20,000	25,000	20,000	25,000	20,000	25,000	20,000	25,000	20,000	25,000	20,000	25,000	20,000
12	Turf Improv - Park Rehab	100,000	37,000	100,000	15,000	100,000	52,500	100,000	62,500	100,000	62,500	100,000	62,500	100,000	62,500
13	Small Equipment	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000
	<b>Equipment</b>														
11	Vehicles and Heavy Equipment	300,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	<b>Library</b>														
11	Computer Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Recreation</b>														
11	Pool Shed Replacement	25,000	0	25,000	0	25,000	0	25,000	0	25,000	0	25,000	0	25,000	0
12	Hunt Gym Ceiling Replacement	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0
13	Hunt Gym Tile Painting	85,000		85,000		85,000		85,000		85,000		85,000		85,000	
14	Hunt Gym Office Renovations														
	<b>Council on Aging</b>														
11	Building Improv - Harex Wheelr	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
	<b>GENERAL FUND TOTAL</b>	2,285,250	1,625,000	2,786,750	1,709,000	2,455,250	1,870,000	2,481,250	1,945,000	2,421,250	1,945,000	2,421,250	1,945,000	2,020,000	2,020,000
	Target	1,625,000		1,709,000	1,709,000	1,870,000	1,870,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	1,945,000	2,020,000	2,020,000
	Not funded in the FY16-20 plan	861,250		659,450	659,450	586,250	0	538,250	0	401,250	0	401,250	0	0	0

# SECTION II: Budget Summary

# Capital

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

Acct #	Category	Budget FY15	Dept. Request FY16	Town Mgr Proposed FY16	\$ Change FY15 Budget to FY16 Proposed
1A	<b>Town Manager</b>				
	ADA Compliance	5,000	10,000	5,000	-
	<b>Total - account #1</b>	5,000	10,000	5,000	-
1C	<b>Townwide Building Fund</b>				
	Building Improv - Townwide Fund	200,000	400,000	220,000	20,000
	<b>Total - account #1C</b>	200,000	400,000	220,000	20,000
1D	<b>Resource Sustainability Fund</b>				
	Resource Efficiency	75,000	200,000	75,000	-
	<b>Total - account #1D</b>	75,000	200,000	75,000	-
1E	<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	-
3A	<b>Elections</b>				
	Voting Machines	-	35,000	35,000	35,000
	<b>Total - account #3A</b>	-	35,000	35,000	35,000
5A	<b>Planning Department</b>				
	Zoning Bylaw recodification	-	100,000	35,000	35,000
	Subdivision Rules & Regs	-	25,000	-	-
	2229 Main St Devel. Plan	-	50,000	-	-
	Long Range Plan	-	60,000	60,000	60,000
	<b>Total - account #5A</b>	-	235,000	95,000	95,000
5B	<b>Natural Resources</b>				
	Pond & stream management	5,000	15,000	5,000	-
	Vehicle Replacement	25,000	-	-	-
	Agricultural fields improvements	-	10,000	-	-
	<b>Total - account #5B</b>	30,000	25,000	5,000	(25,000)
6	<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	-
9	<b>Information Systems</b>				
	Town-wide Technology Fund	175,000	300,000	182,000	7,000
	Telephone System (via Internet)	-	37,500	-	-
	<b>Total - account #9</b>	175,000	337,500	182,000	7,000
10	<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	-
11	<b>Police Department</b>				
	Police Vehicles	125,000	105,000	105,000	(20,000)
	Public Safety Equipment	20,000	25,000	20,000	-
	AED Replacement	10,000	5,500	-	(10,000)
	Computer Upgrade	5,000	5,000	5,000	-
	Ballistic Helmets	-	7,000	-	-
	Rifle Sight Upgrade	-	5,500	-	-
	Rifle Lights	-	6,000	-	-
	Card Access System	-	30,000	-	-
	Taser Equipment	-	50,000	-	-
	911 Replay System	-	13,000	13,000	13,000
	Office Copiers	-	23,000	10,000	10,000
	<b>Total - account #11</b>	160,000	275,000	153,000	(7,000)

**SECTION II: Budget Summary**

**Capital**

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

Acct #	Category	Budget FY15	Dept. Request FY16	Town Mgr Proposed FY16	\$ Change FY15 Budget to FY16 Proposed
<b>12</b>	<b>Fire Department</b>				
	Miscellaneous Equipment	20,000	20,000	<b>20,000</b>	-
	Vehicle Replacement (Shift Cmd)	27,500	20,000	<b>20,000</b>	(7,500)
	Upgrade Community AED's		10,000	<b>10,000</b>	10,000
	Turnout Gear Replacement		15,000	<b>15,000</b>	15,000
	SCBA		5,000	-	-
	Supply Hose Replacement		9,000	<b>9,000</b>	9,000
	EMS Equipment		39,000	-	-
	<b>Total - account #12</b>	<b>47,500</b>	<b>118,000</b>	<b>74,000</b>	<b>26,500</b>
<b>13</b>	<b>West Concord Fire Station</b>				
	Building Improv - W. Concord	10,000	10,000	<b>10,000</b>	-
	Exhaust System Upgrade		40,000	<b>20,000</b>	20,000
	<b>Total - account #13</b>	<b>10,000</b>	<b>50,000</b>	<b>30,000</b>	<b>20,000</b>
<b>14</b>	<b>Police/Fire Station (Walden Street)</b>				
	Office Design/Renovation	-	-	-	-
	Building Security System	-	-	-	-
	Building Improv - Walden St	10,000	20,000	<b>15,000</b>	5,000
	<b>Total - account #14</b>	<b>10,000</b>	<b>20,000</b>	<b>15,000</b>	<b>5,000</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	10,000	20,000	<b>10,000</b>	-
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17C</b>	<b>15,000</b>	<b>27,500</b>	<b>15,000</b>	-
<b>17D</b>	<b>Parks &amp; Trees</b>				
	Public Shade Trees	20,000	25,000	<b>20,000</b>	-
	Turf Improv./Park Rehab.	37,000	100,000	-	(37,000)
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17D</b>	<b>62,000</b>	<b>132,500</b>	<b>25,000</b>	<b>(37,000)</b>
<b>20</b>	<b>Public Works Equipment</b>				
	Vehicles and Heavy Equipment	288,000	300,000	<b>250,000</b>	(38,000)
	<b>Total - account #20</b>	<b>288,000</b>	<b>300,000</b>	<b>250,000</b>	<b>(38,000)</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	100,000	125,000	<b>100,000</b>	-
	<b>Total - account #22</b>	<b>100,000</b>	<b>125,000</b>	<b>100,000</b>	-
<b>23</b>	<b>Road Improvments</b>				
	Road Reconstruction	90,000	95,000	<b>90,000</b>	-
	<b>Total - account #23</b>	<b>90,000</b>	<b>95,000</b>	<b>90,000</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	10,000	-	-	(10,000)
	<b>Total - account #24</b>	<b>20,000</b>	<b>16,250</b>	<b>10,000</b>	<b>(10,000)</b>

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

Acct #	Category	Budget FY15	Dept. Request FY16	Town Mgr Proposed FY16	\$ Change FY15 Budget to FY16 Proposed
25	Library				
	Computer Equipment	10,000	10,000	5,000	(5,000)
	<b>Total - account #25</b>	10,000	10,000	5,000	(5,000)
26C	Hunt Recreation Center				
	Pool Shed Replacement		25,000	-	
	Hunt Gym Trim Painting		10,000	-	
	<b>Total - account #26B</b>		35,000	-	
26E	Harvey Wheeler Building:				
	Building Improv - Harvey Wheeler	10,000	10,000	7,500	(2,500)
	<b>Total - account #26E</b>	10,000	10,000	7,500	(2,500)
	<b>TOTAL</b>	\$ 1,625,000	\$ 2,786,750	\$ 1,709,000	\$ 84,000

## **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 FY16, it is proposed that the funding level is \$5,000, the same as in FY15.

##### **1C Town-wide Building Maintenance**

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

##### **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 FY16, it is proposed that this account be funded at \$75,000.

##### **1E Visitors Center**

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

##### **3A Elections**

Due to aging equipment, \$35,000 is proposed for new voting machines.

##### **5A Planning**

For FY16 partial funding of two major projects is proposed including \$35,000 for zoning bylaw recodification and \$60,000 for the long range plan. The projected cost of each project is \$100,000.

##### **5B Natural Resources Division, DPLM**

Funding of \$5,000 is being proposed for pond and stream management. Requests were made for the Concord Trail Guide (\$25,000) and agricultural field improvements (\$10,000) but were not recommended due to budget constraints.

##### **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 \$182,000. This fund is crucial in maintaining current technology throughout the Town departments. In addition, funds go towards supporting the basic network infrastructure linking all town buildings and connecting more than 250 desktop computers to the network with a secure and reliable system.

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

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

**Capital Outlay and Special Projects Accounts  
General Fund Recommended Items****11 Police Department**

Funding is being proposed for the replacement of three police cruisers (\$105,000), the upgrade and maintenance of public safety equipment (\$20,000), computer upgrades (\$5,000), 911 replay system (\$13,000), and office copiers (\$10,000).

**12 Fire Department**

For the Fire Department, \$20,000 in funding is being proposed for miscellaneous equipment, \$20,000 for the replacement of Car 3 (2007), \$10,000 for AED upgrades, \$15,000 for turnout gear, and \$9,000 for supply hose replacement.

**13 West Concord Fire Station**

For routine building repairs, a budget of \$10,000 and \$20,000 for an exhaust system upgrade is proposed.

**14 Police/Fire Station**

For routine building repairs, a budget of \$15,000 is being proposed. This amount is split equally between the Police Department and the Fire Department.

**17B Engineering, CPW**

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

**17C Highway Maintenance, CPW**

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

**17D Parks & Trees, CPW**

A total of \$132,500 was requested by the Department for the following items: public shade trees (\$25,000), turf improvement / park rehabilitation (\$100,000), and small equipment (\$7,500). Due to budget constraints, only \$20,000 is proposed for shade trees, and \$5,000 for small equipment.

**20 Public Works Equipment, CPW**

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

**21 Drainage, CPW**

The FY16 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

**22 Sidewalk Management, CPW**

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

**23 Road Improvements, CPW**

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

**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 FY16 CIP proposes to provide the Library with \$5,000 for computer equipment replacement.

**26C Hunt Recreation Center**

The Recreation Department requested \$25,000 for the replacement of the pool shed as well as \$10,000 for painting the trim at the Hunt Gym. Due to budget constraints, the General Fund is unable to support these projects in FY16.

**26E Harvey Wheeler Community Center**

For routine building repairs, a budget of \$7,500 is being proposed.

**SECTION II: Budget Summary**

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## SECTION II: Budget Summary

## Debt

### Debt:

At the end of FY14 (June 30, 2014), the Town of Concord's outstanding tax-supported long-term debt is **\$48,544,694**.

This total represents 0.95% of assessed value, or \$2,763 of debt per capita.

### The Debt Section includes the following:

- Debt Overview II-48
- FY16-20 Debt Authorization II-49 to II-50
- Potential Debt Projects II-51
- Historical Debt II-52 to II-54
- Debt Service Projection II-55 to II-57
- Excluded Debt Detail II-58 to II-63
- Excluded Debt Service Charts II-64 to II-65
- Authorized and Unissued Debt II-66

### 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 65% repayment within 5 years and 90% repayment within 10 years.

This policy serves the following purposes:

- To hold down the amount expended in the form of interest costs;
  - To provide new capacity for debt issuance on a regular basis and thereby enable newly recognized capital needs to be addressed annually;
  - To maintain the Town's credit rating of Aaa, which reduces the cost of borrowing.
- See page III-175 for details on the Town's annual Debt Service account.

### Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2014

Paid Down Percentage Starting on June 30, 2014	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/14	\$11,830,000	0%	\$36,714,694	0%	\$22,054,072	0%	\$70,598,766	0%
In 5 years	\$1,595,000	87%	\$21,576,883	41%	\$12,201,282	45%	\$35,373,165	50%
In 10 Years	\$0	100%	\$7,730,655	79%	\$4,169,807	81%	\$11,900,462	83%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%
In 20 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

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

### GENERAL OBLIGATION DEBT POLICIES

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

# SECTION II: Budget Summary

# Debt

## FY16-20 Capital Program DEBT AUTHORIZATION PLAN

Fiscal Year of Issuance Annual Town Meeting Year	PROPOSED				Projected Amount Available for Authorization	FY16-20 Total	
	adopted		warrant				
	FY2015 2014	FY2016 2015	FY2017 2016	FY2018 2017			FY2019 2018
<b>General Fund - Financing within Levy Limit</b>	<b>\$3,100,000</b>	<b>\$5,100,000</b>	<b>\$3,900,000</b>	<b>\$4,900,000</b>	<b>\$3,400,000</b>	<b>\$3,750,000</b>	<b>\$21,050,000</b>
<i>Town Manager</i>							
Keyes Road Campus Preliminary Design	150,000	200,000					\$0
37 Knox Trail renovations, site work		700,000					\$1,225,000
Town House Interior Renovations (incl. elevator)			245,000	760,000	220,000		\$1,515,000
Construction/acquisition of office space			405,000	805,000	305,000		
Land acquisition for municipal purposes		950,000					
School Transportation Facility							
<b>Planning</b>							
Land Acquisition, open space			250,000	250,000	250,000	250,000	\$1,000,000
Trail Improvements					75,000		\$75,000
141 Keyes Road roof HVAC/expansion	600,000						\$0
Warner's Pond Improvements						500,000	\$500,000
Rail Trail Design - Phase 2B		250,000					\$250,000
Parking Management Plan, Phase 1		250,000					\$250,000
<b>Public Safety</b>							
Ambulance equipping							\$0
Police - Sta. 1 renovations/security system	75,000						\$0
Engine #3 Refurbishment (2008)	85,000						\$150,000
Engine #4 Refurbishment (2010) Pumper						150,000	\$150,000
Engine #5 Replacement (1989) Brush Truck						350,000	\$350,000
Engine #7 Replacement (1990) Pumper and equipment							\$550,000
Engine #8 Replacement (1988)						575,000	\$575,000
Ambulance #1 Replacement (2008)						260,000	\$260,000
<b>Public Works</b>							
Road and Parking lot Reconstruction	1,300,000	1,200,000	1,350,000	1,350,000	1,200,000	1,200,000	\$7,650,000
Keyes Road campus schematic design					300,000		\$500,000
Sidewalk extensions - phase 2						500,000	\$500,000
Traffic Control systems (rail trail intersections)							\$150,000
West Concord infrastructure improvements	100,000						\$0
<b>Human Services</b>							
Rideout Master Plan Improvements, Emerson Field Improvements		600,000					\$600,000
Hayes Wheeler HVAC & Insulation	340,000						\$0
Hayes Wheeler Roof Repair			150,000				\$150,000
Emerson Track resurfacing			100,000				\$100,000
<b>Subtotal - Town Projects</b>	<b>2,650,000</b>	<b>4,450,000</b>	<b>3,050,000</b>	<b>4,000,000</b>	<b>2,500,000</b>	<b>2,800,000</b>	<b>\$16,800,000</b>

**SECTION II: Budget Summary**

**Debt**

**FY16 -20 Capital Program  
DEBT AUTHORIZATION - discussion only**

Fiscal Year of Issuance Annual Town Meeting Year	adopted		warrant		plan				FY16-20 Total
	FY2015 2014	FY2016 2015	FY2017 2016	FY2018 2017	FY2019 2018	FY2020 2019			
Peabody	400,000			2,110,000					\$3,180,000
Samborn		545,000		3,305,000					\$5,850,000
Alcott	50,000		125,000	140,000					\$300,000
Thorbeau		40,000	95,000						\$320,000
Ripley Administration Building		65,000	630,000	1,290,000					\$1,985,000
Gross subtotal, CPS buildings less: Not Funded	450,000	650,000	850,000	6,845,000 (5,945,000)	1,495,000 (595,000)	1,595,000 (645,000)			\$11,435,000 (\$7,185,000)
<b>Subtotal - School Projects allocation</b>	<b>\$450,000</b>	<b>\$650,000</b>	<b>\$850,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$950,000</b>			<b>\$4,250,000</b>
<b>General Fund Projected Total debt supported within levy limit</b>	<b>\$3,100,000</b>	<b>\$5,100,000</b>	<b>\$3,900,000</b>	<b>\$4,900,000</b>	<b>\$3,400,000</b>	<b>\$3,750,000</b>			<b>\$21,050,000</b>

**General Fund - Financing subject to Debt Exclusion Ballot**  
Keyes Road Campus - Site Reconstruction

									20,000,000	\$20,000,000
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**Water Enterprise Fund**

Reservoir improvements			980,000							980,000
Magog Pond - Intake design			1,400,000							1,400,000
Keyes Road site & covered storage								500,000		500,000
Magog filtration plant			5,000,000							5,000,000

**Sewer Enterprise Fund**

Keyes Road site & covered storage								100,000		100,000
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<b>Enterprise Funds Projected Total</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>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$3,100,000</b>	<b>\$5,100,000</b>	<b>\$3,900,000</b>	<b>\$4,900,000</b>	<b>\$3,400,000</b>	<b>\$3,750,000</b>				<b>\$21,050,000</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**

Projecting the Town's tax-supported outstanding debt position over the next five years indicates a drop of more than \$10 million, primarily the result of principal payments on the elementary school construction bonds. This projection suggests some room for new debt exclusions without adverse impact on the Town's credit rating.

Outstanding as of June 30, 2014	Planned new issues	Maturing in 5 years	Projected Outstanding as of June 30, 2019	<i>*Note: Data for Town of Concord only. Not inclusive of assessed share of CCRSD debt.</i>
\$48,544,694	\$21,045,000	\$30,777,810	\$38,811,884	

**Near-Term Projects: 1 to 5-year period. FY16-20**

Investment will be needed to extend the useful life of the Peabody and Sanborn buildings. A \$8.8 million Peabody/Sanborn renovation project could be presented to Town Meeting as soon as the 2016 Annual Town Meeting, to fund the most urgent needs of the Concord Middle School buildings, extending the useful life of the existing buildings for an additional 15-20 year period. The specific purposes might include:

	Peabody	Sanborn	Total
HVAC systems	\$650,000	\$1,025,000	\$1,675,000
Domestic Water Piping replacement	\$450,000	\$540,000	\$990,000
Sanborn Boiler replacement		\$500,000	\$500,000
Roof	\$900,000	\$1,500,000	\$2,400,000
All other improvements	\$1,180,000	\$2,085,000	\$3,265,000
Total	\$3,180,000	\$5,650,000	\$8,830,000

**Intermediate Term Projects: 6 to 10-year period, FY21-25**

**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.

**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.

**CCRSD site remediation – old landfill**

\$1-2 million could be required to cover the cost of remediation on the CCRSD campus site of the 1950-era landfill. The timing of this expense is perhaps sooner than FY20, and Concord would bear its assessed share of any debt service if the expenditure is financed through issuance of Regional School District debt.

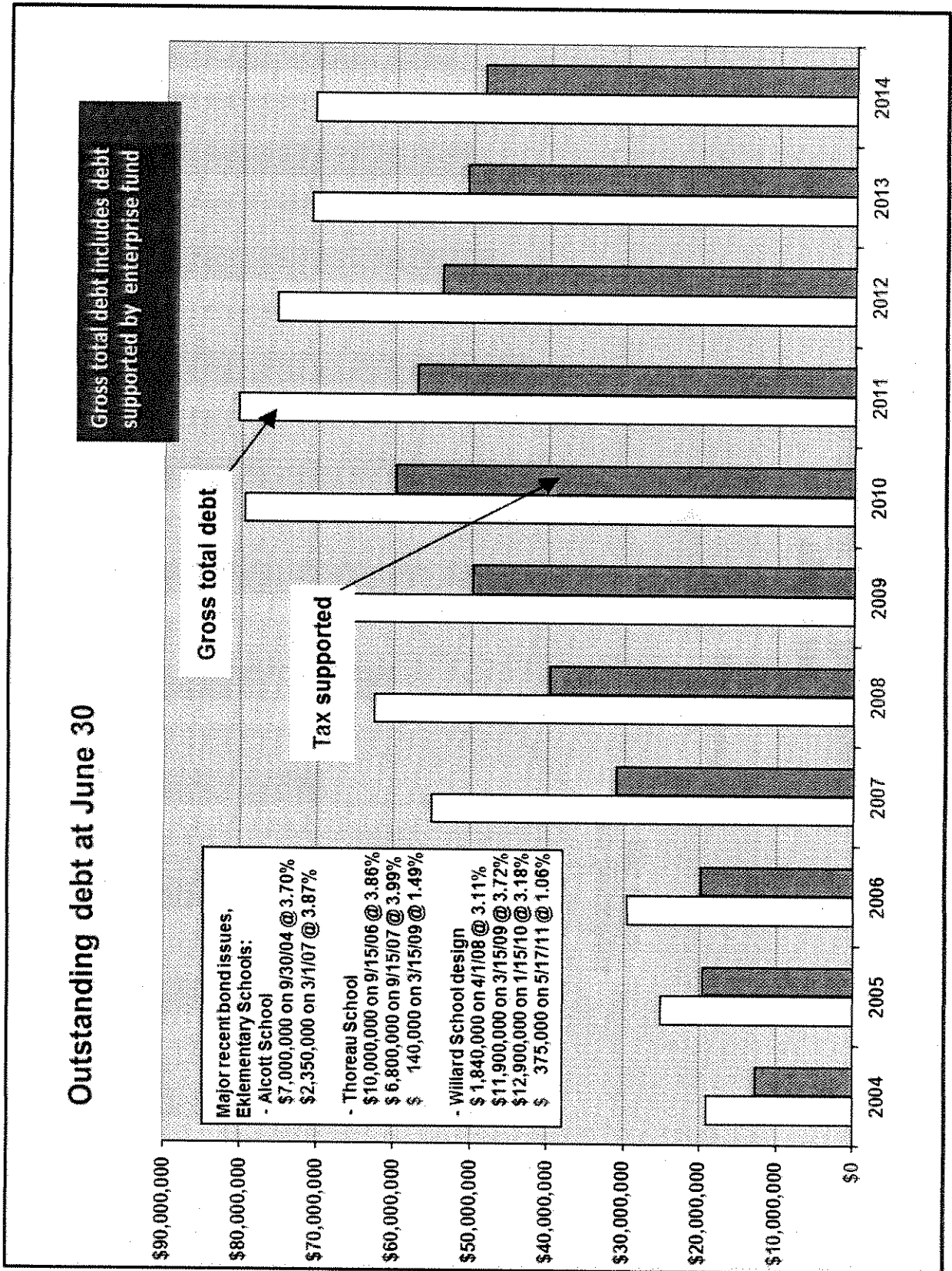
**CONCORD'S LONG-TERM DEBT STATISTICS**

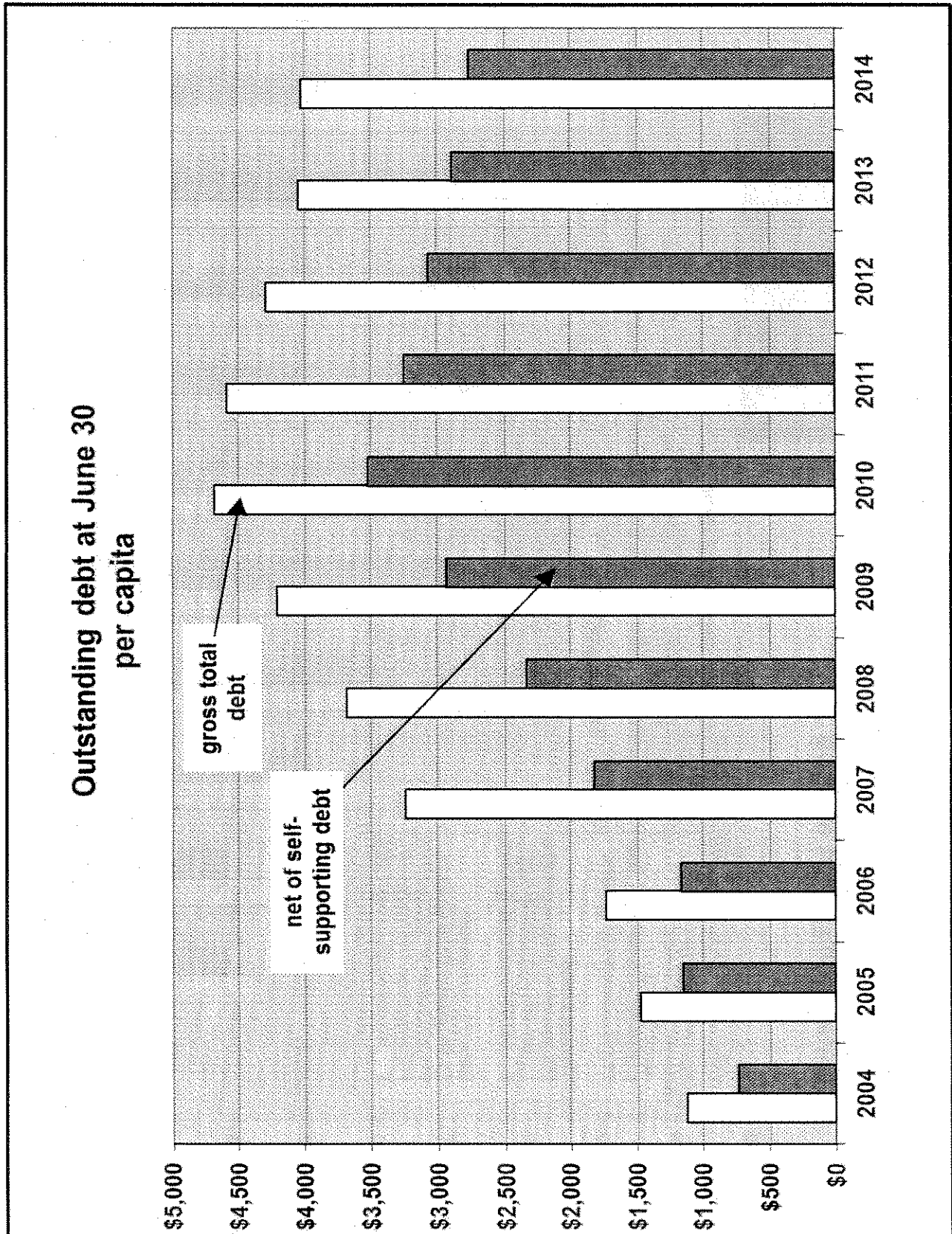
June 30, 2004 to June 30, 2014 actual

@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			Gross debt	net debt	Gross debt	net debt	Gross debt	net debt
2004	\$4,411,852,520	\$19,019,237	\$12,569,237	16,993	\$51,477	0.43%	0.28%	\$1,119	\$740	2.17%	1.44%
2005	\$5,117,100,515	\$25,138,385	\$19,515,000	16,993	\$51,477	0.49%	0.38%	\$1,479	\$1,148	2.87%	2.23%
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,567	67,374	1.60%	1.13%	\$4,586	\$3,253	6.81%	4.83%
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,567	\$67,374	1.48%	1.06%	\$4,292	\$3,068	6.37%	4.55%
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,567	67,374	1.40%	1.00%	\$4,041	\$2,891	6.00%	4.29%
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,567	\$67,374	1.38%	0.95%	\$4,019	\$2,763	5.96%	4.10%

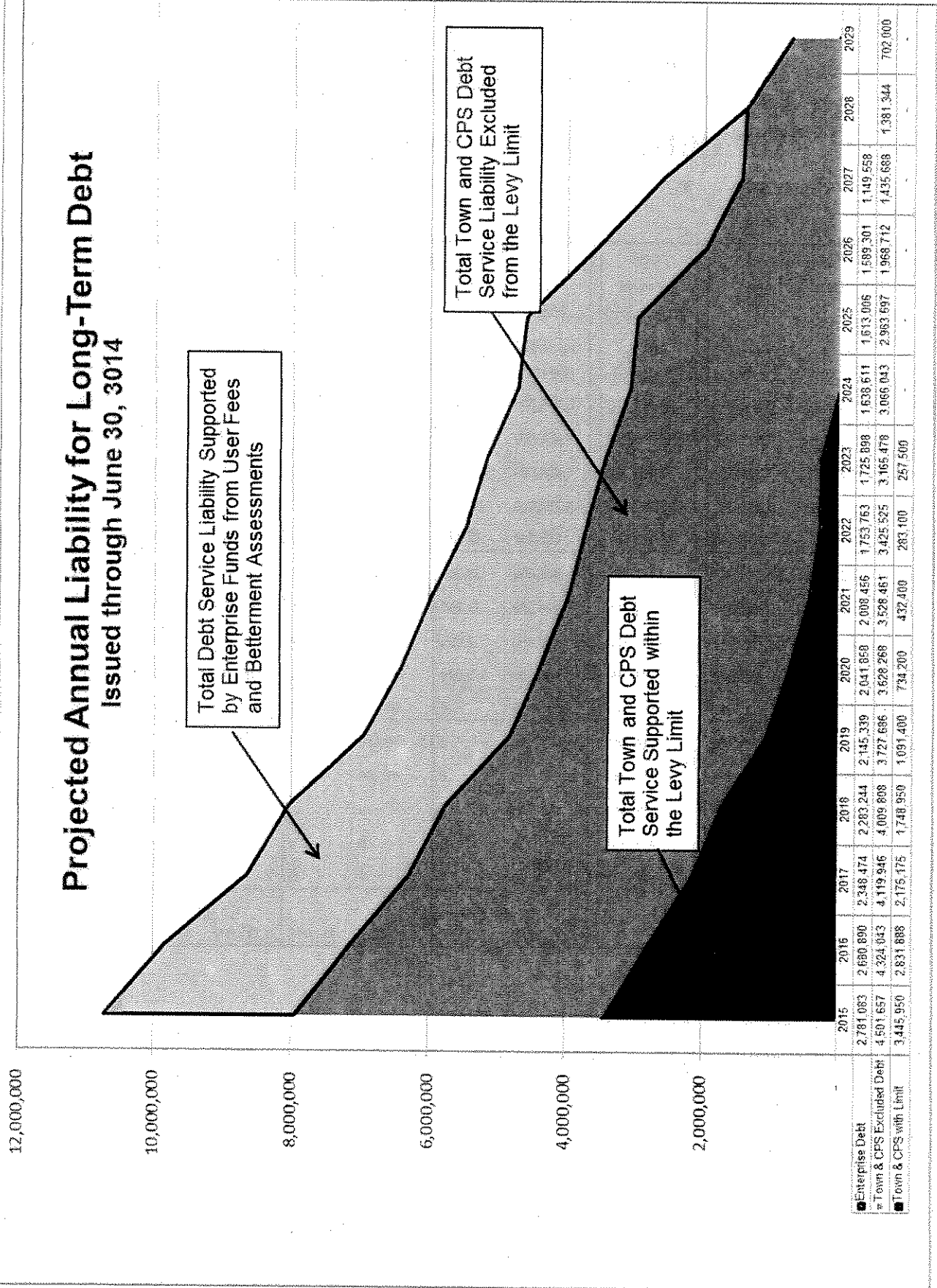
"Net debt" is net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town's Equalized Valuation (EQV) is set by the state biennially. The value set at Jan. 1, 2012 is \$5,374,771,000. This EQV is used in various state formulas for FY13 and FY14. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's outstanding debt as of June 30, 2014 is 1.31% of EQV.





### Projected Annual Liability for Long-Term Debt Issued through June 30, 3014



## Debt Service Schedule

### for debt issued through June 30, 2014

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service							
				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
2015	8,444,497	2,284,193	62,154,270	2,275,000	264,920	179,293	29,539	800,000	106,030	3,005,000	1,287,825
2016	7,809,014	2,027,807	54,345,256	1,855,000	195,550	180,895	24,067	700,000	81,338	2,930,000	1,189,082
2017	6,878,822	1,764,773	47,466,434	1,480,000	132,300	82,529	18,560	505,000	57,875	2,930,000	1,088,857
2018	6,483,928	1,558,074	40,982,506	1,250,000	90,200	84,196	16,767	365,000	43,750	2,920,000	988,844
2019	5,609,339	1,355,086	35,373,167	765,000	52,600	85,897	14,939	240,000	33,800	2,740,000	886,850
2020	5,229,744	1,174,582	30,143,424	445,000	28,500	87,632	13,073	235,000	25,700	2,740,000	787,563
2021	4,966,003	1,003,314	25,177,421	235,000	14,700	89,403	11,170	165,000	17,700	2,740,000	687,888
2022	4,626,315	836,074	20,551,106	100,000	7,000	91,209	9,229	165,000	11,100	2,740,000	585,088
2023	4,473,007	675,869	16,078,099	100,000	3,000	93,052	7,248	150,000	4,500	2,585,000	480,178
2024	4,177,635	527,018	11,900,464	0	0	94,932	5,227	0	0	2,585,000	380,884
2025	4,194,962	381,740	7,705,502	0	0	96,850	3,165	0	0	2,585,000	278,682
2026	3,302,637	255,376	4,402,865	0	0	98,806	1,062	0	0	1,675,000	193,844
2027	2,427,865	157,381	1,975,000	0	0	0	0	0	0	1,300,000	135,688
2028	1,300,000	81,344	675,000	0	0	0	0	0	0	1,300,000	81,344
2029	675,000	27,000	0	0	0	0	0	0	0	675,000	27,000
total	70,598,767	14,109,631		8,505,000	788,770	1,264,694	154,046	3,325,000	381,793	35,450,000	9,079,617

Interest expense as % of total debt service, FY15:

21.3%

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

16.7% as of July 1, 2014

*Projected as of June 30, 2014:*

Debt Retirement - all

5 yrs	10 yrs
49.9%	83.1%

Debt Retirement - tax supported only

5 yrs	10 yrs
52.3%	84.1%

**SECTION II: Budget Summary**

**Debt**

Revenue Supported Annual Debt Service							
Water		Sewer		Betterment (WPAT loans)		Light (including Telecom)	
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment
520,000	153,144	613,557	165,398	266,648	34,326	785,000	243,011
520,000	136,681	623,932	150,620	269,187	31,644	730,000	218,825
420,000	115,706	534,516	134,242	271,777	28,908	655,000	188,325
420,000	101,388	545,314	122,634	274,418	26,116	625,000	168,375
345,000	86,213	556,331	110,791	277,111	23,268	600,000	146,625
345,000	75,050	567,570	98,709	209,542	20,362	600,000	125,625
345,000	63,450	579,036	86,383	212,564	17,398	600,000	104,625
235,000	51,850	590,734	73,808	204,372	14,374	500,000	83,625
235,000	43,050	602,668	60,979	207,287	11,289	500,000	65,625
235,000	34,250	614,843	47,891	147,860	8,141	500,000	50,625
235,000	25,300	627,265	34,538	150,847	4,930	500,000	35,125
235,000	16,275	639,936	20,916	153,895	1,654	500,000	21,625
175,000	7,175	652,865	7,018	0	0	300,000	7,500
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
4,265,000	909,532	7,748,567	1,113,927	2,645,508	222,410	7,395,000	1,459,536

subtotals		
Tax-supported		Revenue-supported
within Limit	Excluded	
3,445,950	4,501,657	2,781,084
2,831,888	4,324,044	2,680,889
2,175,175	4,119,946	2,348,474
1,748,950	4,009,807	2,283,245
1,091,400	3,727,686	2,145,339
734,200	3,628,268	2,041,858
432,400	3,528,461	2,008,456
283,100	3,425,526	1,753,763
257,500	3,165,478	1,725,898
0	3,066,043	1,638,610
0	2,963,697	1,613,005
0	1,968,712	1,589,301
0	1,435,688	1,149,558
0	1,381,344	0
0	702,000	0
13,000,563	45,948,357	25,759,480

**SECTION II: Budget Summary**

**Debt**

**Excluded Debt**

Projected to June 30, 2015	Principal		FY16 Debt Service				
	Initial Issuance	Remaining Balance	Remaining Percent	Principal	Interest	Debt Service (Net of Premium)	Amortized Premium
<b>Outstanding Town-Issued Excluded Debt</b>							
Harvey Wheeler Community Center <i>Feb. 2004 (2.87%)</i>	\$1,200,000	\$100,000	8.3%	\$100,000	\$3,694	\$103,694	\$56
Wastewater Management (Phase 1) <i>Nov. 2005 (2.00% - WPAT Loan)</i>	\$1,638,290	\$985,402	60.1%	\$80,895	\$20,317	\$101,212	\$0
Alcott School <i>Sept. 2004 (3.70%), Mar. 2007 (3.87%)</i>	\$9,365,000	\$4,585,000	48.9%	\$505,000	\$177,442	\$682,442	\$346
Thoreau School <i>Sept. 2006 (3.86%), Sept. 2007 (3.99%)</i>	\$16,940,000	\$9,690,000	57.2%	\$935,000	\$370,061	\$1,305,061	\$1,214
Willard School <i>Apr. 2008 (3.11%), Mar. 2009 (3.72%), Jan. 2010 (3.18%), May 2011 (1.06%),</i>	\$27,025,000	\$18,175,000	67.2%	\$1,490,000	\$638,091	\$2,128,091	\$1,928
<b>Town Excluded Debt - Total</b>	<b>\$56,168,290</b>	<b>\$33,535,402</b>	<b>59.7%</b>	<b>\$3,110,895</b>	<b>\$1,209,605</b>	<b>\$4,320,500</b>	<b>\$3,544</b>
MSBA Grant				(\$409,878)		(\$409,878)	
<b>Net Town Exempt Excluded Debt</b>	<b>\$56,168,290</b>	<b>\$33,535,402</b>	<b>59.7%</b>	<b>\$2,701,017</b>	<b>\$1,209,605</b>	<b>\$3,910,622</b>	<b>\$3,544</b>
<b>Outstanding CCRSD-Issued Exempt Debt</b>							
Existing High School						\$266,126	
New High School (\$32.5 million issued June 2013)						\$2,369,082	
New High School Bond (\$30 million to be issued in March 2015, 3.0% est. int. rate)						\$2,205,000	
Less: Reserved from FY 15 assessments						(\$72,294)	
Total Assessable						\$4,767,914	
Concord Share @ 73.71%						\$3,514,429	
Less: Stabilization fund appropriation (Article 29, proposed)						(\$1,500,000)	
Net CCRSD Excluded Debt						\$2,014,429	
<b>Net Levy for the Total Town and CCRSD Exempt Debt</b>						<b>\$5,925,051</b>	

## SECTION II: Budget Summary

### Details of Town-Issued Excluded Debt Cost

#### Harvey Wheeler Community Center

The long-term bond for this project was issued February 2004. \$1.2 million was the excluded debt portion. The bond was issued as a 12-year level principal maturity schedule at an interest cost of 2.87%, with a final maturity on Feb. 15, 2016. FY16 debt service is:

Principal	\$ 100,000
Interest	<u>3,694</u>
	\$ 103,694 (net of \$56 amortized premium)

#### 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 FY15 is the ninth year of a twenty-year payment schedule, with the final maturity on July 15, 2025. The General Fund and Betterment funded shares for FY16 are:

General Fund (39.1%)	\$ 101,211
Betterment funded (60.9%)	\$ 157,641

#### 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).

A \$7 million bond was issued on September 30, 2004. This was a 20-year level principal issuance sold at an interest cost of 3.70%. Additionally, a \$2.35 million bond was issued on March 1, 2007. This was a 15-year issuance sold at an interest cost of 3.87%. A final one-year issue of \$15,000 was made on March 15, 2009 at an interest cost of 1.17%. These bonds were issued pursuant to authorization voted by the Town Meeting in 2002 (Article 60) and approved by ballot vote in June of 2002.

The total Alcott debt expense in the FY16 budget is \$682,442 (0.88% of the projected tax levy).

\$7 million Bond issued September 2004:

Principal	\$ 350,000
Interest	<u>133,613</u>
	\$ 483,613

\$2.35 million Bond issued March 2007:

Principal	\$ 155,000
Interest	<u>43,829</u>
	\$ 198,829 (net of \$346 amortized premium)

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

**Thoreau School Construction**

An 18-year bond in the principal sum of \$10,000,000 was issued September 15, 2006 at an interest cost of 3.86%, with a final maturity on Sept. 15, 2024. An additional 18-year bond in the principal sum of \$6,800,000 was issued September 15, 2007 at an interest cost of 3.99%, with a final maturity on Sept. 15, 2025.

\$10 million Bond issued September 2006:

Principal	\$ 555,000
Interest	<u>209,024</u>
	\$ 764,024 (net of \$489 amortized premium)

\$6.8 million Bond issued September 2007:

Principal	\$ 380,000
Interest	<u>161,037</u>
	\$ 541,037 (net of \$725 amortized premium)

These bonds were issued pursuant to authorization voted by the 2004 Town Meeting (Article 27) and approved by ballot vote in June of 2004. The total tax-supported Thoreau debt expense provided in the FY16 budget is a gross sum of \$1,305,061 reduced by a \$409,878 allocation from the MSBA project grant, a net amount of \$895,183 (1.11% of the projected tax levy).

**Willard School Design and Construction**

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

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

The total Willard debt expense provided in the FY16 budget is \$2,128,091 (2.63% of the projected tax levy).

\$1.84 million Bond issued April 2008:

Principal	\$ 185,000
Interest	<u>19,383</u>
	\$ 204,383 (net of \$361 amortized premium)

\$11.9 million Bond issued March 2009:

Principal	\$ 625,000
Interest	<u>312,245</u>
	\$ 937,245 (net of \$255 amortized premium)

\$12.9 million Bond issued January 2010:

Principal	\$ 680,000
Interest	<u>306,463</u>
	\$ 986,463 (net of \$1,312 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 total amount of debt service for FY16 is \$2,128,091 or 2.75% of the projected tax levy.

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.

## Town-Issued Excluded Debt Budgetary Offsets

### MSBA Grant

The new Thoreau School opened in September 2006. Subsequently, the Massachusetts School Building Authority (MSBA) notified the Town that the Thoreau School project would be eligible as a "moratorium project", having been constructed during a period when the state was not accepting school building assistance applications and before the legislature enacted the statute creating the new MSBA. An audit of the project expenses incurred from the initial design work in 2000 to final completion in 2006 was completed in the spring of 2010 and a grant of \$6,336,666 (40% of eligible costs) was received in June 2010. Since the Town had already issued the long-term debt, regulations of the Massachusetts Department of Revenue require that any MSBA grant be escrowed by the Town and be allocated proportionately to future debt service costs over the life of the bonds. Accordingly, \$409,878 is budgeted to offset the FY16 debt service cost. At Sept.16, 2016, the balance of the grant (which will be \$3,428,068) must be applied to a call of outstanding bonds maturing on or after 9/16/16.

### Elementary School Debt Stabilization Fund

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

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

As of June 30, 2014, the status of the Elementary School Debt Stabilization Fund is:

Original balance (July 1, 2008)	\$ 2,500,000
Earned to date	257,407
Realized gains	154,501
<b>Less</b> Allocated by Town Meeting	<u>- 2,910,000</u>
Balance at 6/30/2014	\$1,908

### Details of CCRSD-Issued Excluded Debt Cost

#### Existing High School

A long-term bond for renovations of the existing High School was issued December 2007. The FY16 Concord assessment of the debt service is:

Principal	\$ 245,000
Interest	<u>21,126</u>
Total	\$ 266,126 (net of \$4,454 amortized premium)
Concord Assessment (73.71%)	\$ 196,161

#### 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 will be determined by the future annual enrollment proportion of Concord students.

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

A \$32.5 million bond was issued June 2013 pursuant to authorization voted by the 2011 Concord Special Town Meeting (Article 1) on November 7, 2011 and subsequently approved by the Carlisle Town Meeting. The FY16 debt service is:

Principal	\$ 1,400,000
Interest	<u>969,082</u>
Total	\$ 2,369,082 (net of \$99,318 of amortized premium)
Concord Assessment (73.71%):	\$ 1,746,250

A \$30.0 million Bond is expected to be issued in March 2015 at an estimated 3.0% coupon rate and an estimated FY16 debt service cost of \$2,205,000 with Concord's assessment at \$1,625,305 (73.71%).

### CCRSD-Issued Excluded Debt Budgetary Offsets

#### MSBA Grant

On July 24, 2014, the Massachusetts School Building Authority (MSBA) approved the 2<sup>nd</sup> Project Funding Agreement, setting the maximum state grant at \$26,795,749 as the state's share of the cost of the Concord-Carlisle High School. The funding is provided to the Regional School District to offset current expenditures associated with the construction and furnishing of the new High School.

#### High School Debt Stabilization Fund

Concord's Special Town Meeting held on April 2, 2012 voted to transfer \$2,000,000 from Free Cash to create a Stabilization Fund for the purpose of reducing the tax impact of future debt service costs. Further additions have been made and Town Meeting has voted to use \$230,000 for FY14 and \$500,000 for FY15. Article 29 of the 2015 Town Meeting proposes allocating \$1,500,000 for FY16. As of June 30, 2014, this Stabilization Fund had a balance of \$3,279,669. Current plans will allocate these funds through the FY18 budget year.

**SECTION II: Budget Summary**

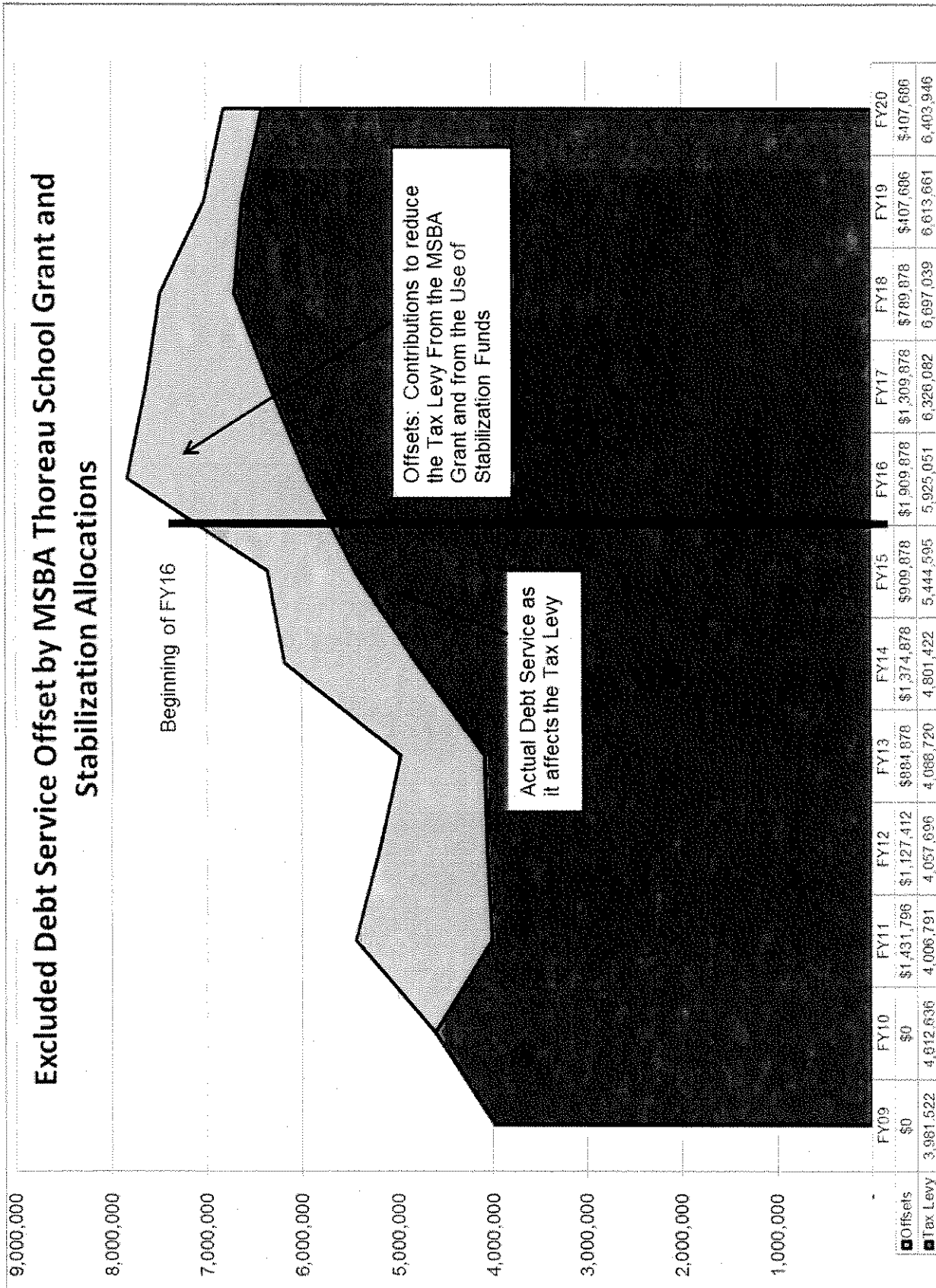
**Debt**

**Excluded Debt Service  
(FY09 to FY14 Actual, FY15 Budgeted, and FY16 to FY29 Projected)**

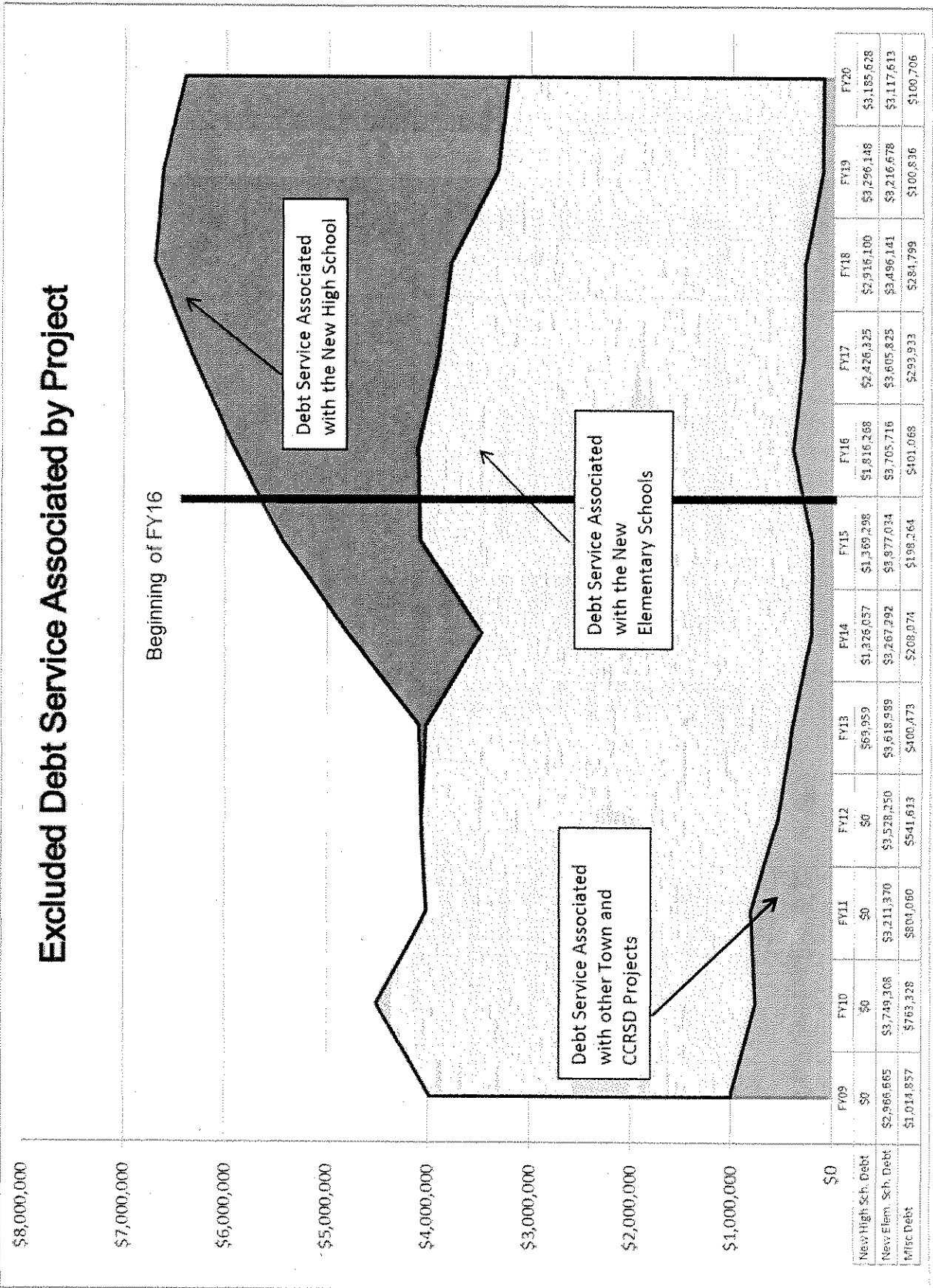
New High School Debt is based upon a Bond Issue on June 4, 2013 (\$32.5 million) and a planned Bond Issue in the Spring 2016 (\$30 million). CCRSD Assessment is based on the November 2014 IESEDC projection.

Fiscal Year	Elementary School Stabilization Fund		MSBA Thoreau Grant	Elementary School Debt Service	Net	Projected Concord Enrollment Percentage	New High School Debt Service	Stabilization Fund	TOTAL	All Other Town Debt Service		CCRSD Debt Service	Gross Excluded Debt Service	Offsets	Adjustments	Net Excluded Debt Service
	Alcott	Thoreau								Willard	Service					
FY09	812,569	1,570,663	583,403	2,966,635						330,714	884,143		3,981,522			3,981,522
FY10	811,335	1,578,640	1,359,333	3,749,308						224,089	530,239		4,512,636	100,000 (1)		4,812,636
FY11	779,408	1,540,085	2,323,693	3,211,370						221,616	582,444		5,447,226	(1,431,796)		4,006,791
FY12	762,558	1,492,681	2,400,443	3,628,250						218,872	322,841		5,197,275	(1,127,412)		4,037,996
FY13	748,952	1,416,382	2,347,423	3,618,989					69,259	215,603	184,870		4,973,598	(884,878)		4,088,720
FY14	728,995	1,381,337	2,309,778	3,207,292					1,328,657	212,237	(4,213)		6,179,300	(1,374,878)		4,901,422
FY15	704,499	1,344,781	2,240,852	3,077,034					1,260,298	208,720	(10,458)		6,354,473	(909,878)		5,444,595
FY16	682,442	1,305,081	2,128,081	3,707,716					1,818,288	204,966	196,162		7,834,929	(1,369,878)		9,925,051
FY17	661,828	1,266,311	2,067,764	3,065,925					2,426,925	101,089	192,844		7,695,960	(1,309,878)		6,326,082
FY18	641,913	1,230,148	2,033,950	3,496,141					2,916,100	100,863	183,930		7,486,917	(789,878)		6,697,039
FY19	622,147	1,198,619	1,813,698	3,216,878					3,298,148	100,836			7,021,347	(487,886)		6,813,661
FY20	602,380	1,161,491	1,771,428	3,117,613					3,185,628	100,705			6,811,632	(487,886)		6,403,946
FY21	582,228	1,114,364	1,729,258	3,016,154					3,171,237	100,573			6,607,680	(487,886)		6,289,974
FY22	562,077	1,047,236	1,683,960	2,885,593					3,134,838	100,438			6,528,354	(487,886)		6,120,568
FY23	386,750	1,009,873	1,635,991	2,655,918					3,101,706	100,300			6,285,611	(487,886)		5,867,925
FY24	372,225	1,002,277	1,589,895	2,559,811					3,041,956	100,159			6,188,611	(487,886)		5,698,925
FY25	357,438	964,447	1,540,802	2,454,801					2,967,532	100,015			5,930,133	(487,886)		5,522,447
FY26		382,458	1,485,363	1,763,496					2,919,988	99,869			4,887,675	(164,389)		4,723,286
FY27			1,435,298	1,435,298												
FY28			1,381,092	1,381,092												
FY29			701,685	701,685												
FY30																

Enrollment Percentage is not projected past FY26  
Debt Service extends to FY38



Excluded Debt Service Associated by Project



# SECTION II: Budget Summary

Debt

Town of Concord, MA

Authorized and Unissued Debt @ June 30, 2014

debt category	Town Meeting	Vote	Purpose	Debt Amount Authorized & Unissued	Code	Note Issuance and other comment	Expected future issue	Expected to rescind	TOTAL
Betterment	Art. 42, 2009		Septic Betterment Loan (Title 5)	1,675,285	18-455-455-0316	Interim Note dated 5/1/13	1,675,285		1,675,285
enterprise	Art. 28, 2012		Light Plant expansion	500,000	62-460-460-344	\$1.9M Bond issued 6/12/14	100,000	400,000	500,000
enterprise	Art. 36, 2012		Land Acquisition (NR Grace)	600,000	62-460-460-345		600,000		600,000
enterprise	Art. 48, 2013		Telecommunications	600,000	60-440-440-345		600,000		600,000
within limit	Art. 48, 2013		Telecommunications	900,000	73-0-0-350	\$100K Bond is sued 6/12/14	400,000	500,000	900,000
within limit	Art. 50, 2013		51 Laws Brook Rd and Rideout Field	75,000	30-122-123-352	\$25K Bond issued 6/12/14	25,000	50,000	75,000
within limit	Art. 52, 2013		Land acquisition, 449 Barrett's Mill Rd	25,000	30-122-123-353	\$500K Bond is sued 6/12/14	25,000		25,000
within limit	Art. 55, 2013		Town House exterior renovation	200,000	30-122-123-354	\$625K Bond is sued 6/12/14	25,000	300,000	325,000
within limit	Art. 9, 2014		Concord Public Schools renovations	450,000	30-300-300-355		450,000		450,000
within limit	Art. 30, 2014		Keyes Road public works facilities design	150,000	30-426-426-357		150,000		150,000
within limit	Art. 31, 2014		141 Keyes Road renovations (Planning dept)	600,000	30-197-197-358		600,000		600,000
within limit	Art. 32, 2014		Ambulance equipment	75,000	30-220-220-359		75,000		75,000
within limit	Art. 33, 2014		West Concord infrastructure improvements	100,000	30-410-410-360		100,000		100,000
within limit	Art. 34, 2014		Public Safety Bldg security improvements	85,000	30-215-215-361		85,000		85,000
within limit	Art. 34, 2014		Harvey Wheeler Bldg improvements	340,000	30-546-546-362		340,000		340,000
within limit	Art. 56, 2014		Road Improvements	1,300,000	30-429-429-363		1,300,000		1,300,000
within limit	Art. 1, STM 5/5/14		Land acquisition and Improvements	700,000	30-122-123-364		700,000		700,000
				<b>\$ 8,375,285</b>			<b>7,250,285</b>	<b>1,250,000</b>	<b>8,500,285</b>

Future issue and rescission

Detail: Authorized & Unissued by Funding Source

Tax Supported to be issued	\$ 2,850,000
Betterments	1,675,285
Light Fund (#62)	1,100,000
Telecom Fund (#73)	900,000
Sewer Fund (#60)	800,000
to be rescinded	1,250,000
	<b>\$ 8,375,285</b>

**SECTION II: Budget Summary**

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## SECTION II: Budget Summary

## Liabilities

### Major Liabilities

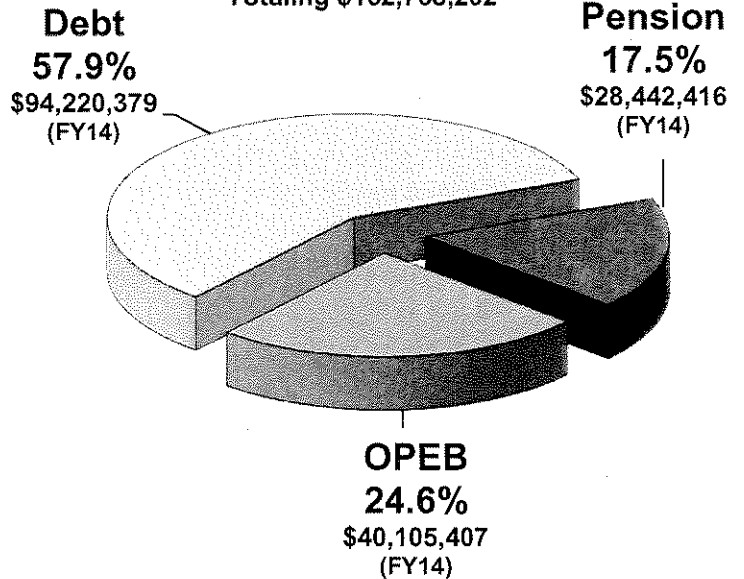
The Major Liabilities are a result of the following:

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

This section contains the following:

- Major Liabilities II-68
- Reason for Presenting Major Liabilities II-69
- Debt II-70
- Pensions II-71
- OPEB II-72

### FY14 Major Liabilities (with CCRSD Overlapping Debt) Totaling \$162,768,202



### Major Liabilities (with CCRSD Overlapping Liability)

<u>FY14 Liabilities</u>	<u>Debt</u>	<u>Pension</u>	<u>OPEB</u>	<u>Total</u>
General Fund	\$48,544,694	\$24,631,132	\$25,549,548	\$98,725,374
Enterprise and Others	\$22,054,072	\$3,811,284	\$1,325,692	\$27,191,048
Total Direct Town Liabilities	\$70,598,766	\$28,442,416	\$26,875,240	\$125,916,422
CCRSD Assessment (@72.85%)	\$23,621,613	N/A	\$13,230,167	\$36,851,780
<b>Total</b>	<b>\$94,220,379</b>	<b>\$28,442,416</b>	<b>\$40,105,407</b>	<b>\$162,768,202</b>

### Major Liabilities

Major outstanding liabilities are commitments that the Town has made and is required to pay for in future periods. There are three categories of major outstanding liabilities: Debt, Pension, and OPEB. Each liability is to be paid for 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); the Town is responsible for 71.77% of all CCRSD expenses and liabilities in FY13, as determined by student enrollment.

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

**Pension:** The Concord Retirement Board administers a define 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. The CCRSD portion is included in the General Fund Liability.

**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 survivors. In the past, the Town used as "pay-as-you-go" method. To comply with new accounting standards, the Town began reporting this liability in FY09 on the Financial Statements and started transferring funds into the OPEB Trust fund in FY10.

Liabilities and Credit Rating:

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

**Benefits of a Good Credit Rating**

The Town has made a concerted effort to earn and maintain a "Aaa" credit rating from Moody's Investors Services. This is the highest possible rating and allows the Town to borrow funds at the lowest possible interest rate, which decreases the Town's cost over the repayment period for each bond issue.

Moody's Investors Services Methodology

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

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

**Town Credit Rating History**

Moody's Investor Services 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.

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
The Town's Credit Rating (Moody's)	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Importance of Managing Liabilities

Various recent news reports have highlighted the difficulty that some municipalities have had in managing these major liabilities, especially those associated with pensions. In fact, a very small number of cities have had to declare bankruptcy, partly do to the large unfunded pension obligations.

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

## SECTION II: Budget Summary

## Liabilities

### Debt Liability:

Within the past decade, the Town has undertaken to build three new elementary schools and a new regional high school. This activity has caused the tax-supported outstanding principal (both within and outside the levy limit) to increase from \$11,020,000 in FY03 to \$48,544,694 in FY14. With the inclusion of enterprise debt, the total is \$70,598,766 at June 30, 2014.

### 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.

## Debt

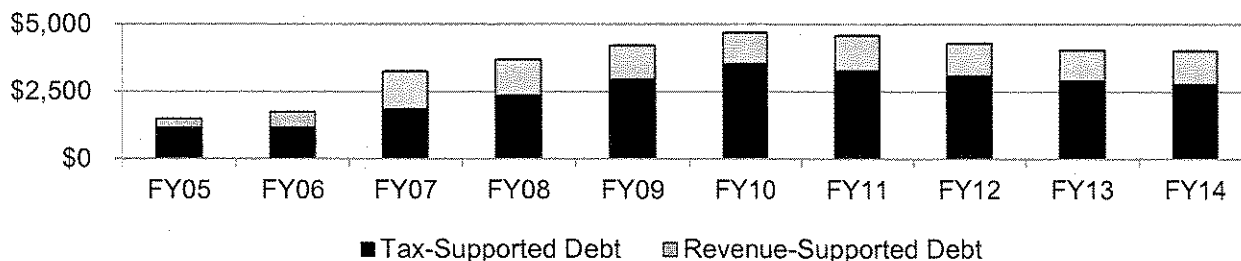
The Town of Concord borrows money to finance such projects as the construction of new schools, the purchase of fire engines, and the renovation of the sewer treatment plant. Although all borrowed funds are guaranteed by the full faith and credit of the Town, money borrowed for enterprise projects is expected to be repaid from enterprise user fees instead of from tax-supported resources. Furthermore, some tax-supported debt projects are classified as being within the Proposition 2 ½ levy limit constraints and others are outside these constraints (also referred to as excluded debt projects) as a result of Town-wide ballot approval.

The chart below shows the amount of outstanding principal by category. For tax-supported debt within the limit, the Town follows a rapid repayment policy; 87% of current principal will be repaid in 5 years and all will be repaid in 10 years. The 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 benefits of these buildings should be amortized over a longer time. A similar generational matching policy is applied to enterprise debt, which is used for relatively long-lasting capital projects. This chart does not show the overlapping debt that the Town is responsible for as a result of the CCRSD assessment.

Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2014								
Paid Down Percentage Starting on June 30, 2014	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/14	\$11,830,000	0%	\$36,714,694	0%	\$22,054,072	0%	\$70,598,766	0%
in 5 years	\$1,595,000	87%	\$21,576,883	41%	\$12,201,282	45%	\$35,373,165	50%
In 10 Years	\$0	100%	\$7,730,655	79%	\$4,169,807	81%	\$11,900,462	83%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%
In 20 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

The graph below represents the debt per capita. With the construction of the new elementary schools, the tax-supported debt began to increase starting in FY06. Debt associated with the Town's assessment from CCRSD for the new high school is excluded from the chart. (Source data is found on page II-52)

### Total Debt Per Capita



**Pension Liability:**

As of the January 1, 2014 actuarial valuation, the Concord Contributory Retirement System has a projected Unfunded Actuarial Accrued Liability (UAAL) of \$28,442,416. In FY16, the System's annual funding requirement is \$3,901,380 of which Concord's General Fund share is \$3,220,000 (3.3% of the proposed budget).

**Pension Funding Policy**

The 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. The funding schedule is based upon an actuarial valuation using an assumed rate of return of 7.5%.

**Pension**

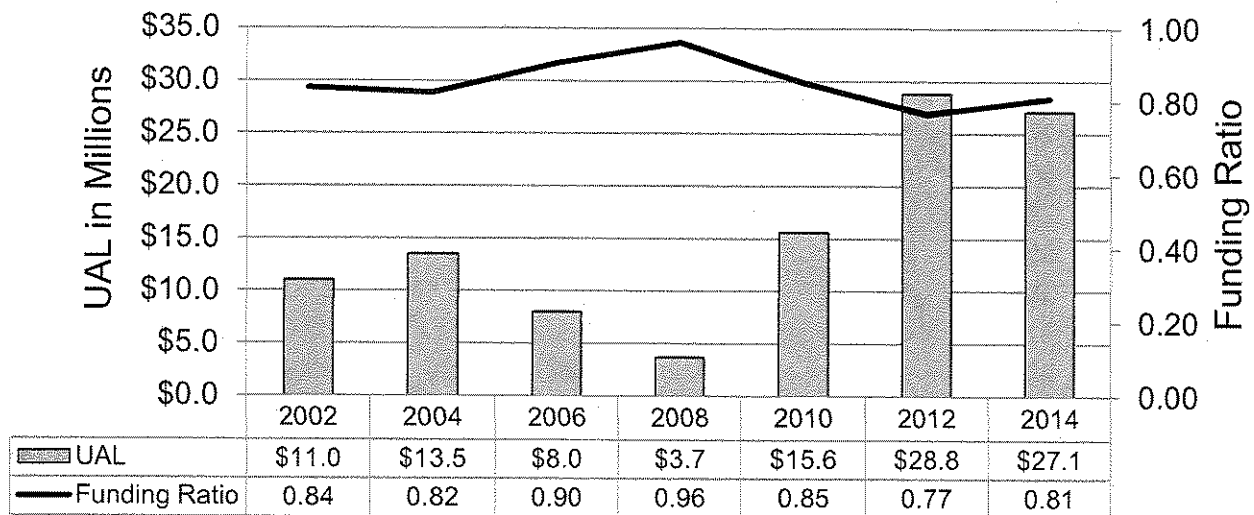
The Concord Contributory Retirement System has been established under M.G.L. Chapter 32 to provide retirement benefits to substantially all municipal employees (with the exception of teachers who are covered by the State Teachers Retirement System) who work at least 25 hours per week. *(For a more detailed description of the Retirement Plan, refer to pages III-163 to III-166.)*

The amount of the Pension Liability, or Unfunded Accrued Liability (UAL) is the difference between the amount that is 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 Retirement Board's policy is to completely fund this liability by fiscal year 2030.

As of January 1, 2014, the Actuarial Accrued Liability is estimated at \$142,404,644 and the Actuarial Value of Assets is \$115,339,593, which results in an Unfunded Accrued Liability of \$27,065,051. The funding ratio (AVA / ALA) is 81%.

**Pension Funding Progress**

(as of January 1<sup>st</sup>)



## SECTION II: Budget Summary

## Liabilities

### OPEB Liability:

As of the most recent actuarial study in June 30, 2014, the Town and Enterprises have in FY14 an Actuarial Accrued Liability (AAL) of \$33,452,285 which is offset by Actuarial Value of Assets (AVA) of \$6,577,045 for a projected Unfunded Actuarial Accrued Liability (UAAL) of \$26,875,240.

### OPEB Funding Policy

The Town's policy to fund the OPEB obligation is two-fold. First, the annual Net OPEB Obligation (NOO) as it is associated with covered enterprise employees is fully funded. Second, the amount appropriated for the costs associated with other covered Town Government employees is to be gradually increased by \$250,000 annually until the full annual NOO is reached (projected as FY2017).

### Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) consists of health care and other benefits for retirees, spouses, and survivors. *(For a more detailed description of OPEB, refer to pages III-163 to III-164.)*

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

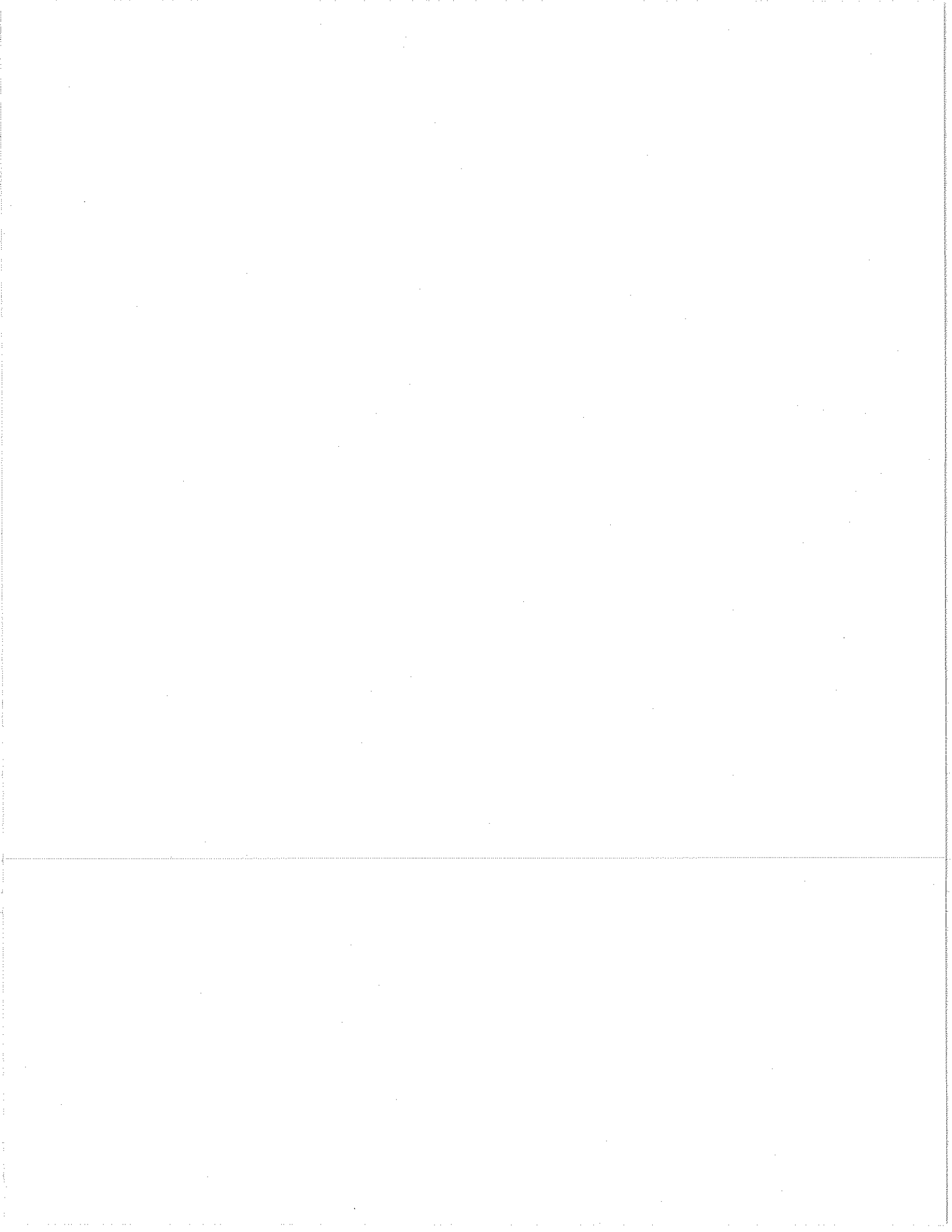
Massachusetts cities and towns are beginning to fund the OPEB liability. There are two metrics useful in determining how municipalities are doing in covering this liability. First, the Funded Ratio (or AVA divided by the AAL) measures the percentage of the AAL that is funded. Concord's Funded Ratio as of June 30, 2014 is 19.66%. Second, the UAAL per Capita measures this obligation as it relates to the population of the municipality. Concord's UAAL Per Capita is \$1,418.

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

<u>Town</u>	<u>Population</u>	<u>Valuation Date</u>	<u>AAL</u>	<u>AVA</u>	<u>UAAL</u>	<u>Funded Ratio</u>	<u>UAAL Per Cap.</u>
Acton	21,924	06/30/11	\$57,330,858	\$0	\$57,330,858	0.00%	\$2,615
Andover	33,201	06/30/11	\$215,257,672	\$704,009	\$214,553,663	0.33%	\$6,462
Bedford	13,320	06/30/12	\$48,839,208	\$2,961,186	\$45,878,022	6.06%	\$3,444
Brookline	58,732	06/30/12	\$202,733,897	\$12,766,296	\$189,967,601	6.30%	\$3,234
<b>Concord</b>	<b>18,957</b>	<b>06/30/14</b>	<b>\$33,452,285</b>	<b>\$6,577,045</b>	<b>\$26,875,240</b>	<b>19.66%</b>	<b>\$1,418</b>
Lexington	31,394	06/30/11	\$306,300,691	\$2,000,000	\$304,300,691	0.65%	\$9,693
Needham	28,886	06/30/11	\$59,122,322	\$6,423,760	\$52,698,562	10.87%	\$1,824
Newton	85,146	06/30/12	\$601,299,679	\$0	\$601,299,679	0.00%	\$7,062
Plymouth	56,468	01/01/11	\$390,817,000	\$0	\$390,817,000	0.00%	\$6,921
Scituate	18,266	06/30/10	\$53,900,000	\$0	\$53,900,000	0.00%	\$2,951
Sudbury	17,659	06/30/12	\$34,276,192	\$128,700	\$34,147,492	0.38%	\$1,934
Wayland	12,994	01/01/13	\$38,537,958	\$10,224,733	\$28,313,225	26.53%	\$2,179
Wellesley	27,982	06/30/12	\$127,615,942	\$21,317,571	\$106,298,371	16.70%	\$3,799
Weston	11,261	07/01/10	\$69,781,850	\$107,153	\$69,674,697	0.15%	\$6,187

**SECTION II: Budget Summary**

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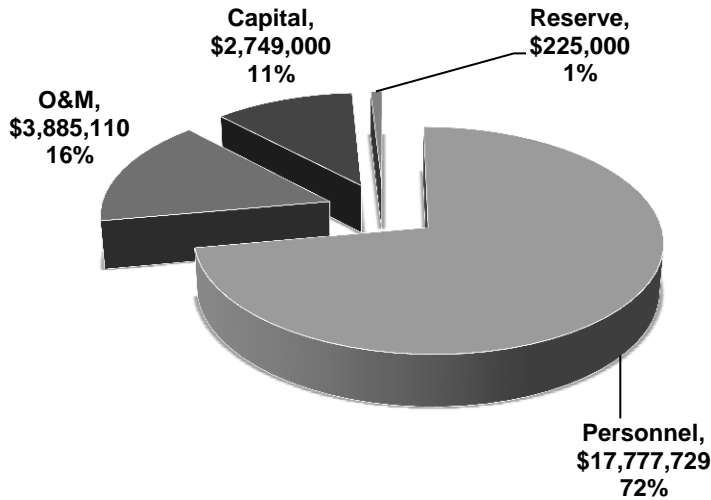


# **Section III**

## **Budget Detail – Town Government**

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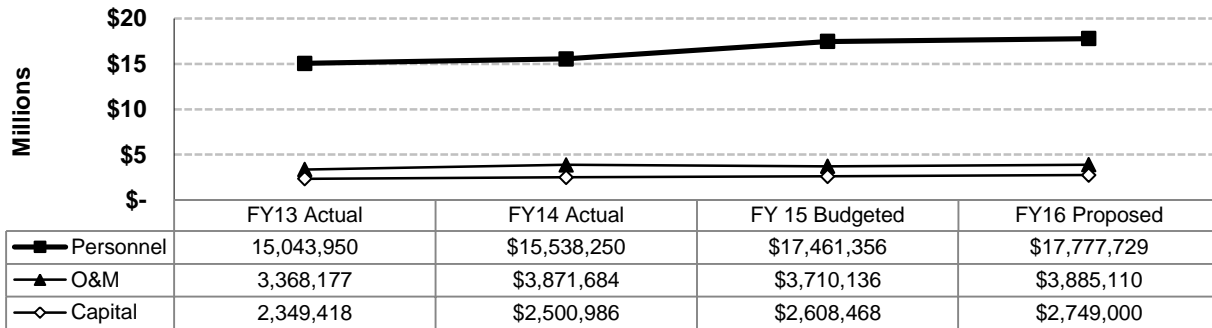
FY16 Proposed Budget Expenses



Budget Highlights:

- The FY16 Town Government Appropriated Budget is \$21,114,013. After including funds transferred in by the Town’s Enterprise Funds and other sources, the Total Budget is \$24,636,839.
- The FY16 Appropriated Budget is proposed to increase \$750,000 or 3.7%, with personnel expenses increasing by 4.7%, operations and maintenance (O&M) by 3.5%, and capital expense decreasing by 4.8%.
- The FY16 Total Budget is proposed to increase by \$631,879 or 2.6%, with personnel expenses increasing by 1.8%, O&M by 4.7%, and capital expenses by 5.4%.

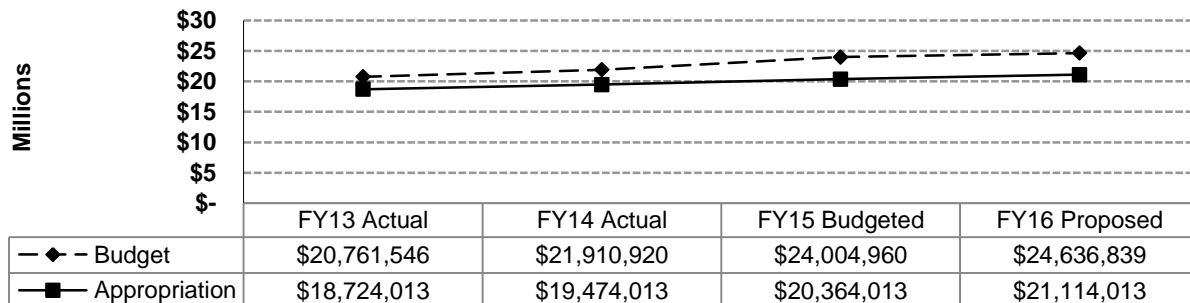
Town Government - Expense Categories History



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

In this FY16 budget, Personnel expense represent 72.2% of the total budget, O&M represents 15.8%, and Capital represents 11.1% (the Reserve Fund appropriation of \$225,000 represents the remaining 0.9%).

Town Government - Budget and Appropriation History



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

**The FTE discussion and analysis below**

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

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

Overtime hours are not included in the FTE counts.

**Full-Time Equivalents**

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

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

FTE Discussion:

*The FY16 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 1.79 over FY15 budgeted levels. Total Town Government FTEs are proposed to rise from 249.39 to 251.19.*

The changes are as follows:

- The Town Manager Division is proposing to add a new Public Information Coordinator and to move the Community Services Coordinator and Youth Services Coordinator into the Human Services Administration account reflecting a (-.48 FTE) decrease.
- Town-Wide Building Maintenance is proposing a new Facilities Manager (1.00 FTE) position for centralized oversight for Town buildings.
- Resource Sustainability is proposing the addition of a part time Energy Manager (0.20 FTE) to assist the Town in achieving energy savings.
- In the Elections Account, it is proposed that the FY16 staffing level be decreased by 1,044 hours for Election Officers and Technicians, due to the expectation that there will be 2 elections in FY16.
- The Inspections Division is proposing an additional part time Inspector (0.40 FTE) as well as 100 additional hours for Assistant Plumbing, Gas, and Electrical Inspectors, due to increased demand.
- The Health Division is proposing an additional 265 hours for the Public Health Nurse
- The 141 Keyes Rd. facility has switched to contracted cleaning services from a Part Time Custodian (-0.50 FTE).
- The Accounting Division is proposing increasing the Assistant Town Accountant from part time to full time, a (0.25 FTE) increase.
- The Assessors Division is proposing a new Part Time Field Lister which would be an increase of (0.26 FTE).
- The Police Department is proposing the funding of a full time Administrative Assistant which would be an increase of (0.50 FTE)
- The Police & Fire Station has switched to contracted cleaning services from a Part Time Custodian (-0.47 FTE).
- The Highway Maintenance Division is proposing an additional 200 hours for Temporary & Seasonal workers (0.10 FTE).
- The Library is proposing a shift in funding from the Library Assistant and Staff Librarian positions to support a full time Head of Reference position (-0.01 FTE).
- Human Services Administration is a new Department and carries over the Community Services Coordinator, and Youth Services Coordinator from the Town Manager account (1.48 FTE).
- The Recreation Department reflects a decrease of (-1.00 FTE) because of the retirement of the Recreation Director.
- The Council on Aging is proposing increasing the hours for the Van Drivers by 468, Wellness Coordinators by 25, Outreach Coordinators by 104 and Activity Coordinator by 21, and increasing the Administrative Assistant to full time in order to meet the demand for the associated services. The total proposed increase is (0.42 FTE).
- Veterans' Services is proposing an increase of 157 hours (0.08 FTE) for the Veterans' Agent in order to meet the demand for the associated services

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

Budget Unit	FY14 Budget	FY15 Budget	FY16 Proposed	FY15-FY16 Change
1a Town Manager's Office	5.48	6.01	5.53	-0.48
1b Human Resources	4.00	4.00	4.00	0.00
1c Town-Wide Maintenance	1.00	1.00	2.00	1.00
1d Energy Conservation	0.00	0.00	0.20	0.20
1e Visitors' Center	0.13	0.13	0.13	0.00
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.31	0.82	0.32	-0.50
3b Registrars	0.10	0.10	0.10	0.00
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.86	3.86	0.00
5c Inspections	4.92	4.94	5.39	0.45
5d Health	4.04	4.04	4.16	0.13
6 141 Keyes Road	0.50	0.50	0.00	-0.50
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	5.00	5.00	0.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.25	5.25	5.50	0.25
8d Assessors	4.14	4.14	4.40	0.26
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.23	3.25	3.25	0.00
10 Town House	1.02	1.02	1.02	0.00
11 Police Department	45.30	45.80	46.30	0.50
12 Fire Department	39.90	43.90	43.90	0.00
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.50	0.50	0.03	-0.47
15 Emergency Management	0.00	0.00	0.00	0.00
16 Animal Control Officer	0.00	0.00	0.00	0.00
17a CPW Administration	4.00	4.00	4.00	0.00
17b Engineering	7.10	7.10	7.00	-0.10
17c Highway Maintenance	13.19	13.19	13.28	0.10
17d Parks and Trees	9.43	9.43	9.43	0.00
17e Cemetery	1.47	1.47	1.47	0.00
18 Snow and Ice Removal	1.77	1.77	1.77	0.00
19 Street Lighting	0.00	0.00	0.00	0.00
20 Public Works Equipment	0.00	0.00	0.00	0.00
21 Drainage	0.00	0.00	0.00	0.00
22 Sidewalks	0.00	0.00	0.00	0.00
23 Road Improvements	0.00	0.00	0.00	0.00
24 133 and 135 Keyes Road	1.00	1.00	1.00	0.00
25 Library	25.71	27.13	27.12	-0.01
26a Human Services Admin.	0.00	0.00	1.48	1.48
26b Recreation Administration	25.70	25.70	24.70	-1.00
26c Hunt Recreation Center	1.00	1.00	1.00	0.00
26d Council on Aging	7.89	8.50	8.93	0.42
26e Harvey Wheeler Community	1.41	1.02	1.02	0.00
26f Veterans' Services	0.38	0.38	0.45	0.08
26g Ceremonies	0.00	0.00	0.00	0.00
<b>Totals</b>	<b>242.18</b>	<b>249.39</b>	<b>251.19</b>	<b>1.79</b>

**Town Government (Accounts 1 - 30) - Expense Categories by Function**

	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Proposed
<b>General Government</b>				
Personnel	\$ 2,035,570	\$ 2,083,101	\$ 2,320,820	\$ 2,168,335
O&M	\$ 528,117	\$ 587,687	\$ 563,819	\$ 613,940
Capital	\$ 169,205	\$ 170,752	\$ 250,899	\$ 447,500
Subtotal	\$ 2,732,892	\$ 2,841,539	\$ 3,135,538	\$ 3,229,775
<b>Finance &amp; Administration</b>				
Personnel	\$ 1,507,771	\$ 1,588,436	\$ 1,904,547	\$ 1,945,913
O&M	\$ 602,394	\$ 669,771	\$ 721,562	\$ 731,412
Capital	\$ 238,622	\$ 354,818	\$ 190,000	\$ 197,000
Subtotal	\$ 2,348,786	\$ 2,613,025	\$ 2,816,109	\$ 2,874,325
<b>Public Safety</b>				
Personnel	\$ 7,072,184	\$ 7,331,917	\$ 7,955,655	\$ 7,948,636
O&M	\$ 567,606	\$ 713,031	\$ 620,030	\$ 667,925
Capital	\$ 255,873	\$ 171,526	\$ 227,500	\$ 272,000
Subtotal	\$ 7,895,663	\$ 8,216,475	\$ 8,803,185	\$ 8,888,561
<b>Public Works</b>				
Personnel	\$ 2,528,454	\$ 2,608,732	\$ 2,744,395	\$ 2,761,403
O&M	\$ 1,067,841	\$ 1,247,185	\$ 1,184,585	\$ 1,200,997
Capital	\$ 1,579,666	\$ 1,673,723	\$ 1,920,069	\$ 1,820,000
Subtotal	\$ 5,175,962	\$ 5,529,640	\$ 5,849,049	\$ 5,782,400
<b>Human Services</b>				
Personnel	\$ 1,809,981	\$ 1,854,208	\$ 2,224,627	\$ 2,210,039
O&M	\$ 602,969	\$ 644,009	\$ 605,140	\$ 655,836
Capital	\$ 116,052	\$ 130,168	\$ 20,000	\$ 12,500
Subtotal	\$ 2,529,002	\$ 2,628,384	\$ 2,849,767	\$ 2,878,375
<b>Unclassified</b>				
Personnel	\$ 89,991	\$ 71,856	\$ 311,311	\$ 743,404
O&M	\$ -	\$ 10,000	\$ 15,000	\$ 15,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 551,311	\$ 983,404
<b>Town Government Total</b>	<b>\$ 20,772,296</b>	<b>\$ 21,910,920</b>	<b>\$ 24,004,960</b>	<b>\$ 24,636,839</b>

**Town Government (Accounts 1 - 30) - Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 20,364,013	84.8%	\$ 21,114,013	85.7%	3.7%
Light Fund	437,833	1.8%	407,891	1.7%	-6.8%
Telecom Fund	-	0.0%	23,690	0.1%	0.0%
Water Fund	611,075	2.5%	609,840	2.5%	-0.2%
Sewer Fund	209,211	0.9%	208,415	0.8%	-0.4%
Swim and Fitness Center	81,148	0.3%	67,285	0.3%	-17.1%
Solid Waste Fund	131,732	0.5%	132,292	0.5%	0.4%
Parking Meter Fund	127,287	0.5%	127,889	0.5%	0.5%
Recreation Fund	41,006	0.2%	41,928	0.2%	0.0%
Cemetery	156,474	0.7%	168,140	0.7%	7.5%
Retirement	117,444	0.5%	117,966	0.5%	0.4%
Misc.	1,527,736	6.4%	1,517,490	6.2%	-0.7%
Stabilization Fund	200,000	0.8%	100,000	0.4%	-50.0%
<b>Totals</b>	<b>\$ 24,004,960</b>	<b>100.0%</b>	<b>\$ 24,636,839</b>	<b>100.0%</b>	<b>2.6%</b>

**Account Summary - General Government**

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY15	FY16	%Δ	FY15	FY16	%Δ
1a Town Manager's Office	\$ 606,995	\$ 551,691	-9.1%	\$ 341,188	\$ 366,308	7.4%
1b Human Resources	325,343	340,536	4.7%	202,606	215,367	6.3%
1c Town-Wide Building	200,000	220,000	10.0%	200,000	220,000	10.0%
1d Resource Sustainability	75,000	75,000	0.0%	75,000	75,000	0.0%
1e Visitors' Center	24,924	27,426	10.0%	24,924	27,426	10.0%
2 Legal Services	225,000	225,000	0.0%	225,000	225,000	0.0%
3a Elections	40,368	54,229	34.3%	40,368	52,164	29.2%
3b Registrars	10,578	10,483	-0.9%	8,031	8,103	0.9%
4 Meeting and Reports	81,550	81,550	0.0%	81,550	81,550	0.0%
5a Planning	429,532	520,631	21.2%	349,345	439,629	25.8%
5b Natural Resources	280,628	257,536	-8.2%	228,737	205,256	-10.3%
5c Inspections	395,662	422,087	6.7%	395,662	422,087	6.7%
5d Health	365,141	370,238	1.4%	286,582	291,209	1.6%
6 141 Keyes Road	74,817	73,368	-1.9%	74,817	73,368	-1.9%
<b>Total</b>	<b>\$ 3,135,538</b>	<b>\$ 3,229,775</b>	<b>3.0%</b>	<b>\$ 2,533,810</b>	<b>\$ 2,702,467</b>	<b>6.7%</b>

**Account Summary - Finance and Administration**

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY15	FY16	%Δ	FY15	FY16	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	455,933	459,740	0.8%	\$ 273,539	\$ 275,831	0.8%
8b Treasurer-Collector	482,562	494,243	2.4%	\$ 272,135	\$ 281,056	3.3%
8c Town Accountant	386,069	393,665	2.0%	\$ 143,171	\$ 150,769	5.3%
8d Assessors	396,632	392,676	-1.0%	\$ 396,632	\$ 392,676	-1.0%
8e Town Clerk	235,427	236,879	0.6%	\$ 232,427	\$ 233,879	0.6%
9 Information Systems	728,869	768,237	5.4%	639,133	675,933	5.8%
10 Town House	127,207	125,475	-1.4%	104,757	103,370	-1.3%
<b>Total</b>	<b>\$ 2,816,109</b>	<b>\$ 2,874,325</b>	<b>2.1%</b>	<b>\$ 2,065,204</b>	<b>\$ 2,116,924</b>	<b>2.5%</b>

**Account Summary - Public Safety**

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
11 Police Department	\$ 4,237,158	\$ 4,296,704	1.4%	\$ 4,157,814	\$ 4,217,360	1.4%
12 Fire Department	4,264,386	4,249,072	-0.4%	\$ 4,058,386	\$ 4,143,072	2.1%
13 W. Concord Fire	36,697	60,062	63.7%	\$ 36,697	\$ 60,062	63.7%
14 Police and Fire Station	227,034	234,812	3.4%	\$ 227,034	\$ 234,812	3.4%
15 Emergency Management	12,810	22,810	78.1%	\$ 12,810	\$ 22,810	78.1%
16 Dog Officer	25,100	25,100	0.0%	\$ 25,100	\$ 25,100	0.0%
<b>Total</b>	<b>\$ 8,803,185</b>	<b>\$ 8,888,561</b>	<b>1.0%</b>	<b>\$ 8,517,841</b>	<b>\$ 8,703,217</b>	<b>2.2%</b>

**Account Summary - Public Works**

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
17a CPW Administration	\$ 373,548	\$ 372,032	-0.4%	\$ 182,363	\$ 181,462	-0.5%
17b Engineering	687,675	680,379	-1.1%	\$ 374,595	\$ 373,062	-0.4%
17c Highway Maintenance	1,308,058	1,310,329	0.2%	\$ 1,279,897	\$ 1,281,986	0.2%
17d Parks and Trees	761,595	728,917	-4.3%	\$ 666,670	\$ 633,992	-4.9%
17e Cemetery	214,574	232,521	8.4%	\$ 61,100	\$ 67,381	10.3%
18 Snow and Ice Removal	555,001	570,000	2.7%	555,000	570,000	2.7%
19 Street Lighting	74,000	74,000	0.0%	73,463	73,463	0.0%
20 Public Works Equipment	288,000	250,000	-13.2%	288,000	250,000	-13.2%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	100,000	100,000	0.0%	100,000	100,000	0.0%
23 Road Improvements	1,105,069	1,090,000	-1.4%	90,000	90,000	0.0%
24 133 and 135 Keyes Road	176,528	169,223	-4.1%	109,414	100,967	-7.7%
<b>Total</b>	<b>\$ 5,849,049</b>	<b>\$ 5,782,400</b>	<b>-1.1%</b>	<b>\$ 3,985,503</b>	<b>\$ 3,927,312</b>	<b>-1.5%</b>

**Account Summary - Human Services**

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
25 Library	\$ 2,029,016	\$ 2,021,097	-0.4%	\$ 2,003,016	\$ 1,995,097	-0.4%
26a Human Services Admin.	\$ -	\$ 78,558	0.0%	\$ -	\$ 9,000	0.0%
26b Recreation Programs	119,483	50,000	0.0%	\$ 106,471	\$ 50,000	-53.0%
26c Hunt Recreation Center	110,988	115,809	4.3%	\$ 91,481	\$ 95,623	4.5%
26d Council on Aging	392,786	410,937	4.6%	\$ 311,881	\$ 328,996	5.5%
26e HWCC	117,717	117,079	-0.5%	\$ 117,717	\$ 117,079	-0.5%
26f Veterans	55,771	60,889	9.2%	\$ 55,771	\$ 60,889	9.2%
26g Ceremonies	24,006	24,006	0.0%	\$ 24,006	\$ 24,006	0.0%
Total	\$ 2,849,767	\$ 2,878,375	1.0%	\$ 2,710,343	\$ 2,680,690	-1.1%

**Account Summary - Unclassified**

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
27 Town Employee Benefits	\$ 100,000	\$ 100,000	0.0%	\$ 100,000	\$ 100,000	0.0%
28 Reserve Fund	225,000	225,000	0.0%	225,000	225,000	0.0%
29 Salary Reserve	211,311 *	643,404	N/A	211,312	643,404	N/A
30 Land Fund	15,000	15,000	N/A	15,000	15,000	0.0%
Total	\$ 551,311	\$ 983,404	78.4%	\$ 551,312	\$ 983,404	78.4%

\* Original appropriation of \$555,434 in FY15; \$344,123 has been transferred to other accounts as of 12/22/14.

# TUTORIAL

## Mission Statement:

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

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

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	The amount of the budget supported by the General Fund			
Other Funds	The amount of the budget supported by other funds			
Total Expenditures	The total budget			

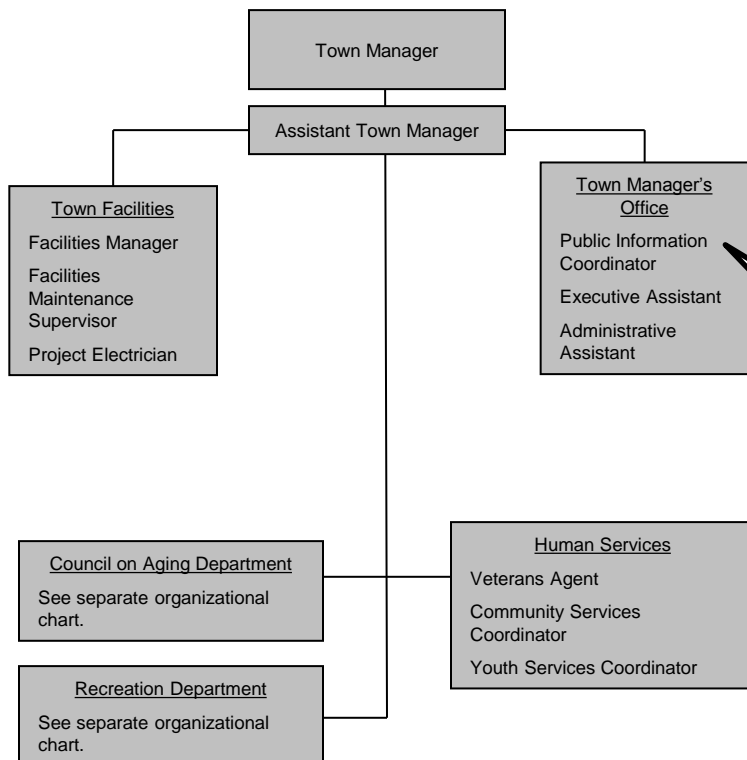
## Budget Highlights:

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

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

## Description:

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



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

# TUTORIAL

## Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 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

		FY15 Budgeted		FY16 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:

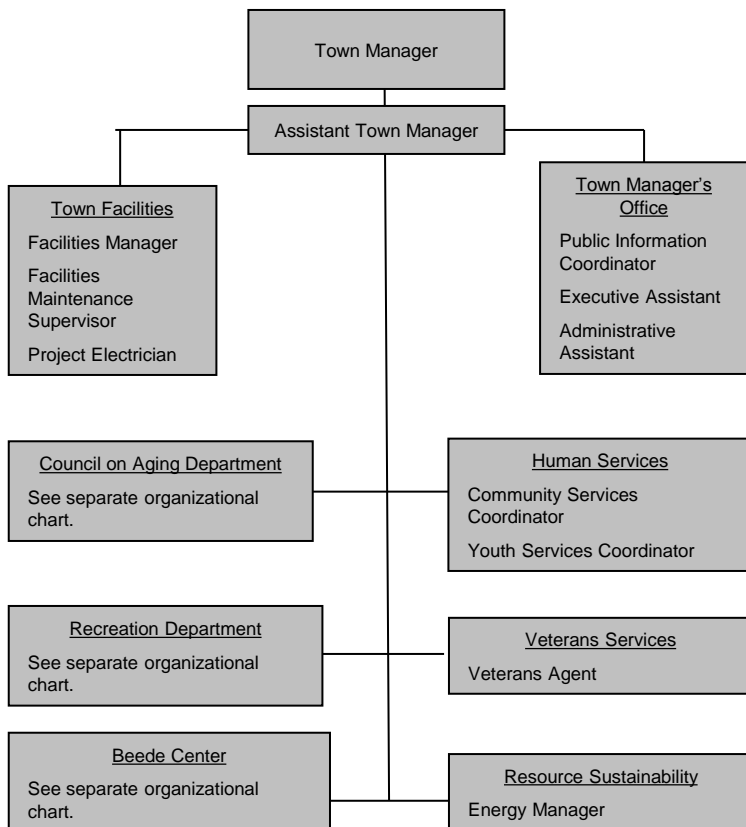
The mission of the Office of the Town Manager is to support the Town Manager and the Board of Selectmen in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support 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 7.5% *increase* in the operating appropriation from that of the FY15 budget.
- This budget shows the realignment of the Community Services Coordinator and Youth Services Coordinator to the new Human Services Administration account.
- This budget reflects a change in organizational structure from a Deputy Town Manager to an Assistant Town Manager. The Assistant Town Manager will oversee the new Facilities Manager, and all of the other accounts previously managed by the Deputy Town Manager.
- This budget represents the addition of a new Public Information Coordinator, to better communicate Town activity with the public.
- For FY16, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts.
- This budget continues to include \$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.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 316,743	\$ 320,198	\$ 341,188	\$ 366,308
Other Funds	\$ 236,730	\$ 238,868	\$ 265,807	\$ 185,383
<b>Total Expenditures</b>	<b>\$ 553,473</b>	<b>\$ 559,066</b>	<b>\$ 606,995</b>	<b>\$ 551,691</b>



Description:

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

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

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 492,151	\$ 516,837	\$ 562,554	\$ 522,750	\$ 504,750
Purchased Services	34,876	28,767	19,371	21,871	21,871
Supplies	2,923	2,812	3,800	3,800	3,800
Other Charges	11,595	10,269	16,270	16,270	16,270
Capital Outlay	11,929	381	5,000	5,000	5,000
Totals	\$ 553,474	\$ 559,066	\$ 606,995	\$ 569,691	\$ 551,691

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 341,188	56.21%	\$ 366,308	66.40%	7.36%
Light Fund	101,540	16.73%	95,066	17.23%	-6.38%
Water Fund	60,925	10.04%	57,041	10.34%	-6.38%
Sewer Fund	30,464	5.02%	28,522	5.17%	-6.37%
Solid Waste Disp. Fund	5,078	0.84%	4,754	0.86%	-6.38%
Community Chest	67,800	11.17%	-	0.00%	-100.00%
Totals	\$ 606,995	100.00%	\$ 551,691	100.00%	-9.11%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

**GENERAL GOVERNMENT: Town Manager**

**Item 1A**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 177,456	1.00	\$ 177,456
	Assistant Town Manager	1.00	\$ 137,284	1.00	\$ 102,000
	Public Information Coordinator	0.00	\$ -	1.00	\$ 51,366
	Exec. Asst. to the Town Manager	0.00	\$ 76,953	1.00	\$ 77,069
	Administrative Assistant	1.00	\$ 58,090	1.00	\$ 58,882
	Community Services Coordinator	1.00	\$ 50,000	0.00	\$ -
	Sub Total	4.00 FTEs	\$ 499,783	5.00 FTEs	\$ 466,773
5115	Youth Coordinator	992 hrs.	24,800	0 hrs.	-
5199	Town Manager 401(a)		15,000		15,000
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	971	20 hrs.	977
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	5.00 FTEs	\$ 562,554	5.00 FTEs	\$ 504,750

**Program Implementation**

- The FY16 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Assistant to the Town Manager, and Administrative Assistant who together support the Town Manager and Selectmen. Along with other responsibilities, the Assistant Town Manager oversees the following Departments: Recreation; Council on Aging; and the new Human Services Administration. In addition, the Assistant Town Manager supervises the following positions: the new Public Information Coordinator, Veterans' Services Officer; Community Services Coordinator (largely funded by the Community Chest) and the Youth Services Coordinator (funded by the Community Chest). The Assistant Town Manager will also supervise the new Facilities Manager who will manage the Facilities Maintenance Supervisor (funded by the Town-wide Building Fund and capital project funds on a per-project basis); the Project Electrician (funded by capital project funds on a per-project basis); and the Custodian responsible for the Town House and Assessor's office at 24 Court Lane.
- The proposed new Public Information Coordinator will enhance the Town's ability to communicate effectively with the public. This will be done through an improved social media presence, as well as a refined Town website in order to keep the public informed on important Town activity.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,700); printing, postage, and advertising (\$6,000); and office supplies and stationery (\$2,200). Purchased Services also include management consulting services supporting the Town Manager's and Selectmen's Town-wide objectives (\$5,000), and professional services such as clerical support on Hanscom Area Towns Committee (HATS) related matters (\$2,500). Also included is the support of the Concord Cultural Council to support the local arts and humanities (\$2,000).
- Other expenses include the following: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,925); professional staff membership dues for similar organizations (\$2,945); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager's Association conference (\$2,300).
- A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.

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

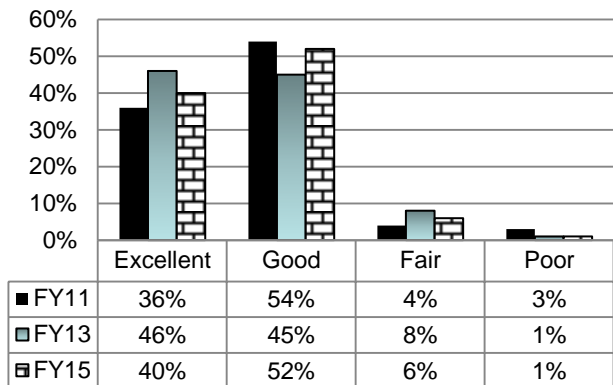
**Division Goal:** *To ensure that Town services are of the highest quality*

**Objective:** To measure citizen satisfaction with Town services

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

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

**Rating of Quality of Services provided by Town Government**



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

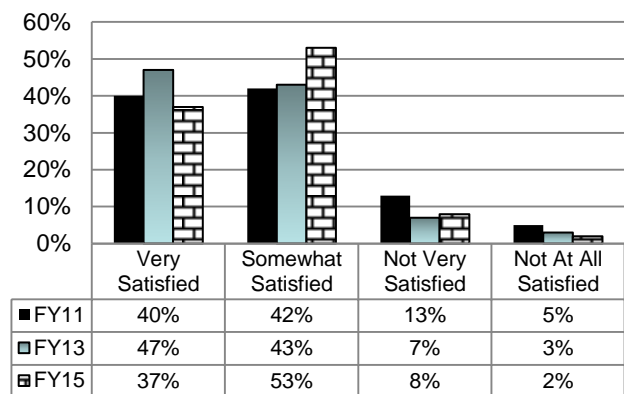
**Division Goal:** *To provide residents with quality services in relation to taxes paid*

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

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

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

**Satisfaction with Services in Relation to Taxes Paid**



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

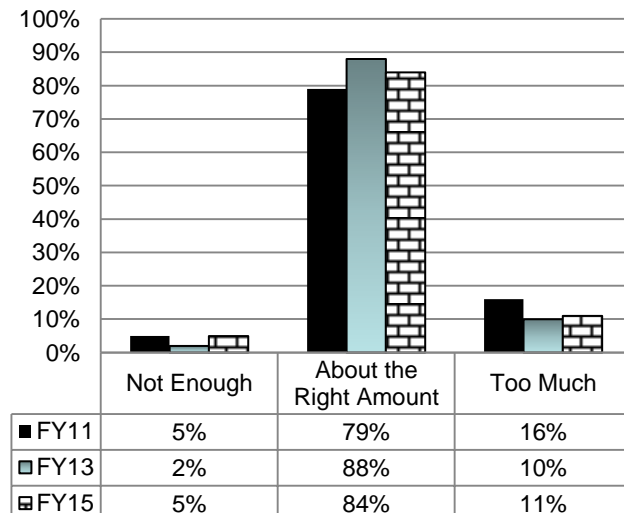
**Division Goal:** *To spend the right amount on Town Government Services*

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

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

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

**Opinion of Amount Spending on Town Government Services**



Mission Statement:

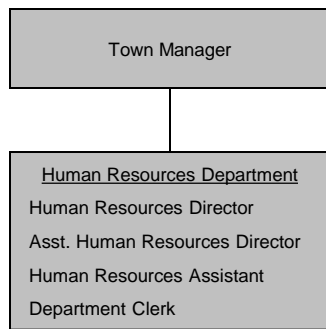
The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration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

Budget Highlights:

- This budget represents a 6.3% *increase* in the operating appropriation from that of the FY15 budget.
- A new allocation of \$15,000 is included to fund a new Human Resources Information System (HRIS) which is needed to replace software no longer supported after 25 years of use.
- Other than the new software expense, the budget represents level funding in the operating appropriation from that of the FY15 budget.
- 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**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 187,160	\$ 198,015	\$ 202,606	\$ 215,367
Other Funds	\$ 117,205	\$ 119,782	\$ 122,737	\$ 125,169
<b>Total Expenditures</b>	<b>\$ 304,365</b>	<b>\$ 317,797</b>	<b>\$ 325,343</b>	<b>\$ 340,536</b>



Description:

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

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

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

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

**GENERAL GOVERNMENT: Human Resource Department**

**Item 1B**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 242,566	\$ 261,899	\$ 292,673	\$ 292,866	\$ 292,866
Purchased Services	50,795	44,782	19,765	34,765	34,765
Supplies	1,022	1,476	2,000	2,000	2,000
Other Charges	9,808	8,728	10,905	10,905	10,905
Capital Outlay	175	913	-	-	-
<b>Totals</b>	<b>\$ 304,365</b>	<b>\$ 317,797</b>	<b>\$ 325,343</b>	<b>\$ 340,536</b>	<b>\$ 340,536</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 202,606	62.27%	\$ 215,367	63.24%	6.30%
Light Fund	57,403	17.64%	59,541	17.48%	3.72%
Water Fund	17,587	5.41%	18,234	5.35%	3.68%
Sewer Fund	5,337	1.64%	5,532	1.62%	3.65%
Solid Waste Fund	1,252	0.38%	1,298	0.38%	3.67%
Recreation Fund	6,499	2.00%	6,742	1.98%	3.74%
Swim and Fitness Center	30,988	9.52%	30,076	8.83%	-2.94%
Retirement System	2,001	0.62%	2,076	0.61%	3.75%
Schools	1,670	0.51%	1,670	0.49%	0.00%
<b>Totals</b>	<b>\$ 325,343</b>	<b>100.00%</b>	<b>\$ 340,536</b>	<b>100.00%</b>	<b>4.67%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 113,900	1.00	\$ 113,900
	Assistant HR Director	1.00	74,590	1.00	71,400
	Human Resources Assistant	1.00	63,552	1.00	64,269
	Department Clerk	1.00	38,712	1.00	39,234
	Sub Total	<u>4.00 FTEs</u>	\$ 290,754	<u>4.00 FTEs</u>	\$ 288,803
5130	Overtime	42 hrs.	1,919	88 hrs.	4,063
	Total	<u>4.00 FTEs</u>	\$ 292,673	<u>4.00 FTEs</u>	\$ 292,866

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The FY16 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, Human Resources Assistant, and Department Clerk; funding is included in the recommended budget (\$4,063) for support staff overtime.</li> <li>•Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$15,000 for software maintenance.</li> <li>•Purchased Services also includes management consulting services supporting the Town Manager’s human resources-related objectives (\$9,500), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,140), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$4,100). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver’s license are also included (\$3,240).</li> <li>•Other expenses include a modest allotment (about \$30 per regular-status employee) for the employee recognition program (\$8,450), dues for membership in the Massachusetts Municipal Personnel Association (\$250), the International Public Management Association (\$140) and the Society for Human Resource Management (\$180), professional conference registration fees (\$830), transportation fees related to attending training and conferences (\$630), and subscription fees for human resources publications (\$350).</li> </ul>

**Human Resources Programs**

**Program 1 - Personnel Operations:**

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

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

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

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

In 2014, HR staff: processed 989 applications for employment; managed 34 recruitments and new appointments; managed 24 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 41 work-related injury cases; supported the Personnel Board in hearing the appeal of a former employee; coordinated the Town’s response to 2 discrimination claims; supported legal counsel and management in an arbitration matter; verified and processed more than 827 personnel action forms; implemented the provisions of new collective bargaining agreements, which included processing approximately 115 retroactive salary adjustments dating back to July of 2012; made arrangements for an employee appreciation picnic attended by 209 employees and for an ice cream truck visit enjoyed by approximately 275 employees; coordinated 58 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 4 positions; partnered with Finance and IT to implement use of new software that will integrate human resources, payroll, time and attendance systems; ensured that summaries of the Massachusetts conflict of interest law were distributed to all new employees and that they were notified of their obligation to complete training on the law; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan; processing of individual plan enrollments/changes; calculation and communication of 192 individual long-term disability subscriber rates; and processing of 34 “Go the Extra Mile” Certificates and 12 gift-certificate awards in recognition of employee actions.

Programs organized included: an annual employee forum to share information regarding goals, initiatives and programs and address employee questions; trainings for supervisors regarding conducting performance evaluations and managing performance concerns; training for new employees regarding harassment prevention; an employee benefits and wellness fair; and a 6-week yoga wellness program.

<b>Employment Data By Calendar Year</b>					
	2010	2011	2012	2013	2014
Number Employed	612	583	597	593	621
Regular-Status Positions	279	280	280	281	283
Regular-Status New Hires	8	18	16	19	32
Regular-Status Terminations	10	10	9	13	12
Regular-Status Retirements	3	6	3	6	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 an 10% *increase* in capital expense over that of the FY15 budget.
- The Town’s goal is to eventually budget Town-Wide Building Maintenance at a level of approximately \$400,000 (equal to 2.75% of the replacement cost of the approximately \$14.8 Million invested in General Fund-supported Town buildings).
- In FY16, a Facilities Manager position is proposed to oversee the preservation and improvement of Town buildings. The Facilities Manager is proposed to work under the direction of the Assistant Town Manager and supervise the Facilities Maintenance Supervisor.
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY16 budget recommends only a modest increase of \$20,000 (over FY15 as originally budgeted).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm, \$8,000 for McGrath Farm, and \$20,000 for 37 Knox Trail.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 170,001	\$ 180,000	\$ 200,000	\$ 220,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 170,001</b>	<b>\$ 180,000</b>	<b>\$ 200,000</b>	<b>\$ 220,000</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 Selectmen and School Committee.

As a result of these recommendations, the Town Manager consolidated a portion of the building maintenance appropriations within the Town Manager account. Under the new funding structure, individual building managers still retain some money for maintenance and repairs. Under the general direction of the Town Manager, the Assistant Town Manager, and Facilities Manager oversee project-by-project expenditures from the central account for the purpose of funding building systems assessments on a periodic basis, and for carrying out priority emergency repairs and renovations. It is planned in the FY16-20 proposed CIP that this fund will be augmented through that period. The funding of this account supports a majority of the salary of the Facility Manager, the Facilities Maintenance Supervisor, and the hourly wages of the Town Electrician when his services are not charged to a specific project.

**GENERAL GOVERNMENT: Town-Wide Building Maintenance**

**Item 1C**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 170,001	\$ 180,000	\$ 200,000	\$ 255,000	\$ 220,000
Totals	\$ 170,001	\$ 180,000	\$ 200,000	\$ 255,000	\$ 220,000

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	0.00	\$ -	1.00	\$ 89,675
	Facilities Maintenance Supervisor	1.00	\$ 74,459	1.00	\$ 74,459
	Total	1.00 FTEs	\$ 74,459	2.00 FTEs	\$ 164,134

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 220,000	100.00%	10.00%
Totals	\$ 200,000	100.00%	\$ 220,000	100.00%	10.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-1	Town-Wide Building Improvements	\$ 200,000	\$ 220,000	\$ 235,000	\$ 265,000	\$ 295,000	\$ 325,000
	Totals	\$ 200,000	\$ 220,000	\$ 235,000	\$ 265,000	\$ 295,000	\$ 325,000

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

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in capital appropriation over that of the FY15 budget..
- A grant of \$1.7 million from the Alfred H. Sawyer Trust currently provides funds to implement energy conservation initiatives in Town buildings. As of December 2014, this fund is nearing close-out. The Resource Sustainability Fund is intended to augment the initiatives begun by the Sawyer Trust Fund and to continue these measures after the Sawyer Trust Fund is depleted.
- The recommended funding level for the Resource Sustainability Fund is \$150,000 by FY20.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 25,000	\$ 40,000	\$ 75,000	\$ 75,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 25,000	\$ 40,000	\$ 75,000	\$ 75,000

Description:

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

These broader guidelines are intended to implement a goal adopted by the Board of Selectmen in 2010 for the Town to achieve a 20% reduction in municipal energy consumption by Town buildings and streetlights from the 2008 level by July 1, 2015.

Efforts to achieve reduced energy consumption for Town buildings are ongoing. With the availability of \$1.7 million of funds donated by the Alfred H. Sawyer Trust, the Town allocated the dollars available from that Trust for various energy conservation measures in Town-owned buildings. The measures included, but were not limited to the following:

- Installing energy efficient HVAC systems and / or components at the Assessor’s Office Building, West Concord Fire Station, Public Safety Building, 135 Keyes Road, Friends of the Performing Arts in Concord (FOPAC), Hunt Gym, Harvey Wheeler Community Center and Beede Center;
- Replacing / upgrading / installing lighting fixtures with higher efficiency bulbs and fixtures at the Town House, Hunt Gym, Beede Center, Public Safety Building, West Concord Fire Station, 133 &141 Keyes Road, and Town House; and
- Designing and implementing weatherization work at the Emerson Umbrella, Town House, West Concord Fire Station, 133 Keyes Road, 135 Keyes Road, 141 Keyes Road, Hunt Gym and Harvey Wheeler Community Center.

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

**Capital Outlay Plan**

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-5	Resource Sustainability Projects	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000	\$ 150,000
	Totals	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000	\$ 150,000

**Resource Sustainability Programs**

**Town Manager Goal: Promote Sustainability of Resources**

**Program – Implement Sustainability Programs:**

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

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

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

**The Concord Conserves Campaign**

Electricity consumption across fifteen Town government buildings declined 5% during a year-long workplace energy conservation campaign carried out from October 2013 through September 2014. The 5% decline saved the Town \$17,000 during the campaign year, and prevented 65 tons of carbon dioxide emissions. That's equivalent to the CO<sub>2</sub> emitted by an average passenger vehicle driven 140,398 miles.

An employee in each building volunteered to serve as an Energy Coach, helping co-workers learn about and adopt energy saving practices. Employees made changes in their daily routines such as:

- leaving shredders, printers and AV equipment turned off until needed, to reduce standby power consumption;
- turning off computer monitors, air compressors and large format plotters and scanners at the end of the workday;
- removing one or more lamps from the overhead lighting fixtures in their work area. Employees found that they adjusted easily to lower light levels, or even found it more comfortable.
- in some spaces used by the public, leaving it to visitors to turn on lights when and if they need them, rather than turning all of the lights on when the building opens.

Employees also adopted the use of energy-saving devices. These included:

- lower-powered space heaters in areas where they're needed;
- smart power strips that reduce standby power usage by automatically turning off multiple energy-using devices when a computer monitor, for example, is turned off;
- motion sensors and timers that power down lights, vending machines, hot/cold water dispensers and TV cable boxes overnight.

Several of the major equipment upgrades described on page III-11 also contributed to the decline in electricity consumption during the year-long campaign.

**Greening Your Heat Program (GYHP)**

In an effort to promote energy conservation, the Town has contracted services to provide energy audits, as well as subsidizing residential weatherization improvements. With State grant funding, the Town will cover the costs of a half-hour express energy audit from the contractor. Based on the audit, residents have the opportunity to make energy efficient construction improvements that will be partially subsidized through the Town via the grant.

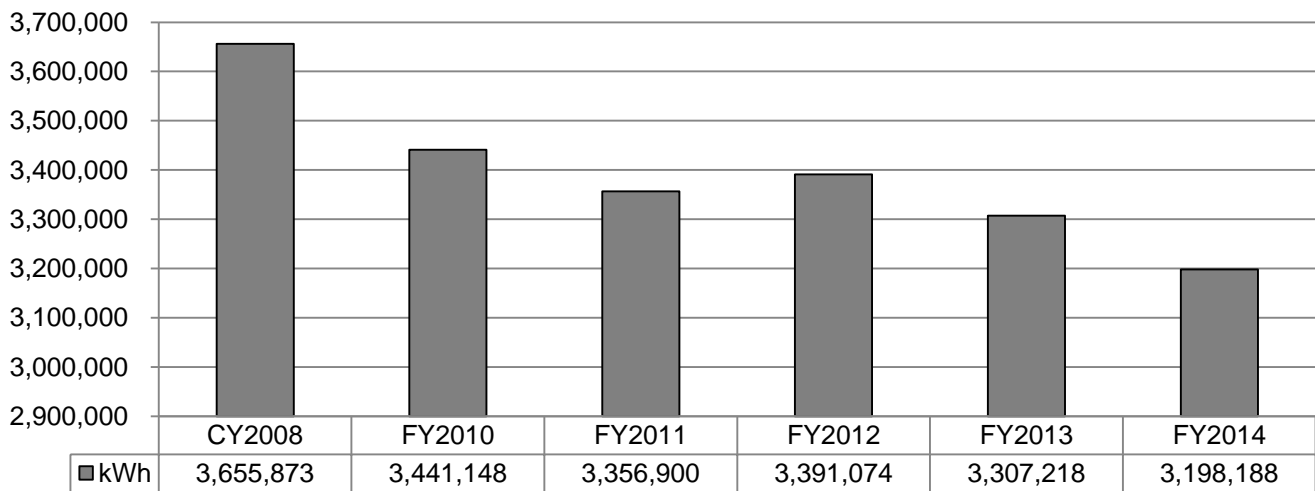
**Electricity**

**Analysis:** The 13% decline in electricity use since CY2008 reflects decreased use by some large users: Streetlight electricity use in FY12 is still 24% below CY2008 levels, even though electricity use for streetlights increased in FY12 compared to FY11. Electricity use at the Beede Center declined 27% from CY2008. This is likely due to a variety of major equipment and lighting upgrades. Decreases in usage by such a big user make a substantial contribution to the reduction seen for the Town’s facilities. Electricity use at the Main Library declined after problems with the air conditioning system were resolved in FY10.

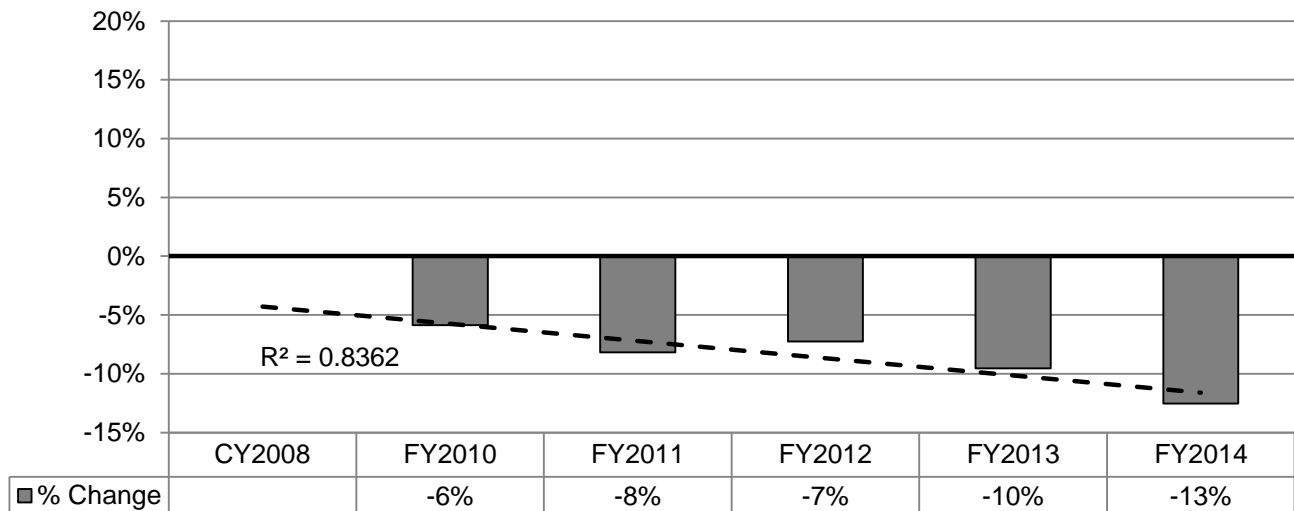
Lighting upgrades at 141 Keyes Rd, the Town House and the Public Safety building also reduced electricity consumption. The reduced use at Water/Sewer headquarters is due to a move away from all-electric heating to combined use of natural gas and electricity for heating. Upgrades to exterior lighting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

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

**Townwide Electricity Output (kWh)**



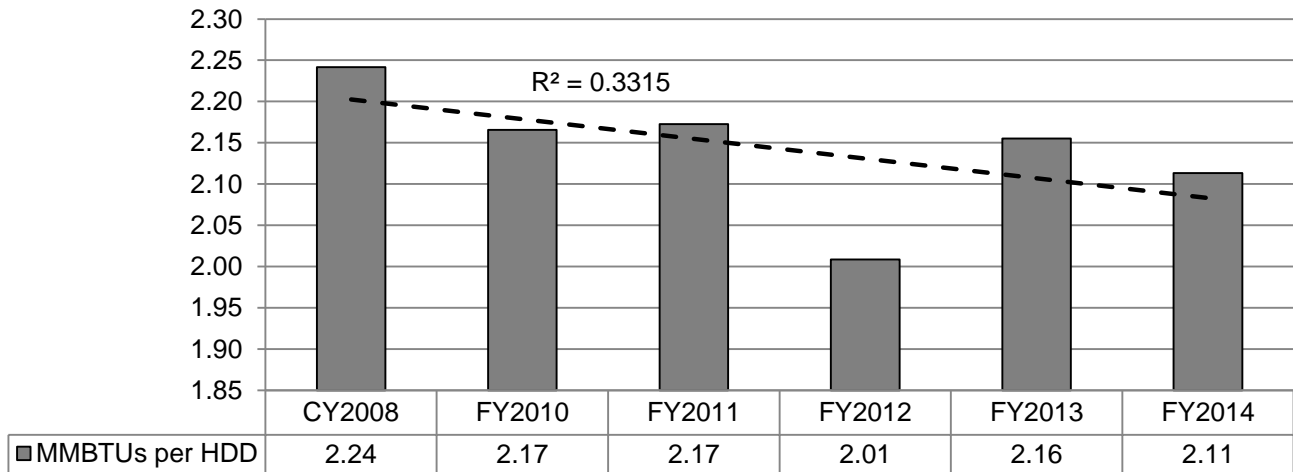
**% Change in Electricity Output from Base Year (CY2008)**



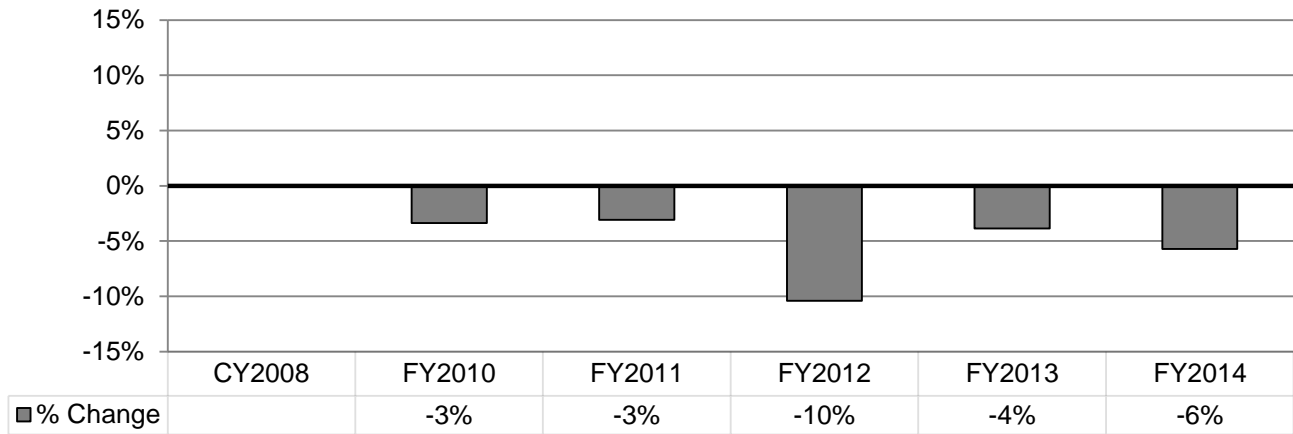
**Natural Gas**

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

**MMBTUs per HDD**



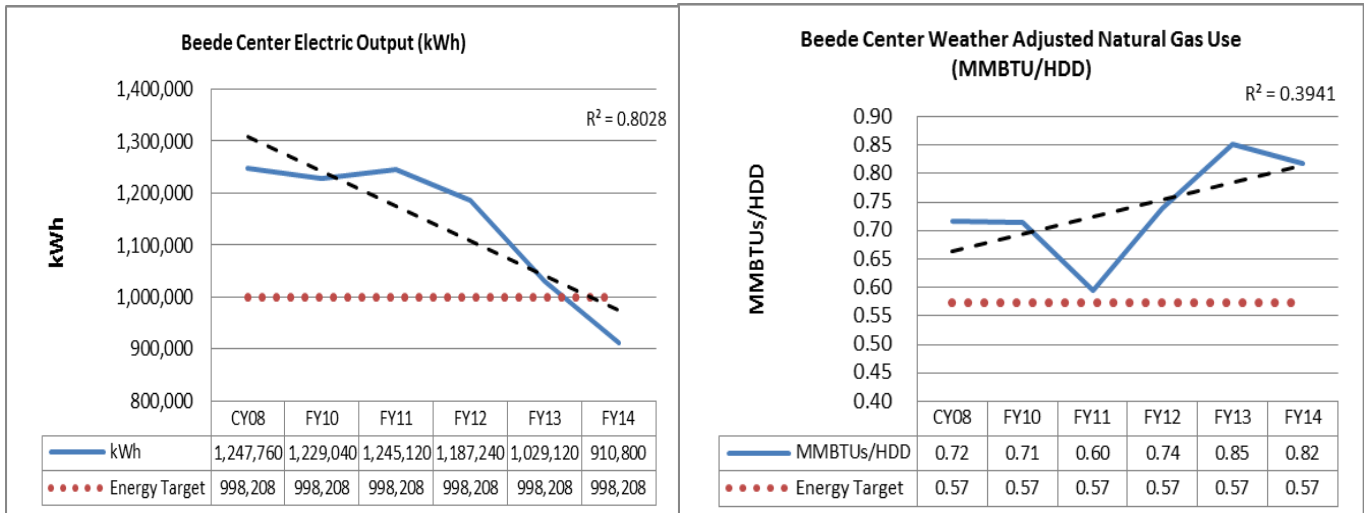
**% Change in MMBTUs/HDD from Base Year (CY2008)**



**Analysis:** The 6% decline in heating energy use per heating degree day observed in municipal facilities since CY2008 has been driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym, Harvey Wheeler Community Center, Fowler Library), building envelope improvements (West Concord Fire Station, Town House), and diversion of heat generated in the server rooms at CMLP to heat the rest of the building .

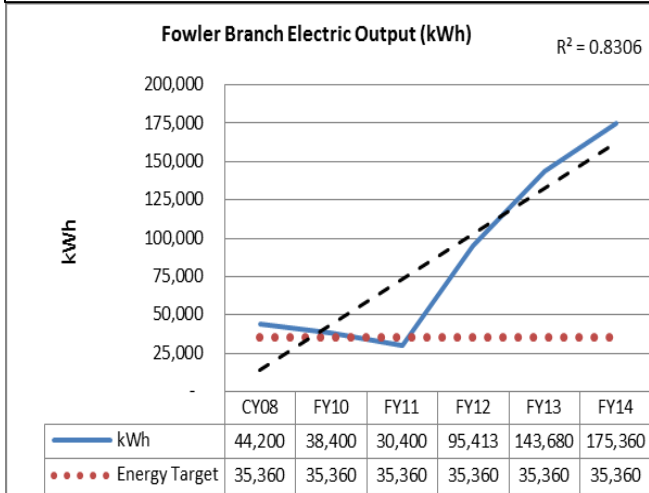
However, reductions in heating energy use in the above buildings were offset somewhat by increases during the same period at buildings such as the Beede Center, the Main Library and 141 Keyes Rd.

**Beede Center, Fowler Library Branch & Street Light Energy Consumption**

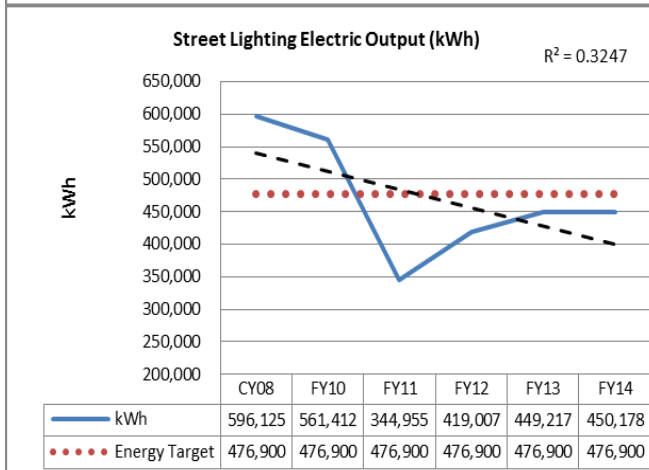


**Analysis: Electric:** The continued significant reduction in electricity use in FY14 compared to FY13 was likely due to the fact that the new lighting and VFDs were in place for a full year in FY14.

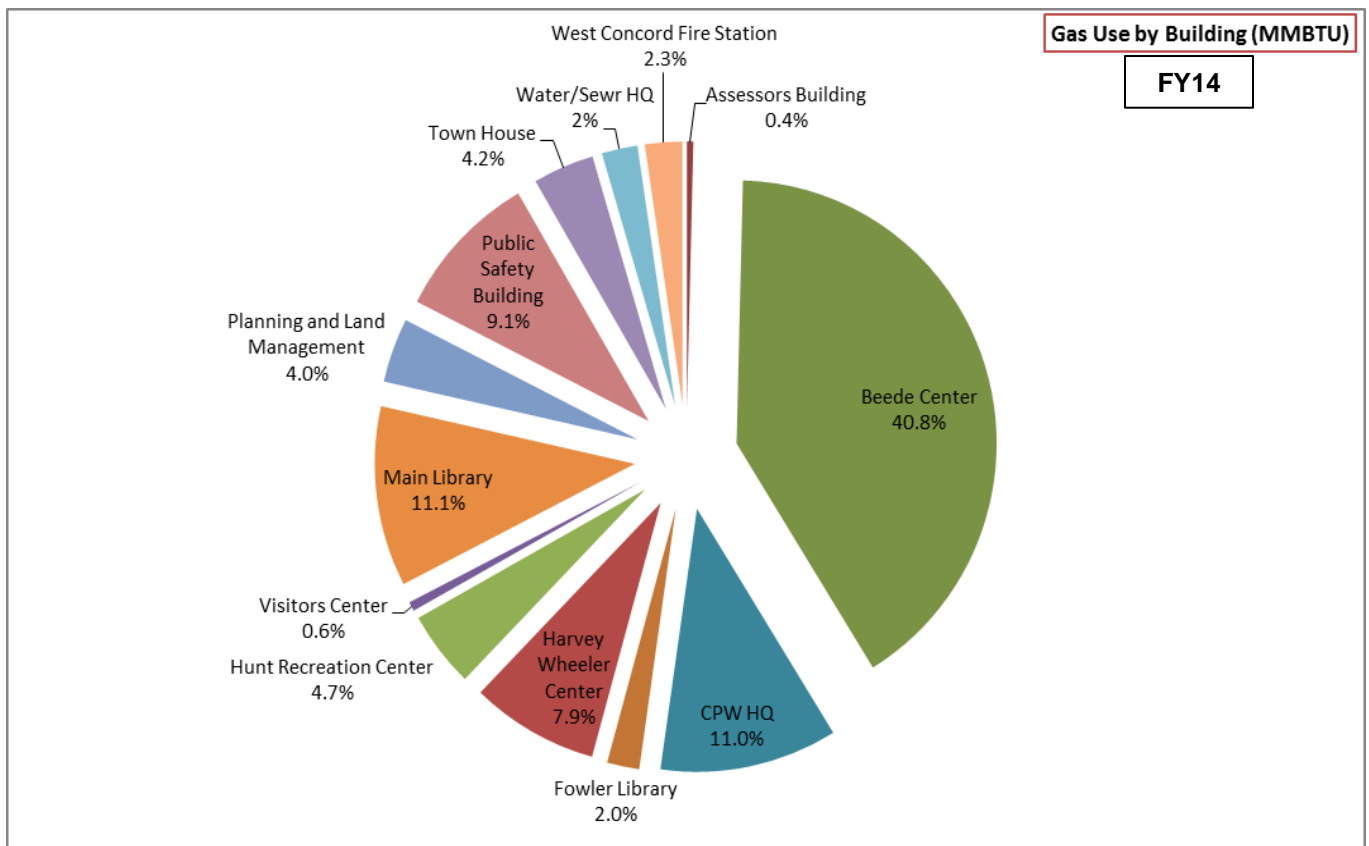
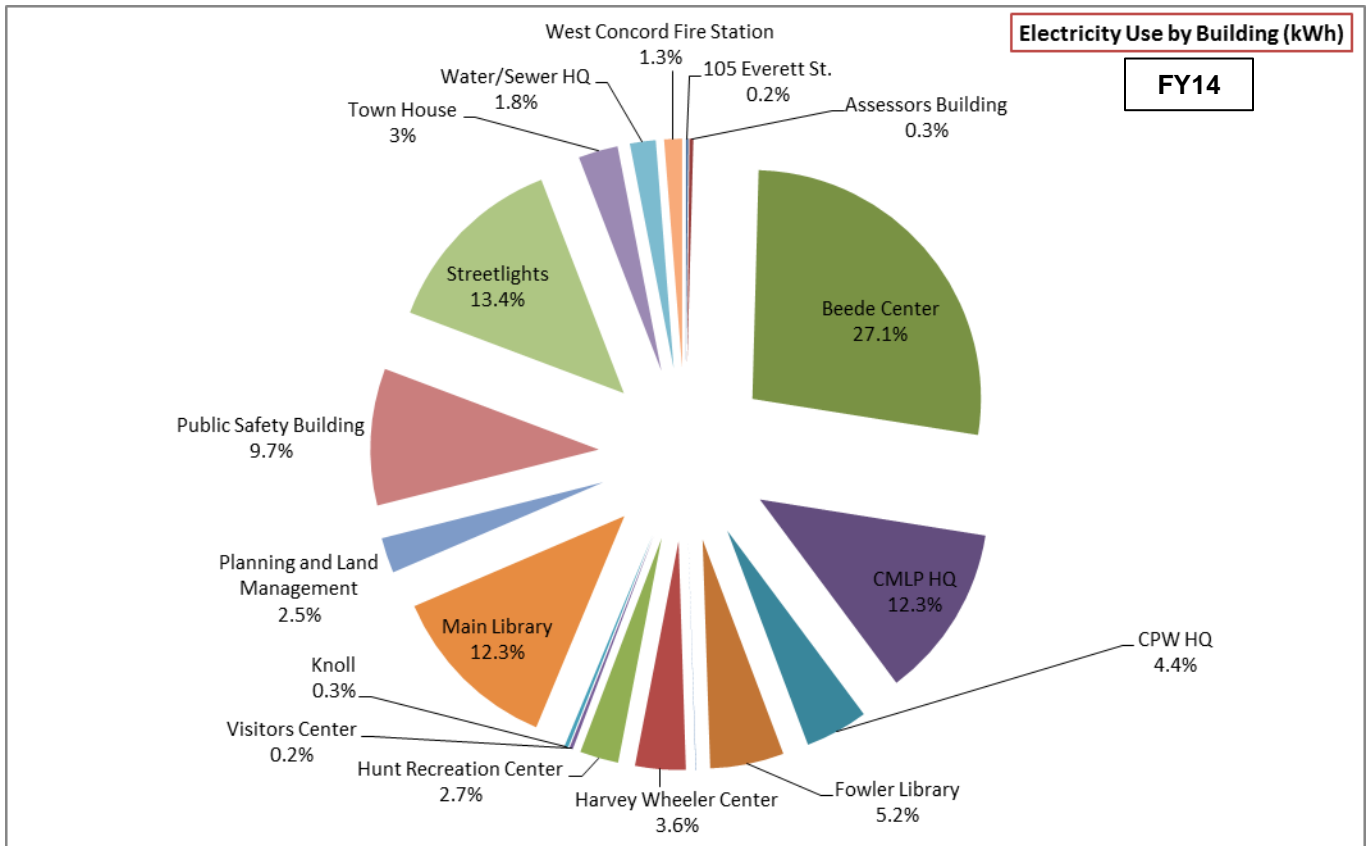
**Gas:** In August 2014, the existing I boilers were replaced with three new high efficiency condensing domestic water heaters, and three high efficiency condensing boilers for pool water heating. The new domestic hot water heaters and boilers will save 5,300 therms of natural gas per year. Also two new dehumidification units installed in the Fall/Winter project to save 88,000 kWh of electricity and 3,900 therms of natural gas per year.



**Analysis:** Electricity use increased dramatically at the Fowler in FY13, and heating energy use increased significantly as well. A review of the Fowler's monthly electricity use indicated that usage increased dramatically in November of 2012, and stayed at the higher level for the rest of the year. The Fowler has a central Liebert dehumidifier that had not been working properly prior to November/December 2012. Stand alone dehumidifiers had been used to dehumidify the archives, but the Liebert system was put back into use around the time the electricity use increased. This is the likely explanation for the increase in electricity use. Year-long use of the central Liebert dehumidifier likely explains, at least in part, the increase in electricity use from FY13 to FY14.



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



Mission Statement:

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

Budget Highlights:

- This budget represents a 11.2% *increase* in the operating appropriation from that of the FY15 budget.
- Daily restroom cleaning of this highly used facility remains a high priority, with cleaning costs split between part-time staff custodial costs (weekends) and contract cleaning (weekdays).
- An additional \$2,500 in the FY16 budget is proposed for general support to the Concord Chamber of Commerce.
- Custodial supplies also remain a significant portion of this account.

**Expenditure Summary**

	FY14 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 17,604	\$ 24,329	\$ 24,924	\$ 27,426
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 17,604</b>	<b>\$ 24,329</b>	<b>\$ 24,924</b>	<b>\$ 27,426</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. The Concord Chamber of Commerce is currently a tenant in the Visitors' Center portion of the building, in the third year of a 10-year lease, managing the information center service. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building and is responsible for cleaning costs within its occupied space. Care and maintenance of the facility is coordinated by the Assistant Town Manager. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies at least once each day.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$1,223	\$1,308	\$1,313	\$1,348	1.168	6.054
Natural Gas	\$1,360	\$1,385	\$911	\$1,065	1.237	0.655
Water	\$505	\$538	\$556	\$583	0.481	0.108
Sewer	\$1,167	\$1,254	\$1,310	\$1,360	1.120	0.108

The Visitors Center has a square footage of 1,120 and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**HUMAN SERVICES: Visitors Center Restroom**

**Item 1E**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,208	\$ 3,548	\$ 3,915	\$ 3,915	\$ 3,915
Purchased Service	9,645	13,927	15,559	18,091	18,091
Supplies	4,329	2,454	2,950	2,920	2,920
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	424	4,400	2,500	2,500	2,500
Totals	<u>\$ 17,605</u>	<u>\$ 24,329</u>	<u>\$ 24,924</u>	<u>\$ 27,426</u>	<u>\$ 27,426</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,924	100.00%	\$ 27,426	100.00%	10.04%
Totals	<u>\$ 24,924</u>	100.00%	<u>\$ 27,426</u>	100.00%	10.04%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-4	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	261 hrs.	\$ 3,915	261 hrs.	\$ 3,915
	Totals	<u>0.13 FTEs</u>	<u>\$ 3,915</u>	<u>0.13 FTEs</u>	<u>\$ 3,915</u>

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY15 budget.
- The FY16 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 202,104	\$ 217,788	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 202,104	\$ 217,788	\$ 225,000	\$ 225,000

Description:

This budget provides for the cost of Town Counsel’s services. The Town Manager appoints Town Counsel annually, subject to the approval of the Board of Selectmen. 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 Board of Selectmen, also may retain Special Counsel whenever this is deemed to be in the best interest of the Town.

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

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

Expenses through six-months of the current fiscal year total approximately \$67,475 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY16 Legal Services budget is level funded at the FY15 level.

**GENERAL GOVERNMENT: Legal Services**

**Item 2**

**Expenditure Detail**

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	202,104	217,788	225,000	225,000	225,000
Totals	<u>\$ 202,104</u>	<u>\$ 217,788</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

**Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%
Totals	<u>\$ 225,000</u>	100.00%	<u>\$ 225,000</u>	100.00%	0.00%

**Legal Services' Expense History**

Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2005	250,000	-	\$ 250,000	206,699
2006	250,000	-	\$ 250,000	165,323
2007	250,000	5,000	\$ 255,000	254,622
2008	250,000	136,000	\$ 386,000	379,794
2009	250,000	-	\$ 250,000	219,565
2010	225,000	-	\$ 225,000	204,861
2011	225,000	-	\$ 225,000	224,887
2012	225,000	-	\$ 225,000	215,806
2013	225,000		\$ 225,000	202,104
2014	225,000		\$ 225,000	217,788
2015 Budgeted (Status thru 12/31/14)	225,000	-	\$ 225,000	67,475

\*FY15 expended amount (\$67,475) reflects costs through only 6 months.

**Mission Statement:**

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

**Budget Highlights:**

- This budget represents a 57.5% decrease in operating appropriation from that of the FY15 budget, due to the decrease in the number of scheduled elections.
- Two elections are scheduled for FY16 (Town Election & Presidential Primary) compared to three in FY15. The budget is further reduced by a proposed combination of the Town Election and the Presidential Primary onto one day (dual election with 2 ballots), at a savings of about \$8,800. This has been done in Concord on 4 previous occasions with good success.
- The budget includes \$35,000 to replace the Town's 20-year old electronic voting equipment, used at all polling places.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 37,168	\$ 15,270	\$ 40,368	\$ 52,164
Other Funds	\$ 17,605	\$ -	\$ -	\$ 2,065
<b>Total Expenditures</b>	<b>\$ 54,773</b>	<b>\$ 15,270</b>	<b>\$ 40,368</b>	<b>\$ 54,229</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 FY15, the Town budgeted for one Annual Town Election, one State Primary, and one State/Gubernatorial Election. In FY16, only two elections are budgeted and the Town Clerk is proposing that they be held on the same day (see note above in Budget Highlights). For State Elections, Concord is reimbursed for 3 hours per election, under the "Uniform Polling Hours Law" of 1983. In FY16, this reimbursement amounts to \$2,065.

The Town's current electronic voting equipment was purchased in 1996, and has been used for 65 elections. Although still functioning accurately, servicing is becoming more frequent and the model is no longer being sold

<b>Elections</b>			
Recent Election Events		# of Voters Participating	% of Registered Voters
Date	Election Description		
November 2, 2010	State Election/Gubernatorial	8,765	72%
November 15, 2011	Special Town Election/CCHS	4,235	35%
March 6, 2012	Presidential Primary	2,973	24%
September 6, 2012	State Primary	3,897	31%
November 6, 2012	State Election/Presidential	11,055	85%
March 19, 2013	Annual Town Election	3,059	24%
April 30, 2013	Special State Primary (US Senate)	3,237	26%
June 25, 2013	Special State Election (US Senate)	5,325	42%
March 25, 2014	Annual Town Election	2,194	17%
September 6, 2014	State Primary	3,119	25%
November 4, 2014	State Election/Gubernatorial	8,274	64%

**GENERAL GOVERNMENT: Elections**

**Item 3A**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 40,925	\$ 8,421	\$ 29,868	\$ 11,479	\$ 11,479
Purchased Services	9,766	5,743	7,725	6,400	6,400
Supplies	4,082	1,105	2,775	1,350	1,350
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	34,185	35,000
<b>Totals</b>	<b>\$ 54,773</b>	<b>\$ 15,270</b>	<b>\$ 40,368</b>	<b>\$ 53,414</b>	<b>\$ 54,229</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 40,368	100.00%	\$ 52,164	96.19%	29.22%
State Reimbursement	-	0.00%	2,065	3.81%	N/A
<b>Totals</b>	<b>\$ 40,368</b>	<b>100.00%</b>	<b>\$ 54,229</b>	<b>100.00%</b>	<b>34.34%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
C-3	Voting Machines	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	1708 hrs.	\$ 16,641	659 hrs.	\$ 7,049
	Technician	63 hrs	2,400	18 hrs	800
	Overtime	39 hrs.	1,527	13 hrs	530
5131	Police Overtime	168 hrs.	9,300	65 hrs	3,100
	<b>Total</b>	<b>0.92 FTEs</b>	<b>\$ 29,868</b>	<b>0.32 FTEs</b>	<b>\$ 11,479</b>

**Mission Statement:**

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

**Budget Highlights:**

- This budget represents a 0.9% *increase* in operating appropriation from that of the FY15 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,040 in CY14, are credited to the General Fund to offset the printing costs (\$1,405 for 275 copies in FY14—new printer—price is anticipated to go back to the normal range of \$2,500).

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 5,718	\$ 5,765	\$ 8,031	\$ 8,103
Other Funds	\$ 2,563	\$ 2,501	\$ 2,547	\$ 2,380
<b>Total Expenditures</b>	<b>\$ 8,281</b>	<b>\$ 8,266</b>	<b>\$ 10,578</b>	<b>\$ 10,483</b>

**Description:**

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 275 Street List books (budgeted cost: \$2,500); the # of printed books was reduced since FY12 since more customers prefer buying an electronic version of the Street List.
- Registering voters, maintaining resident and voter database, and preparing voter lists for elections and candidates;
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot.

The School Department supports 30% of the cost of preparing the Street List (in accordance with M.G.L. Ch. 51, §4), which is compensation for the preparation of school census information compiled by the Town Clerk. The percent supported by the School Department corresponds to the percent of the Concord population under the age of 17. In FY16, it is expected that the School Department will provide \$2,380 for this purpose.

**Performance Information**

	2009	2010	2011	2012	2013	2014
Residents Counted in Census January 1	15,397	15,538	15,627	15,638	15,954	15,830
Registered voters as of December 31	12,097	12,069	12,300	12,716	12,820	12,581
New Voters Registered during Year	516	830	668	1,553	637	820
Nomination/Petition Papers Signatures Certified	1,103	2,592	1,547	3,862	2,510	3,398

**GENERAL GOVERNMENT: Registrars**

**Item 3B**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,047	\$ 2,603	\$ 2,778	\$ 3,283	\$ 3,283
Purchased Services	5,399	2,317	7,100	6,500	6,500
Supplies	835	846	700	700	700
Other Charges	-	-	-	-	-
Capital Outlay	-	2,500	-	-	-
<b>Totals</b>	<b>\$ 8,281</b>	<b>\$ 8,266</b>	<b>\$ 10,578</b>	<b>\$ 10,483</b>	<b>\$ 10,483</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,031	75.92%	\$ 8,103	77.30%	0.90%
School Department Transfer	\$ 2,547	24.08%	\$ 2,380	22.70%	-6.56%
<b>Totals</b>	<b>\$ 10,578</b>	<b>100.00%</b>	<b>\$ 10,483</b>	<b>100.00%</b>	<b>-0.90%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 2,778	200 hrs.	\$ 2,646
5130	Overtime	0 hrs.	-	15 hrs.	637
	<b>Total</b>	<u>0.10 FTEs</u>	<u>\$ 2,778</u>	<u>0.10 FTEs</u>	<u>\$ 3,283</u>

**Mission Statement:**

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

**Budget Highlights:**

- This budget represents *no change* in operating appropriation from that of the FY15 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,650 (approximately \$25,000 for 4 sessions of Annual Town Meeting and \$11,000 for 1 night of Special Town Meeting).

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 61,794	\$ 75,366	\$ 81,550	\$ 81,550
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 61,794</b>	<b>\$ 75,366</b>	<b>\$ 81,550</b>	<b>\$ 81,550</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 2014, and a one-session Special Town Meeting is budgeted, as this has become a routine occurrence in recent years.

This budget provides \$69,450 to cover the cost of holding the 2014 Annual Town Meeting and a one-session Special Town Meeting. This amount includes the cost of printing the Warrant and Finance Committee Report. These cost estimates assume that the meeting will be conducted using the high school auditorium, cafeteria, and gymnasium. Each additional session beyond the four that are budgeted would incur variable costs of approximately \$9,000. The Town Report is budgeted to cost \$12,100 (printing and editing).

**Town Meeting Costs**

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

**Town Report Cost**

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

**Unit Printing Costs of Principal Reports**

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

Meeting capacity at the high school is 2,204 (654 in the auditorium, 400 in the cafeteria, and 1,150 in the gymnasium).

**GENERAL GOVERNMENT: Town Meeting & Reports**

**Item 4**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 18,748	\$ 21,914	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	42,936	53,136	63,550	63,550	63,550
Supplies	110	316	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 61,794</b>	<b>\$ 75,366</b>	<b>\$ 81,550</b>	<b>\$ 81,550</b>	<b>\$ 81,550</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%
<b>Totals</b>	<b>\$ 81,550</b>	<b>100.00%</b>	<b>\$ 81,550</b>	<b>100.00%</b>	<b>0.00%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$ 2,700	300 hrs.	\$ 2,700
5130	DPW Overtime	75 hrs.	3,000	75 hrs.	3,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	100 hrs.	5,000	100 hrs.	5,000
	<b>Total</b>	<u>0.14 FTEs</u>	<u>\$ 17,700</u>	<u>0.14 FTEs</u>	<u>\$ 17,700</u>

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

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

Planning Division Mission Statement:

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

Budget Highlights:

- This budget represents a 1.3% decrease in operating appropriation over that of the FY15 budget.
- Included in the Planning Division budget are funds to support the Planning Board, Board of Appeals, the Historical Commission, and the Historic Districts Commission, among others.
- In FY16, \$60,000 of a proposed Capital Outlay is to begin an update to the Town's 2005 Comprehensive Long Range Plan and \$35,000 to begin recodification of the Zoning Bylaw.
- In addition, \$15,000 is proposed to fund Concord's share of the Regional Housing Services Office, which promotes affordable housing opportunities.

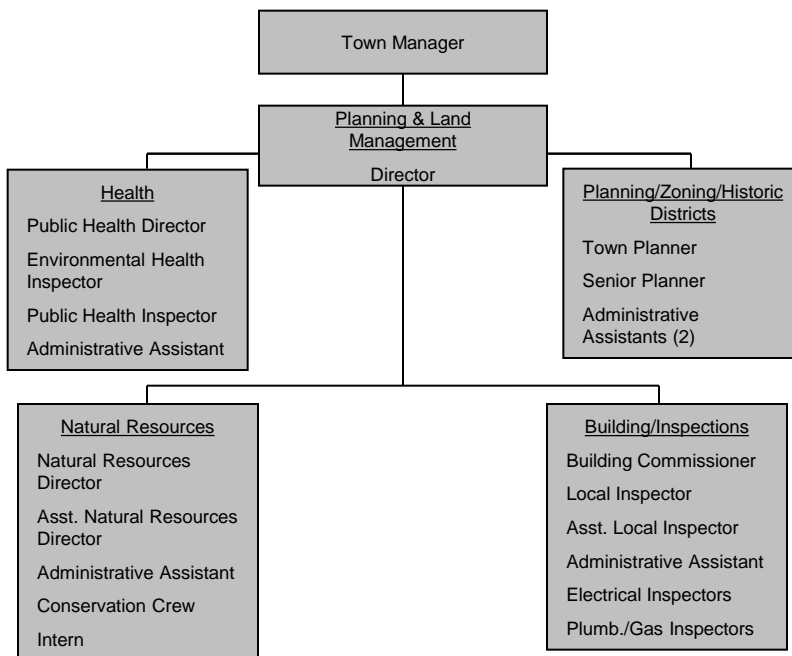
**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 285,864	\$ 310,283	\$ 349,345	\$ 439,629
Other Funds	\$ 87,473	\$ 73,475	\$ 80,187	\$ 81,002
<b>Total Expenditures</b>	<b>\$ 373,337</b>	<b>\$ 383,758</b>	<b>\$ 429,532</b>	<b>\$ 520,631</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 Town's regulatory boards and committees, in addition to other specific and task oriented committees.

The Planning Division is responsible for coordinating the review and administration of development proposals that are submitted for approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division also supports the work of the Community Preservation Committee, Historical Commission, Bruce Freeman Rail Trail Advisory Committee and Sustainable Energy 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**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 351,690	\$ 317,046	\$ 396,182	\$ 389,266	\$ 389,266
Purchased Services	14,169	38,596	24,050	24,150	24,150
Supplies	4,332	5,767	4,100	7,800	7,800
Other Charges	2,871	3,548	5,200	4,415	4,415
Capital Outlay	275	18,801	-	135,000	95,000
<b>Totals</b>	<b>\$ 373,337</b>	<b>\$ 383,758</b>	<b>\$ 429,532</b>	<b>\$ 560,631</b>	<b>\$ 520,631</b>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 349,345	81.33%	\$ 439,629	84.44%	25.84%
Light Fund	10,627	2.47%	10,771	2.07%	1.36%
Water Fund	42,502	9.89%	43,077	8.27%	1.35%
Sewer Fund	7,085	1.65%	7,181	1.38%	1.35%
Community Preserv. Fund	19,973	4.65%	19,973	3.84%	0.00%
<b>Totals</b>	<b>\$ 429,532</b>	<b>100.00%</b>	<b>\$ 520,631</b>	<b>100.00%</b>	<b>21.21%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
B-2	Zoning Bylaw Recodification	\$ -	\$ 35,000	\$ 65,000	\$ -	\$ -	\$ -
B-7	Long Range Plan	\$ -	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 124,096	1.00	\$ 124,096
	Town Planner	1.00	83,023	1.00	84,179
	Senior Planner	1.00	79,889	1.00	79,889
	Planning Administrative Assistant	1.00	53,779	1.00	54,393
	ZBoA Administrative Assistant	1.00	55,395	1.00	46,709
	Total	<u>5.00 FTEs</u>	<u>\$ 396,182</u>	<u>5.00 FTEs</u>	<u>\$ 389,266</u>

**Program Implementation**

The FY16 budget recommendation will allow the Planning Division staff to provide technical and administrative support to three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees, which include the Community Preservation Committee, the Historical Commission and the Bruce Freeman Rail Trail Advisory Committee. The full-time staff includes the Director of Planning and Land Management, one Town Planner, one Senior Planner and two Administrative Assistants. The Senior Planner position is partially funded by the Community Preservation Fund, as permitted by statute.

Planning Division staff also provide technical and administrative support to various other committees as assigned. The Director of Planning and Land Management continues to provide staff and technical support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise and make recommendations to the Board of Selectmen on developing a rail trail in Concord. The Director will also continue to provide support to the Parking Management Plan Implementation Group, a group that includes the Finance Director, Police Chief, Public Works Director, Town Engineer and an outside consultant focused on improving parking management in Concord Center, Thoreau Depot and West Concord. Planning Division staff will be continuing efforts with other Town staff and a consultant to prepare a Development Guide to provide information about the permitting process in Concord.

The Town Planner serves as the Planning Division Manager and provides Planning staff support to the Planning Board and Board of Appeals. Additional projects identified for FY16 include beginning the Comprehensive Long Range Plan update and the Zoning Bylaw Recodification.

The Senior Planner will continue working with the Regional Housing Services Office staff to promote affordable housing opportunities in Concord including monitoring services for the Concord Mews rental development, assisting the Concord Housing Development Corporation with its small grants program to help income qualified residents maintain their homes, and working with the Concord Housing Authority to utilize WestMetro HOME funds for additional facility renovations at Thoreau Street and Peter Bulkeley Terrace. The Senior Planner also supports the work of the Historic Districts Commission, the Community Preservation Committee and the Historical Commission. The Historical Commission is working with Brandeis University to develop an Archeological Program and with consultants to develop a masterplan for the Wheeler-Harrington House & Park.

The Planning Division submitted 5 applications for funding consideration by the Community Preservation Committee in the fall of 2014 for the continued support for the Regional Housing Services Office; the 100% design for Phase 2B of the Bruce Freeman Rail Trail (the portion of the trail over Route 2); the pilot Archaeology Program administration; the restoration of 141 Keyes Road's historic slate roof; and a dredging feasibility study for Warner's Pond. Four of the five projects are recommended for funding at the 2015 Annual Town Meeting (141 Keyes Rd Slate Roof was not recommended).

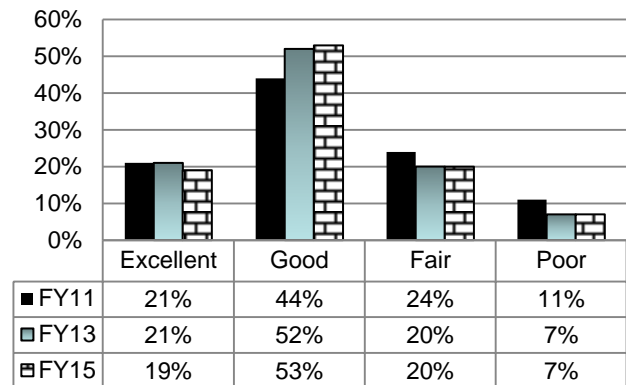
**Town Manager Goal: To Preserve the Town's Character**

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

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

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

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



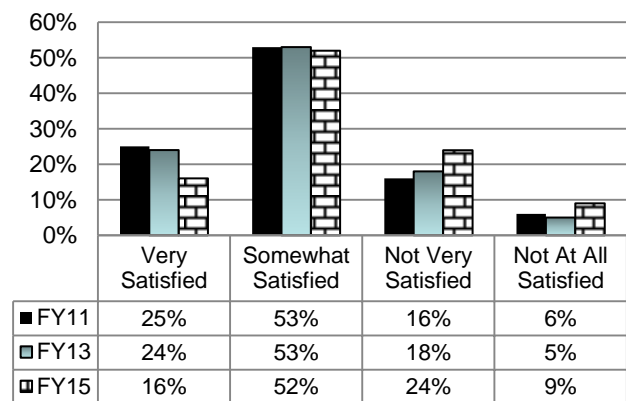
**Town Manager Goal: To Preserve the Town's Character**

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

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

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

**Satisfaction with the way Concord is being developed**



**Goal:** *To acknowledge completion of the majority of recommendations from the 2005 Comprehensive Long Range Plan and begin the ten year update of that planning document.*

**Objective:** Inform all board and committee members of recommendations completed over the last ten years that were identified in the 2005 Comprehensive Long Range Plan and invite participation in the next Comprehensive Long Range Plan.

**Measure:** The number of board and committee members able to attend a Saturday forum.

In the summer 2014, the Director presented a memorandum to the Board of Selectmen noting that there had been 35 pages of recommended action items in the 2005 Comprehensive Long Range Plan. Of the 354 action items, 64 had been completed and 164 items were either ongoing or underway. The completed items included studies of the three commercial areas with particular focus on West Concord (Village Center Study and West Concord Master Plan); achievement of several housing initiatives including reaching and exceeding the State's ten percent affordable housing mandate (Concord Mews rental housing); support of economic development initiatives including identification of additional capacity and alternatives that made it feasible to expand sewer and water service to commercially zoned properties (Beharrell Street redevelopment, Residence Inn and Woods Hill Table restaurant); continued support of farming operations through acquisition of farmland and housing for farmers (Hubbard Brook land, McGrath Farmstead and Marshall Farm Houses); protection of historic and cultural resources (creation of the Church Street Historic District); and expanding facilities for organized recreational activities (constructing two artificial turf fields at the Concord-Carlisle Regional High School).

**Mission Statement:**

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

**Description:**

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

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

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

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

**Overview**

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

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

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

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

**Board of Appeals Programs**

**Program 1 – Board of Appeals Operations:**

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

The Board conducted 12 public hearings and 14 public meetings in 2014, during which it considered 37 applications. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.) Twenty seven special permits were granted, and one variance was granted. One application is pending. There were no appeals of the Board’s decisions. Four applications were withdrawn without prejudice at the request of the Applicant.

**ZONING BOARD OF APPEALS ACTIVITIES**

**Special Permits Granted**

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Change, alteration or extension of a nonconforming use and structure	22	11	14	15	21	13
Reconstruction of a nonconforming use and/or structure	6	22	17	19	18	16
Restoration of a non-conforming use or structure damaged by fire	1	0	1	0	0	0
Site plan approval (associated with a special permit)	17	4	12	11	6	2
Amend or extend a special permit and site plan approval	1	2	1	0	0	0
Relief from design requirements	2	0	1	4	1	2
Relief from parking requirements	5	1	1	9	6	1
Off-site parking/increased parking demand/joint parking facilities	8	0	1	0	1	1
Parking of Commercial Vehicles	2	3	1	0	2	1
Special home occupation (new and renewal)	6	7	4	4	1	2
Additional dwelling unit	4	6	2	5	3	5
Planned residential development (PRD)	3	3	0	1	0	2
Hammerhead lot (new and amendment)	0	2	0	3	1	1
Private Recreation	0	1	1	1	0	0
Seasonal catering in LBD #5	1	0	0	0	0	1
Accessory Uses	0	0	4	4	0	3
Work in the Flood Plain conservancy district	5	0	2	4	4	3
Work in the Groundwater conservancy district	0	1	0	4	0	1
Extend Zoning district line	1	0	1	0	0	0
Combined Industrial/Business/Residential Use	0	0	0	1	1	0
Bed & Breakfast	1	1	1	0	1	0
Temporary event parking or special event	0	1	2	0	2	2
Wireless communications facility (amendment and new)	7	3	6	1	0	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	0	0	3	0
Increase gross floor area by more than 50%	0	0	0	0	7	5
Comprehensive permit	0	0	0	0	1	0
Amendment to a comprehensive permit or variance	0	3	0	0	0	0
<b>Special permits denied</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Variances granted</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>
<b>Sign bylaw variances granted</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Sign bylaw variances denied</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Mission Statement:

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

Budget Highlights:

- This budget represents a 0.8% *increase* in operating appropriation from that of the FY15 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$4,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management.

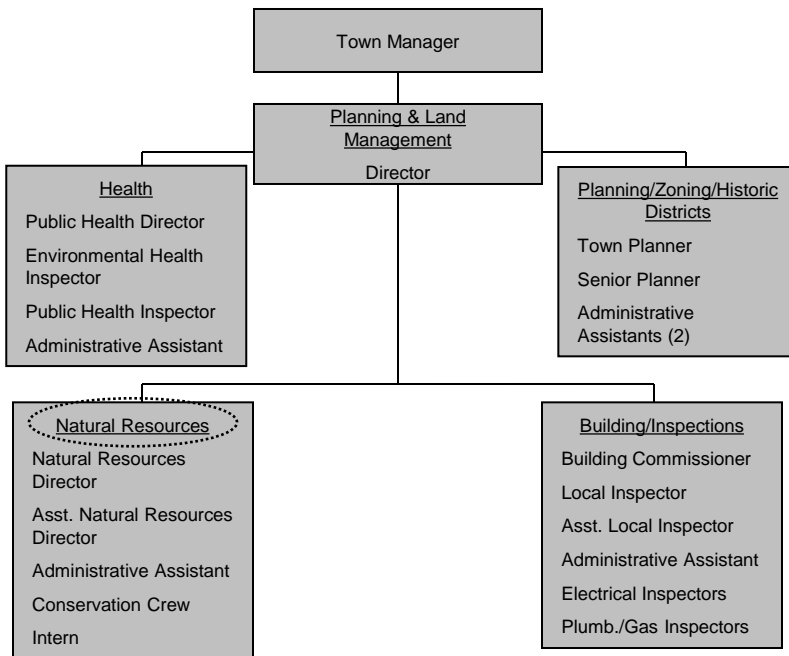
**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 208,827	\$ 190,302	\$ 228,737	\$ 205,256
Other Funds	\$ 47,026	\$ 49,950	\$ 51,891	\$ 52,280
<b>Total Expenditures</b>	<b>\$ 255,853</b>	<b>\$ 240,252</b>	<b>\$ 280,628</b>	<b>\$ 257,536</b>

Description:

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

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



**GENERAL GOVERNMENT: Natural Resources**

**Item 5B**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 214,379	\$ 212,327	\$ 229,253	\$ 227,161	\$ 226,161
Purchased Services	9,107	15,656	11,030	15,230	15,230
Supplies	10,883	10,540	8,370	9,000	9,000
Other Charges	1,484	1,730	1,975	2,145	2,145
Capital Outlay	20,000	-	30,000	50,000	5,000
Totals	\$ 255,853	\$ 240,252	\$ 280,628	\$ 303,536	\$ 257,536

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 228,737	81.51%	\$ 205,256	79.70%	-10.27%
Light Fund	20,556	7.32%	20,710	8.04%	0.75%
Water Fund	25,065	8.93%	25,255	9.81%	0.76%
Sewer Fund	6,270	2.23%	6,315	2.45%	0.72%
Totals	\$ 280,628	100.00%	\$ 257,536	100.00%	-8.23%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
B-4	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-5	Vehicle Replacement	\$ 25,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000
B-6	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 30,000	\$ 5,000	\$ 25,000	\$ 5,000	\$ 25,000	\$ 25,000

**GENERAL GOVERNMENT: Natural Resources**

**Item 5B**

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 91,110	1.00	\$ 91,110
	Assistant Natural Resources Director	1.00	63,322	1.00	63,445
	Administrative Assistant	1.00	53,641	1.00	50,426
	Sub Total	<u>3.00 FTEs</u>	\$ 208,073	<u>3.00 FTEs</u>	\$ 204,981
5120	Conservation Crew	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	400 hrs.	4,000	400 hrs.	4,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Total	<u>3.86 FTEs</u>	<u>\$ 229,253</u>	<u>3.86 FTEs</u>	<u>\$ 226,161</u>

**Program Implementation**

The FY16 budget recommendation includes funding for three full-time staff positions, two seasonal positions (Conservation Crew), and a temporary part-time Intern position.

The majority of full-time staff time is spent administering and enforcing the state Wetlands and Rivers Protection Acts, and the Concord Wetlands Bylaw; providing technical guidance to homeowners, real estate professionals, and other Town departments; and reviewing certain Planning Board and Zoning Board of Appeals applications for potential effects to the environment.

Division staff updates and implements the Open Space and Recreation Plan, and initiates projects and programs on conservation land to protect and improve the environment, and to provide recreational trail access. Division staff provide support to the Natural Resources Commission (NRC) and three active subcommittees of the NRC to accomplish the goals of establishing and monitoring conservation restrictions, managing conservation lands, protecting and preserving Heywood Meadow, and mapping and maintaining trails on Town land. Division staff also support the three community gardens in town and manage 13 agricultural leases on Town-owned land in active farming use.

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

**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><u>Wetlands Protection Act Summary</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b>Public Hearings</b>	23	24	23	24	21
<b>Notices of Intent and ANRADs</b>	46	54	45	57	37
<b>Request for Determination of Applicability</b>	15	12	16	21	14
<b>Administrative Approvals</b>	15	36	49	37	45
<b>Amended Orders</b>	6	4	7	2	1
<b>Requests for Extension</b>	6	2	2	0	0
<b>Certificates of Compliance</b>	26	32	36	48	29
<b>Regulatory Appeals</b>	2	0	0	2	2
<b>Wetland Enforcement Actions/Violations</b>	10	10	3	4	0
<b>Emergency Certifications</b>	2	4	1	3	4

In 2014, the NRC reviewed 37 Notices of Intent and Abbreviated Notices of Resource Area Determination and 14 Requests for Determination of Applicability, for a total of 51 new applications. Administrative approvals for very minor projects remained high at 45. Certificates of Compliance to close out projects dropped from last year’s high to 29 this year, more in the range of previous years.

No new violations were identified in 2014. Of the two outstanding violations from 2013, one was resolved and the second remains under appeal at DEP. DEP issued a decision in 2014 upholding the NRC’s decision, which was then appealed. Two additional projects were appealed this year to DEP. Four Emergency Certifications were issued in 2013, three for beaver-related flooding and one for a broken pipe connection.

# 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 6.7% *increase* in the operating appropriation from the FY15 budget.
- A new part-time Local Inspector is proposed to meet increasing building inspection demand (0.40 FTE).
- Building construction activity in Concord continued strong in CY14, total construction value was \$80.4 million (\$47.0 million residential & \$33.4 million commercial). Construction value in CY13 was \$142.6 million (\$94 million for the new High School). The value of “new residential dwelling units” built in Concord went from \$23.5 million last year to \$24.0 million in CY14. The residential construction value represents 38 new homes along with 74 new attached dwellings at 50 Beharrell Street.
- The Building Inspections Division collected \$1 million in permit fees vs. \$784,000 in CY13.

## Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 369,665	\$ 387,395	\$ 395,662	\$ 422,087
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 369,665</b>	<b>\$ 387,395</b>	<b>\$ 395,662</b>	<b>\$ 422,087</b>

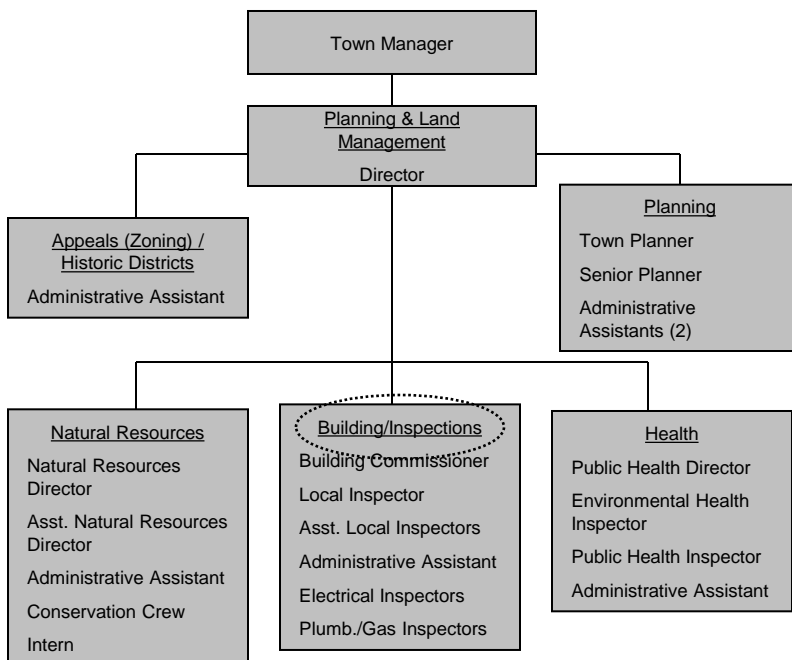
## Description:

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 issues now issue all Sprinkler and Alarm permits for the town.

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

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

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



**GENERAL GOVERNMENT: Inspections**

**Item 5C**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 356,144	\$ 368,644	\$ 384,206	\$ 409,967	\$ 409,967
Purchased Services	2,917	6,884	1,632	1,588	1,588
Supplies	4,400	4,498	3,254	3,450	3,450
Other Charges	6,205	7,050	6,570	7,082	7,082
Capital Outlay	-	319	-	-	-
Totals	<u>\$ 369,665</u>	<u>\$ 387,395</u>	<u>\$ 395,662</u>	<u>\$ 422,087</u>	<u>\$ 422,087</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 395,662	100.00%	\$ 422,087	100.00%	6.68%
Totals	<u>\$ 395,662</u>	100.00%	<u>\$ 422,087</u>	100.00%	6.68%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**GENERAL GOVERNMENT: Inspections**

**Item 5C**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 108,450	1.00	\$ 108,450
	Local Inspector	1.00	84,150	1.00	84,150
	Assistant Local Inspector	1.00	59,427	1.00	59,325
	Part Time Assistant Local Inspector	0.00	-	0.40	21,705
	Administrative Assistant	1.00	62,505	1.00	63,162
	Sub Total	<u>4.00 FTEs</u>	\$ 314,532	<u>4.40 FTEs</u>	\$ 336,792
5115	Plumbing/Gas Inspector	980 hrs.	\$ 36,986	1030 hrs.	\$ 39,707
	Electrical Inspector	980 hrs.	29,988	1030 hrs.	29,988
5158	Cell Phone Allowance	N/A	-	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>4.94 FTEs</u>	<u>\$ 384,206</u>	<u>5.39 FTEs</u>	<u>\$ 409,967</u>

**Program Implementation**

The major expenditure in the FY16 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, Local Inspector, Assistant Local Inspector, and Administrative Assistant). The Division is also assisted by six part-time positions (Three part-time Electrical Inspectors and two part-time Plumbing & Gas Inspectors, and new part-time Assistant Local Inspector). Construction of the new multi-use commercial building at 50 Beharrell Street is underway. The new \$92.5 million Concord-Carlisle Regional High School will finish construction in 2015.

The Building Inspections Division issued 873 building permits in 2014, which is a 9% decrease from last year's record breaking year. The overall construction value in 2014 was \$80.4 million compared to \$142.6 million in 2013. Of this total, \$47.0 million was for residential construction with \$33.4 million in commercial work. The value of "new residential dwelling units" built in Concord went from \$23.5 million last year to \$24.0 million in 2014. This new residential construction value represents thirty-eight (38) new detached single family dwelling units permitted in 2014. Of these thirty-eight (38) new dwellings, twenty-four (24) or 63% were the result of "tear downs" (the demolition of an existing house to allow the construction of a new, often larger, home). The new Beharrell Street mixed use development project accounts for another 74 attached dwelling units. Over the past year, an additional \$23.0 million dollars was spent on alterations or additions to existing single family residential homes in Concord. In 2014: Mechanical permits increased by 30%, Electrical permits decreased by 3%, Gas permits increased by 6%, and Plumbing permits decreased 14%. The increase in the overall level of building construction activity is reflected in a total of 2,956 permits (all permits) being issued compared to 2,899 permits in 2013. This represents a 2 % increase in the total number of permits issued over last year. The Building Inspections Division collected \$1,015,370 in permit fees in 2014 versus \$783,883 collected in 2013. This is a 29% increase over last year.

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

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

**GENERAL GOVERNMENT: Inspections**

**Item 5C**

**Program 1 – Inspections Operations:**

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

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

<b>Permits Issued</b>						
	2009	2010	2011	2012	2013	2014
<b>New single family home</b>	25	41	30	29	55	38
<b>Multi-family attached units</b>	6	353*	0	0	0	75
<b>Additions and Alterations</b>	537	644	686	631	770	759
<b>Commercial</b>	97	90	90	73	100	114
<b>Total Building Permits</b>	665	1128	806	733	925	873
<b>Electrical</b>	643	642	745	730	933	907
<b>Plumbing</b>	435	424	470	487	480	546
<b>Mechanical</b>	0	0	26	70	91	119
<b>Gas</b>	326	320	340	382	416	443
<b>Sign</b>	50	30	41	35	54	68
<b>Total (all permits)</b>	2,119	2,544	2,428	2,437	2,899	2,956

<b>Value of Construction</b>						
	2009	2010	2011	2012	2013	2014
<b>Value in Millions</b>	\$40.6	\$90.0*	\$44.0	\$68.8	\$142.6	\$80.4

<b>Permit Fee Revenue (by Calendar Year)</b>						
	2009	2010	2011	2012	2013	2014
<b>Revenue</b>	\$486,410	\$955,212*	\$554,211	\$809,045	\$783,883	\$1,015,370

\*Included is the 350-unit Concord Mews project.

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 1.6% *increase* in the operating appropriation over that of the FY15 budget.
- To implement some of the recommendations of the Healthy Communities Initiative, this budget allocates \$10,000.
- \$500 is proposed for compliance checks for tobacco sales to minors.
- In FY16 an amount of \$8,500 (an increase of \$4,500 over FY15) is proposed to provide 340 hours of service by a Public Health Nurse to be associated with the Health Division and the Council on Aging.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 252,397	\$ 261,601	\$ 286,582	\$ 291,209
Other Funds	\$ 66,188	\$ 74,522	\$ 78,559	\$ 79,029
<b>Total Expenditures</b>	<b>\$ 318,586</b>	<b>\$ 336,123</b>	<b>\$ 365,141</b>	<b>\$ 370,238</b>

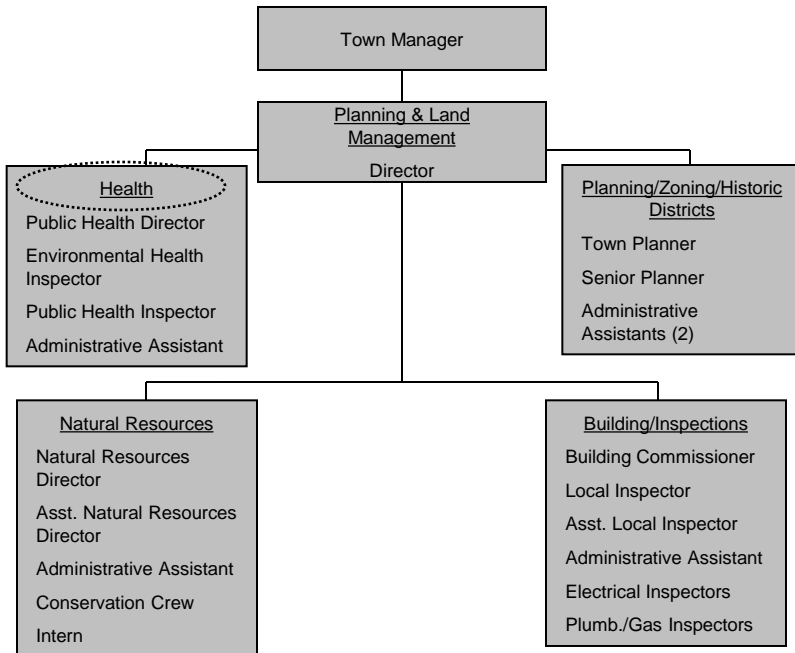
Description:

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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 276,640	\$ 291,191	\$ 304,251	\$ 308,948	\$ 308,948
Purchased Services	37,644	41,067	53,000	53,400	53,400
Supplies	2,787	2,366	3,900	3,900	3,900
Other Charges	1,514	1,498	3,990	3,990	3,990
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 318,586</b>	<b>\$ 336,123</b>	<b>\$ 365,141</b>	<b>\$ 370,238</b>	<b>\$ 370,238</b>

**Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 286,582	78.49%	\$ 291,209	78.65%	1.61%
Water Fund	27,309	7.48%	27,685	7.48%	1.38%
Sewer Fund	31,550	8.64%	31,644	8.55%	0.30%
Other Towns	19,700	5.40%	19,700	5.32%	0.00%
<b>Totals</b>	<b>\$ 365,141</b>	<b>100.00%</b>	<b>\$ 370,238</b>	<b>100.00%</b>	<b>1.40%</b>

**Capital Outlay Plan**

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 89,197	1.00	\$ 89,197
	Assistant Public Health Director	1.00	78,449	1.00	78,449
	Public Health Inspector	1.00	69,640	1.00	69,640
	Administrative Assistant	1.00	62,965	1.00	63,162
	Sub Total	<u>4.00 FTEs</u>	\$ 300,251	<u>4.00 FTEs</u>	\$ 300,448
5120	Public Health Nurse	220 hrs.	\$ 4,000	340 hrs.	\$ 8,500
	Total	<u>4.11 FTEs</u>	<u>\$ 304,251</u>	<u>4.16 FTEs</u>	<u>\$ 308,948</u>

**Program Implementation**

The FY16 budget recommendation includes a 1.6% increase in operating cost for the Health Division.

The significant changes in the budget are as follows: a request to increase funding for the Public Health Nurse position from \$4,000 in FY15 to \$8,500 in FY16, to provide 340 hours of nurse staff time.

The FY16 budget continues funding approved in the FY15 budget for \$10,000 to fund FY16 Healthy Concord initiatives through June 2016; \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products, \$3,600 for water quality testing at public beaches; and the reallocation of approximately \$7,000 from personnel services to purchased services for weights and measures inspections.

Individual line items include: 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). 2012 was an extremely active year in our area for two mosquito-borne diseases, Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV). Although none of the mosquito pools in Concord tested positive for WNV or EEE in 2014, WNV was found in mosquitos in several surrounding Concord. Line items also include \$900 for rabies testing; the town is legally required to submit samples of animals suspected of carrying rabies that have contacted humans to MDPH state lab for testing. Fees pay for courier service to state lab and veterinarian fees to prepare specimens.

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

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

**Health Programs**

**Program 1 – Health Operations:**

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

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

The Health Division issued the following permits and licenses in 2014, collecting \$161,000 in total fees.

<b>Permits and Licenses Issued</b>							
	2008	2009	2010	2011	2012	2013	2014
Food services/retail food	123	125	125	180	168	197	207
Tobacco sales	22	22	22	20	17	17	14
Permits to keep farm animals	48	51	64	68	83	84	99
Bathing beaches	3	3	3	3	3	3	3
Swimming pools	22*	22	21	21	21	26	24
Hazardous materials control permits	48	48	48	49	49	50	56
Recreational camp sites	10	10	13	13	13	12	13
Tanning facilities	2	2	2	1	1	1	1
Disposal works installers	110	109	103	71	76	90	97
Septage haulers	17	24	18	20	18	22	24
Rubbish haulers	13	0	13	12	13	13	14
Funeral directors	4	4	4	4	4	3	3
On-site sewage disposal permits	124	135	128	117	108	95	117
Building permit reviews	149	129	151	146	170	191	220
Drinking/irrigation well permits	17	7	14	29	24	17	14
Body Art Establishments					1	1	1
Body Art Practitioners					2	3	5

\*Licensing changed from per site to per pool in 2008

Under a regional service contract, the Health Division staff provided a total of 500 hours (or 6% of total staff hours) of staff support to the town of Lincoln resulting in \$30,000 in additional revenue for the Town of Concord. Health services to Carlisle were discontinued in June 2010.

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

In 2012, The Board of Health licensed Concord’s first Body Art Establishment and two Body Art Practitioners; in 2013 an additional Body Art Practitioner was licensed, and in 2014 4 Body Art practitioners and 1 Apprentice Practitioner were licensed .

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 2.2% decrease in operating appropriation over that of the FY15 budget.
- The decrease reflects the savings realized by switching from a part-time in-house custodian to a cleaning service.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 84,838	\$ 74,095	\$ 74,817	\$ 73,368
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 84,838</b>	<b>\$ 74,095</b>	<b>\$ 74,817</b>	<b>\$ 73,368</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 a little less than 10,000 square feet of Town office space. The building is significant because it is the first municipal building completed in the 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. There are two meeting rooms, with a capacity of 49 persons in the first floor meeting room, and 29 persons in the second floor conference room. These meeting rooms are usually available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions, and can be reserved by contacting the Planning Division staff. However for FY16 the 2<sup>nd</sup> floor conference room is to be occupied by the staff of the Regional Housing Office. 141 Keyes Road also serves as a polling place for Concord residents because of the available parking and the building's accessibility.

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

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY13	FY14	FY15	FY16	FY14 Actual	
	Actual	Actual	Budgeted	Proposed	\$/ Sq.Ft.	Units/Sq.Ft.
Electricity	15,196	\$ 13,630	\$ 16,255	\$ 15,827	1.385	9.605
Natural Gas	\$7,306	\$8,564	\$6,808	\$7,569	0.870	0.567
Water	251	187	258	268	0.019	0.006
Sewer	579	436	607	625	0.044	0.006

141 Keyes Road has square footage of 9,841 and is used on weekdays and evenings.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**GENERAL GOVERNMENT: 141 Keyes Road**

**Item 6**

**Expenditure Detail**

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 25,874	\$ 21,457	\$ 25,839	\$ -	\$ -
Purchased Services	34,138	40,918	35,265	57,368	57,368
Supplies	3,357	5,158	3,713	6,000	6,000
Other Charges	-	-	-	-	-
Capital Outlay	21,470	6,562	10,000	10,000	10,000
<b>Totals</b>	<b>\$ 84,838</b>	<b>\$ 74,095</b>	<b>\$ 74,817</b>	<b>\$ 73,368</b>	<b>\$ 73,368</b>

**Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 74,817	100.00%	\$ 73,368	100.00%	-1.94%
<b>Totals</b>	<b>\$ 74,817</b>	<b>100.00%</b>	<b>\$ 73,368</b>	<b>100.00%</b>	<b>-1.94%</b>

**Capital Outlay Plan**

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 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>

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 25,839	0.00	\$ -
	<b>Total</b>	<u>0.50 FTEs</u>	<u>\$ 25,839</u>	<u>0.00 FTEs</u>	<u>\$ -</u>

Mission Statement:

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

Budget Highlights:

•This budget represents *no change* in operating appropriation from that of the FY15 budget.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 2,711	\$ 2,581	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,711	\$ 2,581	\$ 3,410	\$ 3,410

Description:

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

A 1976 Town Meeting vote requires the Committee to establish budget guidelines for the Board of Selectmen, 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.

In calendar year 2014, the Finance Committee met 22 times:

- 14 regular meetings;
- 4 public hearings;
- 1 joint meeting with the Board of Selectmen and the CPS and CCRSD School Committees; and
- 3 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2014 of budget guidelines for the FY16 budget year commencing July 1, 2015.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	2,345	2,215	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	366	366	350	350	350
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 2,711</u>	<u>\$ 2,581</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%
Totals	<u>\$ 3,410</u>	100.00%	<u>\$ 3,410</u>	100.00%	0.00%

Finance Department Mission Statement:

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

Finance Administration Mission Statement:

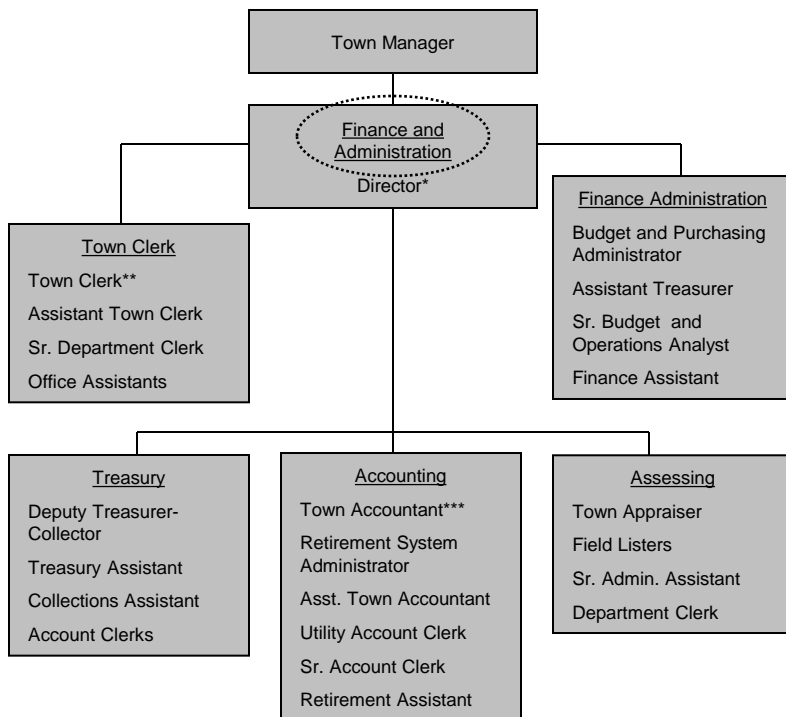
The mission of the Finance Administration Division is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide numerous high quality administrative services to the Town's departments.

Budget Highlights:

- This budget represents a 0.8% *increase* in the operating appropriation from that of the FY15 budget.
- Personnel costs account for 96% of the proposed budget in FY16. These costs go to cover the salaries of the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The increase in Personnel costs of \$4,243 are due to the promotion of the Budget Analyst to the Senior Budget & Operations Analyst.
- The Purchased Services accounts are proposed to decrease slightly in this group, partial funding is proposed for the Town's biennial Citizen Survey (\$5,000).
- Exactly 40% of the FY16 total costs are paid for by Other Funds (primarily Enterprise Funds), which use the financial and administrative services of the Finance Administration Division.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 255,435	\$ 264,887	\$ 273,539	\$ 275,831
Other Funds	\$ 166,579	\$ 177,192	\$ 182,394	\$ 183,909
<b>Total Expenditures</b>	<b>\$ 422,014</b>	<b>\$ 442,079</b>	<b>\$ 455,933</b>	<b>\$ 459,740</b>



Description:

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

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

\*The Finance Director also serves as Treasurer-Collector, a position appointed by the Town Manager with approval from the Board of Selectmen.  
 \*\*The Town Clerk is appointed by the Town Manager, approved by the Board of Selectmen.  
 \*\*\* The Town Accountant is appointed by the Board of Selectmen.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 379,669	\$ 420,353	\$ 435,897	\$ 440,140	\$ 440,140
Purchased Services	9,289	12,481	9,786	9,150	9,150
Supplies	2,199	1,326	2,500	2,500	2,500
Other Charges	7,676	5,860	7,750	7,950	7,950
Capital Outlay	23,181	2,058	-	-	-
Totals	\$ 422,014	\$ 442,079	\$ 455,933	\$ 459,740	\$ 459,740

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 273,539	60.00%	\$ 275,831	60.00%	0.84%
Light Fund	45,597	10.00%	45,977	10.00%	0.83%
Water Fund	72,952	16.00%	73,560	16.00%	0.83%
Sewer Fund	18,241	4.00%	18,392	4.00%	0.83%
Solid Waste Fund	9,121	2.00%	9,196	2.00%	0.82%
Swim and Fitness Fund	9,121	2.00%	9,196	2.00%	0.82%
Parking Meter Fund	18,241	4.00%	18,392	4.00%	0.83%
Town Trust Fund	9,121	2.00%	9,196	2.00%	0.82%
Totals	\$ 455,933	100.00%	\$ 459,740	100.00%	0.83%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 151,392	1.00	\$ 151,392
	Budget and Purchasing Administrator	1.00	91,235	1.00	91,235
	Assistant Treasurer	1.00	70,186	1.00	70,186
	Senior Budget & Operations Analyst	1.00	55,833	1.00	59,241
	Finance Assistant	1.00	63,351	1.00	64,186
	Sub Total	<u>5.00 FTEs</u>	\$ 431,997	<u>5.00 FTEs</u>	\$ 436,240
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	<u>\$ 435,897</u>	<u>5.00 FTEs</u>	<u>\$ 440,140</u>

**Program Implementation**

- The proposed FY16 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The Finance Director, who is appointed by the Town Manager with the approval of the Board of Selectmen, also serves as Treasurer / Collector. In addition, the Finance Director provides staff support to the Finance Committee and the Trustees of Town Donations.
- With this staff, the Finance Administration Division is responsible for the Town’s fiscal management. Activities include fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and procurement management.
- Personnel Services is proposed to increase by \$4,243 due to the promotion of the Budget Analyst to the Senior Budget and Operations Analyst.
- The Assistant Treasurer position, which was first filled in April 2011, assists the Finance Director with various tasks relating to payroll and employee benefits management. The Assistant Treasurer oversees the management of the biweekly Town payroll and works with the Finance Assistant on matters related to payroll preparation and employee benefits administration for both active and retired employees. In addition, the Assistant Treasurer serves as backup to the Deputy Treasurer / Collector and acts as Division Manager and supervisor in his or her absence.
- Other non-Personnel expenditures reflect a decrease of \$636 in Purchased Services, most of which is used to partially fund the biennial Citizen Survey (\$5,000). Other purchased Services include resources for telephone and telephone maintenance, staff training, book binding, and advertising. Items covered by Supplies are for office supplies, stationery, books and publications. The Other Charges and Expenses category funds membership dues, conference registrations, and travel expenditures.

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

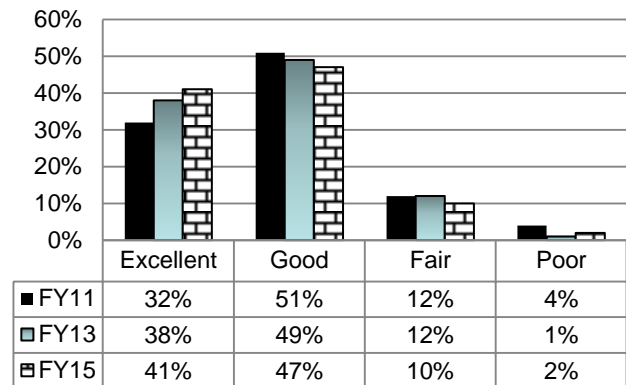
**Division Goal:** *To provide quality and cost-effective financial services that support the Town's mission*

**Objective:** To measure citizen satisfaction with Finance Department services

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

**Trend:** Residents have been generally satisfied with the quality and level of services that the Finance Department provides for the town.

**Ratings of Services Provided by the Finance Department**



**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

**Target:** Moody's Investors Services Aaa bond rating

**Benchmark:** Moody's Aaa bond rating is the highest quality rating with the lowest level of credit risk

**Trend:** Since FY06 Concord has been able to maintain a Moody's Aaa rating which demonstrates financial stability and ability to borrow at the best rate

**Moody's Bond Rating for Concord**

FY10	FY11	FY12	FY13	FY14
Aaa	Aaa	Aaa	Aaa	Aaa

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

**Division Goal:** *To ensure financial flexibility*

**Objective:** To have strong enough reserves to provide a buffer for potential economic downturns or emergencies

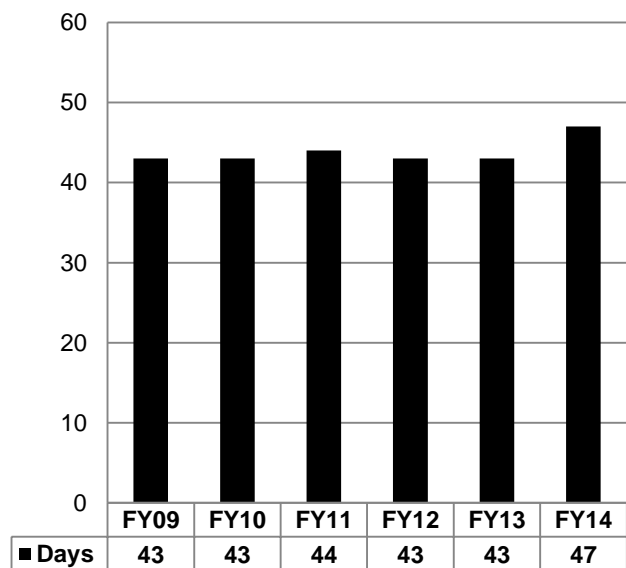
**Measure:** Reserves as a % of Total Budgeted Expenditures

**Target:** To have 60 days worth of Total Expenditures in the Certified Free Cash Balance.

**Benchmark:** GFOA Best Practice standard to have an Unassigned Fund Balance equal to or greater than 2 months of Expenditures

**Trend:** The Town has maintained a steady reserves to protect against any unforeseen emergency.

**# of Days Worth of Total Expenditures in Unassigned Fund Balance**



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 3.3% *increase* in the operating appropriation from that of the FY15 budget.
- Banking services and postage expense comprise the major Treasury operating expenses. Focus is placed on balancing banking costs with enhanced taxpayer payment options.

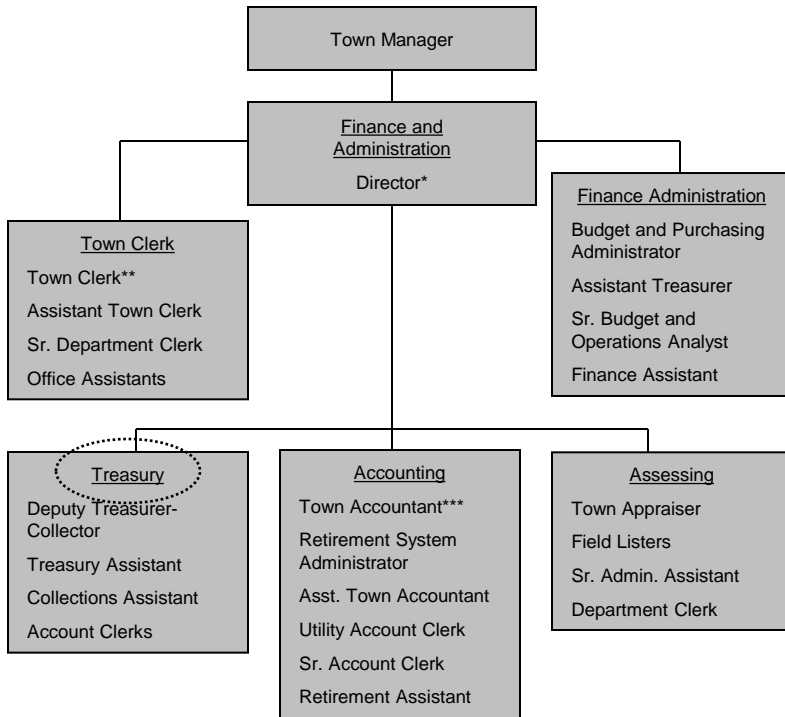
**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 263,681	\$ 265,003	\$ 272,135	\$ 281,056
Other Funds	\$ 195,458	\$ 208,751	\$ 210,427	\$ 213,187
<b>Total Expenditures</b>	<b>\$ 459,140</b>	<b>\$ 473,754</b>	<b>\$ 482,562</b>	<b>\$ 494,243</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 Board of Selectmen.

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

\*\*\* The Town Accountant is appointed by the Board of Selectmen.

**FINANCE & ADMINISTRATION: Treasurer-Collector**

**Item 8B**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 285,394	\$ 299,729	\$ 305,117	\$ 305,478	\$ 305,478
Purchased Services	162,342	165,411	168,795	180,190	180,190
Supplies	4,493	4,854	5,700	5,700	5,700
Other Charges	1,910	2,760	2,950	2,875	2,875
Capital Outlay	5,000	1,000	-	-	-
Totals	\$ 459,140	\$ 473,754	\$ 482,562	\$ 494,243	\$ 494,243

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 272,135	56.39%	\$ 281,056	56.87%	3.28%
Light Fund	56,507	11.71%	57,070	11.55%	1.00%
Water Fund	51,963	10.77%	52,638	10.65%	1.30%
Sewer Fund	12,849	2.66%	13,019	2.63%	1.32%
Solid Waste Disp. Fund	29,702	6.16%	30,153	6.10%	1.52%
Swim and Fitness Center	18,564	3.85%	18,845	3.81%	1.51%
Parking Meter Fund	29,702	6.16%	30,153	6.10%	1.52%
Town Trust Fund	3,714	0.77%	3,770	0.76%	1.51%
Retirement System	7,426	1.54%	7,539	1.53%	1.52%
Totals	\$ 482,562	100.00%	\$ 494,243	100.00%	2.42%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**FINANCE & ADMINISTRATION: Treasurer-Collector**

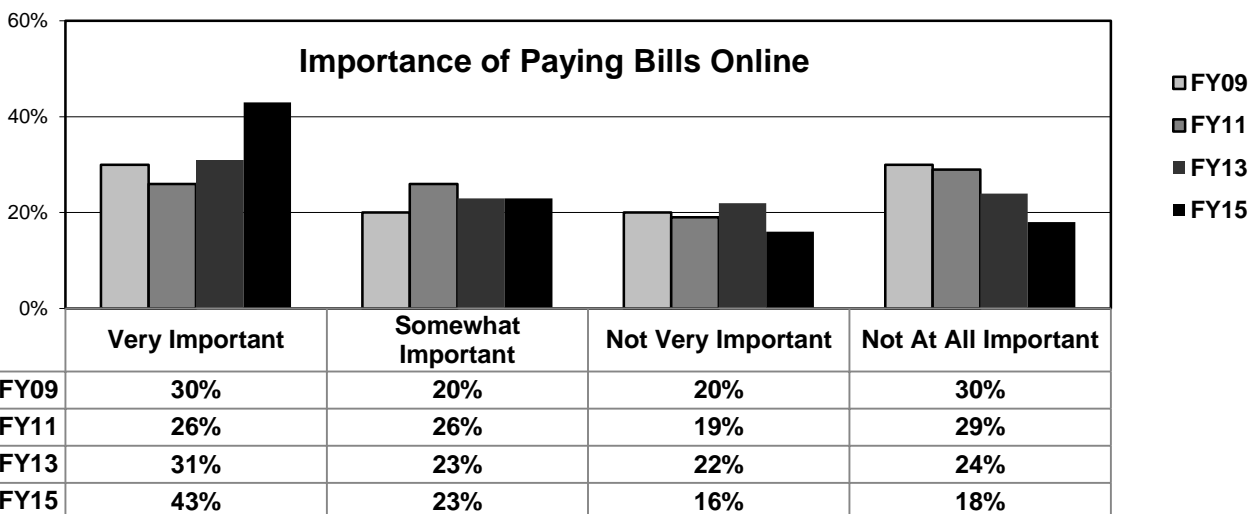
**Item 8B**

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 98,265	1.00	\$ 98,265
	Collections Assistant	1.00	52,263	1.00	52,054
	Treasury Assistant	1.00	58,596	1.00	59,696
	Senior Account Clerk	2.00	95,993	2.00	95,463
	<b>Total</b>	<u>5.00 FTEs</u>	<u>\$ 305,117</u>	<u>5.00 FTEs</u>	<u>\$ 305,478</u>

**Program Implementation**

- The Treasury Division consists of five full-time employees. While the primary collection focus is on the property tax, the Division must be knowledgeable in all phases of Town activities to provide customer support for all funds payable to the Town.
- All Town departments issuing permits or assessing service fees turn-over collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$84,100 is for banking services and lockbox fees. Bank account access is crucial to the management of all Town funds; this function has been greatly enhanced by real-time internet access to pertinent bank account information.
- Postage, another major division expense at \$58,640 covers mailing costs of all Town departments (excluding enterprise funds.)
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, electric billing, and parking violation fees. This payment option will continue to expand to other municipal fees in the future.



**Discussion:** The Citizen Surveys conducted in the fall of 2008 (FY09), 2010 (FY11), 2012 (FY13), and 2014 (FY15) found that there is a movement in the respondents' opinion that being able to pay bills online becoming more important.

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

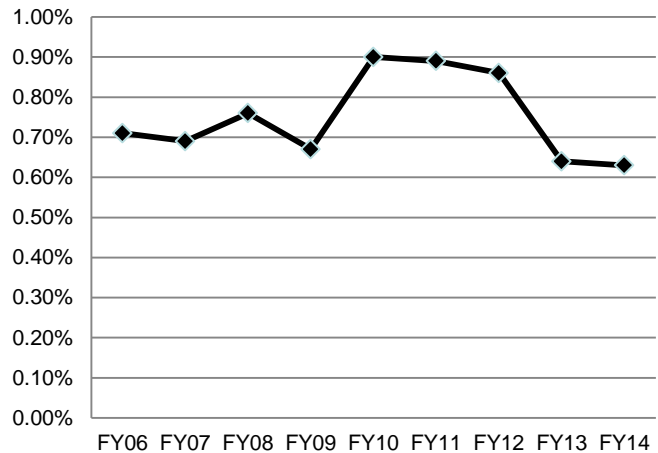
**Division Goal:** To collect the Town's Property Tax Levy

**Measure:** Collection Rate

**Target:** To have a collection percentage in excess of 99%

**Trend:** The .063% delinquency rate marks the 19th consecutive year in which the rate has been under 1%.

**% of Taxes Uncollected (as of June 30<sup>th</sup>, 2014)**



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

**Division Goal:** To manage the Town's short-term investments in a responsible and effective manner

**Measure:** General Fund Earnings and Annual Yield on Short-Term investments

**Trend:** Interest rates continued their decline through the fiscal year.

**Cash Management Summary**

	FY10	FY11	FY12	FY13	FY14
Earnings	\$201	\$252	\$196.5	\$151	\$86
Yield	0.65%	0.38%	0.33%	0.25%	0.22%

The above chart shows the Town's short term investments. Shown are the General Fund earnings (in **thousands**) and the Annual Yield from investments.

**Revenue Collection Activities**

**Collections and Billing Summary**

Activity	Volume of Activity in FY14	Billing Responsibilities	Collection Responsibilities
Parking violations	11,000		X
Subscriptions for curbside refuse and recycling	7,800	X	X
Motor vehicle excise bills	17,000	X	X
Property tax bills	26,800	X	X
Water bills	33,792		X
Electricity bills	55,932		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 5.3% *increase* in the operating appropriation from that of the FY15 budget.
- This increase can be contributed to the Assistant Town Accountant position becoming a full-time (40 hr/wk) position.
- Audit costs associated with the GASB 68 implementation are budgeted to increase by \$7,000.

**Expenditure Summary**

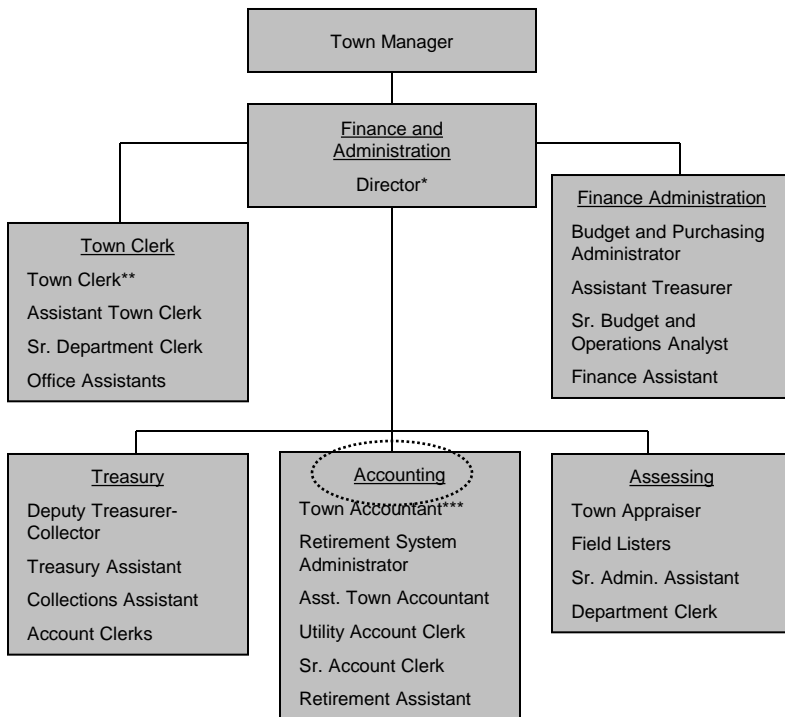
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 129,464	\$ 137,037	\$ 143,171	\$ 150,769
Other Funds	\$ 139,570	\$ 144,369	\$ 242,898	\$ 242,896
<b>Total Expenditures</b>	<b>\$ 269,034</b>	<b>\$ 281,406</b>	<b>\$ 386,069</b>	<b>\$ 393,665</b>

**Description:**

The Town Accountant Division 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 Board of Selectmen;
- 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 Board of Selectmen.

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

\*\*\* The Town Accountant is appointed by the Board of Selectmen.

**FINANCE & ADMINISTRATION: Town Accountant**

**Item 8C**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 208,181	\$ 217,080	\$ 331,359	\$ 330,955	\$ 330,955
Purchased Services	2,772	9,082	1,200	2,200	2,200
Supplies	257	316	1,110	1,110	1,110
Other Charges	2,825	1,928	2,400	2,400	2,400
Capital Outlay	10,000	5,000	-	-	-
Audit	45,000	48,000	50,000	57,000	57,000
Totals	\$ 269,034	\$ 281,406	\$ 386,069	\$ 393,665	\$ 393,665

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 143,171	37.08%	\$ 150,769	38.30%	5.31%
Light Fund	53,275	13.80%	52,716	13.39%	-1.05%
Water Fund	55,262	14.31%	54,973	13.96%	-0.52%
Sewer Fund	18,197	4.71%	18,723	4.76%	N/A
Solid Waste Disp. Fund	4,296	1.11%	4,491	1.14%	4.54%
Beede Center	9,463	2.45%	9,168	2.33%	-3.12%
Retirement System	102,405	26.53%	102,825	26.12%	0.41%
Totals	\$ 386,069	100.00%	\$ 393,665	100.00%	1.97%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 89,056	1.00	\$ 75,000
	Retirement System Administrator	1.00	71,287	1.00	71,287
	Utility Account Clerk	1.00	50,081	1.00	50,927
	Senior Account Clerk	1.00	45,474	1.00	45,623
	Assistant Town Accountant	0.75	47,343	1.00	60,000
	Retirement Assistant	0.50	28,118	0.50	28,118
	Total	<u>5.25 FTEs</u>	<u>\$ 331,359</u>	<u>5.50 FTEs</u>	<u>\$ 330,955</u>

**Program Implementation**

- The majority of the Accounting Division’s budget is for personnel services.
- The staffing of the Accounting Division includes the Town Accountant, Assistant Town Accountant, Senior Account Clerk, Utility Account Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant.
- The Accounting Division has seen an increase in workload in the utility billing space due to monthly billing, accounts payable processing, grant reporting (Green Communities grant opportunities), monthly reconciliations, etc. resulting in the need to increase the Assistant Town Accountant position to full-time.
- The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (6%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (59%).
- The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.

<p><b>Town Manager Goal:</b> To ensure quality Town Operational &amp; Financial Management</p> <p><b>Division Goal:</b> To maintain sound accounting records of all funds</p> <p><b>Objective:</b> To receive an unqualified 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.</p> <p><b>Measure:</b> Outside Audit from Financial Services Firm</p> <p><b>Trend:</b> The Town has maintained an unqualified clean opinion from outside auditors.</p>	<b>Compliance with Accounting Standards</b>				
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion	NA*
*FY14 Audit results were not available at the printing of this book.					

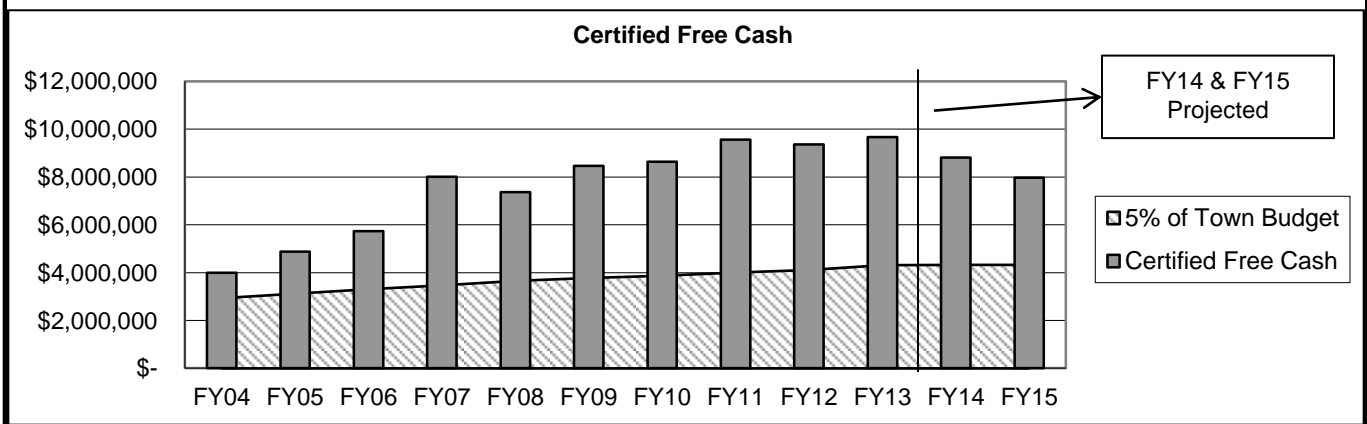
<p><b>Town Manager Goal:</b> To ensure quality Town Operational &amp; Financial Management</p> <p><b>Division Goal:</b> To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p><b>Measure:</b> Accounting Activity for the last 4 fiscal years</p>	<b>Accounting Department Activity</b>				
		<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
	<b>Invoices Processed</b>	14,711	14,640	14,960	16,184
	<b>Warrants Produced</b>	55	55	56	55
	<b>Water and Sewer Bills</b>	33,585	33,739	33,864	33,792
	<b>Electric Bills</b>	43,137	42,171	40,742	55,932

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

**Division Goal:** To maintain accurate accounting records to determine free cash levels on an annual basis.

**Measure:** Certified Free Cash (note: Certified Free Cash numbers were not available at the printing of this book)

**Trend:** The Accounting Division maintains records and submits financial information to the Massachusetts Department of Revenue in order for the DOR to certify Free Cash levels. During the last decade the Certified Free Cash level has increased and this allows the Town to better respond to unforeseen events.



**Mission Statement:**

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

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

**Budget Highlights:**

- This budget represents approximately a 1.0% decrease in the operating appropriation from that of the FY15 budget.
- The largest item (\$58,374) in the Assessors budget is for professional services, which is used for property revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).
- For FY16 the addition of a part-time Field Lister is proposed in order to be able to assess more properties. Funding for this position will be offset by the retirement of a limited status position and a reduction in purchased services.

**Expenditure Summary**

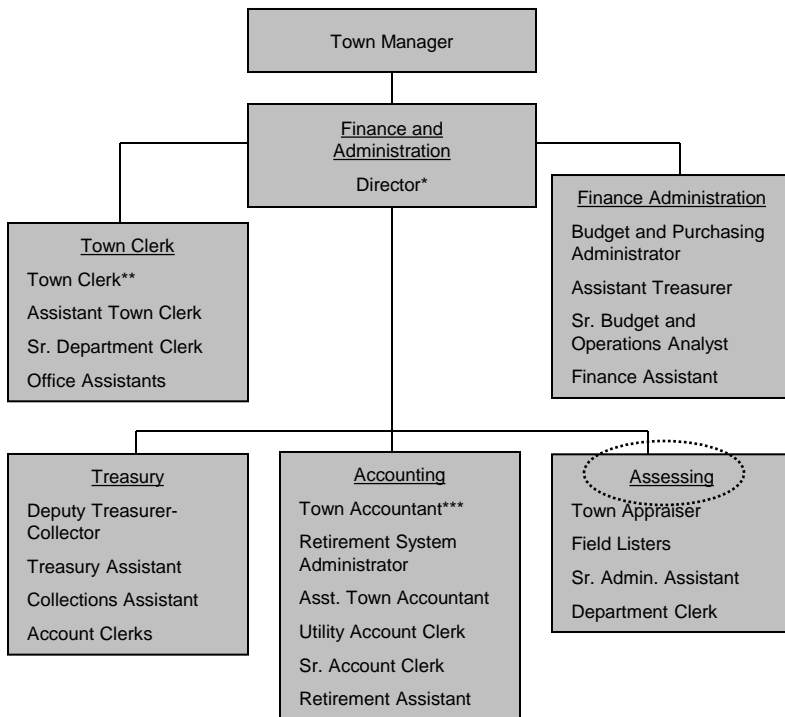
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 367,057	\$ 384,092	\$ 396,632	\$ 392,676
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 367,057</b>	<b>\$ 384,092</b>	<b>\$ 396,632</b>	<b>\$ 392,676</b>

**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 exemptions from property tax applications for the elderly, low income, disabled veterans, and the blind, and applications for exemption from the Community Preservation Act Surcharge.



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

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

\*\*\* The Town Accountant is appointed by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 261,454	\$ 271,497	\$ 274,452	\$ 285,622	\$ 285,622
Purchased Services	93,085	74,083	108,190	98,064	93,064
Supplies	3,548	1,298	2,925	2,925	2,925
Other Charges	8,971	8,613	11,065	11,065	11,065
Capital Outlay	-	28,600	-	-	-
<b>Totals</b>	<u>\$ 367,057</u>	<u>\$ 384,092</u>	<u>\$ 396,632</u>	<u>\$ 397,676</u>	<u>\$ 392,676</u>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 396,632	100.00%	\$ 392,676	100.00%	-1.00%
<b>Totals</b>	<u>\$ 396,632</u>	100.00%	<u>\$ 392,676</u>	100.00%	-1.00%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**FINANCE & ADMINISTRATION: Assessors**

**Item 8D**

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 100,076	1.00	\$ 100,076
	Field Lister	1.00	57,518	1.40	76,644
	Senior Administrative Assistant	1.00	58,627	1.00	59,195
	Department Clerk	1.00	47,131	1.00	47,607
	Sub Total	<u>4.00 FTEs</u>	\$ 263,352	<u>4.40 FTEs</u>	\$ 283,522
5120	Limited Status	300 hrs.	\$ 9,000	0 hrs.	\$ -
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.14 FTEs</u>	\$ 274,452	<u>4.40 FTEs</u>	\$ 285,622

**Program Implementation**

- The Assessors Division is proposed to be staffed by a Town Assessor, Field Listers, a Senior Administrative Assistant, and a Department Clerk.
- Correct property values are dependent on accurate data. State guidelines require that all property must be inspected no less frequently than every nine years. Industry standards recommend a 5-year cycle. In order to maintain the integrity of Concord’s data, the Assessors Division continues cyclical inspections every year. Staff completes about 20% of the parcels per year as they follow up on building permits, abatement applications and sales. To augment this effort, the Assessing Division hires outside contractors when needed. Also on each tri-annual re-certification the Division uses outside contractors to conduct a full field review to ensure the accuracy of the data. All classes of property currently meet the 9-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 3-year schedule, starting in FY14.
- FY15 was a tri-annual re-certification year. In a re-certification year a full sales analysis and adjustments to values takes place, but there is the added requirement of extensive reports and on-site analysis of the data and records by the DOR. The DOR field representatives were in town on several occasions this spring reviewing the data on a sampling of properties. In the fall the DOR representatives were back to review all the reports, before the final review by the DOR staff in Boston. After this extensive scrutiny by the DOR the proposed FY15 values were certified on October 27<sup>th</sup>.
- For FY16, the most notable proposed change is the addition of a part-time Field Lister. The part-time Field Lister is proposed to work 2 days a week, for a total of 16 hours, and support the Assessors Division with listing and valuing real and personal property in the community. Funding for this position is from the retirement of a limited status position as well as a reduction in contracted services.
- Overall the expense section of the budget has remained level from Fiscal 2015.

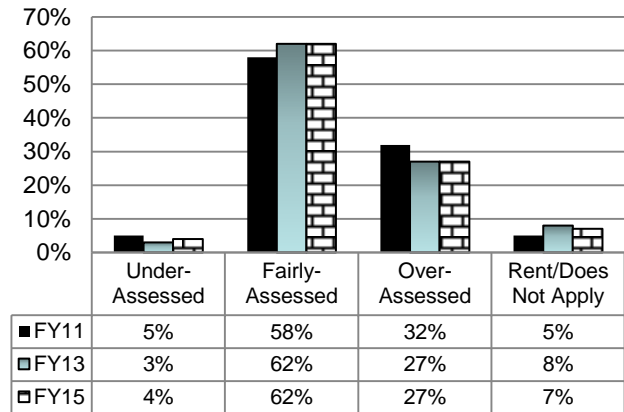
**Town Manager Goal:** To ensure quality Town Operational & Financial Management

**Division Goal:** To fairly assess property

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

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

**Opinion of Property Value Assessments**



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

**Division Goal:** To inspect and value property on a regular basis

**Objective:** To be on pace to assess every property town wide property on a 5-year cycle

**Measure:** # of visits and measures

**Target:** 5-year cycle

**Benchmark:** State regulated 9-years

**Trend:** The fluctuations in Total # of Visits is due to using a vendor to help assess properties. Going forward the Town will strive to do all assessing in-house and assess all properties on a 5-year schedule

Property Inspections	FY13	FY14
Total # Visits	1,438	1,142
% Visited	22%	17%
Full Measure & List	661	896

- In FY13 new coding in the assessing computer system was created to better track inspections.
- In FY13 a decision was made to convert to the industry standard of a 5-year inspection schedule from the DOR 9-year guideline
- The 5-year standard is being maintained
- FY13 Included all Commercial Properties
- FY14 Personal property is put on a 3-year inspection schedule
- FY15 Every Improved property in town also received a field review as part of the tri-annual re-certification

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted*	# Filed	# Pending		
FY07	6,500	132	2.0%	70	24	2	9,524,167	100,575
FY08	6,483	174	2.7%	95	31	2	17,628,736	188,980
FY09	6,567	138	2.1%	65	17	2	11,359,798	135,182
FY10	6,580	144	2.2%	79	20	2	10,381,749	135,897
FY11	6,588	158	2.3%	75	12	2	9,369,217	123,580
FY12	6,571	157	2.3%	119	11	2	14,727,602	199,593
FY13	6,590	63	1.0%	37	8	2	6,153,214	86,575
FY14	6,591	53	0.8%	21	6	2	9,551,685	138,022

All cases filed at the Appellate Tax Board have been settled or tried, except the ongoing cases with the telecommunication companies. The value of the telecommunication companies is done by the DOR and is automatically contested each year. The defense of these cases is also handled by the DOR.

\* In most cases, partial

Mission Statement:

The mission of the Town Clerk is to accurately record, maintain, and issue certified copies of vital records; to conduct the Annual Town Census; to efficiently issue licenses and permits; to judiciously administer election laws and conduct local, state and federal elections; to record the minutes of Town Meetings; to manage the storage, retrieval and disposal of Town records; and to provide information to town employees, officials and the general public about the Open Meeting, Public Records and Conflict of Interest Laws.

Budget Highlights:

- This budget represents a 0.6% *increase* in the operating appropriation from that of the FY15 budget.
- The Town Clerk’s Office records and processes Cemetery Department deeds and burial records. A modest transfer of \$3,000 from the Cemetery Fund (1.3% of Town Clerk’s budget) reflects these activities.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 215,150	\$ 223,261	\$ 232,427	\$ 233,879
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Expenditures</b>	<b>\$ 218,150</b>	<b>\$ 226,261</b>	<b>\$ 235,427</b>	<b>\$ 236,879</b>

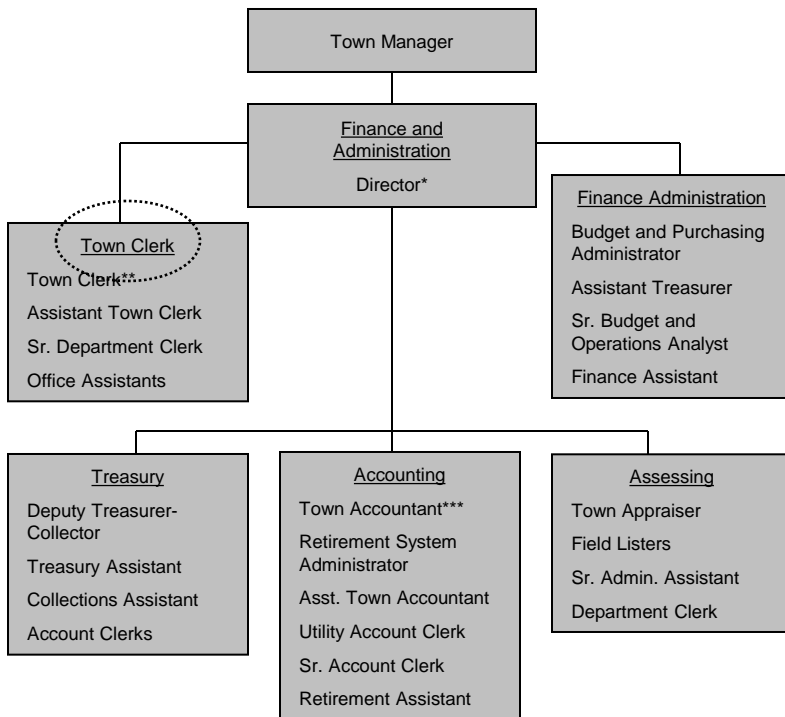
Description:

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

- Recording, preserving, and issuing certified records of Town business;
- Issuing a variety of licenses and permits;
- Providing information to the public on a wide-array of subjects;
- Administering laws relating to the reporting of election candidates and ballot question committees;
- And performing numerous other miscellaneous tasks.

In addition, some Town Clerk activities are funded through other budget items (e.g., Elections, Item 3A and Registrars, Item 3B). Some examples are:

- Conducting local, state, and national elections;
- Registering voters;
- Conducting the Town Census
- Certifying nomination papers and initiative petitions



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

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

\*\*\* The Town Accountant is appointed by the Board of Selectmen.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 209,114	\$ 214,893	\$ 225,966	\$ 227,418	\$ 227,418
Purchased Services	1,254	838	2,635	2,585	2,585
Supplies	2,672	2,556	2,260	2,260	2,260
Other Charges	3,682	3,473	4,566	4,616	4,616
Capital Outlay	1,428	4,500	-	-	-
<b>Totals</b>	<b>\$ 218,150</b>	<b>\$ 226,261</b>	<b>\$ 235,427</b>	<b>\$ 236,879</b>	<b>\$ 236,879</b>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 232,427	98.73%	\$ 233,879	98.73%	0.62%
Cemetery Fund	3,000	1.27%	3,000	1.27%	N/A
<b>Totals</b>	<b>\$ 235,427</b>	<b>100.00%</b>	<b>\$ 236,879</b>	<b>100.00%</b>	<b>0.62%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 98,465	1.00	\$ 98,465
	Assistant Town Clerk	1.00	59,637	1.00	60,552
	Senior Department Clerk	1.00	48,671	1.00	48,922
	Sub Total	<u>3.00 FTEs</u>	\$ 206,773	<u>3.00 FTEs</u>	\$ 207,939
5157	Office Assistant	944 hrs.	\$ 16,608	944 hrs.	\$ 16,608
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime (special elections)	66 hrs.	2,585	66 hrs.	2,871
	Total	<u>3.45 FTEs</u>	\$ 225,966	<u>3.45 FTEs</u>	\$ 227,418

<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 (18 hours per week).</li> <li>•The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine.</li> <li>• The following is included under Supplies: office 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**

ACTIVITY	2011	2012	2013	2014
Births Registered (Concord residents)	1,202 (96)	1,171 (102)	1,192 (125)	1,226 (99)
Deaths Registered (Concord residents)	360 (156)	367 (165)	397 (174)	348 (159)
Marriages Registered (Concord residents)	80 (33)	67 (32)	81 (35)	77 (32)
Marriage Intentions Filed	82	68	83	78
Certified Copies of Vital Records Issued	5,965	6,158	5,807	5,362
Fishing & Hunting Licenses Issued	212	Discontinued	Discontinued	Discontinued
Dog Licenses Issued	1,924	1,933	1,958	1,968
Burial Permits Issued	346	351	391	316
Business Certificates Recorded	98	135	137	111
Cemetery Deeds Prepared & Recorded	54	50	37	36
Public Meetings Posted	863	843	951	867
Raffle Permits Issued	13	13	16	19
Passport Applications Processed	64	Discontinued	Discontinued	Discontinued
Affidavits & Corrections Prepared & Recorded	44	32	52	50
Net Receipts to General Fund	\$111,030	\$110,639	\$123,840	\$111,941

Mission Statement:

To operate, maintain, and improve the Town’s information technology to meet current and future needs. The Information Technology Department’s primary 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 6.4% *increase* in the operating appropriation from FY15.
- Phase 2 of a major telephone system upgrade, initially funded in FY14, will be deployed in FY16, completing that effort.
- In FY16, the CIO continues to manage the Telecommunications within CMLP and support Broadband. This is funded by through telecommunications fees paid to that enterprise.
- New Telecomm support expense line item reimburses CMLP for the use of its personnel when they support Town IT network projects or operations.
- Multiple new and upgraded applications have deployed in FY15 and will continue to be added in FY16.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 486,863	\$ 693,084	\$ 639,133	\$ 675,933
Other Funds	\$ 28,305	\$ 58,067	\$ 89,736	\$ 92,304
<b>Total Expenditures</b>	<b>\$ 515,168</b>	<b>\$ 751,151</b>	<b>\$ 728,869</b>	<b>\$ 768,237</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, IS Technician and Geographic Information System and Application Integration Program Manager positions. The CIO is proposed to be funded 55% by the General Fund, 40% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund; other IT staff is proposed to be funded 75% by the General Fund, 20% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund. Capital acquisition for Town Government’s hardware and software is proposed to increase from \$175,000 to \$182,000. This funding provides for continued technology refresh of the servers, data storage, networking and workstation technology used by town Staff. Increasingly, application software and information security systems which are used Town-wide also constitutes some of the technology fund expenses. All uses of the fund are under the direction of the Chief Information Officer and the Finance Director. Departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available.

**Major Budgeted Expenses in FY16**

Expense Category	Cost	Detail
Financial Systems Operations	\$84,500	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$14,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$487,737	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$182,000	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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$111,903	\$110,954	\$ 272,266	\$ 296,787	\$ 296,787
Purchased Services	187,290	259,555	266,303	275,750	270,750
Supplies	8,758	19,272	13,200	18,000	18,000
Other Charges	-	158	2,100	700	700
Capital Outlay	178,913	303,145	175,000	172,000	182,000
<b>Totals</b>	<b>\$486,863</b>	<b>\$ 693,084</b>	<b>\$ 728,869</b>	<b>\$ 763,237</b>	<b>\$ 768,237</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 639,133	87.69%	\$ 675,933	87.98%	5.76%
Light Fund	76,524	10.50%	53,289	6.94%	-30.36%
Telecom Fund	-	0.00%	23,690	3.08%	0.00%
Water Fund	10,568	1.45%	10,659	1.39%	0.00%
Sewer Fund	2,644	0.36%	2,666	0.35%	0.83%
RHSO	-	0.00%	2,000	0.26%	0.00%
<b>Totals</b>	<b>\$ 728,869</b>	<b>100.00%</b>	<b>\$ 768,237</b>	<b>100.00%</b>	<b>5.40%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
C-1	Town-Wide Technology Fund	175,000	182,000	200,000	215,000	230,000	275,000
	<b>Totals</b>	<b>\$ 175,000</b>	<b>\$ 182,000</b>	<b>\$ 200,000</b>	<b>\$ 215,000</b>	<b>\$ 230,000</b>	<b>\$ 275,000</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 118,450	1.00	\$ 118,450
	GIS / App. Prog. Manager	1.00	\$ 77,104	1.00	\$ 79,380
	Information Systems Technician	1.00	68,612	1.00	68,612
	Telecom Support	0.00	-	0.00	22,245
	<b>Total</b>	<b>3.00 FTEs</b>	<b>\$ 264,166</b>	<b>3.00 FTEs</b>	<b>\$ 288,687</b>
5115	Regular Part Time	500 FTEs	\$ 7,500	500 hrs	\$ 7,500
5130	Overtime	20 hrs	600	20 hrs	600
	<b>Total</b>	<b>3.00 FTEs</b>	<b>\$ 272,266</b>	<b>3.24 FTEs</b>	<b>\$ 296,787</b>

**Description of Information Technology Infrastructure**

The Town's Information Technology infrastructure includes approximately 40 servers, 325 workstations and laptops, 100 printers, and 500 telephones across 16 buildings. Data Center operations are centralized with redundant backup facilities. The Town owns and operates its own fiber optic based data and voice network. In addition to the in-house IT staff, multiple vendors provide support for many of the key systems. Some Town systems are hosted at, or processing is performed by service bureaus.

In FY14 and FY15 major investments in servers and storage substantially expanded our virtualization environment. Server virtualization facilitates replacing aging hardware and network systems to improve service levels and availability. For example, all of the major application servers can be dynamically relocated between two locations without any service disruption. By the end of FY16, we expect to have retired or consolidated almost all the remaining physical servers and much of the phone system onto the virtual infrastructure. This helps the long-term outlook for capital and operating costs, such as energy, in the data center.

The effort to eliminate workstations that are beyond their useful life has been effectively completed. The systematic workstation refresh program in place since 2011 has achieved an approximately 6-year refresh cycle. The data network uses the Town's fiber network, it services virtually all municipal buildings, including locations the Water, Sewer and School departments which otherwise would have required expensive, lower speed connections from other common carriers.

Growing use of mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up the volume of data traffic, storage consumption, and network end-points. Program requirements for community services applications involving technology are also on the rise.

**Program Implementation**

The FY16 budget for Information Technology Operations is approximately level funded. The budget provides for implementation of the IT support structure first outlined by the CIO in FY12. The infrastructure elements required to provide IT applications are workstations, networks, servers and storage. The improvements achieved through FY14 have enabled IT to deploy new or updated applications for Recreation and Utility Billing in FY15. In FY14 the GIS Coordinator role transferred to IT with added responsibility for Application Integration. This recognizes that mapping data is a key to many departmental applications. This position provides a focal point for optimizing the application environment and expanding the use of GIS data. FY15 was proposed to be the first full year in which the IT Department will have the Geographic Information Systems and Application Integration (GIS/AI) Program Manager role in place, however the position was not filled for much of the year.

- The Chief Information Officer (CIO) reports to the Town Manager and manages the IS Technician, GIS/Applications Program Manager and outsourced IT services vendors. The CIO has Information Technology policy and strategy responsibilities. Since FY14, the CIO has also managed the Telecommunications Service business and the telecommunications staff within the Concord Municipal Light Plant. That activity is funded separately.
- The Information Systems (IS) Technician manages the end-user computing environment. The IS Technician provides direct IT support as in the past, but is now more focused on the workstation refresh program, managing Help Desk services, deploying applications, and managing suppliers of department applications and equipment like large copiers and printers. The IS technician selects and purchases much of the end-user software used on workstations.
- Since early 2011, the Town has used CIS Technical 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, access to advanced support tools, and access to technicians with critical but infrequently needed skills. The FY16 budget provides for professional services at roughly the FY15 level. Establishing an optimal balance between professional services and internal staff resources is an ongoing strategic focus of the CIO.
- Capital initiatives planned for FY16 include more data and voice network integration and expanding wireless capabilities. These projects complement the progress on the server and storage technology from prior years.

**Information Technology Programs****Program 1 – Information Technology Operations:****Town Manager Goals:** Ensure quality Operational & Financial Management and Maintain the Town's Infrastructure**Objective:** To ensure that IT services are cost-effective and of the highest quality.**Performance Measurement 1: Are the Town networks and applications system meeting availability objectives?**

Systems are consistently available and availability are monitored continuously. No major availability incidents have occurred in the past two years. The major applications systems are classified by criticality, data sensitivity, and performance requirements. Backup and recovery procedures are updated and checked to ensure that service level objectives can be achieved. Any major incidents are reviewed with the Senior Management Team and corrective actions are performed as needed.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes have been made to improve the reliability of critical systems. A major expansion of the server infrastructure in FY14 added the ability to operate all major systems from two different physical locations. The Town now has redundant internet connections as well. The network upgrades, implemented in FY15, have improved the reliability of the telephone system and enabled IT operations from multiple redundant sites.

**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.

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.

Just over 2,100 tickets were generated in calendar year 2014 versus about 1,800 in two prior years. Average open tickets, a measure of issues, remained steady. This represents continued progress toward resolving issues in a timely even as the volume went up, the time to closure has declined some.

**Performance Measurement 3: Is the Town's Information Technology current with new technology?**

Approximately one third of the technology fund is expended on computer workstation upgrades annually. With an inventory of over 300 workstations, a refresh rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2014, partially driven by the need to eliminate Windows XP, the workstation replacement program deployed 80 workstations and laptops, compared to 67 in 2013, 43 new 2012. Systems continue being replaced faster than the target rate in order to eliminate systems that are nearly obsolete and to complete transition from Windows XP to Windows 7. The Town achieved the goal of eliminating workstations older than six years as of the end of 2014, except in cases where there is an exceptional business need for such a device. 80% of system are running Windows 7. Sufficient funding is proposed to maintain the program.

There remain a few application systems that should be replaced due to age or lack of support. However, in most cases the technology available, while not necessarily the latest, is current. In late 2014, the VMware (virtual server) environment was upgraded to the latest release. This provided the server platform upon which to proceed with application system updates. Working with the senior managers, the CIO identifies and prioritizes application upgrades. New Applications deployed in 2014 included Rectrack and Webtrac for Recreation, Vision Assessing, MVRS for the meter reading division, Northstar 6.4 Utility Billing system for Water and Sewer and Electric.

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House and the Assessor's Office Building at 24 Court Lane as operational space for municipal staff, meeting space for staff, boards and committees, and storage space for vital Town records.

Budget Highlights:

- This budget represents a 1.5% decrease in the operating appropriation from that of the FY15 budget.
- In FY15, the 1<sup>st</sup> floor was painted and re-carpeted.
- In FY16, there is a borrowing article on the 2015 Town Meeting Warrant for renovations of the 2<sup>nd</sup> floor.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 99,959	\$ 87,341	\$ 104,757	\$ 103,370
Other Funds	\$ 23,858	\$ 22,427	\$ 22,450	\$ 22,105
<b>Total Expenditures</b>	<b>\$ 123,817</b>	<b>\$ 109,768</b>	<b>\$ 127,207</b>	<b>\$ 125,475</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 165<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 exterior masonry restoration and associated work, removal of an antiquated fire escape and restoration of original window openings, new storm windows to match the historic façade, interior accessibility improvements, and assorted interior repairs.

**Town House - Utility Performance Information**

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 15,507	\$ 16,420	\$ 16,197	\$ 17,681	1.107	6.763
Natural Gas	7,751	7,589	7,332	7,668	0.511	0.333
Water	454	649	664	705	0.044	0.007
Sewer	1,021	1,440	1,566	1,646	0.097	0.007

The Town House has a square footage of 14,838 and is used on weekdays and evenings.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**FINANCE & ADMINISTRATION: Town House**

**Item 10**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 52,055	\$ 53,929	\$ 59,490	\$ 59,753	\$ 59,513
Purchased Services	42,539	34,801	37,312	37,826	37,826
Supplies	5,291	7,352	7,150	6,950	6,950
Other Charges	-	-	-	-	-
Capital Outlay	20,100	10,515	15,000	15,000	15,000
Assessor's Office Building	3,831	3,171	8,255	7,686	6,186
<b>Totals</b>	<b>\$ 123,817</b>	<b>\$ 109,768</b>	<b>\$ 127,207</b>	<b>\$ 127,215</b>	<b>\$ 125,475</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 104,757	82.35%	\$ 103,370	82.38%	-1.32%
Light Fund	5,612	4.41%	5,526	4.40%	-1.53%
Water Fund	6,734	5.29%	6,630	5.28%	-1.54%
Sewer Fund	3,368	2.65%	3,316	2.64%	-1.54%
Solid Waste Disposal Fund	1,124	0.88%	1,107	0.88%	-1.51%
Retirement	5,612	4.41%	5,526	4.40%	N/A
<b>Totals</b>	<b>\$ 127,207</b>	<b>100.00%</b>	<b>\$ 125,475</b>	<b>100.00%</b>	<b>-1.36%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-3	Building Improvements	15,000	15,000	15,000	15,000	15,000	15,000
	<b>Totals</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 47,776	1.00	\$ 47,795
	Sub Total	<u>1.00 FTEs</u>	47,776	<u>1.00 FTEs</u>	47,795
5115	Electrician	40 hrs.	1,760	40 hrs.	1,760
5130	Overtime	290 hrs.	9,954	290 hrs.	9,958
	<b>Total</b>	<u>1.02 FTEs</u>	<b>\$ 59,490</b>	<u>1.02 FTEs</u>	<b>\$ 59,513</b>

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.

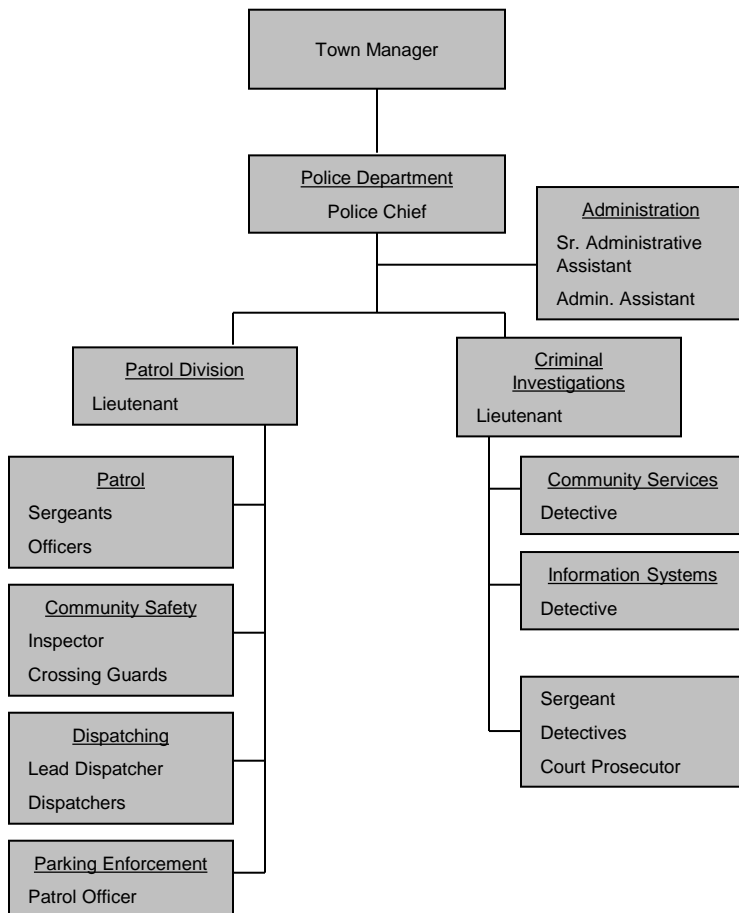
The Concord Police Department is committed to delivering "Exceptional Service. All of the Time".

Budget Highlights:

- This budget represents a 3.4% *increase* in the operating appropriation from that of the FY15 budget.
- The Police Department is proposing to increase the hours of the part-time Administrative Assistant, who assists the Department 's Inspectors/Detectives, to a full-time position.
- It should be noted that the collective bargaining agreement for the Sergeants, Detectives, and Patrol Officers has not been reached as of the printing of this budget book, so salary increases from FY15 for these officers are not shown in the budget.
- The FY16 capital expenditures total \$153,000 and includes the replacement of three (3) police vehicles (\$105,000), the upgrade and maintenance of public safety equipment (\$20,000), the replacement of the 911 replay system (\$13,000), the purchase of one (1) copier (\$10,000), and computer upgrades (\$5,000).

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 3,952,914	\$ 4,106,647	\$ 4,160,352	\$ 4,217,361
Other Funds	\$ 75,406	\$ 75,747	\$ 79,344	\$ 79,344
<b>Total Expenditures</b>	<b>\$ 4,028,320</b>	<b>\$ 4,182,394</b>	<b>\$ 4,239,696</b>	<b>\$ 4,296,705</b>



Description:

The Concord Police Department provides a complete range of public safety and community-based services. These services include; but are not limited to, criminal investigations, motor vehicle and commercial vehicle enforcement, parking control and enforcement, animal control officer services, preventive patrols, school crossing safety, community problem solving, and emergency response. In addition, the department processes a variety of permits, licenses and applications, and provides crime prevention programs, youth services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction.

**PUBLIC SAFETY: Police Department**

**Item 11**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,681,489	\$ 3,817,867	\$ 3,936,748	\$ 4,004,459	\$ 3,993,758
Purchased Services	79,773	140,169	34,225	38,391	38,391
Supplies	91,795	95,198	98,405	110,925	100,926
Other Charges	10,299	12,962	10,318	10,630	10,630
Capital Outlay	164,965	116,198	160,000	214,700	153,000
Totals	<u>\$ 4,028,320</u>	<u>\$ 4,182,394</u>	<u>\$ 4,239,696</u>	<u>\$ 4,379,105</u>	<u>\$ 4,296,705</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,160,352	98.13%	\$ 4,217,361	98.15%	1.37%
Parking Meter Fund	79,344	1.87%	79,344	1.85%	0.00%
Totals	<u>\$ 4,239,696</u>	100.00%	<u>\$ 4,296,705</u>	100.00%	1.34%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
D-1	Police Vehicles	90,000	105,000	140,000	105,000	140,000	105,000
D-2	P.S. Equipment	15,000	20,000	25,000	25,000	25,000	25,000
D-3	Cruiser Laptops	-	-	-	-	-	-
D-4	Vests	-	-	-	-	-	-
D-5	AED Replacement	-	-	-	-	-	-
D-6	Computers	3,000	5,000	-	-	-	-
D-7	Rifle Sights	-	-	-	-	-	-
D-8	Night Vision Devices	-	-	13,200	-	-	-
D-9	Card Access System	-	-	-	-	-	-
D-10	Taser Equipment	-	-	-	-	-	-
D-11	911 Replay System	-	13,000	-	-	-	-
D-12	Office Copiers	-	10,000	-	-	-	-
	Totals	<u>\$ 108,000</u>	<u>\$ 153,000</u>	<u>\$ 178,200</u>	<u>\$ 130,000</u>	<u>\$ 165,000</u>	<u>\$ 130,000</u>

**PUBLIC SAFETY: Police Department**

**Item 11**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 154,962	1.00	\$ 157,500
	Lieutenant	2.00	258,543	2.00	258,626
	Sergeant	6.00	546,113	6.00	546,113
	Inspection/Detective	7.00	561,454	7.00	561,454
	Patrol Officer	19.00	1,298,819	19.00	1,298,989
	Uniformed Sub Total	35.00 FTEs	\$ 2,819,890	35.00 FTEs	\$ 2,822,681
	Senior Administrative Assistant	1.00	70,024	1.00	70,470
	Administrative Assistant	0.50	28,100	1.00	56,230
	Lead Dispatch	1.00	63,350	1.00	64,332
	P.S. Dispatch	7.00	384,269	7.00	385,970
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	10.80 FTEs	\$ 600,223	11.30 FTEs	\$ 631,482
5130	Overtime - Uniformed	5830 hrs.	327,551	6276 hrs.	352,632
	Overtime - Dispatchers	1463 hrs.	58,807	1463 hrs.	59,159
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	27,081	482 hrs.	27,083
	Overtime Sub Total	0.00 FTEs	\$ 413,439	0.00 FTEs	\$ 438,874
5143	Holiday Pay - Uniformed	768 hrs.	28,767	768 hrs.	28,768
	Holiday Pay - Dispatchers	384 hrs.	10,291	384 hrs.	10,352
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	37,100	N/A	37,100
	Total	45.80 FTEs	\$ 3,934,210	46.30 FTEs	\$ 3,993,757

**Program Implementation**

The FY16 Police Department recommended budget provides funding for a staffing level of thirty-five (35) uniformed officers and two (2) Administrative Assistants.

The Parking Meter Fund (PMF) continues to support one full-time police officer, and administrative support for all parking activities.

The Capital Outlay Plan allocates \$153,000 for the Department, which includes the replacement of three (3) police vehicles (\$105,000), computer upgrades (\$5,000), the upgrade and maintenance of public safety equipment (\$20,000), the replacement of the 911 replay system (\$13,000) and the purchase of one (1) copier (\$10,000).

The proposed budget allocates 482 hours for Traffic, Alcohol and Tobacco compliance programs.

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

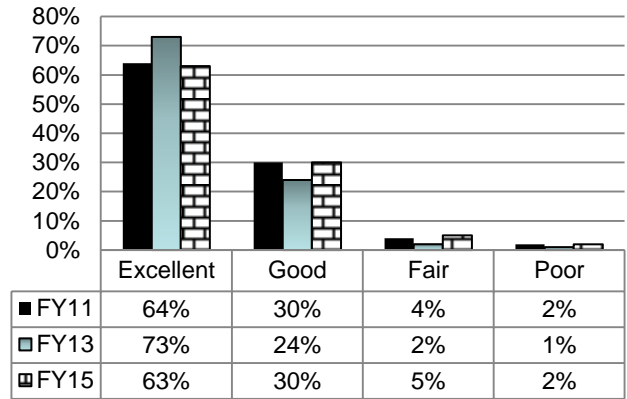
**Division Goal:** To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

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

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

**Trend:** Residents have been generally satisfied with the quality and level of services that CPD provides for the town.

**Ratings of Services Provided by the Police Department**



Mission Statement:

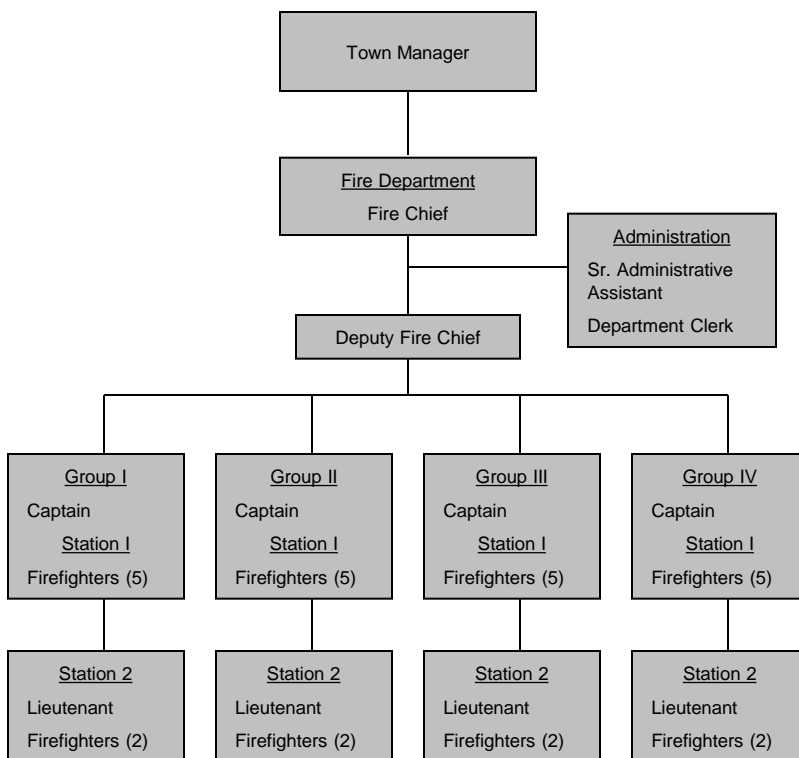
The mission of the Fire Department is to provide rapid and effective fire, rescue, and emergency medical services to the community, and strive to make Concord a safer place for all to live, work, and visit.

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

Budget Highlights:

- This budget represents 1.5% *increase* in the operating appropriation from that of the FY15 budget.
- As of July 2014, four additional firefighters (2 per shift) have been assigned to the West Concord Fire Station to staff the 2<sup>nd</sup> ambulance from 8AM to 8PM, 7 days a week.
- With the addition of the 2<sup>nd</sup> ambulance in West Concord, EMS emergency response times decreased by almost 1.5 minutes from 6.03 minutes in 2013 to 4.35 minutes in 2014
- The cost of purchased services in FY16 represents an increase of 8.0% primarily for the licensing of operations management software.
- Capital outlay, totaling \$74,000, will replace miscellaneous firefighting equipment, turnout gear, supply hose, upgrades to defibrillators and partially fund the replacement of a response vehicle.

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 3,638,772	\$ 3,793,889	\$ 4,058,386	\$ 4,143,072
Other Funds	\$ 8,500	\$ 8,500	\$ 6,000	\$ 6,000
Stabilization Fund	\$ -	\$ -	\$ 200,000	\$ 100,000
<b>Total Expenditures</b>	<b>\$ 3,647,272</b>	<b>\$ 3,802,389</b>	<b>\$ 4,264,386</b>	<b>\$ 4,249,072</b>



Description:

The Fire Department provides 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,425,919	\$ 3,550,432	\$ 3,994,800	\$ 4,332,472	\$ 3,950,758
Purchased Services	84,439	117,012	94,738	102,406	102,403
Supplies	80,652	86,476	116,840	109,703	109,703
Other Charges	8,186	8,260	10,508	12,208	12,208
Capital Outlay	48,076	40,209	47,500	118,000	74,000
Totals	<u>\$ 3,647,272</u>	<u>\$ 3,802,389</u>	<u>\$ 4,264,386</u>	<u>\$ 4,674,789</u>	<u>\$ 4,249,072</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,058,386	95.17%	\$ 4,143,072	97.51%	2.09%
State Reimb. - HazMat	\$ 6,000	0.14%	\$ 6,000	0.14%	0.00%
Stabilization Fund	\$ 200,000	4.69%	\$ 100,000	2.35%	-50.00%
Totals	<u>\$ 4,264,386</u>	100%	<u>\$ 4,249,072</u>	100%	-0.36%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
F-1	Misc. Equip.	20,000	20,000	25,000	25,000	25,000	25,000
F-2	Car 6 (2002)	-	-	25,000	-	-	-
F-3	Car 2 (2007)	27,500	20,000	-	-	-	-
F-4	Utility Pickup (2006)	-	-	-	25,000	-	-
F-5	Upgrade AEDs	-	10,000	-	-	-	-
F-6	Turnout Gear	-	15,000	15,000	15,000	15,000	15,000
F-7	SCBA	-	-	-	-	-	-
F-8	Supply Hose	-	9,000	-	-	-	-
F-9	EMS Equip.	-	-	-	-	25,000	-
F-10	Upgrade Med. Equip.	-	-	-	-	-	-
Totals		<u>\$ 47,500</u>	<u>\$ 74,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 40,000</u>

<b>Personnel Services Summary</b>						
		FY15 Budgeted		FY16 Proposed		
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount	
5111	Fire Chief	1.00	\$ 130,271	1.00	\$ 130,271	
	Deputy Chief	1.00	96,669	1.00	85,442	
	Captain	4.00	371,239	4.00	371,239	
	Lieutenant	4.00	319,802	4.00	319,802	
	Firefighter	32.00	2,163,729	32.00	2,163,574	
	Uniformed Sub Total		<u>42.00 FTEs</u>	\$ 3,081,710	<u>42.00 FTEs</u>	\$ 3,070,328
	Senior Administrative Assistant	1.00	55,349	1.00	55,938	
	Regular Compensation Sub Total	<u>43.00 FTEs</u>	\$ 3,137,059	<u>43.00 FTEs</u>	\$ 3,126,266	
5120	Department Clerk	1024 hrs.	11,490	1024 hrs.	11,490	
	Office Clerk	783 hrs.	7,658	783 hrs.	7,658	
	Call Firefighters	82 hrs.	1,025	82 hrs.	1,025	
5143	Holiday Pay	4800 hrs.	164,068	4800 hrs.	177,621	
	Sub Total	<u>0.90 FTEs</u>	\$ 184,241	<u>0.90 FTEs</u>	\$ 197,794	
5130	Firefighter Overtime	12143 hrs.	672,439	12204 hrs.	625,627	
	Non-Union Overtime	0 hrs.	1,061	0 hrs.	1,072	
	Total	<u>43.90 FTEs</u>	\$ 3,994,800	<u>43.90 FTEs</u>	\$ 3,950,758	

**Program Implementation**

In the proposed operating budget, 93% is for salary and related personnel expenses. The remaining 7% of the budget funds purchased services and supplies .

Capital outlay, totaling \$74,000, will replace miscellaneous firefighting equipment, turnout gear, supply hose, upgrades to defribullators and partially fund the replacement of a response vehicle.

In 2014, 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, 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 (1 not staffed-reserve), one ladder truck, and four support vehicles.

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. This has had a substantial, positive impact on the performance measures noted below.

During the 8AM to 8PM period in West Concord while operating the second ambulance, EMS emergency response times decreased by almost 1.5 minutes from 6.03 minutes in 2013 to 4.35 minutes in 2014, from July through December.

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

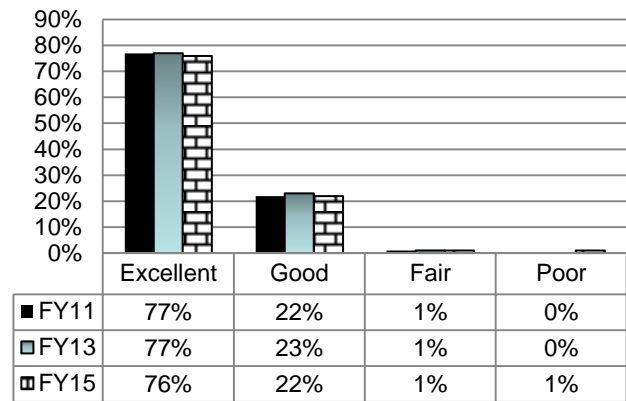
**Division Goal:** To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

**Objective:** To measure citizen satisfaction with Fire Department services

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

**Trend:** Residents have been generally satisfied with the quality and level of services that CFD provides for the town.

**Ratings of Services Provided by the Fire Department**



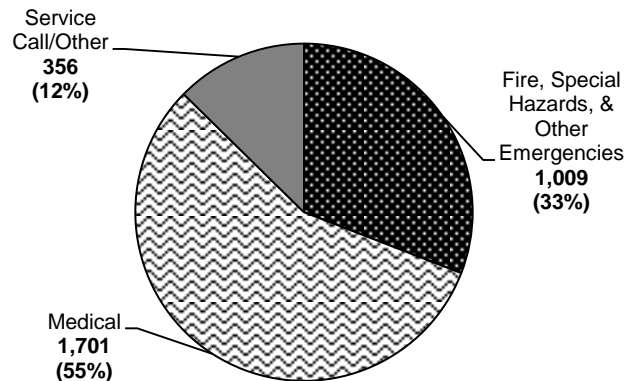
**Division Goal:** To prepare for the emergency needs of the residents

**Objective:** To determine the trends in emergency services

**Measure:** Emergency call breakdown from CY 2014

**Trend:** The occurrence of calls for fires remains stable. However there is still a high volume of safety hazard and other emergency issues. Additionally a growing and aging service population has increased the demand for Emergency Medical Service calls. As a result the Town has added 4 additional firefighters and an ambulance to address the increased EMS needs.

**CFD Emergency Response Calls CY14**



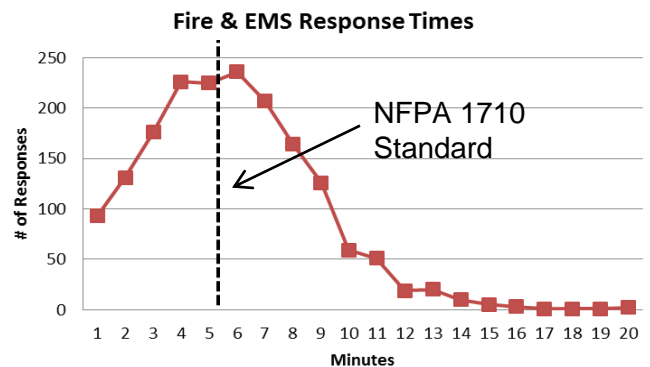
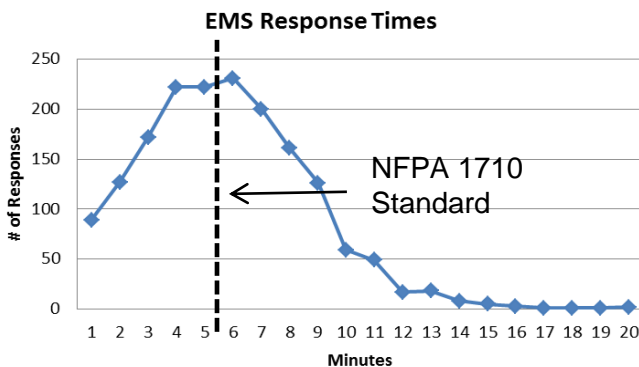
**Division Goal:** To provide efficient response to fire & medical emergencies

**Objective:** Arrival of the first fire or medical responders at emergency scene within 5 minutes 20 seconds of Dispatch to the call, 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 6 minutes. The chart below breaks down all of the emergency responses from CY14 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 12.6% *increase* in the operating appropriation from that of the FY15 budget.
- Funding of \$20,000 in the capital outlay plan is provided for improving the exhaust system in the West Concord Fire Station.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 34,830	\$ 35,750	\$ 36,697	\$ 60,062
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 34,830	\$ 35,750	\$ 36,697	\$ 60,062

Description:

This budget provides for the building expenses of the West Concord Fire Station (Station 2), located at 1201 Main Street. The Fire Chief has administrative responsibility for this account.

Station 2 was built and fully equipped in 1932 at a total cost of \$46,540, replacing an older fire station in West Concord that was destroyed by fire. Renovations in 1990-91 were funded through a state grant and included a vehicle exhaust removal system and interior upgrades. In recent years, the floor drain system was made compliant with Plumbing and Department of Environmental Protection regulations; the cupola and exterior siding were scraped and painted; vinyl siding and a new roof were installed; the air compressor, water heater, and emergency generator transfer switch were replaced; the driveway was repaved; and new emergency traffic lights were installed. Recently new overhead doors were installed in the apparatus stalls fronting Main Street. These doors were built to reflect the original doors as found in the 1932 architectural drawings. Interior painting of the second floor, firefighter quarters and offices was completed in 2008. A new highly efficient heating system was installed in 2010. Firefighters assigned to this station continue to provide many hours of sweat equity to improve and maintain the landscaping and exterior of the building.

Currently, the building is staffed 24 hours a day with one Lieutenant and two Firefighters per shift. The station has three apparatus bays housing two pumpers, one brush truck, one water rescue boat, 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. To accommodate this new staffing some renovations took place this year at station 2 to include an additional bathroom, shower and gear space.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$6,031	\$7,273	\$7,559	\$7,786	1.398	7.067
Natural Gas	\$3,739	\$5,093	\$6,100	\$7,100	0.979	0.553
Water	\$543	\$963	\$904	\$1,410	0.185	0.025
Sewer	\$1,256	\$2,247	\$2,130	\$3,291	0.432	0.025

The West Concord Fire Station has a square footage of 5,204 and is used 7 days-a-week, 24 hours-a-day. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

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

**Item 13**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 158	\$ -	\$ -	\$ -	\$ -
Purchased Services	21,365	23,950	23,847	26,324	26,324
Supplies	2,260	3,204	2,850	3,738	3,738
Other Charges	-	-	-	-	-
Capital Outlay	11,047	8,597	10,000	50,000	30,000
Totals	<u>\$ 34,830</u>	<u>\$ 35,750</u>	<u>\$ 36,697</u>	<u>\$ 80,062</u>	<u>\$ 60,062</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 36,697	100.00%	\$ 60,062	100.00%	63.67%
Totals	<u>\$ 36,697</u>	100.00%	<u>\$ 60,062</u>	100.00%	63.67%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
H-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
H-2	Exhaust System Upgrade	-	20,000	-	-	-	-
	Totals	<u>\$ 10,000</u>	<u>\$ 30,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and renovating the Police/Fire Station.

Budget Highlights:

- This budget represents approximately a 1.3% *increase* in the operating appropriation from that of the FY15 budget.
- This budget includes \$15,000 in capital expenditures for various building improvements and renovations, with \$7,500 allocated for Police Department use and \$7,500 allocated for Fire Department use.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 217,741	\$ 228,495	\$ 227,034	\$ 234,812
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 217,741</b>	<b>\$ 228,495</b>	<b>\$ 227,034</b>	<b>\$ 234,812</b>

Description:

This budget provides for the operation of the Police/Fire Headquarters building on Walden Street. The Police Chief has administrative responsibility for this account.

The Walden Street Public Safety building is used by approximately 80 police and fire employees on a rotating basis twenty-four (24) hours a day, seven (7) days a week. The third floor community room continues to be used regularly by town boards and community organizations. This constant use requires attention to preventative maintenance, as well as daily housekeeping.

The Public Safety Radio Project and upgrade of the Communications Center was successfully completed.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$46,221	\$44,026	\$49,167	\$46,200	2.950	24.987
Natural Gas	\$16,315	18,935	\$16,664	\$17,040	1.269	0.742
Water	\$978	994	\$1,171	\$1,175	0.067	0.015
Sewer	\$2,148	2,204	\$2,758	\$2,743	0.148	0.015

The Police / Fire Station has square footage of 14,925 and is used 7 day-a-week, 24 hours-a-day.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**PUBLIC SAFETY: Police / Fire Station**

**Item 14**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 25,024	\$ 24,365	\$ 26,645	\$ 4,120	\$ 4,120
Purchased Services	163,588	187,130	183,689	208,992	208,992
Supplies	5,244	7,591	6,700	6,700	6,700
Other Charges	-	3,012	-	-	-
Capital Outlay	23,885	6,397	10,000	53,000	15,000
Totals	\$ 217,741	\$ 228,495	\$ 227,034	\$ 272,812	\$ 234,812

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 227,034	100.00%	\$ 234,812	100.00%	3.43%
Totals	\$ 227,034	100.00%	\$ 234,812	100.00%	3.43%

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 25,474	0.00	\$ -
5115	Limited Status	0.00	\$ -	60 hrs.	\$ 3,000
5130	Overtime	32 hrs.	\$ 1,172	32 hrs.	\$ 1,120
Total		0.50 FTEs	\$ 26,646	0.00 FTEs	\$ 4,120

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
E-1	Building Improv.	10,000	15,000	20,000	20,000	20,000	20,000
Totals		\$ 10,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Mission Statement:

The mission of Emergency Management is to operate and maintain the emergency management system at the highest level of preparedness; to continue training staff and volunteers; and to continue developing the role of the Citizens Emergency Response Team (CERT), in order to maintain amateur radio, community emergency shelter, and Medical Reserve Corp capabilities.

Budget Highlights:

- This budget represents a 78.1% *increase* in the operating appropriation from that of the FY15 budget.
- This budget will provide for the Town’s continued emergency planning and response capability.
- The additional funding in this budget will provide fuel and maintenance for the newly installed emergency generator at the Town’s emergency shelter.
- An amount of \$8,000 has been proposed to partially fund a Haz-Mat Mitigation Update Plan.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 9,219	\$ 6,444	\$ 12,810	\$ 22,810
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 9,219</b>	<b>\$ 6,444</b>	<b>\$ 12,810</b>	<b>\$ 22,810</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 three sworn volunteer Deputy Directors, in addition to Town officials and Department Heads. The Emergency Operations Center is located at the Police and Fire Station on Walden Street.

CEMA coordinates the activities of the Local Emergency Planning Committee (LEPC) and Citizens Emergency Response Teams (CERT).

The LEPC, as defined in Federal law, creates response plans for hazardous materials spills within the Town of Concord. LEPC is a committee of dedicated individuals from various backgrounds representing both private and public organizations as well as concerned citizens.

CERT volunteers are organized into a Mass Shelter Team, Medical Reserve Corp and the Concord Amateur Radio Emergency Team. These teams support the CEMA mission and enhance overall emergency preparedness. The Medical Reserve Corp is operated in conjunction with the Health Division.

CEMA coordinates an annual preparedness exercise for town staff and works closely with the Massachusetts Emergency Management Agency (MEMA).

**PUBLIC SAFETY: Emergency Management**

**Item 15**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	1,265	3,727	6,360	24,360	16,360
Supplies	54	2,589	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	7,900	127	-	-	-
Totals	<u>\$ 9,219</u>	<u>\$ 6,444</u>	<u>\$ 12,810</u>	<u>\$ 30,810</u>	<u>\$ 22,810</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 12,810	100.00%	\$ 22,810	100.00%	78.06%
Totals	<u>\$ 12,810</u>	100.00%	<u>\$ 22,810</u>	100.00%	78.06%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Mission Statement:

The purpose of this funding is to provide animal control services in an efficient and effective manner.

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY15 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 21,750	\$ 23,043	\$ 25,100	\$ 25,100
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 21,750	\$ 23,043	\$ 25,100	\$ 25,100

Description:

The Town contracts with a private vendor to provide animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by the Chief of Police.

The Animal Control Officer services include, but are not limited to, attending to all animal complaints (domestic or wild), performing humane removal services for all animals, and having a licensed kennel for the confinement of dogs. The Animal Control Officer and his assistant(s) are on call twenty-four (24) hours a day and can be contacted through the Public Safety Communications Center.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	21,750	23,043	25,100	25,100	25,100
Totals	<u>\$ 21,750</u>	<u>\$ 23,043</u>	<u>\$ 25,100</u>	<u>\$ 25,100</u>	<u>\$ 25,100</u>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 25,100	100.00%	\$ 25,100	100.00%	0.00%
Totals	<u>\$ 25,100</u>	100.00%	<u>\$ 25,100</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:

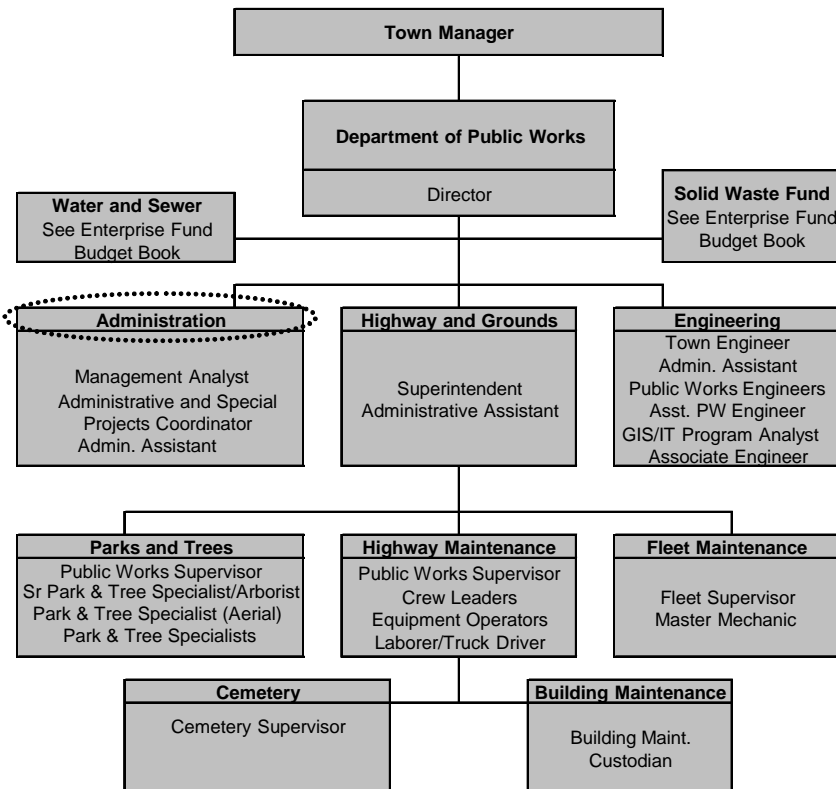
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.5% decrease in the operating appropriation from the FY15 budget.
- Modest increases in the cost of personnel services and supplies were more than offset by a reduction in purchased services, resulting from a reduction in telephone maintenance charges and a reduction in equipment costs reflecting the decision to purchase copier equipment rather than lease it on an annual basis.
- In exchange for support services provided by Public Works Administration, the Solid Waste Fund funds 50% of the Administrative Assistant position and 13.5% of all other expenditures. In addition, the Water Fund covers 25% of Division expenses; the Sewer Fund covers 10%.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 183,759	\$ 178,912	\$ 182,363	\$ 181,462
Other Funds	\$ 170,850	\$ 187,194	\$ 191,185	\$ 190,570
<b>Total Expenditures</b>	<b>\$ 354,609</b>	<b>\$ 366,106</b>	<b>\$ 373,548</b>	<b>\$ 372,032</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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 322,624	\$ 337,281	\$ 348,008	\$ 348,637	\$ 348,637
Purchased Services	10,289	8,930	12,220	11,785	11,785
Supplies	3,259	4,642	6,310	6,550	6,550
Other Charges	1,836	6,253	7,010	5,060	5,060
Capital Outlay	16,600	9,000	-	-	-
Totals	\$ 354,609	\$ 366,106	\$ 373,548	\$ 372,032	\$ 372,032

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 182,363	48.82%	\$ 181,462	48.78%	-0.49%
Water Fund	86,808	23.24%	86,350	23.21%	-0.53%
Sewer Fund	34,724	9.30%	34,542	9.28%	-0.52%
Solid Waste Fund	69,653	18.65%	69,678	18.73%	0.04%
Totals	\$ 373,548	100.00%	\$ 372,032	100.00%	-0.41%

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 137,712	1.00	\$ 137,712
	Management Analyst	1.00	85,505	1.00	85,505
	Administrative & Special Projects Coordinator	1.00	70,934	1.00	70,934
	Administrative Assistant	1.00	52,657	1.00	53,286
	Sub Total	<u>4.00 FTEs</u>	\$ 346,808	<u>4.00 FTEs</u>	\$ 347,437
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 348,008	<u>4.00 FTEs</u>	\$ 348,637

**Program Implementation**

The Administration budget includes funding for the Director and his immediate staff in support of public works programs as well as for office supplies and expenses. Responsibilities include the integration of all operating, maintenance and capital resources— money, labor, materials, equipment and facilities— in order to deliver public works services in an efficient, effective and responsive manner.

The program involves the management of approximately \$3.9 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 54 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.

The Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining records to accomplish the following goals:

- Maintain, protect, and enhance the Town’s public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, culverts, and outfalls.
- Maintain, protect, and enhance the Town’s active and passive recreation areas, including parks and athletic fields, municipal grounds, and public shade tree inventory.
- Operate, maintain, and preserve the Town’s historic cemeteries.
- Provide municipal solid waste collection, recycling, and disposal services at competitive prices while maximizing recycling and waste reduction opportunities and striving to implement sustainable public works practices.
- Operate maintain, protect, and enhance the Town’s wastewater collection, treatment, and disposal system.
- Operate maintain, protect and enhance the Town’s public drinking water system, including its supply, treatment, distribution, and storage system; and promote water conservation.
- Provide professional engineering support for Town departments and the public to protect and enhance Concord’s infrastructure.
- Provide the vision, leadership and administrative support for achieving excellence in stewardship of public works, utility and environmental assets and resources under CPW care.

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

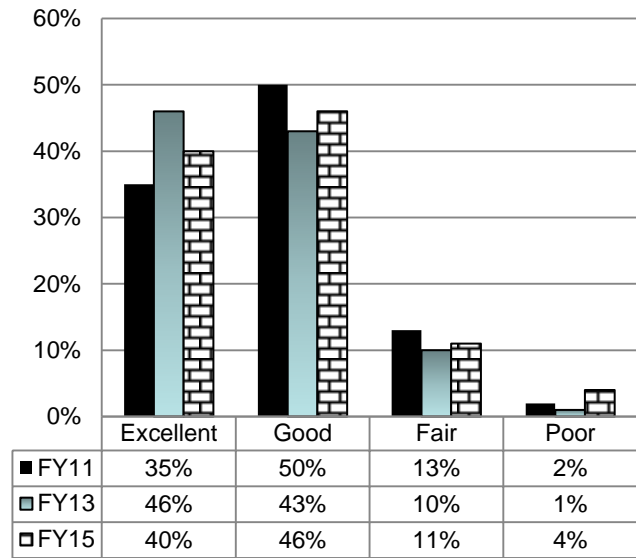
**Division Goal:** *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

**Objective:** To measure citizen satisfaction with Public Works Department services

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

**Trend:** Residents have been generally satisfied with the quality and level of services that the Public Works Department provides for the town.

**Ratings of Services provided by Concord Public Works**



Engineering Mission Statement:

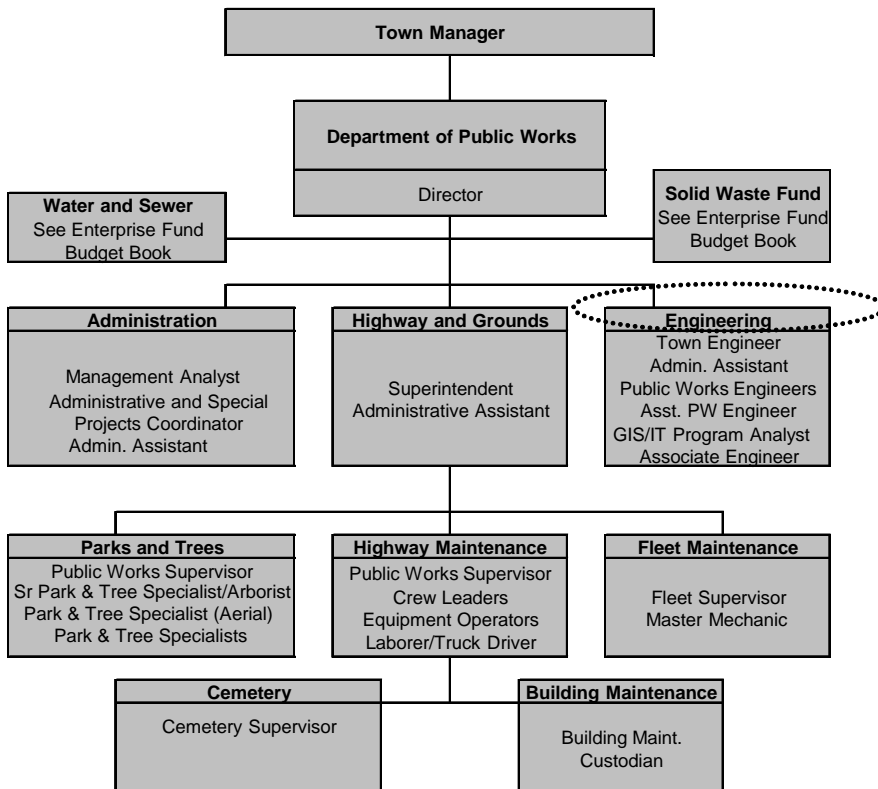
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support and services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 0.5% decrease from the FY15 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site and \$14,400 for computer software maintenance and training related to the Public Works-related Geographic Information System (GIS).
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$10,000 for traffic signal replacement, \$20,000 for federal/state mandated street sign replacement program, \$25,000 for sustainable infrastructure practices, \$10,000 for NPDES Compliance, and \$20,000 for Public Works GIS application development

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 401,624	\$ 348,498	\$ 374,595	\$ 373,062
Other Funds	\$ 171,735	\$ 264,110	\$ 313,080	\$ 307,317
Total Expenditures	\$ 573,359	\$ 612,608	\$ 687,675	\$ 680,379



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$369,570	\$386,733	\$ 451,531	\$ 455,704	\$ 455,704
Purchased Services	37,896	36,185	42,740	42,320	42,320
Supplies	10,884	9,360	12,245	11,930	11,930
Other Charges	3,598	7,287	10,975	11,175	11,175
Capital Outlay	55,596	56,903	65,000	75,000	65,000
GIS Operations	82,875	87,316	85,184	74,250	74,250
GIS Capital Outlay	12,941	28,824	20,000	20,000	20,000
<b>Totals</b>	<b>\$ 573,359</b>	<b>\$ 612,608</b>	<b>\$ 687,675</b>	<b>\$ 690,379</b>	<b>\$ 680,379</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 374,595	54.47%	\$ 373,062	54.83%	-0.41%
Light Fund	2,967	0.43%	-	0.00%	-100.00%
Water Fund	86,086	12.52%	85,451	12.56%	-0.74%
Sewer Fund	22,027	3.20%	21,866	3.21%	-0.73%
Capital Projects	175,000	25.45%	175,000	25.72%	0.00%
Grant Funds	2,000	0.29%	-	0.00%	N/A
Road Repair Fund	25,000	3.64%	25,000	3.67%	0.00%
<b>Totals</b>	<b>\$ 687,675</b>	<b>100.00%</b>	<b>\$ 680,379</b>	<b>100.00%</b>	<b>-1.06%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 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>

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 106,119	1.00	\$ 106,119
	Public Works Engineer	2.00	168,632	2.00	170,544
	Asst. Public Works Engineer	1.00	71,159	1.00	71,159
	GIS / IT Program Analyst (GIS)	1.00	59,334	1.00	59,850
	Associate Engineer	1.00	51,371	1.00	53,426
	Administrative Assistant	1.00	54,250	1.00	54,456
	Sub Total	<u>7.00 FTEs</u>	\$ 510,865	<u>7.00 FTEs</u>	\$ 515,554
5130	GIS Intern (GIS)	200 hrs.	\$ 2,000	0 hrs.	\$ -
5191	Tuition Reimbursement	N/A	-	N/A	-
	Total	<u>7.10 FTEs</u>	<u>\$ 512,865</u>	<u>7.00 FTEs</u>	<u>\$ 515,554</u>

**Program Implementation**

Major projects anticipated for FY16 include:

**2015/16 Roads Program** – In-house design, bidding and construction inspection/administration. The Program will be split into two separate project bids in FY16. The first project is the Southfield/ Riverdale neighborhood paving which is part of a phased plan, coordinated with the water and drainage improvements completed in FY15. This project will include 1.38 miles of pavement rehabilitation. The second project is the general FY2015/16 paving bid and will contain 4.5 miles of additional roadway rehabilitation.

**2015 Sidewalk Program** - In-house survey, design, HDC permitting, bidding and construction inspection/ad-  
 ministration. Targeted rehabilitation areas include the Main Street sidewalk from Keyes Road to Thoreau Street and the Commonwealth Avenue/Church Street intersection reconstruction which will include traffic calming bump-outs. Sidewalks in the Old Marlboro and Old Pickard area are also being targeted for Sidewalk Program inclusion as funding allows.

**HMGP Culvert Rehabilitations** - In-house final design, bidding, construction oversight and Hazard Mitigation Grant Program (HMGP) reporting for the culvert replacements at Lowell Road, Westford Road and Fitchburg Turnpike. The Division was successful in obtaining \$630,000 in HMGP program grant funds from FEMA over the past few years, representing 75% federal funding for the replacement of the three culverts.

**Cambridge Turnpike Improvement Project** – Continued consultant management and technical oversight for the final design, bidding and construction of the Cambridge Turnpike Reconstruction Project. Project bid is targeted for calendar year 2016.

**NPDES (MS4)** Annual reporting (Year 12) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent to apply for coverage under the new 2015 NPDES MS4 permit, which is in draft form.

**Small/Internal Project Program** - In-house design, coordination and construction oversight of the CPW small project bid and Highway Division Internal Project Programs. Work will include headwall repairs, stormwater Best Management Practice (BMP) maintenance, Thoreau Court drainage improvements and a targeted pavement patching program and the 97 Thoreau Street Sustainable Infrastructure Demonstration Project.

**Public Work Programs****Program 1 - Engineering Operations:****Town Manager Goal: To Maintain the Town's Infrastructure**

**Objective:** To ensure that Engineering services are appropriate, cost-effective, and of the highest quality.

**Performance Measures: What has been accomplished in the past year?**

**2014/15 Roads Program** - Completed the in-house design, bidding and construction oversight for the 2014/15 Roads Program rehabilitating 2.54 miles of roadway, replacing/installing 35 drainage structures and installing approximately 450 feet of drain pipe.

**Southfield/Riverdale** - Completed the in-house design, bidding and construction oversight for the Southfield/Riverdale Water & Drainage Improvement Project. The Engineering Division portion of the project included replacement of 41 drainage structures and approximately 0.44 miles of drainage pipe within the neighborhood.

**Winter Rapid Recovery Road Program (WRRRP)** – Administered the Winter Rapid Recovery Road Program (WRRRP), a one-time state-aid road funding increase of \$101,500. The Division targeted the funds toward a mill and overlay treatment on Commonwealth Ave and completed internal design, contractor procurement and construction within the accelerated 4-month timeframe.

**2014 Guardrail Program** - Completed in-house design, bidding and construction oversight for the 2014 Guardrail Replacement Program. The project included 3,800 feet of guardrail replacement and 375 feet of guardrail repair.

**Cambridge Turnpike Improvement Project** - Continued consultant management and technical engineering guidance for the public outreach and preliminary permitting and design efforts for the Cambridge Turnpike Reconstruction Project. FY15 work included the filing of the FEMA letter of map revision (LOMR) request for the upper Mill Brook watershed.

**NPDES MS4 Permit** - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 11 annual reporting to the Environmental Protection Agency by the May 1<sup>st</sup> deadline. Major permit accomplishments within Year 11 included the development of a new residential rain garden program. In addition, stormwater technical review and environmental monitoring review and administration were completed for six redevelopment projects meeting NPDES permit thresholds. Lastly, field work also continued to improve location and system condition accuracy to update Concord's stormwater GIS layer. CPW GIS staff completed all field survey work for the data accuracy improvement and will complete all post processing and final mapping by early 2015.

**HMGP** - Developed successful Hazard Mitigation Grant Program application for the Lowell Road Culvert replacement projects. The project included developing preliminary design plans, and scoping the project within FEMA Benefit/Cost Ratio guidelines. The Town received over \$500,000 in HMGP program funds for the culvert construction.

**Sign Management Program** - Continued administration of the sign replacement program utilizing a new GIS data layer and asset management tool, prioritizing replacements to meet federal retroreflectivity and dimensional requirements. The program installed/replaced 200 signs (warning, regulatory, and guide/street) in FY15.

**2014 Crack Sealing Program** - Developed, bid and provided oversight for the annual crack-sealing contract. The project maintained 6.82 miles of Concord roadways.

**2014 Pavement Marking** - Developed and bid the annual pavement marking contract, coordinating installation of markings on the parade route prior to Patriots Day festivities.

Mission Statement:

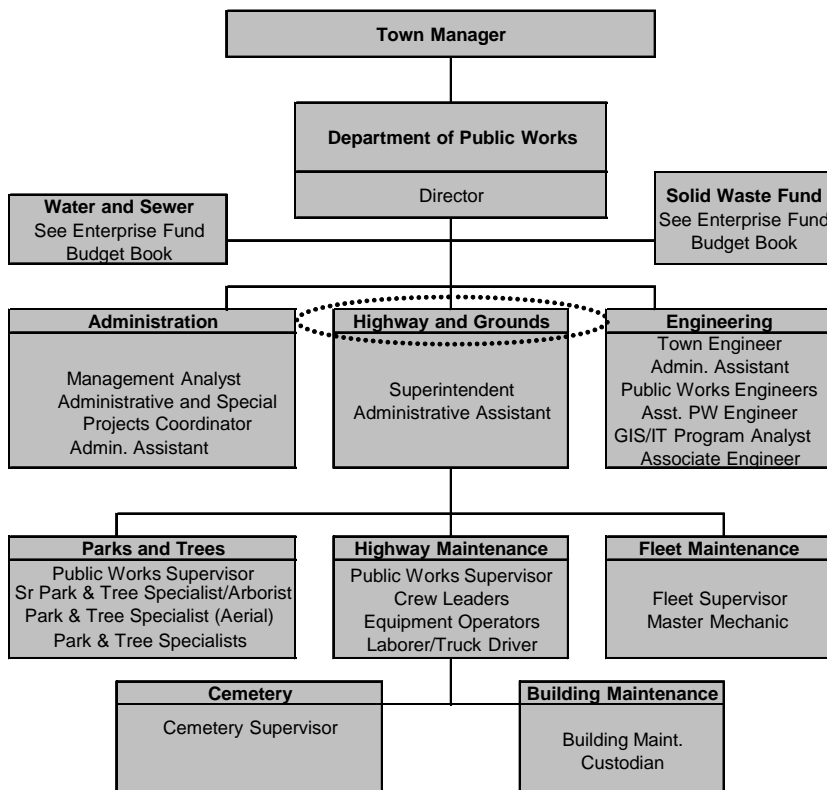
The mission of Highway Maintenance is to maintain and improve the Town’s public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 0.2% *increase* in the operating appropriation from that of the FY15 budget.
- Cost of fuel continues to be unpredictable. FY16 costs are estimated to be lower than budgeted in FY15 but still higher than FY14, assuming a typical snow season.
- Catch-basin cleaning will continue to be handled in-house, representing significant savings over previous years; however, the cost of disposal in accordance with DEP guidelines represents a significant increase based on increased unit costs. The total disposal cost estimate for FY16 is 68% higher than FY15 despite reduced tonnage due to higher reliance on road salt instead of sand for winter maintenance.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$23,343) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$10,000 for guardrail replacement, and \$5,000 for small equipment.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,177,918	\$ 1,239,559	\$ 1,279,897	\$ 1,281,986
Other Funds	\$ 32,558	\$ 27,368	\$ 28,161	\$ 28,343
<b>Total Expenditures</b>	<b>\$ 1,210,476</b>	<b>\$ 1,266,927</b>	<b>\$ 1,308,058</b>	<b>\$ 1,310,329</b>



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 858,711	\$ 812,644	\$ 917,638	\$ 920,868	\$ 920,868
Purchased Services	73,342	92,385	104,645	117,980	110,480
Supplies	230,946	252,143	267,075	261,756	259,256
Other Charges	2,723	5,580	3,700	4,725	4,725
Capital Outlay	44,754	104,175	15,000	27,500	15,000
Totals	\$ 1,210,476	\$ 1,266,927	\$ 1,308,058	\$ 1,332,829	\$ 1,310,329

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,279,897	97.85%	\$ 1,281,986	97.84%	0.16%
Water Fund	18,507	1.41%	18,652	1.42%	0.78%
Sewer Fund	4,654	0.36%	4,691	0.36%	0.80%
Solid Waste Fund	5,000	0.38%	5,000	0.38%	0.00%
Totals	\$ 1,308,058	100.00%	\$ 1,310,329	100.00%	0.17%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 15,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000

**PUBLIC WORKS: Highway Maintenance**

**Item 17C**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 93,999	1.00	\$ 94,099
	Administrative Assistant	1.00	60,833	1.00	61,429
	Public Works Supervisor	1.00	85,459	1.00	86,652
	Fleet Supervisor	1.00	74,458	1.00	75,503
	Crew Leader	2.00	138,291	2.00	139,146
	Master Mechanic	1.00	62,790	1.00	63,225
	Equipment Operator	6.00	321,533	6.00	316,315
	Laborer/Truck Driver	1.00	48,303	1.00	49,507
	Sub Total	<u>14.00 FTEs</u>	\$ 885,666	<u>14.00 FTEs</u>	\$ 885,876
	Less: Snow Reimbursement	-2500 hrs.	\$ (71,890)	-2500 hrs.	\$ (72,870)
	Sub Total	<u>12.80 FTEs</u>	\$ 813,776	<u>12.80 FTEs</u>	\$ 813,006
5120	Temporary / Seasonal	800 hrs.	\$ 10,000	1000 hrs.	\$ 14,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 62,129	1420 hrs.	\$ 62,129
	Overtime - Compost Site	300 hrs.	13,126	300 hrs.	13,126
5131	Overtime - Police	400 hrs.	18,607	400 hrs.	18,607
	Total	<u>12.80 FTEs</u>	\$ 917,638	<u>12.80 FTEs</u>	\$ 920,868

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>• Under the direction of the Highway &amp; Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 59 miles of Town sidewalks as well as the Town's storm water system consisting of approximately 2,292 catch basins, 179 culverts, 431 outfalls, 950 drainage manholes, 3 dams, 16 detention basins, 4 bio-retention areas, and over 59 miles of drain lines.</li> <li>• Crack sealing is a key element for controlling the deterioration of street surfaces and continues to be part of the Highway budget with oversight by the Engineering Division. Because of the improved condition of Town roads, along with budget constraints, the amount estimated for crack sealing remains slightly below the FY15 level. Future costs for fuel continue to be volatile with budget estimates remaining uncertain for this category.</li> <li>• This Highway Maintenance Program also funds the maintenance of Concord's storm water system to protect the public way infrastructure and the environment. Associated tasks include street sweeping, catch-basin and drain-line cleaning, and minor culvert and outfall repair/cleaning. Catch-basin cleaning will continue to be accomplished by highway staff utilizing equipment purchased in FY12; this service was previously provided by an outside contractor. Disposal costs for catch basin material continue to represent a significant cost in this program with FY16 showing a 68% increase in requested funds.</li> <li>• The budget includes \$98,755 for vehicle and equipment maintenance and supplies, \$41,800 for bituminous concrete material for road and sidewalk repairs, \$10,000 for repair and replacement of street and traffic signs, and \$20,000 for food and supplies for the Massachusetts Correctional Institute (Concord) crew in exchange for their work performing important roadside, equipment, and site maintenance duties.</li> </ul>

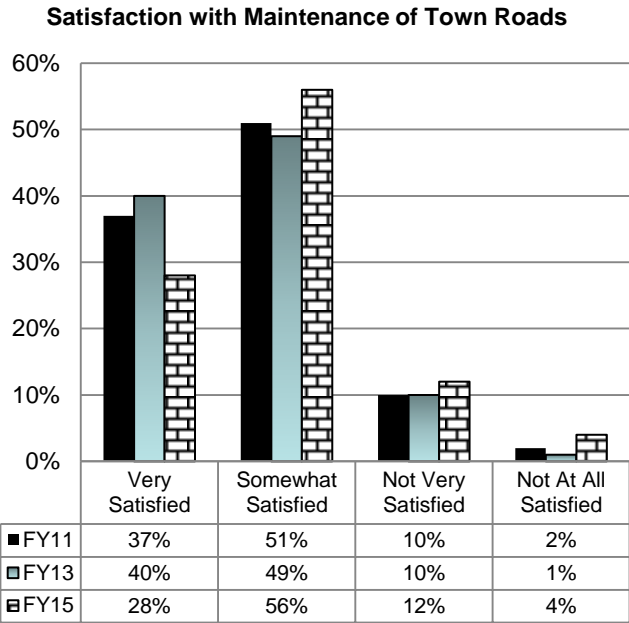
**Town Manager Goal: To Maintain the Town’s Infrastructure**

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

**Objective:** To measure citizen satisfaction with town roads.

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

**Trend:** Residents have been generally satisfied with the quality and level of services that the Highway Maintenance Division provides for the town. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



**Response Time for Selected Activities**

	<b>Industry Standards*</b>	<b>Concord 2013</b>
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

\*Municipal Benchmarks by David N. Ammons, 2<sup>nd</sup> ed., Sage Publications, 2001. Tables 29.5, 29.7, 29.8.

Mission Statement:

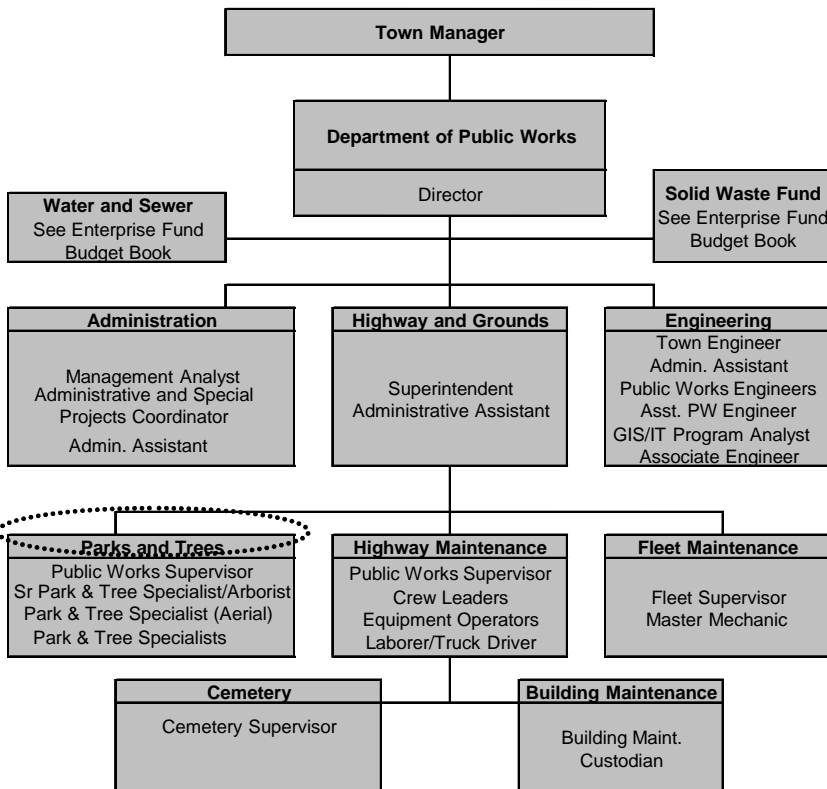
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 598,165	\$ 649,873	\$ 666,670	\$ 633,992
Other Funds	\$ 37,225	\$ 37,225	\$ 94,925	\$ 94,925
<b>Total Expenditures</b>	<b>\$ 635,390</b>	<b>\$ 687,098</b>	<b>\$ 761,595</b>	<b>\$ 728,917</b>

Budget Highlights:

- This budget represents a 0.7% increase in the operating appropriation over that of the FY15 budget.
- The FY16 budget provides 1,220 hours for the summer crew and maintains the staffing level of the skilled temporary seasonal laborers.
- The Light Fund is providing funding (\$7,225) for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord Fields (FOCF), provides \$50,000 to cover costs associated with the multi-purpose turf fields. Concord-Carlisle Youth Baseball provides \$7,700 for maintenance of the Ripley Field baseball facility.
- Maintenance of other playing fields are partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 486,976	\$ 475,292	\$ 538,535	\$ 542,343	\$ 542,343
Purchased Services	25,216	32,002	27,045	28,488	28,488
Supplies	77,581	96,129	130,585	129,506	129,506
Other Charges	2,337	3,160	3,430	3,580	3,580
Capital Outlay	43,280	80,516	62,000	132,500	25,000
Totals	\$ 635,390	\$ 687,098	\$ 761,595	\$ 836,417	\$ 728,917

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 666,670	87.54%	\$ 633,992	86.98%	-4.90%
Light Fund	7,225	0.95%	7,225	0.99%	0.00%
Recreation Fund	15,000	1.97%	15,000	2.06%	0.00%
School Department	15,000	1.97%	15,000	2.06%	0.00%
C&C Youth Baseball	7,700	1.01%	7,700	1.06%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.57%	50,000	6.86%	0.00%
Totals	\$ 761,595	100.00%	\$ 728,917	100.00%	-4.29%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
K-1	Public Shade Trees	20,000	20,000	20,000	25,000	25,000	25,000
K-2	Turf Improvement	37,000	-	15,000	52,500	62,500	62,500
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 62,000	\$ 25,000	\$ 40,000	\$ 82,500	\$ 92,500	\$ 92,500

**PUBLIC WORKS: Parks & Trees**

**Item 17D**

**Personnel Services Summary**

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 86,961	1.00	\$ 87,007
	Senior Park and Tree Specialist	1.00	\$ 60,803	1.00	\$ 56,752
	Park and Tree Specialist (Aerial)	1.00	\$ 61,213	1.00	\$ 62,056
	Park and Tree Specialist	5.00	\$ 272,363	5.00	\$ 275,223
	Sub Total	<u>8.00 FTEs</u>	\$ 481,340	<u>8.00 FTEs</u>	\$ 481,038
	Less: Snow Reimbursement	-700 hrs.	\$ (19,861)	-700 hrs.	\$ (20,159)
	Sub Total	<u>7.66 FTEs</u>	\$ 461,479	<u>7.66 FTEs</u>	\$ 460,879
5120	Temporary (Summer Crew)	1150 hrs.	11,500	1220 hrs.	13,420
	Temporary (Seasonal Help)	1760 hrs.	26,400	1760 hrs.	26,400
	Temporary (Ripley)	770 hrs.	7,700	700 hrs.	7,700
	Overtime	600 hrs.	24,376	600 hrs.	25,920
	Overtime (Playing Fields)	70 hrs.	2,844	70 hrs.	3,024
	5131	Police Overtime	100 hrs.	4,236	125 hrs.
	Sub Total	<u>1.76 FTEs</u>	\$ 77,056	<u>1.76 FTEs</u>	\$ 81,464
	Total	<u>9.43 FTEs</u>	\$ 538,535	<u>9.43 FTEs</u>	\$ 542,343

**Program Implementation**

- **Parks:** Recreation area management includes: mowing; aerating; over-seeding; fertilizing; irrigating, and maintaining irrigation systems; providing for the control of weeds and insects as necessary; removing litter and leaves; leveling, grading, and marking fields; repairing damaged and vandalized fences; caring for shrubs and trees; supporting civic activities, including Patriot's Day, Picnic in the Park, and the West Concord Family Festival; and constructing and maintaining outdoor ice-skating rinks as weather and resources permit. Staff coordinates field maintenance work with the Town's Recreation Director and sports groups.
- **Trees:** Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm and vandalism damage, and removing trees and stumps, as well as caring for and watering newly planted trees, shrubs, and flowers. In addition, debris is cleared after storms. Trees are removed under the direction of the Tree Warden, involving public tree hearings as warranted. The Light Fund shares in the cost of trimming and removal of trees that impinge on electric lines.
- The salary of one Grounds Specialist is partially funded by \$30,000 in allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY16 budget continues to include two long-term seasonal employees and four summer employees to support maintenance of the ball fields and public spaces, the business areas of West Concord and Concord Center as well as additional maintenance for Willard and Alcott recreation fields. Funding of \$57,700 is provided by local sports organizations to fund one full-time position for maintenance duties at the multi-use fields at the high school and at Ripley Field as well as for work by others.
- Fertilizer and other groundskeeping supplies remain level funded although prices are subject to wide fluctuations. The cost of fuel continues to be volatile which could constrain other Park and Tree expenditures.
- The FY16 Parks and Trees Capital Outlay budget includes \$20,000 for the replacement of public shade trees and \$5,000 for small equipment.

**Major Activities in FY14**

Specific major objectives accomplished in 2014 include:

- Raking, dragging and marking of 12 ball fields weekly for 26 weeks
- Fertilizing, seeding, aerating, and liming (as needed) -- 35 acres of athletic fields and 10 acres of parks and Town building lawns..
- Continuing to maintain and operate six irrigation systems.
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting over 90 public shade trees and park trees.
- Removing more than 125 public shade trees/park trees and pruning more than 40.
- Providing for the daily maintenance of the multi-use fields and bathroom facilities.
- Providing daily and long term maintenance to the Ripley youth premier baseball facility.

**Response Time for Selected Activities**

	<b>Industry Standards*</b>	<b>Concord 2014</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

\*Municipal Benchmarks by David N. Ammons, 2<sup>nd</sup> ed., Sage Publications, 2001. Tables 19.13, 19.14.

Mission Statement:

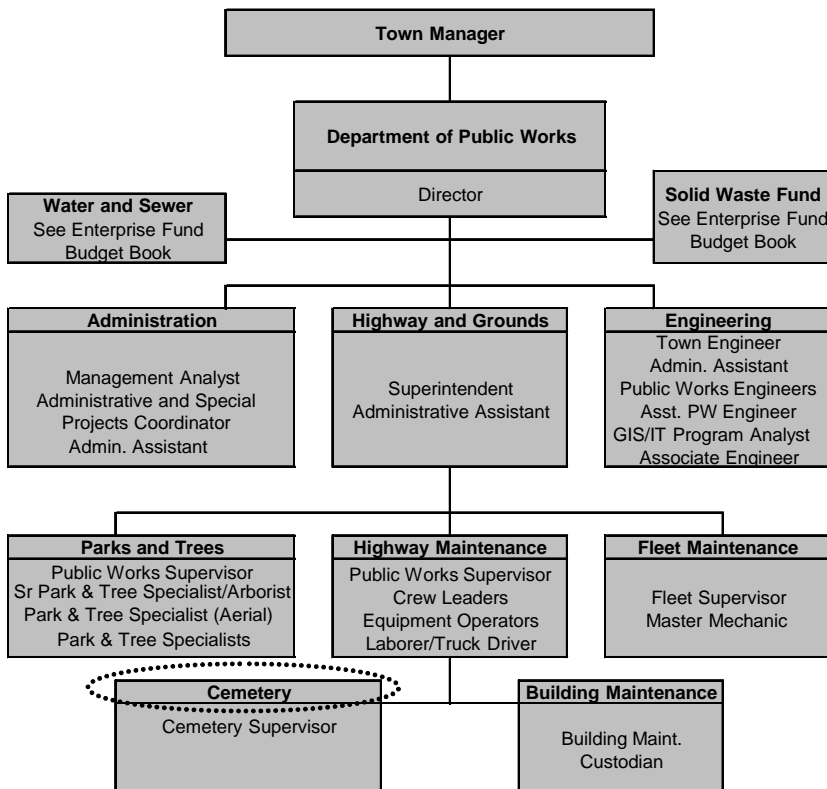
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four historic cemeteries and the Melvin Memorial with a commitment to quality, respect, compassion and cost-effectiveness while striving to ease the process of lot purchase, interment and historic burial research.

Budget Highlights:

- This budget represents a 10.3% increase in the operating appropriation from that of the FY15 budget.
- Most of operating budget increase results from a sharp increase in purchased services with the greater cost of outsourced mowing and fall clean-up services. These services were re-bid late in FY14.
- The General Fund covers 35% of total operating cost, while the Cemetery Fund covers the remaining 65% along with 100% of capital costs.
- Capital Outlay, funded entirely by the Cemetery Fund, consists of \$10,000 for the continuing grave marker preservation project and \$30,000 for Cemetery master plan improvements.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 33,562	\$ 60,401	\$ 61,100	\$ 67,381
Other Funds	\$ 133,835	\$ 113,697	\$ 153,474	\$ 165,140
<b>Total Expenditures</b>	<b>\$ 167,397</b>	<b>\$ 174,098</b>	<b>\$ 214,574</b>	<b>\$ 232,521</b>



Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery and The Knoll at Sleepy Hollow, as well as the two ancient burial grounds at the Mill Dam— Old Hill Burying Ground and South Burial Ground. Cemetery maintenance, preservation and support services include showing and selling burial lots; groundskeeping 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 95,134	\$ 96,317	\$ 98,964	\$ 98,021	\$ 98,021
Purchased Services	51,322	45,087	61,495	83,585	83,585
Supplies	9,782	8,379	13,655	10,455	10,455
Other Charges	529	488	460	460	460
Capital Outlay	10,631	23,828	40,000	40,000	40,000
Totals	<u>\$ 167,397</u>	<u>\$ 174,098</u>	<u>\$ 214,574</u>	<u>\$ 232,521</u>	<u>\$ 232,521</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 61,100	28.48%	\$ 67,381	28.98%	10.28%
Cemetery Fund	153,474	71.52%	165,140	71.02%	7.60%
Totals	<u>\$ 214,574</u>	100.00%	<u>\$ 232,521</u>	100.00%	8.36%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Totals	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>

\* Funded by the Cemetery Fund

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 70,805	1.00	\$ 70,805
	Sub Total	<u>1.00 FTEs</u>	\$ 70,805	<u>1.00 FTEs</u>	\$ 70,805
	Less: Snow Removal	0 hrs.	(10,023)	0 hrs.	(10,173)
	Sub Total	<u>1.00 FTEs</u>	\$ 60,782	<u>1.00 FTEs</u>	\$ 60,632
5120	Temporary Employee	1280 hrs.	\$ 20,634	1280 hrs.	\$ 19,840
5130	Overtime	345 hrs.	17,549	345 hrs.	17,549
	Total	<u>1.61 FTEs</u>	\$ 98,964	<u>1.61 FTEs</u>	\$ 98,021

**Program Implementation**

Cemetery maintenance 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.

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. The contracting for mowing and fall/spring clean-up will continue with the second year of the current contract which has helped to stabilize Cemetery costs.

The FY16 budget plan includes the cost of maintaining cemetery grounds, grave marker preservation and providing services during interments. Approximately 51% of the operating budget (excluding capital expenditures) is for personnel expenses. Personnel services continue at a lower level than in the past due to the substitution of a part-time seasonal worker for the full-time cemetery specialist position and the elimination of a laborer/truck driver position in FY13. Savings from the elimination of these positions have funded the contracted services for mowing and fall/spring cleanup and provide for investments in the upkeep of cemetery grounds and for stabilization of the Cemetery Fund. Contracted services were re-bid in FY14 at a higher cost as necessitated by the unsatisfactory performance of the previous contractor. The cost of preservation and protection of the Melvin Memorial is paid from dedicated gift monies.

The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY16 will be the tenth year at the Old Hill Burying Ground at Sleepy Hollow), and (2) \$30,000 for Cemetery Master Plan improvements including tree pruning and removal work, road repair and resurfacing, wall, walk and culvert repairs, building maintenance, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

The Cemetery office and maintenance operations are now in their fifth year of operation after their relocation from lower Sleepy Hollow to the Knoll at Sleepy Hollow.

**Public Work Programs**

**Program 1 – Cemetery Operations:**

**Objective:** To ensure that Cemetery services are appropriate, cost-effective, and of the highest quality.

Cemetery Fund Revenues decreased in FY14 and are budgeted to be slightly higher in FY16, while regular budgeted expenses continue to rise. Budgeted capital costs for FY16 have been returned to an annual level of \$40,000. To assist in maintaining the fund balance levels, temporary status labor is being utilized in place of two full-time positions, and mowing and spring/fall cleanup services have been contracted to an outside vendor. The Cemetery Fund balance at the end of FY14 stands at \$369,806.

**Cemetery Revolving Fund Detail**

	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Estimate
<b>Cemetery Fund Revenues</b>				
Interment fees & other	\$76,719	\$57,171	\$62,400	\$62,400
Interest, Perpetual Care Fund	45,000	40,000	45,000	45,000
Lot sales plus interest	34,318	26,910	36,800	36,800
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$156,037</u>	<u>\$124,081</u>	<u>\$144,200</u>	<u>\$144,200</u>
<b>Cemetery Fund Expenses</b>				
Operations	\$101,639	\$97,569	\$112,400	\$125,100
Capital	5,031	16,128	40,000	40,000
Cemetery Dept. Subtotal	<u>\$106,670</u>	<u>\$113,697</u>	<u>\$152,400</u>	<u>\$165,100</u>
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Expenses	<u>\$109,670</u>	<u>\$116,697</u>	<u>\$155,400</u>	<u>\$168,100</u>
<b>Net For Year</b>	<b><u>+\$46,367</u></b>	<b><u>+\$7,384</u></b>	<b><u>-\$11,200</u></b>	<b><u>-\$ 23,900</u></b>
<b>Cemetery Fund Balance at Fiscal Year-End</b>	<b><u>\$362,423</u></b>	<b><u>\$369,806</u></b>	<b><u>\$358,606</u></b>	<b><u>\$334,706</u></b>

Snow & Ice Mission Statement:

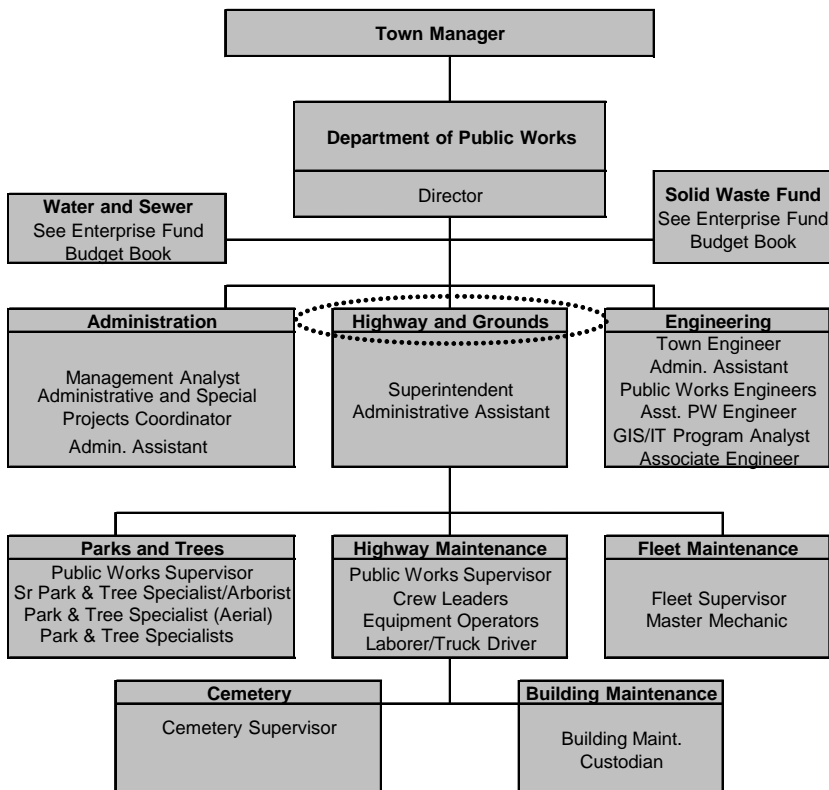
The purpose of this funding is to provide for the costs of maintaining the Town's transportation network including streets, sidewalks, curb ramps and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce,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

Budget Highlights:

- This budget represents a 2.7% increase in the operating appropriation over that of the FY15 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$615,000. However, due to budget constraints, \$570,000 is being recommended.
- Winter maintenance expenditures, particularly personnel services, contract plowing, fuel costs, equipment maintenance, salt and sand supplies, are highly variable depending on weather conditions.
- Road salt is obtained through the State contract with all area Towns participating. State contract prices have seen the first substantial increase in recent years rising 24% in October 2014. Salt can account for as much as 40% of winter maintenance expenditures.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 557,772	\$ 825,362	\$ 555,000	\$ 570,000
Other Funds	\$ 69,179	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 626,951</b>	<b>\$ 825,362</b>	<b>\$ 555,000</b>	<b>\$ 570,000</b>



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 22 contract drivers and vehicles.
- Besides plowing, salting/brining and sanding, activities also include hauling snow, clearing at targeted locations, clearing catch basins, and maintaining equipment and support vehicles.
- If there are more snow and ice events during the winter season than planned, and this budget goes into deficit, the balance must be raised in the next year's tax levy.
- Refer to Item 103 for a more detailed discussion of how a snow account deficit is handled.

**PUBLIC WORKS: Snow & Ice Removal**

**Item 18**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 557,772	\$ 825,362	\$ 555,000	\$ 615,000	\$ 570,000
Totals	<u>\$ 557,772</u>	<u>\$ 825,362</u>	<u>\$ 555,000</u>	<u>\$ 615,000</u>	<u>\$ 570,000</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 555,000	100.00%	\$ 570,000	100.00%	2.70%
Totals	<u>\$ 555,000</u>	100.00%	<u>\$ 570,000</u>	100.00%	2.70%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 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					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 71,890	2500 hrs.	\$ 72,870
	Park/Tree Staff	700 hrs.	19,861	700 hrs.	20,159
	Cemetery Staff	300 hrs.	10,023	300 hrs.	10,173
	Water/Sewer Staff	200 hrs.	5,410	200 hrs.	6,124
	Sub Total	<u>1.77 FTEs</u>	\$ 107,184	<u>1.77 FTEs</u>	\$ 109,326
5130	Overtime - Highway Staff	2400 hrs.	103,522	2400 hrs.	104,933
	Overtime - Park/Tree Staff	600 hrs.	25,536	600 hrs.	25,919
	Overtime - Cemetery Staff	250 hrs.	12,529	250 hrs.	12,716
	Overtime - Water/Sewer Staff	600 hrs.	24,345	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 165,932	<u>0.00 FTEs</u>	\$ 171,126
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ 274,716	<u>1.77 FTEs</u>	\$ 282,052

Program Implementation
<p><b>Snow Plowing:</b> The Town is divided into 15 plowing routes, each utilizing 2 to 3 vehicles depending on route length and vehicular loads. Each route uses a combination of Town vehicles and, during major events, private contractors working together to plow the route. In addition, there are four sidewalk-plowing routes; each covered by a Town-owned sidewalk plow. All four of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed during and after each storm event.</p> <p><b>Salting/De-icing:</b> Concord Public Works follows a restricted salt policy to keep Town roads as safe as possible without the overuse of chemicals. This is done by: a) using straight salt for storm pre-treatment on Concord roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to treatment trucks for more efficient salt use; d) treating road salt in colder temperatures with liquid calcium chloride (15% strength) so that salt works more efficiently and fewer applications are needed; and, e) using pavement temperature monitoring equipment and real-time weather information to optimize treatments. Salt brine, utilized for pre-treatment, and manufactured by Town staff will continue to be used on targeted main streets and sidewalks in Town centers for identified storm situations, saving overtime hours expended for salt application. There are ten treatment routes staffed by Town forces. In addition, two sidewalk vehicles, one equipped for salt brine, are utilized for the treatment of sidewalks. Although the cost of salt increased 24% over the last two years, it remains competitive due to the Town's participation in a multi-year State Contract.</p> <p><b>Snow Removal:</b> Snow is removed from Concord's three business areas 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 8:00 p.m. and 7:00 a.m.; during these times traffic detours are in place for motorist safety.</p>

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

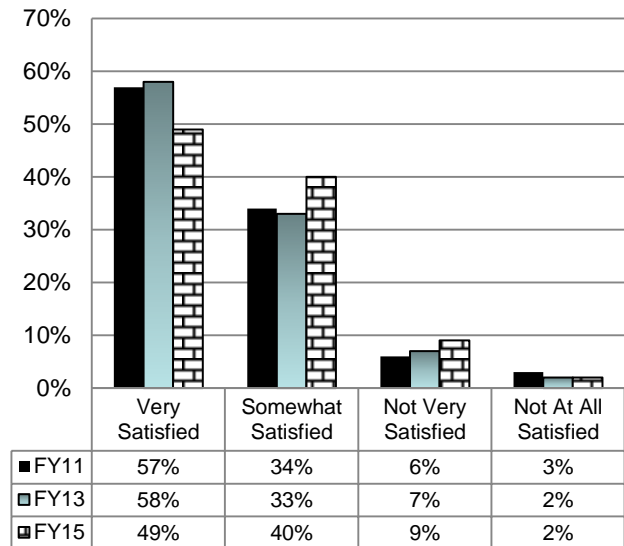
**Goal:** *To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.*

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

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

**Trend:** Residents have been generally satisfied with the quality and level of services of the snow and ice removal services. In FY15 89% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

**Satisfaction with Town’s Snow Plowing and Winter Maintenance**



**Winter Maintenance Activity Hours**

**A Comparison of Winter Maintenance Activity Hours**

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Proposed
Regular and Overtime Hours	3,313	8,099	11,188	7,550	7,550

Mission Statement:

The purpose of this funding is to provide for the cost of illuminating public streets for safe travel by vehicular traffic, potentially hazardous spot locations along public roadways, and commercial area sidewalks within the public way.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY15 budget.
- Over the past several years, the number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, but was increased again thereafter to the present level of 1,402 as a result of public demand for better lighting in some areas. No significant additions or removals of fixtures are planned for FY16.
- Down-sizing of existing fixtures has continued, resulting in further energy savings.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 69,167	\$ 71,052	\$ 73,463	\$ 73,463
Other Funds	\$ 540	\$ 537	\$ 537	\$ 537
<b>Total Expenditures</b>	<b>\$ 69,707</b>	<b>\$ 71,589</b>	<b>\$ 74,000</b>	<b>\$ 74,000</b>

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY16. This account also provides funding for decorative lighting on poles and trees during the holiday season between Thanksgiving and New Year's Day, flag lighting for nighttime display, and lighting for passenger loading at the Depot. Restoration of many of the streetlight fixtures that had previously been removed will increase the estimated annual electricity consumption in FY15 to approximately 455,600 kWh from a low of 334,900 kWh in FY11.

The Town's street lighting is provided and maintained by the Concord Municipal Light Plant, a department of the Town Government. A Trust Fund pays for the cost of lighting the flagpole in Monument Square; all other lighting costs are paid by the Town's General Fund.

The Town's policy is to provide the minimum amount of street lighting necessary to accomplish program objectives in an equitable manner throughout the Town, consistent with public safety, energy conservation, cost effectiveness, and aesthetic appropriateness. The majority of mercury vapor and sodium fixtures have been replaced with more energy-efficient fixtures, allowing for the maintenance of safe and appropriately illuminated streets. Down-sizing of fixtures will continue in FY16 with further energy savings expected.

Street lighting costs to the Town by the Concord Municipal Light Plant are calculated in accordance with the provisions of Massachusetts General Laws, Chapter 164, § 58. All expenses of the Light Plant for a calendar year are divided by the total kilowatt-hours sold for the same calendar year to determine the price per kilowatt-hour for the next calendar year. The Light Plant estimates that the street light rate (including a 1.5% surcharge for undergrounding and a 0.52% surcharge for the CARES program) will be 15.21 cents per kWh for the period July-December and 15.85 cents per kWh for the period January-June for an annual average in FY16 of 15.53 cents per kWh. The decrease in cost is due to the advantageous terms of a new supply contract.

Streetlight charges for FY16 are estimated as follows:

July-December 2015	455,600 kWh	(47%)	@ \$0.1521	= \$32,588
January-June 2016	<u>455,600 kWh</u>	(53%)	@ \$0.1585	= <u>\$38,283</u>
<b>Total</b>	<b>478,200 kWh</b>			<b>\$70,871</b>

The proposed FY16 budget amount of \$74,000 represents an estimate of expenses made prior to receiving the cost analysis shown above.

**PUBLIC WORKS: Street Lighting**

**Item 19**

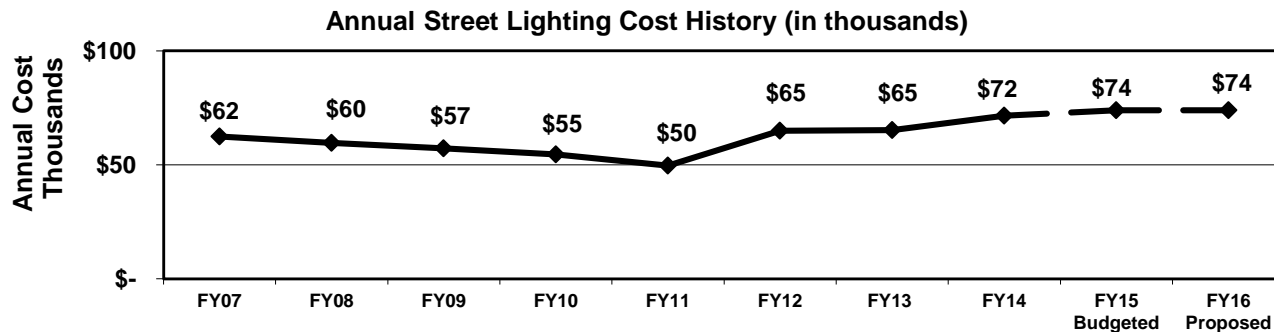
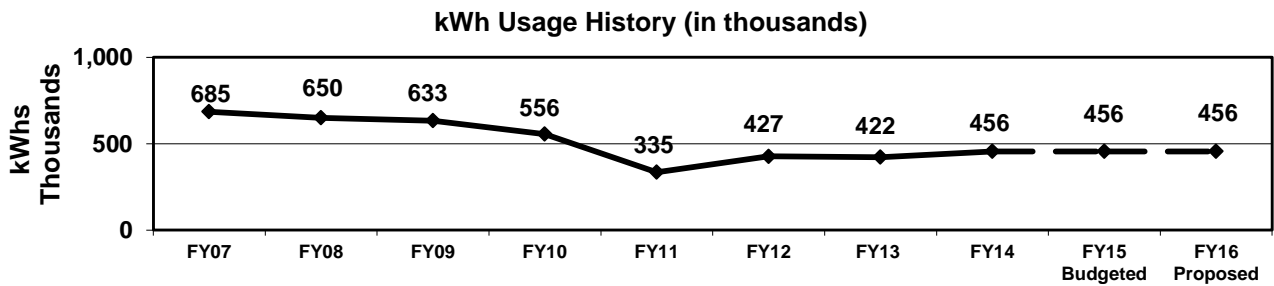
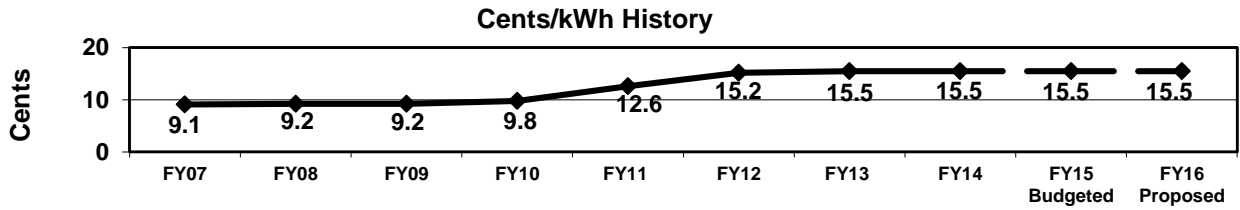
**Expenditure Detail**

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	69,707	71,589	74,000	74,000	74,000
<b>Totals</b>	<b>\$ 69,707</b>	<b>\$ 71,589</b>	<b>\$ 74,000</b>	<b>\$ 74,000</b>	<b>\$ 74,000</b>

**Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,463	99.27%	\$ 73,463	99.27%	0.00%
Town Trust Fund	537	0.73%	537	0.73%	0.00%
<b>Totals</b>	<b>\$ 74,000</b>	<b>100.00%</b>	<b>\$ 74,000</b>	<b>100.00%</b>	<b>0.00%</b>

**Street Lighting Trends**



Mission Statement:

The purpose of this funding is to provide for the cost of purchasing and maintaining properly sized and appropriately equipped vehicles and equipment for the efficient and effective delivery of Public Works services.

Budget Highlights:

- This budget represents approximately a 13.2% *decrease* in the capital appropriation from that of the FY15 budget.
- The FY16 replacement plan includes two (2) Supervisors' Pick-up trucks, a Rack Body Truck, Fleet Maintenance truck, Superintendent's vehicle, Wood Chipper, winter maintenance Salt Spreader, Grounds Pick-up, and an Electronic Signboard.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 296,500	\$ 277,000	\$ 288,000	\$ 250,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 296,500	\$ 277,000	\$ 288,000	\$ 250,000

Description:

The Equipment Program funds the acquisition of public works vehicles and heavy equipment through appropriations from the Town's General Fund (equipment for Water and Sewer Programs is purchased by the Water and Sewer Enterprise Funds). This replacement plan supports a CPW inventory of 70 vehicles/heavy equipment including four sedans, one light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 24 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (three multi-use), two turf tractors, and six trailers.

The FY16 equipment plan includes replacement of the following:

- H10 and G-50 – Supervisors pick-ups/with plows, replacing 2005 and 2003 trucks.
- H15 – 2003 rack body truck used during construction season for hauling material.
- H11 – 2004 extended cab repair truck for fleet maintenance staff.
- H2 – 2001 hybrid vehicle for the Highway Superintendent.
- G57 – 2000 Vermeer chipper used by the Grounds Division tree staff for wood debris
- H32/Spreader – Salt/sand spreader for unit over 20 years old. Unit will also have a closed-loop ground speed controller to match all other spreader units.
- G49 – 2001 pick-up used for material/equipment hauling and staff transportation by the Grounds Division for field maintenance responsibilities.
- Signboard – additional electronic signboard to be used in conjunction with 15 year old signboard with ongoing maintenance issues.

All replacements are for vehicles/equipment that have reached the end of their useful lives and have ongoing maintenance issues. Most of the vehicles will be traded to reduce the cost of the new units; current plans envision keeping H11 and G57 for backup use by other divisions.

**PUBLIC WORKS: Equipment**

**Item 20**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13	FY14	FY15 Budgeted	Department Request	Town Manager's Proposed
H41 - 2001 Volvo Loader			140,000		
H43 - JCB Backhoe			120,000		
G60 - 1999 John Deere Tractor			28,000		
H10 - 2005 Colorado - HWY Supvsr.				25,000	19,000
H15 - 2003 Rack Body				30,000	24,000
G50 - 2003 Chevy 1/2 ton				25,000	19,000
H11 - 2004 Ext Cab				28,000	22,000
H2 - 2001 Hybrid - Superintendent				25,000	19,000
G57 - 2000 Vermeer Chipper				75,000	69,000
H32A - Swap Spreader/Close Loop				35,000	29,000
G49 - 2001 Chevy P/U				35,000	29,000
H18 - Signboard				22,000	20,000
H23 - 1994 6-wheel Multi-use Dump	171,714				
H24 - 2001 6-wheel Multi-use Dump	171,714				
H2 - 2001 SUV Hybrid					
H46 - 2001 Elgin Sweeper		167,215			
H13 - 2005 1-ton Dump		42,847			
H76 - 1995 SnoGo Blower (refurbish)		44,116			
Radio Rebanding	11,421				
Encumbrances	369	22,822			
Totals	\$ 355,218	\$ 277,000	\$ 288,000	\$ 300,000	\$ 250,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 288,000	100.00%	\$ 250,000	100.00%	-13.19%
Totals	\$ 288,000	100.00%	\$ 250,000	100.00%	-13.19%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
L-1	Vehicles & Heavy Equipment	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000
	Totals	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000

Mission Statement:

The purpose of this funding is to provide for the costs of improving, protecting, and maintaining the Town’s stormwater/drainage infrastructure consistent with sound engineering and best management practices.

Budget Highlights:

- The budget represents no change in the capital appropriation from the FY15 level.
- FY16 preliminary plan includes:
  - Reconstruction of the Lowell Road, Westford Road, Fitchburg Turnpike and Sleepy Hollow culverts.
  - Drainage collection system rehabilitations in conjunction with 2015/16 Roads Program
  - Small Project Program Highlights: Drainage collection system rehabilitation on Thoreau Court and 97 Thoreau Sustainable Infrastructure Demo.
  - Maintaining Town’s compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000

Description:

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town’s stormwater drainage system consisting of approximately 179 culverts, 431 outfalls, 950 drainage manholes, 2,292 catch basins, 205 leaching structures, 59.6 miles of drain lines, 16 detention basins, 4 bioretention areas and 3 dams

The drainage program also funds the compliance with EPA’s National Pollution Discharge Elimination System Municipal Separate Storm Sewer System Phase II General Permit (NPDES MS4 Permit) . The permit, originally issued in August 2003, requires Towns to meet “Minimal Control Measures” to improve water quality within the Commonwealth. These minimum control measures include:

1. Public education and outreach
2. Public involvement and participation
3. Illicit discharge detection and elimination
4. Construction-site stormwater runoff control
5. Post-construction stormwater management in new development and redevelopment
6. Pollution prevention and good housekeeping in municipal operations

**PUBLIC WORKS: Drainage**

**Item 21**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 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					
	FY15 Budgeted	% of Budget	FY16 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	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

**Program Implementation****Background:**

In 2002 and 2003, the Town completed an inventory of the Town's drainage collection system and integrated the data into the Town's Geographical Information System (GIS). The Town also completed a town-wide culvert inventory in 2011, which provided location and condition assessment of the Town's culverts. These inventories provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This Plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continue to update the location and condition data of Concord's stormwater/drainage infrastructure in the GIS system. CPW Highway Division staff verify and supplement GIS drainage data during annual catch basin system cleaning operations. The Engineering Division also updates drainage data obtained through ground survey for various capital improvement projects. All updated inventory data are used in prioritizing replacement projects and/or CPW repair projects.

Drainage system maintenance and improvement projects are typically designed and permitted internally by the Engineering Division. The Engineering Division evaluates each project scope to determine whether it should be completed as an internal project by CPW's Highway Division, included in the annual Roads Program bid, or bid as a stand-alone drainage project. The Division also evaluates opportunities for Sustainable Infrastructure retrofits.

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The permit, issued in August 2003, requires Towns to meet multiple objectives to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. The permit is scheduled to be updated and re-issued by EPA in 2015, and a draft permit was issued in 2014. The Town of Concord will be required to file a Notice of Intent to be covered under the new NPDES MS4 Permit. The new permit will build on the requirements and minimum control measures of the 2003 permit and is expected to include increased sampling and testing requirements for outfalls, increased project review requirements, and development of outfall catchment delineations in addition to other new requirements which will require funding through this capital item.

**Preliminary Program Plan (FY16):**

Planned improvements for the FY16 Drainage Program include culvert replacements for Lowell Road, Westford Road, Fitchburg Turnpike and the Sleepy Hollow Cemetery. Additionally, drainage collection system replacements are planned to be included within the 2015/16 Roads Program bid. Preliminary evaluations anticipate the replacement of 50 drainage structures and 0.45 miles of drainage pipe with the Roads Program bid. Hunter's Ridge Road and Jennie Dugan are also being evaluated for sustainable infrastructure opportunities. Lastly, various headwall maintenance repairs have been targeted as internal Highway Division drainage work.

The Drainage Program is also advanced as part of the Internal Project and Small Project Programs. Two projects have been identified for the Small Project program: a drainage rehabilitation on Thoreau Court to correct flooding issues; and a Sustainable Infrastructure Retrofit Demonstration project for 97 Thoreau Street where porous pavers, a tree box filter and a water filling station are proposed.

**Performance**

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

Multiple improvements to the Town's drainage system were constructed in FY15. The Engineering Division designed replacements for drainage collection systems for inclusion in the 2014/15 Roads Program bid. The bid included replacement/installation of 35 drainage structures and installation of approximately 450 feet of drain pipe. Additionally, the Division designed a drainage collection system replacement for the Southfield and Riverdale neighborhood. The project was bid in conjunction with water system improvement within the neighborhood and included the replacement of 41 drainage structures and approximately 0.44 miles of drainage pipe.

The Engineering Division was successful in obtaining supplemental grant funding for the Town's stormwater program through FEMA's Hazard Mitigation Grant Program (HMGP) for the Lowell Road replacement project. The Town will receive over \$500,000 in federal funds toward replacement of the culvert.

CPW completed the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 11 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 11 included the development of a new residential rain garden program. Field work also continued to improve location and system condition accuracy to update Concord's stormwater GIS layer. CPW GIS staff completed all field survey work for the data accuracy improvement and will complete all post processing and mapping by early 2015.

<b>Recent Funding History</b>	
<b>Fiscal Year</b>	<b>Appropriation</b>
2006	140,000
2007	155,000
2008	160,000
2009	105,000
2010	205,000
2011	205,000
2012	215,000
2013	205,000
2014	205,000
2015	205,000

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in capital appropriation from that of the FY15 budget.
- The Sidewalk budget funds upgrades to curb ramps to comply with current ADA standards.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Description:

The Sidewalk Program funds the rehabilitation of existing sidewalks including curb ramps and, when funding allows, the construction of new sidewalks. The Town’s sidewalk inventory consists of approximately 59 miles of sidewalks and 875 curb ramps.

Sidewalks are inspected and rated in conjunction with the pavement condition survey every four years, most recently in FY15. Town staff continues to perform in-house ratings on an interim basis for maintenance planning. In addition, the Town-wide inventory of curb ramps completed in FY11 is updated annually to assess compliance with current ADA standards .

Public Works staff develops repair strategies and project scopes based on the sidewalk and curb ramp condition assessments, and the Concord Police Department staff assists in evaluating safety hazards. Preference is given to repairs involving school districts, ADA compliance, and areas with high volumes of pedestrian traffic. Final selections are incorporated in the annual Roads Program project or bid as stand-alone projects.

Sidewalk rehabilitation costs range between \$10 - \$25 per linear foot — depending upon the extent of work necessary, sidewalk width, and the type of surface material. The cost for new construction can exceed \$30 per linear foot. With an estimated sidewalk life of 20 years, the Town should be repairing/replacing an average of approximately 3 miles of existing sidewalk each year. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet the target SCI range of 80-85.

**PUBLIC WORKS: Sidewalks**

**Item 22**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000
Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000	\$ 115,000	\$ 125,000
	Totals	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000	\$ 115,000	\$ 125,000

**Performance Information**

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

**Division Goal:** The goal of the Sidewalk Program is to maintain an overall 80 - 85 Sidewalk Condition Index (SCI), approximately equal to condition of the Town roadway network.

Sidewalk Type Detail	
Type	Miles
Bituminous Concrete	53.0 mi
Stone Dust	2.0
Portland Cement	3.4
Stone Treated	0.3
Brick	0.3
Total Miles	59.0

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2010	75
2011	81
2012	81
2013	78
2014	84

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	36	59%
No Distresses	91-100	8	14%
Total		59.0	100%

Mission Statement:

The purpose of this funding is to provide for the cost of keeping Concord’s public roads in good condition, and of protecting the road infrastructure in a cost-effective manner

Budget Highlights:

- There is *no change* in the capital appropriation from FY15.
- FY16 funding level represents a *4.8% decrease* when compared to FY15 due to a \$100,000 decrease in the proposed borrowing authorization for road rehabilitation .
- There is *no change* in the capital appropriation from FY15.
- Total funding from all sources for the Roads Program is \$2,290,000, with an assumed state aid level of \$1,000,000, reflecting a recently authorized 50% increase in Chapter 90 funding.
- Major program highlights include the rehabilitation of residential roadways -- Deacon Haynes Road and Hunter’s Ridge Road -- coordinated with planned water main replacements.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,635,297	\$1,578,481	\$ 2,315,069	\$ 2,200,000
Total Expenditures	\$1,725,297	\$1,668,481	\$ 2,405,069	\$ 2,290,000

Description:

Concord’s road infrastructure includes approximately 107 miles of public roads functionally classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways. They make up approximately 34% of Concord’s public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make up approximately 7% of Concord’s public roadway network. The remaining 59% of our public roads consist of local streets.

The Town’s 20-year Roads Program is developed utilizing a pavement management software output, coordinated with planned Town utility replacement projects and finalized utilizing CPW Engineering Division judgment. The Town’s road infrastructure undergoes a comprehensive condition evaluation every four years. Staff continues to perform annual surveys and updates in the intermediate years. CPW’s analysis shows that a minimum investment of \$1.5 million annually is required to cost-effectively maintain Concord’s roads in good condition. With increases in petroleum costs, the amount of roadway improvements and paving that can be completed for this investment has significantly decreased. Utilizing both Town funds and State aid, the Town has been able to maintain at least this level of effort and investment 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,725,297	\$ 1,668,481	\$ 2,405,069	\$ 2,295,000	\$ 2,290,000
Total Expenditure	\$ 1,725,297	\$ 1,668,481	\$ 2,405,069	\$ 2,295,000	\$ 2,290,000

### Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	3.74%	\$ 90,000	3.93%	0.00%
State Aid - Chapter 90	1,015,069	42.21%	1,000,000	43.67%	-1.48%
Roads Program Borrowing	1,300,000	54.05%	1,200,000	52.40%	-7.69%
Totals	\$ 2,405,069	100.00%	\$ 2,290,000	100.00%	-4.78%

### Capital Outlay Plan

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000

### Program Implementation

Development of the annual Roads Program begins with the inspection of the roadway network every four years. A pavement condition index (**PCI**) is developed for each segment in the Town's roadway network based on pavement distresses and their severity. The PCI, which is a 0-100 rating, is then linked to the roads program software utilized by the Engineering Division to prioritize pavement rehabilitation and preventative maintenance repair projects. The software analyzes which type of rehabilitation treatment would be the most economical for each road segment.

The PCI, rehabilitation treatment cost and traffic volume of the roadway are used to calculate the benefit value index (BVI) which prioritizes the Town's rehabilitation projects for a given year. Roads are then selected for rehabilitation based upon a combination of pavement management software output, CPW/Engineering judgment, and coordination with planned Town utility projects.

The Road Program selection process was revised in 2008 to dedicate a minimum of 35% of the total annual funds to neighborhood roads which typically have a much smaller BVI due to their lower traffic volumes. This modification ensures that adequate Roads Program funds will be directed towards residential roads which typically have the worst conditions within the roadway network.

Sound pavement management emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool used within the maintenance of the Town's roadway network is crack sealing (funded in Highway Maintenance, Item 18).

The 2015/16 Roads Program will be developed based on the results of the pavement management program analysis, a review of the existing conditions, final approved funding levels, and input received at the April 2015 Public Works Commission public hearing on the Roads Program. At this point approximately 4.56 miles of roadway improvements are planned for the 2015/2016 program.

**Performance**

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

• The 2014/15 Roads Program improved approximately 2.54 miles of roadway and maintained the Townwide PCI at 81, within the target 80-85 PCI range. At the requested level of capital funding, the pavement management software predicts that the Townwide (PCI) target of 80 will be sustained and the residential roadway target of 80 will be reached. Reduced funding would result in a deterioration of road conditions resulting in higher future costs.

•The following table presents the improvements in overall PCI realized in the past years as a result of the Town’s adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain in the target range. Improvement trends can also be seen in the percentages of the Town-wide network of roadways requiring different types of repairs. The “recommended” repairs in the chart below do not take into account the budget constraints for a given year so actual percentages of roads repaired may be significantly different.

**Pavement Management History**

	2006	2007	2008	2009	2010	2011	2012	2013	2014
<u>PCI Network Average</u>	83	84	83	81	82	80	80	81	81
<u>Recommended Repairs</u>									
Rehabilitation	13%	14%	12%	9%	8%	8%	10%	6%	7%
Maintenance	46%	42%	52%	51%	48%	52%	51%	40%	29%
No Maintenance Required	41%	44%	36%	40%	44%	40%	39%	54%	64%

•The recommended funding level for FY16 provides total Roads Program funding of approximately \$2,290,000, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$1,000,000 in Chapter 90 aid, and \$1,200,000 from Local Borrowing Authorization for Roads.

**Road Program Funding History & Improvement Plan**

Fiscal Year		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2006		80,000	900,000	420,700	39125	1,400,700
2007		80,000	700,000	614,000	44466, 48240	1,394,000
2008		80,000	300,000	526,400	50771	906,400
2009		85,000	700,000	525,144	50771	1,310,144
2010		85,000	1,400,000	521,630	50771	2,006,630
2011		90,000	700,000	537,984	50771	1,327,984
2012		90,000	750,000	689,671	50771	1,529,671
2013		90,000	950,000	685,297	50771	1,725,297
2014		90,000	900,000	678,481	50771	1,668,481
2015		90,000	1,300,000	1,015,069	50771	2,405,069
2016	Plan	90,000	1,200,000	1,000,000	50771	2,290,000
2017	Plan	95,000	1,350,000	1,000,000	50771	2,445,000
2018	Plan	100,000	1,350,000	1,000,000		2,450,000
2019	Plan	100,000	1,200,000	1,000,000		2,300,000
2020	Plan	100,000	1,200,000	1,000,000		2,300,000

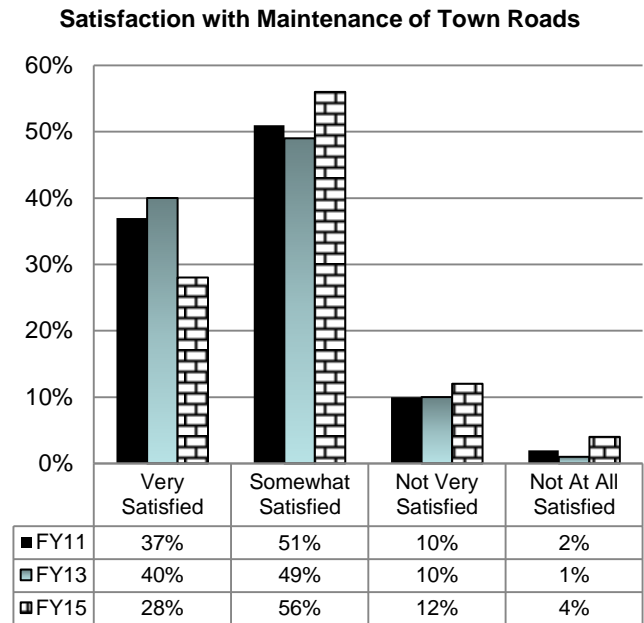
**Town Manager Goal: To Maintain the Town’s Infrastructure**

**Division Goal:** To maintain a Townwide target PCI of 80 for both the major and residential roadway networks.

**Objective:** To measure citizen satisfaction with town roads

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

**Trend:** Residents have been generally satisfied with the quality of the town’s roads. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



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

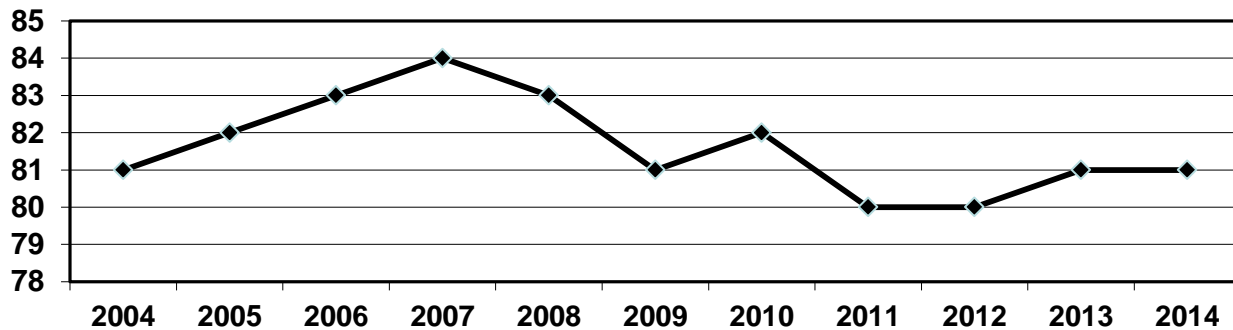
**Division Goal:** *To maintain quality roads*

**Objective:** To Maintain a town-wide Pavement Condition Index (PCI between 80-85)

**Measure:** Pavement Condition Index (via roads program software)

**Trend:** The pavement condition index (**PCI**) is a 0-100 rating based on a physical inspection of every segment of the public roadway network which is completed every four years. The inspections log pavement distresses and severity into a database, which is then linked to the roads program software utilized by the Engineering Division to prioritize pavement repair projects. The Historic PCI Trend in the graph above is a weighted average of the pavement condition index of all the individual roadway segments maintained by Concord Public Works. The Town’s current PCI is 81 and within the targeted 80-85 range.

**Historic PCI Trend**



**Mission Statement:**

The purpose of this funding is to provide for the costs of operating, maintaining, and repairing the Concord Public Works facilities at 133 and 135 Keyes Road

**Budget Highlights:**

- This budget represents a 1.7% *increase* in the operating appropriation from that of the FY15 budget.
- Utility costs (electric, water and natural gas) comprise 45% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to increase approximately 3% in FY16.
- Capital Outlay consists of \$10,000 for building and site improvements.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 98,670	\$ 109,058	\$ 109,414	\$ 100,967
Other Funds	\$ 62,606	\$ 66,313	\$ 67,114	\$ 68,256
<b>Total Expenditures</b>	<b>\$ 161,276</b>	<b>\$ 175,371</b>	<b>\$ 176,528</b>	<b>\$ 169,223</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 Parks & Trees Programs utilize the garage section of the 133 building. The Water/Sewer program is located at 135 Keyes Road, along with the Highway/Grounds program administrative staff. A feasibility study is being recommended to evaluate the long-term needs of the entire Keyes Road campus.

**133 Keyes Road - Utility Performance Information**

Utility	Cost				Efficiency	
	FY13	FY14	FY15	FY16	FY14 Actual	
	Actual	Actual	Budgeted	Proposed	\$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 21,385	\$ 23,693	\$22,610	\$24,090	1.297	8.132
Natural Gas	23,467	25,812	\$26,250	\$26,250	1.413	0.847
Water	\$1,095	\$1,095	\$1,050	\$1,140	0.060	0.014
Sewer	\$2,393	\$2,146	\$2,560	\$2,520	0.117	0.014

133 Keyes Road has a square footage of 18,268 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**135 Keyes Road - Utility Performance Information**

Utility	Cost				Efficiency	
	FY13	FY14	FY15	FY16	FY14 Actual	
	Actual	Actual	Budgeted	Proposed	\$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 10,663	\$ 10,894	\$12,380	\$11,610	1.123	6.521
Natural Gas	3,940	6,295	\$3,700	\$5,000	0.649	0.242
Water	336	370	\$342	\$330	0.038	0.007
Sewer	666	581	\$690	\$660	0.060	0.007

135 Keyes Road has a square footage of 9,700 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**PUBLIC WORKS: 133 / 135 Keyes Road**

**Item 24**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,463	\$ 54,817	\$ 53,668	\$ 53,929	\$ 53,929
Purchased Services	-	-	-	-	-
Capital Outlay	17,932	19,997	20,000	16,250	10,000
133 Keyes Road	65,523	73,831	76,430	78,343	78,343
135 Keyes Road	24,358	26,726	26,430	26,951	26,951
<b>Totals</b>	<b>\$ 161,276</b>	<b>\$ 175,371</b>	<b>\$ 176,528</b>	<b>\$ 175,473</b>	<b>\$ 169,223</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 109,414	61.98%	\$ 100,967	59.67%	-7.72%
Water Fund	\$ 48,807	27.65%	\$ 49,635	29.33%	1.70%
Sewer Fund	\$ 11,801	6.69%	\$ 12,006	7.09%	1.74%
Solid Waste Fund	\$ 6,506	3.69%	\$ 6,615	3.91%	1.68%
<b>Totals</b>	<b>\$ 176,528</b>	<b>100.00%</b>	<b>\$ 169,223</b>	<b>100.00%</b>	<b>-4.14%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
I-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
I-3	Rolling Storage Shelves	10,000	-	-	-	-	-
	<b>Totals</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 51,448	1.00	\$ 51,699
5130	Overtime	60 hrs.	\$ 2,220	60 hrs.	\$ 2,230
	<b>Total</b>	<b>1.00 FTEs</b>	<b>\$ 53,668</b>	<b>1.00 FTEs</b>	<b>\$ 53,929</b>

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 0.1% *decrease* in the operating appropriation from that of FY15 budget.

- The Head of Reference position has been fully funded in the FY16 budget. In order to accomplish this the vacant Staff Librarian position was reduced to 12.7 hours/week.

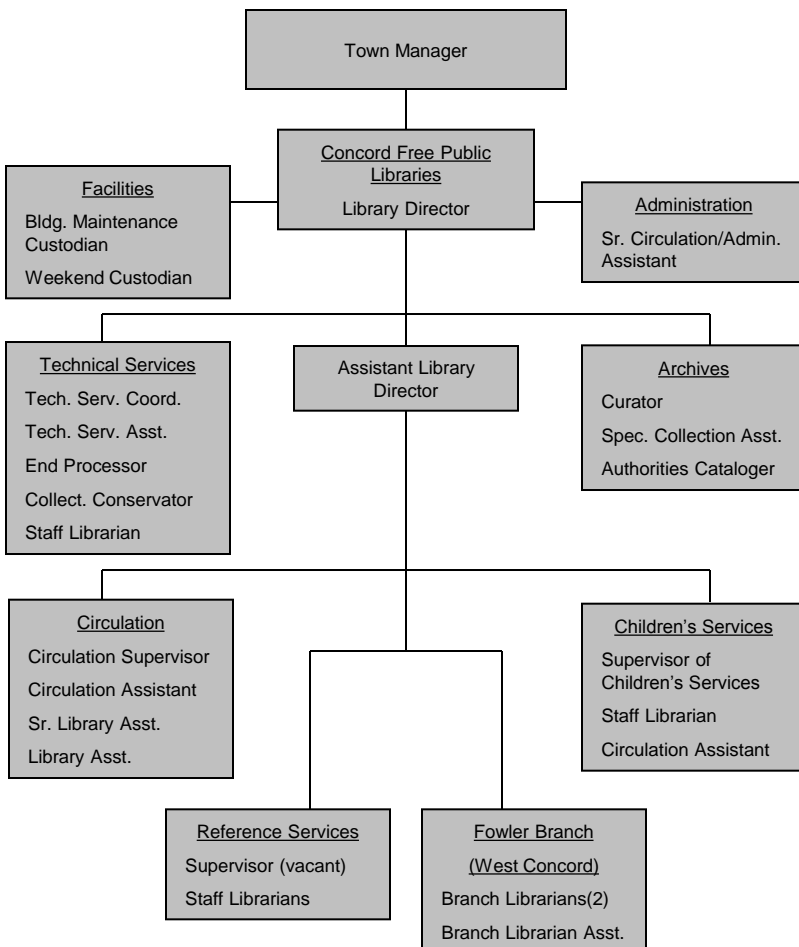
- This budget provides staffing for the continuation of a full day of service at the Main Library on Saturdays in the summer and at the Fowler Branch on Thursdays year round.

- An amount of \$48,300 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned during the year.

- The General Fund contribution for new Library books and materials is proposed to be level funded at \$100,075.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,836,580	\$ 1,866,975	\$ 2,003,016	\$ 1,995,097
Other Funds	\$ 14,000	\$ 26,000	\$ 26,000	\$ 26,000
<b>Total Expenditures</b>	<b>\$ 1,850,580</b>	<b>\$ 1,892,975</b>	<b>\$ 2,029,016</b>	<b>\$ 2,021,097</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 will conduct a fundraising feasibility study during FY2015. It is anticipated that this third library location 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,366,608	\$ 1,407,436	\$ 1,636,936	\$ 1,672,441	\$ 1,644,597
Purchased Services	175,539	172,024	135,341	123,100	123,100
Supplies	105,377	104,226	100,656	105,575	100,575
Other Charges	2,035	2,004	4,900	4,800	2,800
Capital Outlay	70,364	59,027	10,000	10,000	5,000
Assumption of Lib. Corp. Costs	130,658	148,259	141,183	148,025	145,025
<b>Totals</b>	<b>\$ 1,850,580</b>	<b>\$ 1,892,975</b>	<b>\$ 2,029,016</b>	<b>\$ 2,063,941</b>	<b>\$ 2,021,097</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,003,016	98.72%	\$ 1,995,097	98.71%	-0.40%
Library Corporation	-	0.00%	-	0.00%	0.00%
State Aid	26,000	1.28%	26,000	1.29%	0.00%
<b>Totals</b>	<b>\$ 2,029,016</b>	<b>100.00%</b>	<b>\$ 2,021,097</b>	<b>100.00%</b>	<b>-0.39%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

Utility Performance Information						
Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity (Main)	\$54,601	\$61,779	\$57,942	\$62,403	1.287	8.083
Electricity (Fowler)	\$21,556	\$27,485	\$22,864	\$28,309	2.329	12.176
Natural Gas (Main)	\$18,024	\$22,375	\$17,940	\$18,460	0.466	0.263
Natural Gas (Fowler)	\$3,827	\$4,519	\$4,140	\$4,260	0.383	0.202
Water	\$2,066	\$2,110	\$2,486	\$2,585	0.044	0.010
Sewer	\$4,530	\$4,693	\$5,857	\$6,034	0.098	0.010

The Library has a square footage of 48,000 (Main) and 11,800 (Fowler) and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**HUMAN SERVICES: Library**

**Item 25**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 117,819	1.00	\$ 117,830
	Assistant Library Director	1.00	84,978	1.00	84,978
	Non-Union Sub Total	<u>2.00 FTEs</u>	<u>\$ 202,797</u>	<u>2.00 FTEs</u>	<u>\$ 202,808</u>
	Technical Services Coordinator	1.00	88,984	1.00	88,983
	Curator	1.00	86,620	1.00	86,620
	Supervisor of Children's Services	1.00	85,705	1.00	85,705
	Circulation Supervisor	1.00	77,549	1.00	77,549
	Branch Librarian	1.50	109,780	1.50	109,780
	Head of Reference	0.58	42,878	1.00	70,762
	Union Supervisory Sub Total	<u>6.08 FTEs</u>	<u>\$ 491,516</u>	<u>6.50 FTEs</u>	<u>\$ 519,399</u>
	Authorities Cataloger	0.41	23,540	0.41	23,540
	Staff Librarian	3.56	249,949	3.13	222,557
	Special Collections Assistant	0.50	30,151	0.50	30,151
	Technical Services Assistant	2.00	102,691	2.00	103,002
	Branch Library Assistant	1.00	43,597	1.00	44,162
	Circulation Assistant	1.94	101,912	1.94	101,979
	Collections Conservator	0.45	24,244	0.45	24,486
	Sr. Library Assistant	0.68	38,999	0.68	39,730
	Library Assistant	4.04	172,696	4.04	175,177
End Processor	0.45	10,889	0.45	10,730	
Library Page	0.90	19,145	0.90	19,195	
Maintenance Custodian	1.25	50,161	1.25	50,504	
Union Nonsupervisory Sub Total	<u>17.18 FTEs</u>	<u>\$ 867,974</u>	<u>16.75 FTEs</u>	<u>\$ 845,212</u>	
5115	Library Page	0.70	\$ 14,104	0.70	\$ 14,598
	Prof. Project Specialist	0.18	\$ 8,740	0.18	\$ 9,046
	Librarian	0.18	\$ 8,952	0.18	\$ 9,266
	Reference Librarian	0.35	\$ 17,905	0.35	\$ 18,531
	Project Archivist	0.45	\$ 22,081	0.45	\$ 22,853
	Senior Worker	0.03	\$ 470	0.03	\$ 486
Misc. Sub Total	<u>1.88 FTEs</u>	<u>\$ 72,252</u>	<u>1.88 FTEs</u>	<u>\$ 74,781</u>	
5130	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
	<b>Total</b>	<u>27.13 FTEs</u>	<u>\$ 1,636,936</u>	<u>27.12 FTEs</u>	<u>\$ 1,644,597</u>

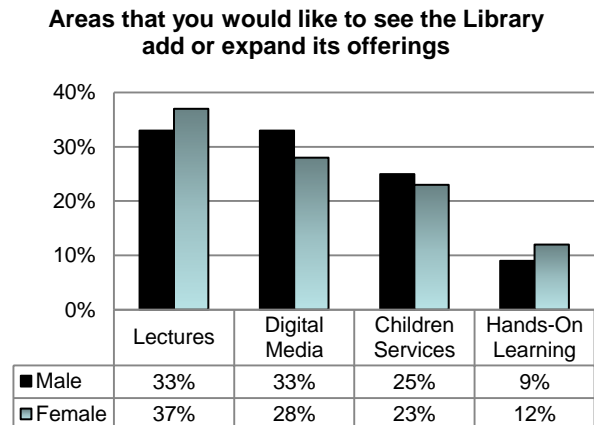
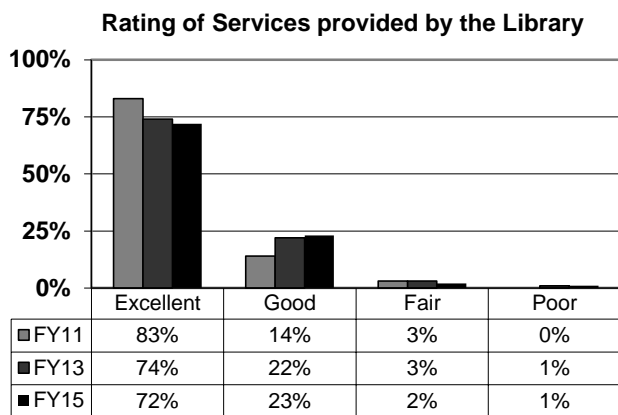
**Program Implementation**

The FY16 budget provides \$100,075 for Library books and materials.

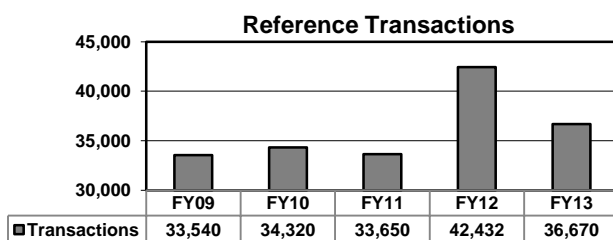
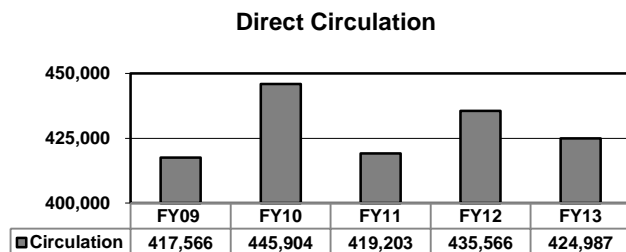
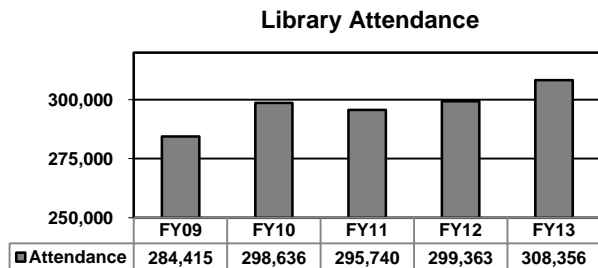
In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$86,712), natural gas (\$22,720), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$148,025.

Funding introduced in the FY15 budget, which enabled the Fowler Branch to open 4 additional hours on Thursday mornings year round will continue in FY16.

During FY15 library staff members met with more than 60 community members in 13 different focus groups to solicit ideas for future library directions in the areas of technology, space, programs, and collections. This information will be incorporated into a 5-year service plan for submission to the Massachusetts Board of Library Commissioners (MBLC). Residents can look forward to a number of enhancements in FY16 including: a revised website presence, additional educational lectures, an expansion of digital media collections, and improved services to children and teens. The library's popular training sessions on using electronic resources will continue and CFPL will increase its publicity and marketing efforts to keep residents informed about available resources.



**Discussion:** Citizen Surveys were conducted in the fall of 2010 (FY11), 2012 (FY13), and 2014 (FY15).



**Discussion:** The data was compiled by The Concord Free Public Library for the Annual Report of Information Survey, Board of Library Commissioners, Commonwealth of Massachusetts.

# HUMAN SERVICES: Human Services Administration

Item 26A

Mission Statement:

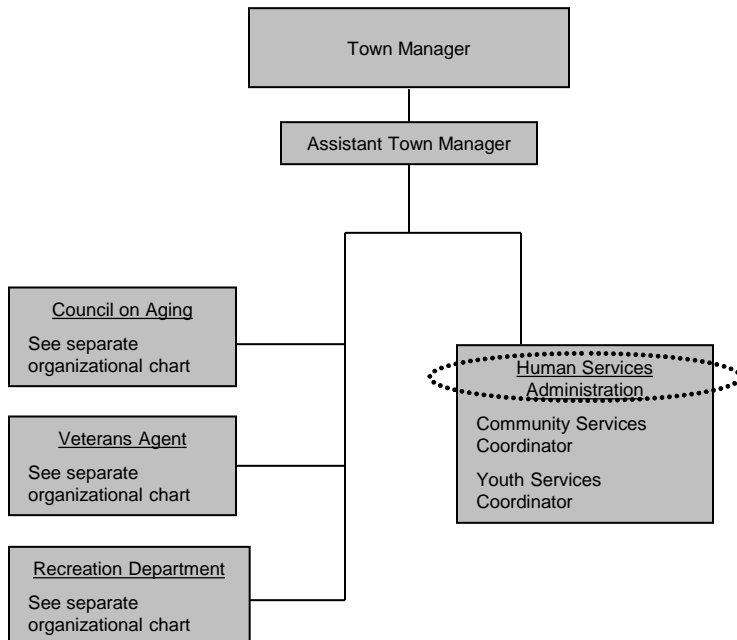
The mission of the Human Services Administration is to enhance the quality of life for residents by meeting their social needs through community-oriented programming and dedicated service.

Budget Highlights:

- The Human Services Administration account is new as of FY16. The Community Services Coordinator and Youth Services Coordinator were brought over to this account from the Town Manager's account, Item (1A).
- The FY16 budget provides for personnel costs and basic office supplies and is supported by the Community Chest and supplemented through the General Fund.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 9,000
Other Funds	\$ -	\$ -	\$ -	\$ 69,558
Total Expenditures	\$ -	\$ -	\$ -	\$ 78,558



Description:

Under the direction of the Assistant Town Manager, the Community Services Coordinator and Youth Services provide important social services to Concord residents.

**HUMAN SERVICES: Human Services Administration**

**Item 26A**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 77,293	\$ 77,293
Purchased Services	\$ -	\$ -	\$ -	200	165
Supplies	\$ -	\$ -	\$ -	500	500
Other Charges	\$ -	\$ -	\$ -	500	600
Capital Outlay	\$ -	\$ -	\$ -	-	-
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 78,493</b>	<b>\$ 78,558</b>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 9,000	11.46%	0.00%
Community Chest	\$ -	0.00%	\$ 69,558	88.54%	0.00%
<b>Totals</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 78,558</b>	<b>100.00%</b>	<b>0.00%</b>

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	0.00	-	1.00	52,493
		<u>0.00 FTEs</u>	<u>\$ -</u>	<u>1.00 FTEs</u>	<u>\$ 52,493</u>
5115	Youth Coordinator	0.00	-	992 hrs.	24,800
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.00 FTEs</u>	<u>\$ -</u>	<u>0.00 FTEs</u>	<u>\$ 24,800</u>
	<b>Total</b>	<u>0.00 FTEs</u>	<u>\$ -</u>	<u>1.00 FTEs</u>	<u>\$ 77,293</u>

**Mission Statement:**

The mission of Recreation Administration 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 FY16 Enterprise Budget Book.**

**Budget Highlights:**

•This Recreation Fund budget has been moved to the FY16 Enterprise Budget Book.

•With the retirement of the Recreation Director in FY15, the Town will support the Recreation Department with \$50,000 for programming in FY16.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 96,332	\$ 100,543	\$ 106,471	\$ 50,000
Other Funds	\$ 1,608,643	\$ 1,692,638	\$ 1,697,955	\$ -
<b>Total Expenditures</b>	<b>\$ 1,704,975</b>	<b>\$ 1,793,181</b>	<b>\$ 1,804,426</b>	<b>\$ 50,000</b>

**Description:**

The Department's services are grouped into five major categories:

- Child Care Programs
- Summer Activities
- Sports Activities
- Beede Swim & Fitness Center
- Fundraising Events

With the pending retirement of the Recreation Director, the Town Manager is reviewing the department's organizational structure to determine how it may best align with the Town's other Human Services functions

Town Manager

Assistant Town Manager

Recreation Department

Rec. Administration  
 Recreation Services Director  
 Administrative Assistant (2)  
 Registration Coordinators  
 Aquatics Director  
 Assistant Aquatics Director  
 Fitness Director  
 Recreation Supervisors  
 Custodians

General Programs  
 Day Camp            Basketball  
 Workreation        Tennis  
 Kaleidoscope       Group Exercise  
 Pre-School Activities

School Focus Programs  
 After School Program  
 Carousel  
 PreSchool  
 Before School

Beede Center  
 Lifeguards  
 Fitness Trainers  
 Receptionists  
 Prof. Prog  
 INSTRs

**HUMAN SERVICES: Recreation Programs**

**Item 26B**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,297,532	\$ 1,334,464	\$ 1,423,301	\$ -	\$ -
Purchased Services	223,779	263,745	225,400	50,000	50,000
Supplies	119,589	105,703	120,450	-	-
Other Charges	18,818	21,413	18,775	-	-
Capital Outlay	3,545	21,968	1,500	-	-
Rec. Fund Contribution	41,712	45,887	15,000	-	-
<b>Totals</b>	<b>\$ 1,704,975</b>	<b>\$ 1,793,181</b>	<b>\$ 1,804,426</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 106,471	5.90%	\$ 50,000	100.00%	-53.04%
Recreation Fund	1,684,943	93.38%		0.00%	0.00%
Swim and Fitness Fund	13,012	0.72%		0.00%	0.00%
<b>Totals</b>	<b>\$ 1,804,426</b>	<b>100.00%</b>	<b>\$ 50,000</b>	<b>0.00%</b>	<b>-97.23%</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	1.00	\$ 118,284	0.00	\$ -
5157	Car Allowance	N/A	1,200	N/A	-
	<b>General Fund Sub Total</b>	<b>1.00 FTEs</b>	<b>\$ 119,484</b>	<b>0.00 FTEs</b>	<b>\$ -</b>

**See Enterprise Budget Book for the FY16 Recreation Department Presentation**

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center, 105 Everett Street and Rideout Playground restrooms in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational needs of the community.

Budget Highlights:

- This budget represents a 4.5% *increase* in the operating appropriation of that of the FY15 budget.
- 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 \$8,323 to cover the utility costs for the 105 Everett Street building and \$10,331 to pay for the upkeep of the restroom facilities at the Rideout Playground.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 79,211	\$ 87,742	\$ 91,481	\$ 95,623
Other Funds	\$ 24,833	\$ 24,455	\$ 19,507	\$ 20,186
<b>Total Expenditures</b>	<b>\$ 104,044</b>	<b>\$ 112,197</b>	<b>\$ 110,988</b>	<b>\$ 115,809</b>

Description:

The Hunt Recreation Center houses the Recreation Department's office and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a ten year period. The facility's locker rooms were renovated in fall of 2005 at a cost of approximately \$100,000. The building has offices, conference and multi-purpose rooms, a large second floor gymnasium, and shower facilities. Adjacent to the building on Emerson Playground is a teaching swimming pool used during summer camp, a children's spray fountain, basketball/tennis courts (which were rehabilitated in Fall 2006), a state-of-the-art running track (which was resurfaced in fall of 2008), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

The facility received a new HVAC system in the fall of 2011. The equipment which is of a high efficiency nature is projected to produce lower utility costs.

The Hunt Recreation Center operates from 8:00 a.m. to 10:00 p.m. Monday through Friday, 8:00 a.m. to 6:00 p.m. on Saturday, and 8:00 a.m. to 10:00 p.m. on Sunday. The primary summer activity is the day camp that operates Monday through Friday. The summer season also includes a family swim program. The Center is also very busy throughout the year with activities that include the following: girl's basketball, men's and women's basketball, co-ed volleyball, fitness classes, and dances for middle school students. The Center is also home for the Department's Grades 3-to-6 After School program, which operates from September through June. In addition, the Center can be rented for private events and is used by several community and sports organizations and by Town committees for meetings. It is also the polling site for Precinct 5.

**HUMAN SERVICES: Hunt Recreation Center**

**Item 26C**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 43,104	\$ 46,214	\$ 46,990	\$ 47,419	\$ 47,419
Purchased Services	43,164	43,027	43,484	43,986	43,986
Supplies	3,906	4,986	5,250	6,250	5,750
Rideout Fieldhouse	6,687	7,682	8,081	10,331	10,331
105 Everett Street	6,994	7,063	7,183	8,323	8,323
Capital Outlay	188	3,226	-	-	-
<b>Totals</b>	<b>\$ 104,044</b>	<b>\$ 112,197</b>	<b>\$ 110,988</b>	<b>\$ 116,309</b>	<b>\$ 115,809</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 91,481	82.42%	\$ 95,623	82.57%	4.53%
Recreation Fund	19,507	17.58%	20,186	17.43%	3.48%
<b>Totals</b>	<b>\$ 110,988</b>	<b>100.00%</b>	<b>\$ 115,809</b>	<b>100.00%</b>	<b>4.34%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
N-2	Hunt Gym Ceiling	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 46,990	1.00	\$ 47,419
	<b>Total</b>	<b>1.00 FTEs</b>	<b>\$ 46,990</b>	<b>1.00 FTEs</b>	<b>\$ 47,419</b>

Utility Performance Information						
Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 16,714	\$ 13,374	\$ 17,028	\$ 13,775	1.071	7.352
Natural Gas	10,316	3,659	10,350	10,350	0.293	0.474
Water	970	771	881	881	0.062	0.014
Sewer	1,739	1,799	2,077	1,800	0.144	0.014

The Hunt Gym has a square footage of 12,492 and is used daily. (broken meter FY14)

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

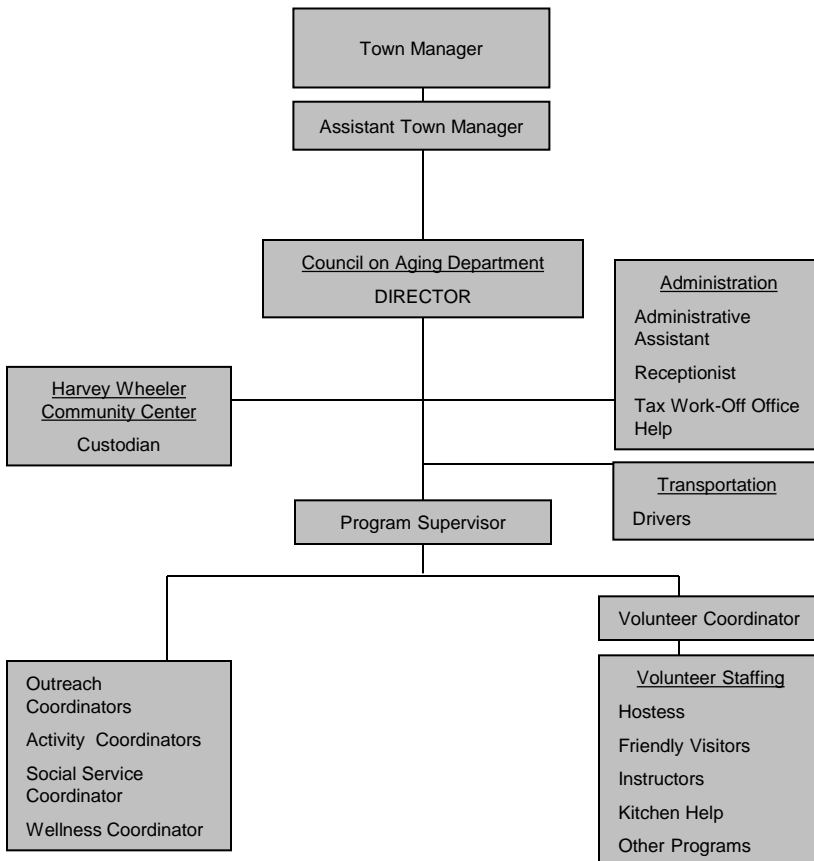
Mission Statement:

The mission of the Council on Aging (COA) is to improve the quality of life of Concord citizens over the age of 60. The COA strives to assist them in maintaining their dignity, self-esteem, and personal independence. We work to enhance their roles as full participants in the life of the community. Our goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing with the support of our Information and Referral, Outreach, Educational, Wellness, Fitness, Social, Mental Health, Recreational, Intergenerational and Transportation programming.

Budget Highlights:

- This budget represents a 5.5% *increase* in the operating appropriation from that of the FY15 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY 2016 is expected to be \$37,328, which provides funding for the following positions: Wellness Coordinator, Two Activity Coordinators and an portion of the Outreach Coordinator position.
- An anticipated gift from the Community Chest of \$34,410 will be used to fund or partially fund the Outreach Coordinator Social Service Coordinator and Volunteer Coordinator.
- A small increase was requested to increase one of the Outreach Coordinator positions from 30 to 32 hours per week to help manage the increase in the caseload.
- The van driver budget was increased to fund a small wage increase and to allow an additional van 1 day per week to keep up with the high demand for transportation services.
- A gift of the estate of John Florio contributes \$12,969 for the services of an Outreach Coordinator.
- A grant from the Concord Friends of the Aging made the purchase of a new handicapped accessible van possible this past year. Additional assistance for programs, events, and materials is provided on a case by case basis by the Concord Friends of the Aging.

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 262,293	\$ 284,373	\$ 311,881	\$ 328,996
Other Funds	\$ 52,409	\$ 56,427	\$ 80,905	\$ 81,941
<b>Total Expenditures</b>	<b>\$ 314,702</b>	<b>\$ 340,800</b>	<b>\$ 392,786</b>	<b>\$ 410,937</b>



Description:

The Council on Aging (COA) provides a variety of essential services to Concord citizens over the age of 60. These services include information and referral, counseling, crisis intervention, transportation, educational programs, and recreational activities. The COA also cooperates with other local and regional elder service providers to ensure the well being of seniors in Concord.

**HUMAN SERVICES: Council on Aging**

**Item 26D**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$209,499.06	\$226,523.33	\$ 356,692	\$ 381,955	\$ 372,970
Purchased Services	18,409	16,089	18,140	17,790	17,787
Supplies	8,634	15,708	13,829	16,045	16,045
Other Charges	2,752	2,053	4,125	4,135	4,135
Capital Outlay	23,000	24,000	-	-	-
Totals	\$ 262,293	\$ 284,373	\$ 392,786	\$ 419,925	\$ 410,937

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 311,881	79.40%	\$ 328,996	80.06%	5.49%
EOEA Grant	36,921	9.40%	37,004	9.00%	0.22%
Friends of the Aging	-	0.00%	-	0.00%	N/A
Community Chest Gift	30,672	7.81%	31,968	7.78%	4.23%
Florio Gift	13,312	3.39%	12,969	3.16%	N/A
Totals	\$ 392,786	100.00%	\$ 410,937	100.00%	4.62%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**HUMAN SERVICES: Council on Aging**

**Item 26D**

<b>Personnel Services Summary</b>					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Council on Aging Director	1.00	\$ 73,337	1.00	\$ 73,337
	COA Program Supervisor	1.00	54,232	1.00	54,232
	Administrative Assistant	0.88	46,768	1.00	47,440
	Receptionist/Clerk	1.00	34,787	1.00	33,701
	Sub Total	<u>3.88 FTEs</u>	\$ 209,124	<u>4.00 FTEs</u>	\$ 208,710
5115	Van Drivers	2988 hrs.	38,844	3456 hrs.	46,656
	Wellness Clinic Coordinator	550 hrs.	9,900	575 hrs.	14,375
	Activity Coordinators	1274 hrs.	17,037	1295 hrs.	17,958
	Outreach Coordinators	3654 hrs.	58,464	3758 hrs.	62,007
	Social Services Coordinator	400 hrs.	10,000	400 hrs.	10,000
	Volunteer Coordinator	800 hrs.	11,200	800 hrs.	11,200
5130	Overtime	60 hrs.	2,123	60 hrs.	2,064
Total		<u>8.50 FTEs</u>	<u>\$ 356,692</u>	<u>8.93 FTEs</u>	<u>\$ 372,970</u>

**Program Implementation**

The FY16 budget recommendation provides funding to cover 5 full-time positions, 6 part time positions, 7 part time van drivers and the associated supplies and purchased services.

According to the January 2014 Town Census, there are 4,534 Concord residents over the age of 60 representing approximately 28% of the total population of Concord. The number of seniors is expected to continue to rise for several more years as the Baby Boomer generation ages and the COA will continue to be responsible for providing social, recreational and clinical services to meet their needs.

The Outreach staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals. We provide assistance directly to Concord seniors and we are also available to assist residents who are concerned about their aging parents.

The COA puts out an extensive monthly newsletter detailing our many social, recreational and educational offerings at the Harvey Wheeler Community Center.

The Wellness team offers many programs and clinics that promote good health for Concord's seniors and encourages participation in the many exercise programs that we offer each week.

The COA operates a van service that provides crucial transportation services to those senior residents who no longer drive. The van service provides rides for medical appointments, shopping and other needed errands.

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

The COA depends on the assistance and support of many community volunteers and encourages residents who might be interested and available to help to be in touch.

**Town Manager Goal:** To enhance Residents' Quality of Life

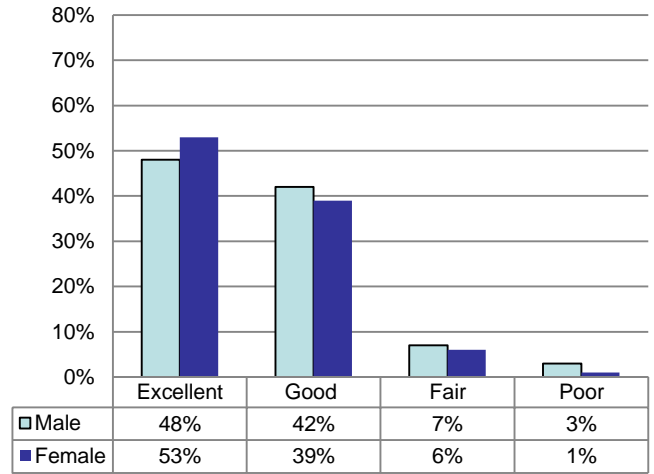
**Division Goal:** To provide quality services for COA participants

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

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

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

**Rating of Services provided by the COA**



**Town Manager Goal:** To enhance Residents' Quality of Life

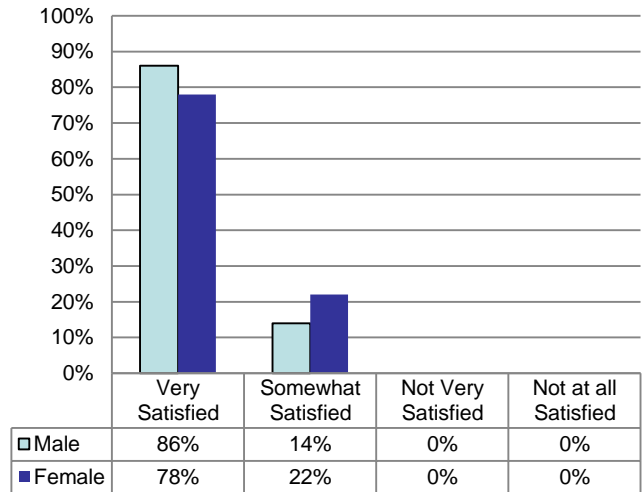
**Division Goal:** To provide a broad range of activities that cater to the desires of the seniors

**Objective:** To have a positive survey response about the activity variety offered by the COA

**Measure:** 2013 COA Fall Survey\*

**Notes:** Seniors enjoy many of the COA activities including trips, cinema, lectures, and Wednesday lunches at HWCC.

**Activity Variety Satisfaction by Gender**



\*The COA Activity Variety Satisfaction graph is based off of the 2013 COA Fall Survey in which 108 seniors responded.

Mission Statement:

The 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 Council on Aging and the Recreation Department Carousel Preschool and After School Care Program and as general meeting space for other Town departments and community groups.

Budget Highlights:

- This budget represents a 1.7% *increase* in the operating appropriation over that of the FY15 budget.
- Rental income rose from \$15,699 in FY13 to \$23,547 in FY14 as the need and demand for community space for meetings and events continues to rise.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 137,753	\$ 144,642	\$ 117,717	\$ 117,079
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 137,753</b>	<b>\$ 144,642</b>	<b>\$ 117,717</b>	<b>\$ 117,079</b>

Description:

The Harvey Wheeler Community Center (HWCC) provides office and programming space for the Council on Aging, as well as the Recreation Department Carousel pre-school and after-school programs.

HWCC was also used during the evenings and on the weekends by many different Town departments, non-profit and private groups. In FY14 income from rent for use of HWCC totaled \$23,547. The building fills an important need in the community for small to medium-sized meeting spaces with adequate parking.

The flat roof section of HWCC was replaced this past year to prepare for a new energy management system installation scheduled for the Winter of 2015.

Employees working in HWCC participated fully in the Energy Conservation campaign sponsored by the Town and we saw a drop in electricity consumption and heating fuel use.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$17,631	\$20,348	\$ 19,079	\$ 21,466	1.418	8.240
Natural Gas	14,274	16,817	14,766	16,285	1.172	0.677
Water	611	629	588	630	0.044	0.009
Sewer	1,299	1,353	1,385	1,470	0.094	0.009

The Harvey Wheeler Center has a square footage of 14,350 and is used on weekdays, weekends and evenings. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

**HUMAN SERVICES: Harvey Wheeler Community Center**

**Item 26E**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 63,519	\$ 41,980	\$ 45,342	\$ 44,683	\$ 44,740
Purchased Services	48,608	54,853	56,775	59,339	59,339
Supplies	3,126	3,895	5,600	5,500	5,500
Other Charges	-	-	-	-	-
Capital Outlay	22,500	43,915	10,000	10,000	7,500
<b>Totals</b>	<b>\$ 137,753</b>	<b>\$ 144,642</b>	<b>\$ 117,717</b>	<b>\$ 119,522</b>	<b>\$ 117,079</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 117,717	100.00%	\$ 117,079	100.00%	-0.54%
<b>Totals</b>	<b>\$ 117,717</b>	<b>100.00%</b>	<b>\$ 117,079</b>	<b>100.00%</b>	<b>-0.54%</b>

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
O-1	HWCC Building Improvements	\$ 10,000	\$ 7,500	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 7,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 39,167	1.00	\$ 39,944
	Sub Total	<u>1.00 FTEs</u>	\$ 39,167	<u>1.00 FTEs</u>	\$ 39,944
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	50 hrs.	\$2,500
5130	Overtime	120 hrs.	3,675	80 hrs.	\$2,296
	<b>Total</b>	<u>1.02 FTEs</u>	<u>\$ 45,342</u>	<u>1.02 FTEs</u>	<u>\$ 44,740</u>

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 9.2% *increase* in the operating appropriation from that of the FY15 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents, as well as additional hours for the Veterans Agent.
- The benefits portion of this account reflects seven qualifying residents receiving monetary benefits as of December 2013, with a small contingency included to address the ever-present possibility of a mid-year addition of another qualifying resident.
- Purchased services for this account includes \$1,500 to cover telephone service and telephone maintenance costs for the Veterans' Agent.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 42,624	\$ 59,679	\$ 55,771	\$ 60,889
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 42,624</b>	<b>\$ 59,679</b>	<b>\$ 55,771</b>	<b>\$ 60,889</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 75% 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 26F**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 19,110	\$ 19,233	\$ 19,184	\$ 23,020	\$ 23,020
Purchased Services	1,315	3,058	1,500	1,500	1,500
Supplies	580	551	662	669	669
Other Charges	323	415	625	875	700
Sub Total	\$ 21,328	\$ 23,257	\$ 21,971	\$ 26,064	\$ 25,889
<u>Veterans Benefits</u>					
Other Charges	\$ 21,296	\$ 36,422	\$ 33,800	\$ 42,000	\$ 35,000
Totals	\$ 42,624	\$ 59,679	\$ 55,771	\$ 68,064	\$ 60,889

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 55,771	100.00%	\$ 60,889	100.00%	9.18%
Totals	\$ 55,771	100.00%	\$ 60,889	100.00%	9.18%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	783 hrs.	19,184	940 hrs.	23,020
	Total	0.38 FTEs	\$ 19,184	0.45 FTEs	\$ 23,020

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 *no change* in the operating appropriation from that of the FY15 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,506, calculated based upon prior years' experience as well as FY16 anticipated contractual wage obligations.
- Other event-related expenses include band/musician fees, participant refreshments, honored-citizen related expenses, horse and carriage rentals, etc.
- Flag replacement remains an important element of this account, for the annual purchase of Memorial Day flags and for maintenance of the street flags placed out for various significant days and events during the year. This line remains at \$2,500.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 23,568	\$ 21,696	\$ 24,006	\$ 24,006
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,568	\$ 21,696	\$ 24,006	\$ 24,006

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 26G**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 22,493	\$ 20,608	\$ 21,506	\$ 21,506	\$ 21,506
Memorial Day Flags	1,071	1,089	1,500	1,500	1,500
Street Flags	3	-	1,000	1,000	1,000
Totals	\$ 23,568	\$ 21,696	\$ 24,006	\$ 24,006	\$ 24,006

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,006	100.00%	\$ 24,006	100.00%	0.00%
Totals	\$ 24,006	100.00%	\$ 24,006	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**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. Concord Public School employees are not covered by this appropriation account.

**Budget Highlights:**

- This budget represents no increase in the operating appropriation from that of the FY15 budget.
- As of June 30, 2014, the General Fund accrued liability for Town employee sick leave buyback payable at retirement was \$1,275,919. 63% of this liability is on account of uniformed Police and Fire personnel.
- At the end of FY14, \$90,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2014 was \$238,298.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 96,963	\$ 97,240	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 96,963</b>	<b>\$ 97,240</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

**Description:**

The specific components of this budget are as follows:

**Unused Sick Leave** (Town government employees only, not including CPS employees):

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 27**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	242	237	2,500	2,500	2,500
Employee Assistance Program	6,721	7,003	7,500	7,500	7,500
To Sick Leave Buyback Reserve	90,000	90,000	-	-	-
Totals	\$ 96,963	\$ 97,240	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

General Fund Sick Leave Buy-Back Liability at June 30				
	FY11	FY12	FY13	FY14
Police Union	\$ 308,956	\$ 293,204	\$ 298,753	\$ 263,020
Fire Union	500,869	546,397	567,168	549,154
All Other Town Govt	499,129	507,080	516,507	463,745
Total Town Liability	\$ 1,308,954	\$ 1,346,681	\$ 1,382,428	\$ 1,275,919
CPS Employees	\$ 1,721,757	\$ 1,674,836	\$ 1,796,597	\$ 1,760,537
Total Liability	\$ 3,030,711	\$ 3,021,517	\$ 3,179,025	\$ 3,036,456

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	20%	31.0 Days

Fire Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 7/1/11	50%	65.0 Days

This account is responsible only for the General Fund "Town Liability" show in the table above. The Concord Public Schools (CPS) liability is payable from the annual CPS appropriation. The Total Liability is shown in the Town's Annual Financial Statements. Enterprise Fund Liabilities are paid from those funds.

The payout from FY16 through FY20 from this account is expected to be approximately \$575,000. To cover this expected payout, the Town plans to allocate \$90,000 each year to the Sick Leave Buyback "Reserve", which is estimated to have an ending balance of \$123,298 on June 30, 2015, as shown below.

General Fund Sick Leave Buyback Reserve				
	Beginning Balance	Uses	Added @ 6/30	Ending Balance
FY12	\$ 109,783	\$ (16,740)	\$ 90,000	\$ 183,043
FY13	\$ 183,043	\$ (6,272)	\$ 90,000	\$ 266,771
FY14	\$ 266,771	\$ (118,473)	\$ 90,000	\$ 238,298
FY15 (est.)	\$ 238,298	\$ (205,000)	\$ 90,000	\$ 123,298

**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 FY15 budget.
- This account is less than 0.6% of Article 21, the accounts under the jurisdiction of the Town Manager.
- Four Reserve Fund requests were submitted to the Finance Committee during FY14, totaling \$64,388:
  - \* Veteran's Benefits (\$14,000)
  - \* Police Department (\$40,000)
  - \* Street Lighting. (\$2,600)
  - \* Social Security (\$7,788)

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (86,253)	\$ (64,388)	N/A	N/A
Return to Revenue	\$ 138,747	\$ 160,612	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 35 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2015 Annual Town Meeting (Article 21).

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 FY14, the Finance Committee approved the following reserve fund transfers:

**FY14 Reserve Fund Transfers**

Account	Amount	Explanation
Veterans Services and Benefits	\$ 14,000	To provide benefits to additional veterans as specified by State law.
Police Department	\$ 40,000	To provide funds for an unexpected internal investigation.
Street Lighting	\$ 2,600	To fund actual street lighting cost not known until the end of the fiscal year.
Social Security	\$ 7,788	To cover the cost of social security payments for CPS employees.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(86,253)	(64,388)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	138,747	160,612	N/A	N/A	N/A

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 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 26 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 proposed FY16 Classification & Compensation Plan for non-union staff and the results of collective bargaining agreements applicable to FY16.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Appropriation	\$ 460,000	\$ 480,574	\$ 555,434	\$ 646,256
Less Transfers & Encumbrances	\$ (456,358)	\$ (473,680)	N/A	N/A
Balance Unexpended	\$ 3,642	\$ 6,894	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 separate accounts and sub-accounts that include salary funds.

The FY16 recommendation is projected to be sufficient for approximately a 4.0% overall pay adjustment for non-union staff and for the funding of existing collective bargaining agreements with uniformed police officers, fire fighters, public safety dispatchers, and Library employees. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY16 step increase and merit pay plan for non-union staff prior to July 1, 2015.

The FY15 compensation plan for non-union staff allowed for an average 4.0% pay adjustment, with 1.5% for market adjustments and 2.5% for step and merit adjustments up to the allowable amount limited by the salary cap of the specific classification.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY16 are proposed for funding from this account.

The budget proposed for FY16 includes funding that would be normally be shown in the Police Department budget (Account #11), but a collective bargaining agreement setting salary levels for July 1, 2014 has not yet been concluded.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 460,000	\$ 480,574	\$ 555,434	\$ 646,256	\$ 646,256
Less:					
Total Transfers	(371,858)	(417,680)	(344,123)	N/A	N/A
Encumbered	(84,500)	(56,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 3,642	\$ 6,894	211,311	N/A	N/A

Note: The FY15 Total Transfer amount does not include the amount to be transferred to the Police Department account, an amount not yet determined due to ongoing collective bargaining negotiations.

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 555,434		\$ 646,256		16.35%
Totals	\$ 555,434		\$ 646,256		16.35%

<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%

\* Based upon written performance evaluation

Mission Statement:

The purpose of this account is to facilitate the acquisition of land by providing resources for appraisals, surveys, and deposits.

Budget Highlights:

- General Fund support of \$15,000 is proposed in FY16.
- 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000

Description:

The Land Fund was established by Town Meeting vote on April 7, 1986 (Article 12). The Bylaw states that the Fund receives:

1. Appropriations voted at any Annual or Special Town Meeting;
2. Interest income on any available cash balance in the fund;
3. Gifts from private sources.

This budget account shows the appropriations voted by the Town, supported either by the property tax levy or by transfer from the available fund balance. An appropriation of \$15,000 is proposed for FY16.

**UNCLASSIFIED: Land Fund**

**Item 30**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
<b>Total Expenditure</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,000	N/A	\$ 15,000	N/A	N/A
<b>Totals</b>	<b>\$ 15,000</b>	<b>N/A</b>	<b>\$ 15,000</b>	<b>N/A</b>	<b>N/A</b>

<b>Land Fund History</b>							
	FY10	FY11	FY12	FY13	FY14	FY15 Budgeted	FY16 Proposed
<u>Fund Source</u>							
Beginning Balance	\$ 24,010	\$ 36,057	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,017
Return to Fund	-	-	1,453	-	-	-	-
Sale of Land	-	-	-	-	-	-	-
Tax Levy	15,000	-	-	10,000	10,000	15,000	15,000
Gifts	-	-	-	-	-	-	-
Interest Earned	197	125	45	17	2	15	30
<b>Total Available</b>	<b>\$ 39,207</b>	<b>\$ 36,182</b>	<b>\$ 15,071</b>	<b>\$ 25,088</b>	<b>\$ 11,766</b>	<b>\$ 15,017</b>	<b>\$ 30,047</b>
<u>Fund Uses</u>							
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Purchase	-	-	-	-	-	-	-
Options	-	-	-	-	-	-	-
Appraisal, Legal, Surveying, etc.	3,150	22,609	-	23,324	11,764	-	-
<b>Total Used</b>	<b>\$ 3,150</b>	<b>\$ 22,609</b>	<b>\$ -</b>	<b>\$ 23,324</b>	<b>\$ 11,764</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Balance</b>	<b>\$ 36,057</b>	<b>\$ 13,573</b>	<b>\$ 15,071</b>	<b>\$ 1,764</b>	<b>\$ 2</b>	<b>\$ 15,017</b>	<b>\$ 30,047</b>

# JOINT (TOWN-CPS): Group Insurance Overview

Item 31

Funding Summary					Budget Highlights:		
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed			
Group Insurance	\$4,650,000	\$4,650,000	\$ 4,650,000	\$ 4,650,000	<ul style="list-style-type: none"> <li>The group insurance appropriation is proposed to be level-funded for the fifth consecutive year.</li> <li>OPEB Trust Fund @ 6/30/14 (amts. In thousands)</li> </ul>		
OPEB	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000	General Fund	Enterprise Fund	Total
Other Funds	\$ 532,345	\$ 526,591	\$ 529,000	\$ 572,000	\$4,935	\$1,642	\$6,577
Total Funding	\$5,582,345	\$5,826,591	\$ 6,079,000	\$ 6,372,000	\$27,602	\$801	\$28,403

**Description:**

Group Insurance covers Health Insurance, Life Insurance, and Dental Insurance. By far, the largest component of Group Insurance is Health Insurance.

**Health Insurance**

Employee health insurance costs had been one of the fastest growing components our budget in the period FY08 – FY12. The town pays on average about 55% of employee group health insurance costs and 50% of retiree costs. State law requires us to pay at least 50% and most of the surrounding towns pay a higher proportion.

Concord has been in the forefront of municipal collaborative efforts to restrain costs and wring out unneeded overhead expense through our leadership of the 17 towns and regional school districts now in the Minuteman Nashoba Health Group (MNHG). The group, covering more than 4,000 employees and retirees and another 2,000 family members, is self-funded, which means we pay claims costs, not premiums. The MNHG Board, consisting of one member from each jurisdiction designated by the Board of Selectmen or Regional School Committee, sets internal premium rates designed to cover projected claims costs.

With the enactment of the 2011 Municipal Health Insurance Reform Act, Concord was given the option to transfer its health insurance subscribers to the State's Group Insurance Commission (GIC) program or to remain in MNHG and negotiate possible plan modifications with part of the savings being shared with health insurance subscribers. The purpose of this legislation was to slow down the increase of health care cost paid by municipalities. In response to this legislation, The Minuteman-Nashoba Health Group developed a new health plan design in the fall of 2011 and the Town of Concord and the CPS/CCRSJ jointly successfully negotiated a Mitigation Plan in January 2012 with all constituent town and school employee union groups as required by the state law. The centerpiece of the Mitigation Plan was that approximately 30% of the projected employer savings would be directed to fund a Health Reimbursement Account (HRA) Plan over a three-year period ending May 31, 2015. The HRA is a tax-favored plan that enables subscribers to cover out-of-pocket health care costs with funds not treated as taxable income.

The new plan design was put in place June 1, 2012, involving higher co-pays and deductibles. Premium rates set by the self-funded MNHG group were 8% to 14% below prior rates. Subsequent rate decreases at June 1, 2013 and 2014, resulting from good claims experience, resulted in rates at June 1, 2014 being as much as 20% lower than three years earlier.

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

Approximately a quarter of the total group health insurance expenditure is for retirees. State law, accepted by Concord voters at a 1960 ballot, guarantees that all Concord retirees (and spouses) will be eligible to continue health plan coverage through the Town for life, with the town picking up 50% of the cost. Medicare-eligible retirees are required to join Medicare Part B when first eligible. Historically, the town's share of the cost of retiree health insurance has been met on a pay-as-you-go basis. Unlike pension funding requirements, prior to FY09 there had been no requirement to measure retiree health insurance obligations on an actuarial basis, determine the corresponding annual expense required to meet future obligations, and begin to build a long-term investment fund whose earnings would help meet such obligations.

New governmental accounting standards that became effective for Concord's financial reporting as of June 30, 2009 require municipalities to measure these future liabilities, determine the annual required cost on a 30-year funding schedule, and record on the town's financial statements any shortfall between the annual required cost and what is funded. While the requirement is solely to report the future liability, in practice many municipalities and state governments have begun to take steps both to mitigate the escalation of future costs and to begin to fund the annual expense to address the unfunded liability. Concord is among those who have begun to take significant steps.

At least every two years, the Town will be required to conduct an actuarial analysis to determine the liability associated with Other Post-Employment Benefits. The most recent study was completed based on January 1, 2012 data and a new valuation to June 30, 2014 is presently being completed. The estimated OPEB liability as of June 30, 2013 is \$32.4 million. The market value of the Town's OPEB Trust Fund at that date was \$3.98 million, resulting in an unfunded liability of \$29.4 million. The annual required General Fund contribution to meet the thirty-year funding schedule would require \$2.2 million in the FY16 budget. These numbers are subject to change with the new valuation data.

**TOWN OF CONCORD**

**Group Insurance and OPEB accounts (31A and 31B)**

EXPENSE DETAIL	actual						Proposed FY16	
	FY09	FY10	FY11	FY12	FY13	FY14		Budget FY15
Health Insurance - active employees	\$2,744,993	\$2,826,059	\$2,993,576	\$3,363,487	\$3,033,459	\$2,953,437	\$2,830,000	\$3,000,000
Health Insurance - retirees	1,026,542	1,086,865	1,172,412	1,110,874	974,648	991,897	1,037,000	1,150,000
<b>Subtotal, group health insurance</b>	<b>\$3,771,535</b>	<b>\$3,912,924</b>	<b>\$4,165,988</b>	<b>\$4,474,361</b>	<b>\$4,008,107</b>	<b>\$3,945,334</b>	<b>\$3,867,000</b>	<b>\$4,150,000</b>
Retiree health paid to other gov'ts	\$0	\$0	\$0	\$0	\$735	\$5,328	\$10,000	\$20,000
Life Insurance	16,286	16,068	15,744	15,547	15,553	15,405	18,000	20,000
Dental Insurance	235,338	236,334	236,286	244,265	249,340	253,306	260,000	280,000
Medicare Part B Penalty	12,631	4,629	9,333	19,706	17,844	17,500	18,000	17,000
Health Reimbursement Account (HIRA)	0	0	0	6,845	129,947	3,116	100,000	0
HRA and other admin fees	1,200	1,200	0	2,574	14,524	13,982	15,000	15,000
Actuarial services	10,000	0	0	0	9,250	0	20,000	20,000
<b>Subtotal, other group insurance</b>	<b>\$275,455</b>	<b>\$258,231</b>	<b>\$261,363</b>	<b>\$288,937</b>	<b>\$437,193</b>	<b>\$308,637</b>	<b>\$441,000</b>	<b>\$372,000</b>
Transferred to OPEB Trust from 31A Gr. Insr.	\$0	\$0	\$400,000	\$350,000	\$650,000	\$800,000	\$800,000	\$625,000
Transfer to OPEB Trust from Enterprises	0	0	263,192	287,932	71,200	68,237	71,000	75,000
Transfer to OPEB Trust from Insurance Reserve	0	0	700,000	0	0	0	0	0
Appropriation to OPEB Trust (31B)	0	0	0	150,000	400,000	650,000	900,000	1,150,000
<b>Total to OPEB Trust</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,363,192</b>	<b>\$787,932</b>	<b>\$1,121,200</b>	<b>\$1,518,237</b>	<b>\$1,771,000</b>	<b>\$1,850,000</b>
Transfer to Insurance Reserve Fund	178,952	384,049	68,835	17,265	15,845	54,383	0	0
<b>Grand Total, accounts 31A and 31B</b>	<b>\$4,225,942</b>	<b>\$4,555,204</b>	<b>\$5,859,378</b>	<b>\$5,568,495</b>	<b>\$5,582,345</b>	<b>\$5,826,591</b>	<b>\$6,079,000</b>	<b>\$6,372,000</b>
<b>FUNDING DETAIL</b>								
General Fund	\$3,845,000	\$4,152,600	\$4,465,000	\$4,800,000	\$5,050,000	\$5,300,000	\$5,550,000	\$5,800,000
Other Funds	380,942	402,604	694,378	768,495	532,345	526,591	529,000	572,000
Transfer from Insurance Reserve to OPEB	\$4,225,942	\$4,555,204	\$5,859,378	\$5,568,495	\$5,582,345	\$5,826,591	\$6,079,000	\$6,372,000
<b>Appropriated Detail (General Fund)</b>								
Account 31A	\$3,845,000	\$4,152,600	\$4,465,000	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000
Account 31B	0	0	0	150,000	400,000	650,000	900,000	1,150,000
	\$3,845,000	\$4,152,600	\$4,465,000	\$4,800,000	\$5,050,000	\$5,300,000	\$5,550,000	\$5,800,000

Mission Statement:

The purpose of this funding is to provide for the cost of employee group insurance programs. The Town participates in a Joint Purchasing Group with 16 area towns and school districts. The Group Plan is self-funded and rates are set to cover expected claims, reinsurance cost for large claims, and administrative costs negotiated with Tufts, Harvard Pilgrim, and Fallon Health Plans.

Budget Highlights:

- This budget covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- The General Fund share of this account is level-funded for FY16.
- About 70% of active Town and CPS employees select Town health insurance coverage.
- Pursuant to a July 2011 state law, a revised health plan design was implemented on June 1, 2012. A 3-year Mitigation Plan was agreed upon to set up and fund a Health Reimbursement Account to offset a portion of higher out-of-pocket costs incurred by plan participants.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Use for Group Insurance	\$3,984,154	\$3,795,617	\$ 3,850,000	\$ 4,025,000
Transfer to OPEB Trust Fund	\$ 650,000	\$ 800,000	\$ 800,000	\$ 625,000
Transfer to Insurance Reserve	\$ 15,846	\$ 54,383	\$ -	\$ -
<b>Total General Fund</b>	<b>\$4,650,000</b>	<b>\$4,650,000</b>	<b>\$ 4,650,000</b>	<b>\$ 4,650,000</b>
Other Funds	\$ 461,145	\$ 458,354	\$ 458,000	\$ 497,000
<b>Total Expenditures</b>	<b>\$5,111,145</b>	<b>\$5,108,354</b>	<b>\$ 5,108,000</b>	<b>\$ 5,147,000</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 incurred by subscribers. As part of the agreement, the Town Manager indicated his intention to maintain the Group Insurance appropriation account at \$4,650,000 and to direct any unexpended appropriation to the OPEB Trust Fund.

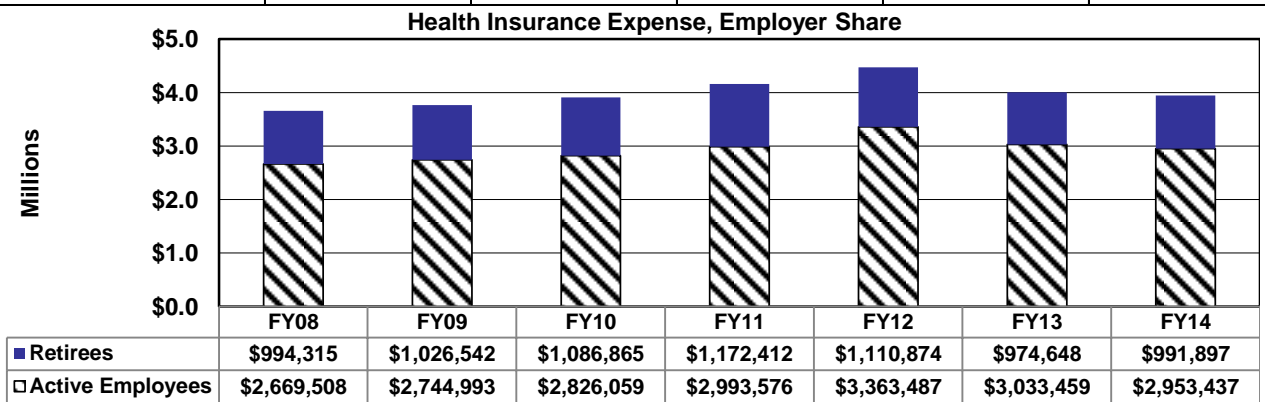
**JOINT (TOWN-CPS): Group Insurance**

**Item 31A**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 3,033,459	\$ 2,953,437	\$ 2,830,000	\$ 3,000,000	\$ 3,000,000
Health Insurance - Retired	974,648	991,897	1,037,000	1,150,000	1,150,000
Health Insurance - Ret. (MGL 32, 9A1/2)	735	5,328	10,000	20,000	20,000
Life Insurance	15,553	15,406	18,000	20,000	20,000
Dental Insurance	249,340	253,307	260,000	280,000	280,000
Other Prof. Services	23,774	13,982	20,000	20,000	20,000
Medicare Part B Penalty Reimbursement	17,844	17,500	18,000	17,000	17,000
Health Plan Mitigation Fund	129,947	3,116	115,000	15,000	15,000
Transfer to Insurance Reserve Fund	15,845	54,383	-	-	-
Transfer to OPEB Trust Fund	650,000	800,000	800,000	625,000	625,000
<b>Total Expenditure</b>	<b>\$ 5,111,145</b>	<b>\$ 5,108,355</b>	<b>\$ 5,108,000</b>	<b>\$ 5,147,000</b>	<b>\$ 5,147,000</b>

Note: OPEB information is presented in Item 31B

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,650,000	91.03%	\$ 4,650,000	90.34%	0.00%
Light Fund	240,000	4.70%	260,000	5.05%	8.33%
Water Fund	75,000	1.47%	81,000	1.57%	8.00%
Sewer Fund	16,000	0.31%	17,000	0.33%	6.25%
Recreation Fund	57,000	1.12%	62,000	1.20%	8.77%
Swim & Fitness Center Fund	64,000	1.25%	70,000	1.36%	9.38%
Retirement	6,000	0.12%	7,000	0.14%	16.67%
<b>Totals</b>	<b>\$ 5,108,000</b>	<b>100.00%</b>	<b>\$ 5,147,000</b>	<b>100.00%</b>	<b>0.76%</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 \$250,000 increase in General Fund allocation over the amount planned in the FY15 budget.
- \$1,150,000 has been proposed to partially fund the General Fund’s portion of the Annual Net OPEB Obligation (NOO). The total FY16 General Fund NOO is projected at 1.36 million.
- The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) will continue to fully fund their portion of the NOO.

**Funding Summary**

Transferred to OPEB Trust	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund Appropriation	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000
Enterprise Funds	\$ 71,200	\$ 68,237	\$ 71,000	\$ 75,000
Transfer from Group Ins. (#31A)	\$ 400,000	\$1,050,000	\$ 800,000	\$ 625,000
<b>Total Funding</b>	<b>\$ 871,200</b>	<b>\$1,768,237</b>	<b>\$ 1,771,000</b>	<b>\$ 1,850,000</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 initial Actuarial Study based on data as of January 1, 2009 and updated the study as of 1/1/12. The Actuarial Accrued Liability (AAL) as of the most recent date was approximately \$30 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 FY16, the Annual NOO is projected to be \$1,465,559, which is comprised of the liability associated with the various funds. As presented in the Annual Funding Plan for FY16, the General Fund budget proposes an appropriation of \$1,150,000 to partially cover its obligation and the Enterprise Funds plan to fully pay for their obligations totaling \$77,700. In addition, it is presently anticipated that \$625,000 will be available from Account 31A to provide supplemental funding to the OPEB Trust Fund in FY16.

**JOINT (TOWN-CPS): Other Post Employment Benefits****Item 31B**

The table below shows the change in Annual Net OPEB Obligation (NOO) . This liability equals the adjusted Annual Required Contribution (ARC) after subtracting "pay-as-you-go" contributions that covers the existing health care benefits for current retirees. The total Annual NOO is projected to be \$1.46 million in FY16.

<b>Annual Net OPEB Obligation (Liability net of "pay as you go" Contributions)</b>					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,858,674	\$ 2,015,101	\$ 1,502,145	\$ 1,427,856	\$ 1,364,746
Light Fund	32,085	14,321	42,708	38,055	37,448
Water Fund	21,997	18,175	22,314	17,000	24,024
Sewer Fund	5,500	4,544	5,579	9,629	6,256
Swim & Fitness Center Fund	33,163	34,160	27,490	27,590	33,085
Totals	<u>\$ 1,951,419</u>	<u>\$ 2,086,301</u>	<u>\$ 1,600,236</u>	<u>\$ 1,520,130</u>	<u>\$ 1,465,559</u>

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>					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Projected	FY16 Projected
General Fund	\$ 150,000	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000
Trans. from Group Ins. (#31A)	\$ 350,000	\$ 400,000	\$ 1,050,000	\$ 800,000	\$ 625,000
Light Fund	151,436	14,321	10,478	11,000	11,500
Water Fund	74,498	18,175	16,402	17,000	18,000
Sewer Fund	18,625	4,544	4,849	5,000	5,500
Swim & Fitness Center Fund	43,373	34,160	36,508	38,000	42,700
Totals	<u>\$ 787,932</u>	<u>\$ 871,200</u>	<u>\$ 1,768,237</u>	<u>\$ 1,771,000</u>	<u>\$ 1,852,700</u>

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

<b>Cumulative Unfunded OPEB Obligation at June 30</b>					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Projected	FY16 Projected
General Fund	\$ 6,646,238	\$ 7,861,339	\$ 7,663,484	\$ 7,391,340	\$ 6,981,086
Light Fund	(119,351)	(119,351)	(87,121)	(60,065)	(34,117)
Water Fund	(52,501)	(52,501)	(46,589)	(41,960)	(35,936)
Sewer Fund	(13,125)	(13,125)	(12,396)	(11,989)	(11,233)
Swim & Fitness Center Fund	(10,210)	(10,210)	(19,228)	(30,045)	(39,660)
Totals	<u>\$ 6,451,051</u>	<u>\$ 7,666,152</u>	<u>\$ 7,498,150</u>	<u>\$ 7,247,281</u>	<u>\$ 6,860,140</u>

**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 level funded from that of FY15.
- 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 \$415,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 150,354	\$ 153,968	\$ 225,000	\$ 225,000
Transfer to Insurance Reserve	\$ 24,646	\$ 46,032		
Other Funds	\$ 174,169	\$ 177,916	\$ 190,000	\$ 200,000
<b>Total Expenditures</b>	<b>\$ 349,169</b>	<b>\$ 377,916</b>	<b>\$ 415,000</b>	<b>\$ 425,000</b>

Funding Source for Insurance Premiums	\$ in thousands	% of total
Town Appropriation	\$215	51.8%
Public Schools (K-8)	60	14.5%
CCRS	35	8.4%
Light Fund	53	12.8%
Water Fund	31	7.4%
Sewer Fund	11	2.7%
Swim & Fitness Ctr.	8	1.9%
All Other	2	0.5%
<b>Total</b>	<b>\$415</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 \$227 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 \$405,000, with an expected actual cost of \$360,000. The budget estimate for FY16 (the rate adjustment in July, 2015) anticipates only minor price or coverage change.

**JOINT (TOWN-CPS): Property and Liability Insurance**

**Item 31C**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 324,183	\$ 331,884	\$ 405,000	\$ 415,000	\$ 415,000
Damages to Pers. & Prop.	340	-	5,000	5,000	5,000
Insurance Advisor		-	5,000	5,000	5,000
Transfer to Ins. Res. Fund	24,646	46,032			
<b>Total Expenditure</b>	<b>\$ 349,169</b>	<b>\$ 377,916</b>	<b>\$ 415,000</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>

<b>Insurance Premium Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 64,440	\$ 63,367	\$ 80,000	\$ 80,000	\$ 80,000
General Liability, Umbrella, Pub. Officer. School Board	103,283	102,364	128,000	128,000	128,000
Property Insurance	102,578	105,332	130,000	140,000	140,000
Police and Fire Medical	52,069	58,140	65,000	65,000	65,000
All Other	1,813	2,681	2,000	2,000	2,000
<b>Total Expenditure</b>	<b>\$ 324,183</b>	<b>\$ 331,884</b>	<b>\$ 405,000</b>	<b>\$ 415,000</b>	<b>\$ 415,000</b>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	54.22%	\$ 225,000	52.94%	0.00%
Other Sources:					
CMLP	53,000	12.77%	53,000	12.47%	0.00%
Water	31,000	7.47%	31,000	7.29%	0.00%
Sewer	11,000	2.65%	11,000	2.59%	0.00%
Swim and Fitness	8,000	1.93%	8,000	1.88%	0.00%
CPS	60,000	14.46%	60,000	14.12%	0.00%
CCRSB	25,000	6.02%	35,000	8.24%	40.00%
Other	2,000	0.48%	2,000	0.47%	0.00%
<b>Totals</b>	<b>\$ 415,000</b>	<b>100.00%</b>	<b>\$ 425,000</b>	<b>100.00%</b>	<b>2.41%</b>

**JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 32**

**Mission Statement:**

This account covers the cost of personnel claims for both Town and School (K-8) unemployment and workers' compensation insurance. Charges attributable to Enterprise departments are directly charged and do not appear here as allocable expenses.

**Budget Highlights:**

**Unemployment Compensation**

- The present maximum benefit is \$698 per week. Claimant must have earned at least \$3,500 during the last four quarters and at least 30 times the amount of the eligible weekly unemployment insurance benefit.

**Workers Compensation**

- "Administrative services" is for a claims administration service contract.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000

**Description:**

**Unemployment Compensation**

This account covers the cost of claims for both Town and School (K-8) personnel involving layoff from service, layoff from subsequent employment, resignation due to a spouse's relocation, and under-employment. Employers pay a varying percent of covered payroll to the Commonwealth's Division of Unemployment Assistance. Public employers are also given the choice of paying this payroll tax or choosing the "reimbursement method." Concord has chosen this alternative method, which means that it pays for actual claims incurred. Claims costs estimated for FY16 in relation to total projected payroll of about \$52.5 million is less than ¼ of 1%.

The budget recommendation allows for a continuation of the level of claims experienced in recent years. While we are not foreseeing any circumstance requiring extensive staff reductions, claims can arise from a variety of situations. The most common situations are termination for performance reasons and layoff from a subsequent employer.

**Workers' Compensation**

This account covers medical expenses for Town and School employees injured on the job. Salary continuation costs are charged to each department's budget. Our cost experience over the years has been highly favorable. The School Department (for CPS employee coverage only, not CCRSD) and the Town administration have jointly retained consulting services, claims administration services, and stop-loss reinsurance coverage.

"Stop-Loss" coverage with an insured ceiling of \$2 million per year, a specific retention level of \$550,000 per accident and an aggregate retained loss of \$824,016 per year has been acquired for the current year (July 1, 2014 to June 30, 2015) at a premium of \$43,043 of which the General Fund's share was \$33,143.

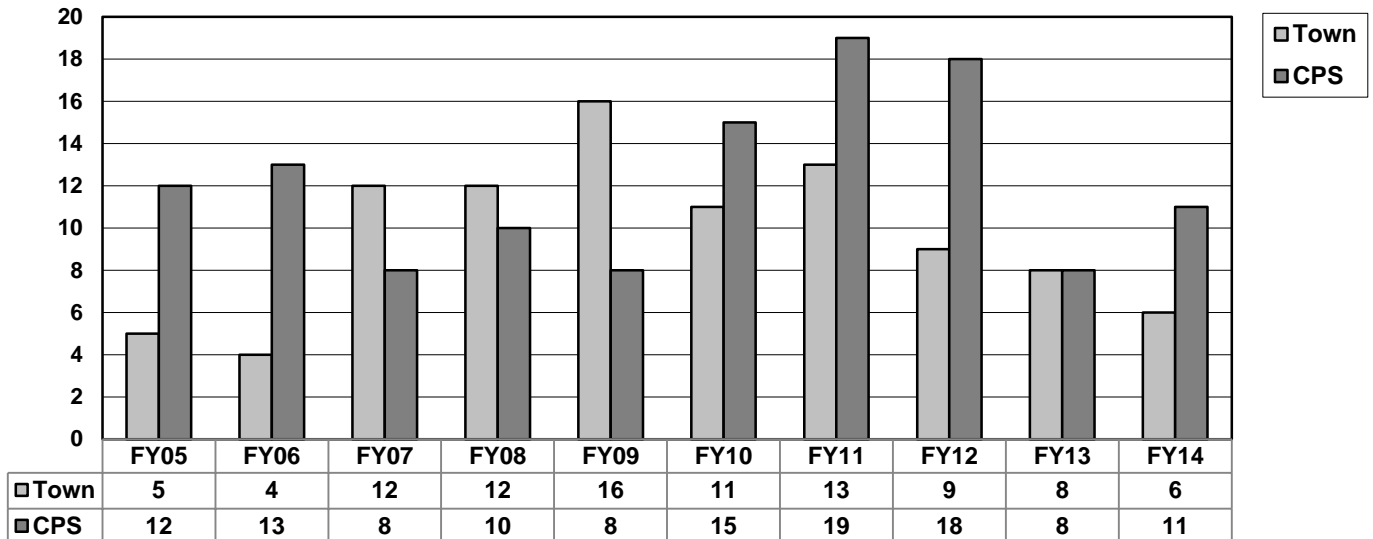
## JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 32

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 47,626	\$ 67,101	\$ 100,000	\$ 100,000	\$ 100,000
<u>Workers Comp.</u>					
Admin. Services	\$ 10,159	\$ 24,807	\$ 15,000	\$ 15,000	\$ 15,000
Reinsurance/Stop-loss	30,276	33,317	35,000	35,000	35,000
Medical Expenses	59,565	\$ 27,455	50,000	50,000	50,000
Total Expenditure	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000	\$ 200,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%
Totals	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%

## Unemployment Compensation History

### Number of Recipients



**Mission Statement:**

The purpose of this funding is to provide for the cost of the Town's required annual payment to the Concord Contributory Retirement System, determined pursuant to a funding schedule based upon a biennial actuarial valuation. The Concord Retirement System is one of 106 Boards functioning as part of a statewide defined benefit pension system operated for all eligible employees of Massachusetts state and local government, in lieu of the federal Social Security system.

**Budget Highlights:**

- At the most recent biennial actuarial valuation date of January 1, 2014, the Funding Schedule projects full funding status as of 2030.
- Investment gains for the two-year period to January 1, 2014 is estimated at almost 30%, well ahead of the compound 15.5% that meets the assumed 7.5% annual rate of return.
- Market losses of CY08 were fully recognized with the January 1, 2012 valuation, resulting in a sharp increase in the Unfunded Liability.
- The expected required General Fund appropriation is projected at a 3% annual increase.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$2,912,312	\$3,035,000	\$ 3,125,000	\$ 3,220,000
Other Funds	\$ 418,375	\$ 524,304	\$ 538,669	\$ 559,937
<b>Total Expenditures</b>	<b>\$3,330,687</b>	<b>\$3,559,304</b>	<b>\$ 3,663,669</b>	<b>\$ 3,779,937</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 (CCRSD) 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.

<b>Results of Biennial Actuarial Valuation</b>				
	<b>At 1/1/10</b>	<b>At 1/1/12</b>	<b>At 1/1/14</b>	<b>Δ% (2012 to 2014)</b>
Obligations (AAL)	\$106,054,069	\$123,797,875	\$142,404,644	15.0%
Assets (AVA)	\$90,444,816	\$94,996,144	\$115,339,593	21.4%
Unfunded AAL	\$15,609,253	\$28,801,731	\$27,065,051	- 6.0%
Funded Ratio	85.3%	76.7%	81.0%	N/A
Earning Rate Assumed	7.75%	7.50%	7.50%	N/A
Amortization Increase*	0%	2%	2%	N/A
Funding Year Projected**	2021	2030	2030	N/A
Asset Market Value	\$82,222,560	\$94,704,818	\$122,155,363	30.0%

AAL = Actuarial Accrued Liability; AVA = Actuarial Value of Assets

\* Max permitted = 4%; \*\* Max permitted = 2040; Governing Statute: 5.22F of M.G.L Ch. 32.

<b>Uses</b>				
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Proposed
Required Employer Share to Pension Fund	\$ 2,912,312	\$ 3,384,709	\$ 3,467,672	\$ 3,901,380
Transfer to (from) Town Pension Reserve Fund	\$ 418,375	\$ 174,595	\$ 195,997	\$ (121,443)
<b>Total Uses</b>	<b>\$ 3,330,687</b>	<b>\$ 3,559,304</b>	<b>\$ 3,663,669</b>	<b>\$ 3,779,937</b>

<b>Funding Sources</b>				
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Proposed
<u>General Fund Appropriation</u>	\$ 2,912,312	\$ 3,035,000	\$ 3,125,000	\$ 3,220,000
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 321,625	\$ 392,747	\$ 403,508	\$ 392,481
Water Fund	\$ 36,158	\$ 62,590	\$ 64,305	\$ 72,280
Sewer Fund	\$ 9,039	\$ 12,490	\$ 12,832	\$ 18,070
Swim & Fitness Fund	\$ 51,553	\$ 56,477	\$ 58,024	\$ 77,106
<b>Subtotal Enterprises</b>	<b>\$ 418,375</b>	<b>\$ 524,304</b>	<b>\$ 538,669</b>	<b>\$ 559,937</b>
<b>Total Sources</b>	<b>\$ 3,330,687</b>	<b>\$ 3,559,304</b>	<b>\$ 3,663,669</b>	<b>\$ 3,779,937</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, 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%

**Program Implementation**

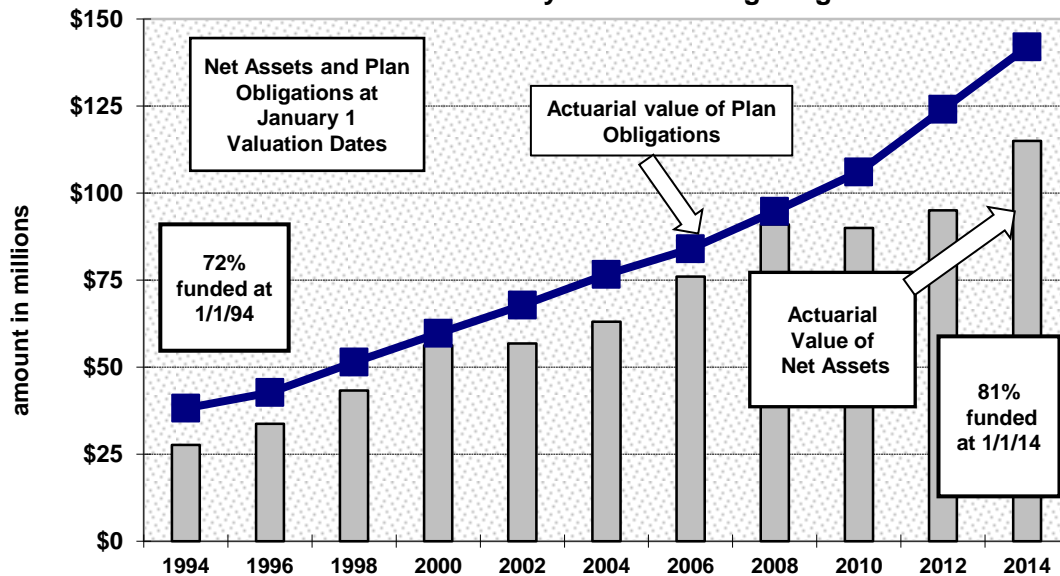
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by 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 7.50%.

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<sup>st</sup>, 2014, the Retirement System was 81% funded.

Plan obligations include the impact of acceptance by the 1998 Town Meeting of a state law governing cost of living adjustments (COLA) to retirees. The COLA statute provided for a pension increase equal to the social security percentage increase each year, or 3%, whichever is less, on the first \$12,000 of annual pension payment. The 1999 State Legislature enacted a further revision, permitting the granting of a full 3% COLA adjustment on the first \$12,000 per year, without regard to whether the federal Social Security adjustment was lower than 3%. This revision was accepted by a 2000 Town Meeting vote. The Concord Retirement Board’s Funding Plan assumes a 3% annual COLA on the first \$12,000 (a \$1,000 per month COLA base; a maximum \$360 annual COLA increase).

**Concord Retirement System - Funding Progress**



\*Net Assets and Plan Obligations shown according to **January 1st** valuation dates.

**Additional Retirement System Information**

In addition to the system's assets, the Town continues to maintain a Pension Reserve Fund that had a market value of \$8,915,050 on July 1, 2014 (an increase of 19.3% for the fiscal year). As of January 1, 2014, the market value of the system's assets was estimated at \$122,155,363 (an increase of \$27.4 million for the two year period 2012-2013).

The Pension Fund contribution required from the employers for FY16 is \$4,537,799. The Cost of Benefits required to be funded in FY16 is estimated at \$5,343,220. This difference of \$805,421 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). FY13-15 costs and projected FY16 costs are:

	FY13	FY14	FY15	FY16
Pension Fund – Cost of Benefits	\$4,609,329	\$4,894,690	\$5,171,941	\$5,343,220
Less cost payable only by CHA	11,339	11,336	11,311	11,311
Less PRF transfer	1,178,984	950,872	1,119,996	805,421
Net Funding (all employers)	<u>\$3,419,009</u>	<u>\$3,932,507</u>	<u>\$4,040,634</u>	<u>4,526,488</u>

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 FY14-16 are:

	FY14		FY15		FY16	
Town (including CPS)	\$3,384,709	86.07%	\$3,467,672	85.82%	\$3,901,380	86.19%
CCRSD	509,653	12.96%	533,364	13.20%	580,748	12.83%
Housing Authority (CHA)	38,145	0.97%	39,598	0.98%	44,360	0.98%

**Performance Information:** The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2013, system receipts were derived as follows:

Employee Contribution	\$2,654,762
Employer Contribution	3,943,819
Commonwealth Contribution (COLA)	73,693
Investment Earnings (Losses)	16,367,971
Other	432,359
<b>Total</b>	<b>\$23,472,604</b>

For the five-year period 2009-2013, the Concord Retirement System's investment performance showed an annualized return of 11.99% compared to a composite rate of return of 12.13% for all 106 retirement boards in the MGL Chapter 32 pension system.

Concord's funded ratio of 81.0% at January 1, 2014 ranked 6<sup>th</sup> highest out of 106 retirement boards as reported on PERAC's website as of January 1, 2015.

**Mission Statement:**

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

**Budget Highlights:**

- The General Fund Cost for the Town's share of Medicare coverage is increased 5.9%, to \$610,000, reflecting both a higher payroll base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service and are replaced.
- Social Security coverage applies to those town and school employees not members of the town's retirement system under state law, MGL, CH 32. The General Fund cost for FY16 is projected to be \$130,000.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 555,459	\$ 647,788	\$ 685,000	\$ 740,000
Other Funds	\$ 132,099	\$ 129,826	\$ 152,000	\$ 162,000
<b>Total Expenditures</b>	<b>\$ 687,558</b>	<b>\$ 777,614</b>	<b>\$ 837,000</b>	<b>\$ 902,000</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 86% in FY14 and is projected to reach 90% in FY16 (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	FY10	FY11	FY12	FY13	FY14	EST FY15	EST FY16
Town	77%	78%	78%	79%	80%	82%	84%
CPS	88%	88%	89%	90%	91%	93%	95%

**Social Security Tax**

% of Expense	FY13 Actual	FY14 Actual
Town – General Fund	26%	25%
Recreation	23%	23%
Swim & Fitness	12%	10%
CPS	35%	40%
Other	4%	2%

**JOINT (TOWN-CPS): Social Security/Medicare**

**Item 34**

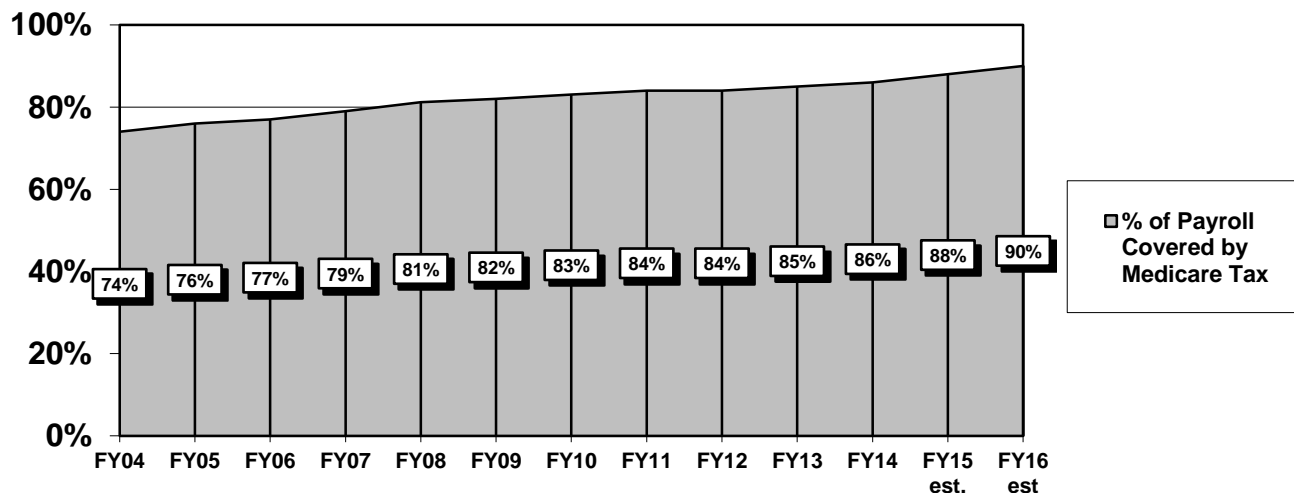
**Expenditure Detail**

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 587,697	\$ 605,688	\$ 657,000	\$ 697,800	\$ 697,800
Social Security Tax	171,149	171,926	180,000	205,000	205,000
<b>Total Expenditure</b>	<b>\$ 758,846</b>	<b>\$ 777,614</b>	<b>\$ 837,000</b>	<b>\$ 902,800</b>	<b>\$ 902,800</b>

**Funding Plan**

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 685,000	81.84%	\$ 740,000	81.97%	8.03%
Light Fund	34,000	4.06%	38,000	4.21%	11.76%
Water Fund	11,500	1.37%	13,000	1.44%	13.04%
Sewer Fund	4,000	0.48%	4,500	0.50%	12.50%
Recreation Fund	59,000	7.05%	64,000	7.09%	8.47%
Swim and Fitness Center	35,000	4.18%	35,500	3.93%	1.43%
Solid Waste Disposal Fund	1,200	0.14%	1,400	0.16%	16.67%
Parking Meter Fund	1,000	0.12%	1,200	0.13%	20.00%
Gift Fund	5,300	0.63%	4,000	0.44%	-24.53%
Retirement Admin. Fund	1,000	0.12%	1,200	0.13%	20.00%
<b>Totals</b>	<b>\$ 837,000</b>	<b>100.00%</b>	<b>\$ 902,800</b>	<b>100.00%</b>	<b>7.86%</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 2014, Moody's Investor Services reviewed Concord's fiscal management and reaffirmed the Town's credit rating of Aaa, the highest rating category. Concord has maintained this rating since 1987.
- With a credit rating of Aaa, the Town is deemed to be among the most credit worthy of municipalities and can borrow funds at favorable rates.
- Total FY16 Town debt service budgeted in this account – within the Levy Limit and excluded – is projected to be 8.4% of the total proposed General Fund budget.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Within the Levy Limit	\$3,179,227	\$3,324,950	\$3,500,000	\$3,605,000
Excluded Debt *	4,728,864	4,624,454	4,495,623	4,320,500
<b>Total Expenditure</b>	<b>\$7,908,091</b>	<b>\$7,949,404</b>	<b>\$7,995,623</b>	<b>\$7,925,500</b>

**Funding Summary**

General Fund *	7,023,213	\$6,574,526	7,085,754	6,015,622
Stabilization Funds	475,000	965,000	500,000	1,500,000
Thoreau MSBA Grant	409,878	409,878	409,878	409,878
<b>Total Funding</b>	<b>\$7,908,091</b>	<b>\$7,949,404</b>	<b>\$7,995,632</b>	<b>\$7,925,500</b>

\*Amount does not include assessable share of CCRSD Excluded Debt.

**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 and stabilization fund support for debt service (principal and interest repayment) and costs. The table on pages II-56 to 57 shows all debt service for bonds issued through June 30, 2014 including debt service supported from the enterprise funds and from betterment assessments.

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

- The total General Fund budget allocation for capital needs should be in the range of 7-8%;
- One-third of capital needs should be met from current resources; the cost of borrowing (principal and interest repayment, together with related issuance costs and short-term interest expense) should not exceed approximately 5% of the current General Fund resource budget;
- A rapid debt repayment schedule should be maintained for tax-supported debt, with a goal (for "within the levy limit" debt) of 65% repayment within five years and 90% repayment within ten years.

These guidelines serve several important purposes:

- Capital investment needs are not "squeezed out" of the budget by the demands of current operations;
- The appetite for meeting capital needs through potentially excessive borrowing is controlled;
- Rapid repayment schedules serve to hold down the amount expended in the form of interest costs; and new capacity for debt issuance is continually made available, thereby enabling newly recognized capital needs to be addressed annually; rapid principal repayment serves as a key foundation element of the Town's Aaa credit rating.

Debt supported through a ballot vote to exclude such debt from the property tax levy limit ("excluded debt"), is above the base 7-8% budget policy allocation and may be structured for a longer repayment depending on the nature of the project. Revenue-supported debt (water, sewer, light) is subject to guidelines which relate to the useful life of the project and the current interest rate environment. Generally, debt issued for longer periods and/or with a slower repayment schedule incurs a higher interest rate.

**JOINT (TOWN-CPS): Debt Service**

**Item 35**

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
<b>i. Long-Term Debt</b>					
Town - Principal	\$ 2,225,000	\$ 2,270,000	\$ 2,250,000	\$ 2,270,000	\$ 2,270,000
Town - Interest	242,671	227,867	277,576	264,050	264,050
Subtotal	\$ 2,467,671	\$ 2,497,867	\$ 2,527,576	\$ 2,534,050	\$ 2,534,050
School - Principal	625,000	740,000	790,000	885,000	885,000
School - Interest	72,220	70,895	109,281	94,838	94,838
Subtotal	\$ 697,220	\$ 810,895	\$ 899,281	\$ 979,838	\$ 979,838
<b>Within the Levy Limit Total</b>	<b>\$ 3,164,892</b>	<b>\$ 3,308,762</b>	<b>\$ 3,426,857</b>	<b>\$ 3,513,888</b>	<b>\$ 3,513,888</b>
Town - Excluded Principal	176,184	177,723	179,293	180,295	180,295
Town - Excluded Interest	38,622	34,563	29,428	24,067	24,067
Subtotal	\$ 214,806	\$ 212,286	\$ 208,721	\$ 204,906	\$ 204,906
School - Excluded Principal	3,045,000	3,035,000	3,005,000	2,930,000	2,930,000
School - Excluded Interest	1,469,057	1,377,168	1,281,910	1,185,594	1,185,594
Subtotal	\$ 4,514,057	\$ 4,412,168	\$ 4,286,910	\$ 4,115,594	\$ 4,115,594
<b>Excluded Debt Total</b>	<b>\$ 4,728,863</b>	<b>\$ 4,624,454</b>	<b>\$ 4,495,632</b>	<b>\$ 4,320,500</b>	<b>\$ 4,320,500</b>
<b>Long-Term Debt Total</b>	<b>\$ 7,893,755</b>	<b>\$ 7,933,216</b>	<b>\$ 7,922,489</b>	<b>\$ 7,834,388</b>	<b>\$ 7,834,388</b>
<b>II. Short-Term Debt</b>					
BAN Interest - within levy limit		3,104	38,143	51,112	51,112
BAN Interest - debt exclusion					
Sub Total	\$ -	\$ 3,104	\$ 38,143	\$ 51,112	\$ 51,112
<b>III. Issuance Costs</b>					
Issuance costs within levy limit	14,336	13,082	35,000	40,000	40,000
<b>Grand Total</b>	<b>\$ 7,908,091</b>	<b>\$ 7,949,404</b>	<b>\$ 7,995,632</b>	<b>\$ 7,925,500</b>	<b>\$ 7,925,500</b>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,500,000	43.77%	\$ 3,605,000	45.49%	3.00%
Gen. Fund - Debt Exclusion	3,585,754	44.85%	2,410,622	30.42%	-32.77%
<b>General Fund Total</b>	<b>7,085,754</b>	<b>88.62%</b>	<b>\$ 6,015,622</b>	<b>75.90%</b>	<b>-15.10%</b>
Stabilization Fund Allocation	500,000	6.25%	1,500,000	18.93%	200.00%
Thoreau MSBA Grant	409,878	5.13%	409,878	5.17%	0.00%
<b>Totals</b>	<b>\$ 7,995,632</b>	<b>100.00%</b>	<b>\$ 7,925,500</b>	<b>100.00%</b>	<b>-0.88%</b>

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# **Section IV**

## **Budget Detail – Unappropriated**

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Mission Statement:

This account funds certain charges that are levied on the Town by state law, which are not subject to Town Meeting appropriation. The primary item (constituting 78% of the General Fund assessment in FY15) is the Town's share of MBTA operating support.

Budget Highlights:

- The fiscal plan projects a 2.5% increase in the MBTA assessment, to \$413,500.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 441,326	\$ 432,414	\$ 511,384	\$ 525,000
Other Funds	\$ 12,660	\$ 17,100	\$ 17,100	
<b>Total Expenditures</b>	<b>\$ 453,986</b>	<b>\$ 449,514</b>	<b>\$ 528,484</b>	<b>\$ 525,000</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 \$403,424 for FY15 and is estimated at \$413,500 for FY16. 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 FY16 is budgeted to increase by 2 ½%.

**Detail – General Fund Charges**

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Est.
MBTA Assessment	\$353,208	\$373,319	\$377,365	\$403,424	\$413,500
Air Pollution Control District	8,021	8,254	88,543	8,704	9,100
Metro Area Planning Council	5,030	5,236	5,365	8,955	9,300
Charter School Assessment	59,817	47,067	31,141	80,301	82,700
School Choice Assessment	1,850	7,450	10,000	10,000	10,400
<b>Total</b>	<b>\$423,065</b>	<b>\$441,326</b>	<b>\$432,414</b>	<b>\$514,384</b>	<b>\$525,000</b>

**UNAPPROPRIATED: State & County Assessments**

**Item 101**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
State Assessments	\$ 441,326	\$ 432,414	\$ 511,384	\$ 525,000	\$ 525,000
Parking Surcharge	8,320	8,907	10,780		
Excise Tax Clears	4,340	8,193	6,320		
Totals	<u>\$ 453,986</u>	<u>\$ 449,514</u>	<u>\$ 528,484</u>	<u>\$ 525,000</u>	<u>\$ 525,000</u>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 511,384	96.76%	\$ 525,000	100.00%	2.66%
Parking Meter Fund	10,780	2.04%	-	0.00%	-100.00%
Agency Fund	6,320	1.20%	-	0.00%	-100.00%
Totals	<u>\$ 528,484</u>	100.00%	<u>\$ 525,000</u>	100.00%	-0.66%

**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.
- Balances are being retained in prior year accounts to cover an estimated \$58,000 abatement exposure for FY09 personal property taxes – poles and wires over public ways – valued by the state DOR prior to a FY10 statute which clarified their taxable status. A State Appeals Court on March 19, 2012 ruled against the State. On May 3, 2012, the SJC denied further review.

**Expenditure Summary**

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Original Overlay	\$ 538,810	\$ 539,880	\$ 555,513	\$ 550,000

**Description:**

"Overlay" is the amount added to the property tax levy in excess of the sum required to meet appropriations, state assessments, and deficits (if any). It cannot exceed five percent of the levy and is used to cover abatements and exemptions granted by the Board of Assessors or as a result of appeals to the State Appellate Tax Board or to the courts. The overlay amount is counted in the total tax levy subject to the limitations of "Proposition 2 ½."

After all abatements and exemptions have been settled for a given year, any surplus remaining in that year's overlay account is first applied to any deficit balances from other years. Funds remaining after such transfer become part of the Town's fund balance available for appropriation by Town Meeting ("Free Cash"). The overlay amount itself is not subject to Town Meeting appropriation or ratification. It is, however, a part of the Town's budget plan. A deficit overlay balance which cannot be met from any other year's overlay account surplus must be raised as part of the next tax levy. This allocation must, by state law, also remain within the annual levy limit prescribed by "Proposition 2 ½."

**Overlay Details**

Fiscal Year	Original Tax Levy	Overlay	Overlay as % of Levy	Used as of 6/30/14		Balance as of 6/30/14
				\$	% of Levy	
FY05	50,147,585	584,657	1.17%	498,105	0.99%	86,552
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%	191,040	0.27%	347,770
FY14	74,135,633	539,880	0.73%	135,198	0.18%	404,682
FY15 Budgeted	77,341,746	555,513	0.72%			
FY16 Forcasted	80,917,223	550,000	0.68%			

**UNAPPROPRIATED: Overlay**

**Item 102**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Original Overlay	\$ 538,810	\$ 539,880	\$ 555,513	\$ 550,000	\$ 550,000
<u>Plus:</u> Amount to be raised from recap	-	-	-	-	-
<u>Less:</u> Used for abatements and exemptions thru 6/30/14.	(191,040)	(135,198)	-	-	-
Transferred to (from) other years	-	-	-	-	-
Transferred to unreserved fund balance	-	-	-	-	-
Balance as of June 30, 2014	<u>\$ 347,770</u>	<u>\$ 404,682</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

<b>Funding Plan</b>					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 555,513	100.00%	\$ 550,000	100.00%	-0.99%
Totals	<u>\$ 555,513</u>	100.00%	<u>\$ 550,000</u>	100.00%	-0.99%

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 FY05-FY14 is \$615,670.
- The budget objective is to appropriate at or close to the 10-year average (see Account Item 18 Snow & Ice Removal, page III-111). The FY16 proposed budget is \$45,000 short of this objective.
- Variance from the average annual cost is significant; the average deviation for the past ten years is \$166,500.
- The average annual snow account deficit for the past 5 years is \$128,870.
- The FY16 Budget Plan provides for a current year cost overrun at approximately the average deficit of the past 5 years.

**Expenditure Summary - Snow Account Deficit**

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget Plan
General Fund	0	\$ 101,951	\$ 285,362	\$ 130,000

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 FY16 snow and ice deficit budget covers the deficit that may be incurred during FY15 (July 1, 2014 - June 30, 2015) which would have to be funded as part of the FY16 tax levy. This is only an estimate at this stage of the FY16 Budget process.

Surplus (Deficit) History		Snow Appropriation	Snow Expenditure	State and Federal Aid	Net Expenditure	Surplus (Deficit)
	FY05	405,000	822,732	78,795	743,937	(338,937)
	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)
Budgeted	FY15	555,000				
Proposed	FY16	570,000				

\*FY09 includes \$48,255 transfer from the Reserve Fund.

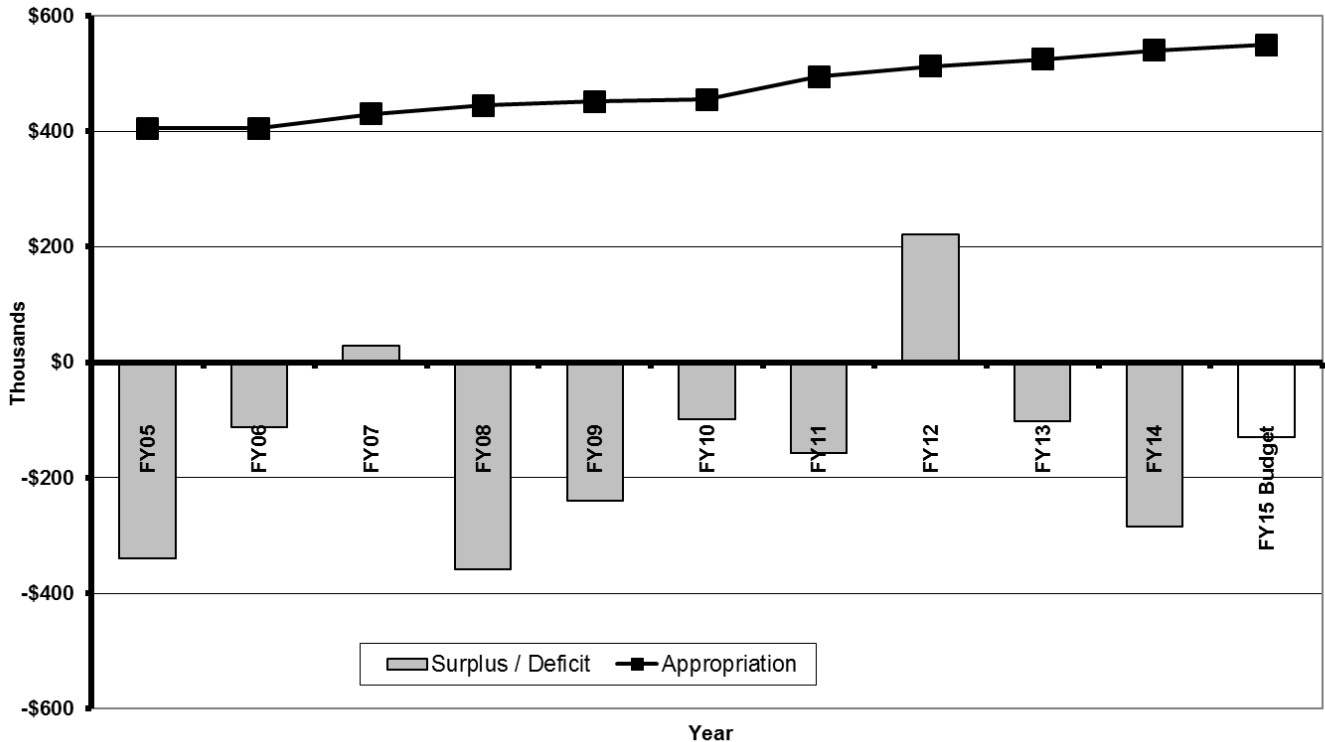
**UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits**

**Item 103**

Expenditure Detail					
	Tax Levy for Prior Year Deficit			FY16 Proposed (Deficit for FY15)	
	FY13 Actual	FY14 (Deficit of FY13)	FY15 (Deficit of FY14)	Department Request	Town Manager's Proposed
Snow and Ice Deficit of Prior Year (raised in current tax levy)	(no deficit in FY12)	\$ 101,951	\$ 285,362	\$ 130,000	\$ 130,000
Totals	\$ -	\$ 101,951	\$ 285,362	\$ 130,000	\$ 130,000

Funding Plan					
	FY15 Actual	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 285,362	100.00%	\$ 130,000	100.00%	-54.44%
Totals	\$ 285,362	100.00%	\$ 130,000	100.00%	-54.44%

**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 (FY10 to FY14), the actual cost has exceeded the appropriation 4 times for an average of approximately \$130,000.

**SECTION II: Budget Summary**

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# **Section V**

## **Budget Detail – Education**

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Mission Statement:

The mission of the Concord Public Schools, as partners with our families and communities, is to maximize each student’s opportunities for intellectual and personal development, so as to perform effectively in and become productive citizens of a rapidly changing world. CPS seeks to provide a rigorous and varied educational experience as measured against best educational practices, guided by highly competent and caring staff in a supportive and safe environment consistent with the community’s historic commitment to social consciousness, mutual respect, intellectualism, and public education.

Budget Highlights:

- The total FY16 CPS budget is proposed to increase 4.3% in conformance with the Finance Committee guideline.

- K-8 enrollment is projected at 10/01/15 to be:

Grade	Number	Change
K-5	1,427	+25
6-8	704	+ 13
<b>Total</b>	<b>2,131</b>	<b>+ 38</b>

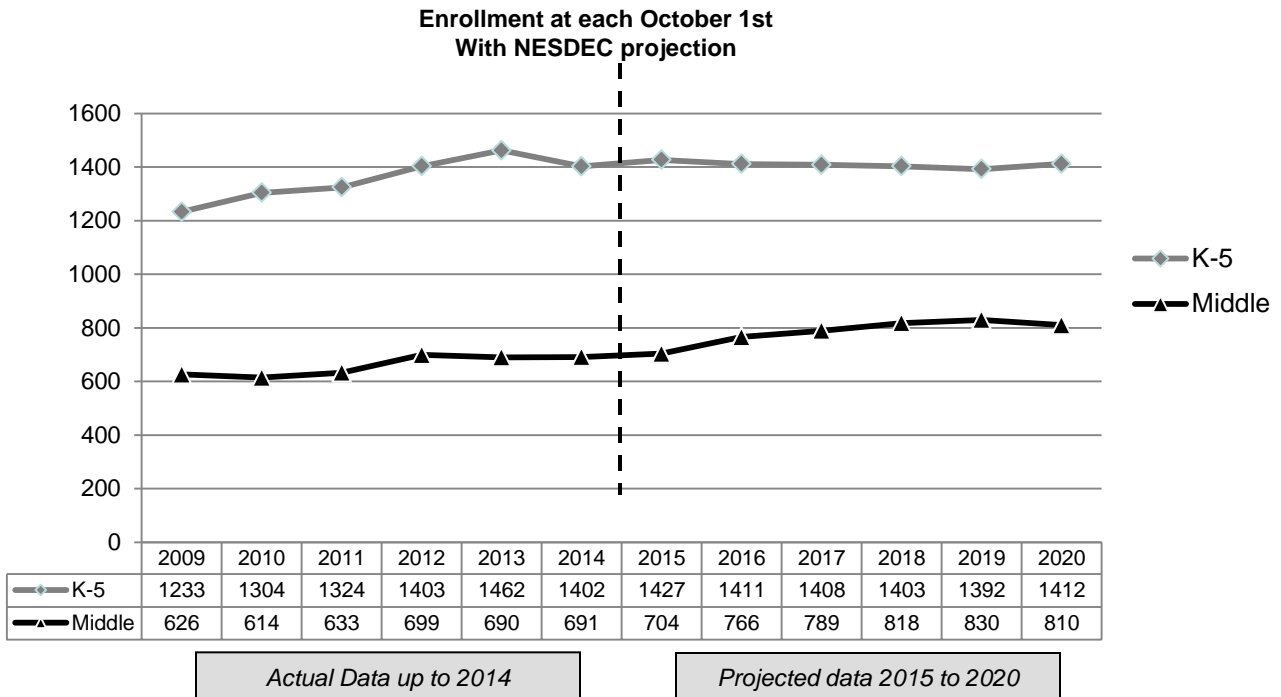
(Source: NESDEC, November 2014)

Budget Summary				Fin. Comm. Guideline
	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Proposed
General Fund	\$29,755,538	\$31,140,538	\$32,440,538	\$33,840,538

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 2,093 students as of October 1, 2014 (a decrease of 2.8% from the prior year and a 7% increase over the ten-year period from October 1, 2004 when the enrollment was 1,956 students.

A five-member elected School Committee is responsible for providing policy direction to the school administration.



**EDUCATION: Concord Public Schools**

**Item 104**

<b>Budget Detail</b>					
Program Area	Previous Fiscal Years			FY16 Proposed	
	FY13 Budget	FY14 Budget	FY15 Budget	Fin. Com. Guideline	School Com. Proposed
Regular Education	\$ 15,647,480	\$ 16,554,621	\$ 17,773,788	N/A	\$ 19,712,343
Special Education	7,795,828	8,410,279	8,287,906	N/A	8,189,303
Operations	4,213,614	4,085,535	4,239,644	N/A	4,342,012
Administration	2,033,670	2,041,803	2,082,092	N/A	2,240,971
Fixed Cost	64,946	48,300	57,108	N/A	58,106
<b>Total</b>	<b>\$ 29,755,538</b>	<b>\$ 31,140,538</b>	<b>\$ 32,440,538</b>	<b>\$ 33,840,538</b>	<b>\$ 34,542,735</b>

<b>Personnel Services Summary</b>					
		FY15 Budget		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	188.20	\$ 17,643,146	189.20	\$ 19,007,728
N/A	All Other	136.78	\$ 8,081,273	138.28	\$ 8,620,971
	<b>Total</b>	<b>324.98 FTEs</b>	<b>\$ 25,724,419</b>	<b>327.48 FTEs</b>	<b>\$ 27,628,699</b>

FY16 Proposed by School Committee

There are certain accounts included in the Town budget that provide for expenses related both to Town government departments and to CPS. In order to fully understand the total funds committed to education, it is necessary to add allocations of the accounts described in the following table:

<b>CPS Share of Town Government Expenses</b>				
	Previous Fiscal Years			FY16
	FY13 Actual	FY14 Actual	FY15 Budget	Proposed
Police (crossing guards)	\$ 47,720	\$ 46,160	\$ 54,480	\$ 54,480
Group Insurance	1,626,836	1,630,400	1,630,783	1,721,705
Health Reimbursement Account	34,152	1,206	15,476	-
OPEB Funding	426,090	561,000	657,730	696,420
Unemployment/workers comp.	57,878	66,385	100,000	100,000
Retirement	701,580	783,355	815,804	930,193
Medicare Tax	326,617	344,424	364,000	385,000
Social Security	59,795	69,209	59,000	75,000
Debt Service - within levy limit	697,221	810,895	899,281	979,838
Excluded Debt	4,521,386	4,419,125	4,286,912	4,115,594
<b>Totals</b>	<b>\$ 8,499,275</b>	<b>\$ 8,732,159</b>	<b>\$ 8,883,466</b>	<b>\$ 9,058,230</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 FY16 CCRSD budget is proposed to increase by 11.7% due mainly to the issuance of \$30 million of new debt related to the new high school.
- Concord's operating budget assessment (net of excluded debt) is proposed to increase by 4.4% or \$700,000 to \$16,556,221 in accordance with the Finance Committee guideline. Concord's share of the excluded debt service will increase by 89.0% or by \$1,655,588 to \$3,514,429.
- The FY15 and FY16 assessment ratios are:
 

	FY15	FY16
Concord	73.10%	73.71%
Carlisle	26.90%	26.29%

**Expenditure Summary - Assessments**

	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Proposed
Concord Share	\$15,320,349	\$16,908,064	\$17,715,062	\$20,070,650
Carlisle Share	\$ 6,026,103	\$ 6,301,358	\$ 6,518,949	\$ 7,158,559
<b>Total</b>	<b>\$21,346,452</b>	<b>\$23,209,422</b>	<b>\$24,234,011</b>	<b>\$27,229,209</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.

**Budget History: Concord-Carlisle Regional School District**

	FY11	FY12	FY13	FY14	FY15 Budget	FY16 Proposed
Gross Budget	\$ 22,357,071	\$ 23,981,012	\$ 24,290,423	\$ 26,305,603	\$ 27,437,330	\$ 30,643,037
Less:						
State Aid	(2,458,670)	(2,119,499)	(2,343,971)	(2,496,181)	(2,603,319)	(2,666,534)
District	(454,408)	(425,000)	(600,000)	(600,000)	(600,000)	(747,294)
<b>Net Assessable</b>	<b>\$ 19,443,993</b>	<b>\$ 21,436,513</b>	<b>\$ 21,346,452</b>	<b>\$ 23,209,422</b>	<b>\$ 24,234,011</b>	<b>\$ 27,229,209</b>
Concord	13,982,175	15,089,162	15,320,349	16,908,064	17,715,062	20,070,650
Carlisle	5,461,818	6,347,351	6,026,103	6,301,358	6,518,949	7,158,559

**Debt Exclusion**

Ballot Date	Amount	Date of Issue	Rate (TIC)	FY16 Debt Service	Final Maturity
June 6, 2006	\$ 1,200,000	Dec. 15, 2007	3.33%	\$ 266,126	FY17
Mar. 27, 2007	\$ 1,245,000				
Nov. 5, 2011	\$ 32,500,000	June 4, 2013	3.00%	\$ 2,369,082	FY38
	\$ 30,000,000	Planned March 2015	3.00% Coupon	\$ 2,205,000	FY38
<b>Gross Total Debt Service:</b>				\$ 4,840,208	
<b>Less reserved from FY15 assessments:</b>				(72,294)	
<b>Net Apportioned to Concord and Carlisle:</b>				\$ 4,767,914	
<b>Concord Share (73.71%):</b>				\$ 3,514,429	
<b>Carlisle Share (26.29%):</b>				\$ 1,253,485	

**EDUCATION: Concord-Carlisle Regional School District**

**Item 105**

Budget Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Budget	FY14 Budget	FY15 Budget	Finance Comm. Guideline	School Comm. Proposed
<b>Program Area</b>					
Regular Education	\$ 11,067,040	\$ 11,660,209	\$ 11,834,920	N/A	\$ 12,568,337
Special Education	5,235,732	4,836,801	5,230,340	N/A	5,569,955
Administrative Support	1,335,889	1,434,327	1,397,631	N/A	1,415,981
Operations	3,136,859	3,374,627	3,347,947	N/A	3,295,614
Fixed Costs	2,871,867	2,580,498	2,444,668	N/A	2,952,942
<b>Operations Subtotal</b>	<b>23,647,387</b>	<b>23,886,462</b>	<b>24,255,506</b>	<b>25,802,829</b>	<b>25,802,829</b>
<b>Debt Service</b>					
Debt Reimbursed by State Aid	288,950	288,950	288,950		
Debt Paid from Prior Reserves				72,294	72,294
Debt Exclusion Assessed	354,086	2,130,189	2,542,874	4,767,914	4,767,914
<b>Debt Service Subtotal</b>	<b>643,036</b>	<b>2,419,139</b>	<b>2,831,824</b>	<b>4,840,208</b>	<b>4,840,208</b>
<b>Total Budget</b>	<b>\$ 24,290,423</b>	<b>\$ 26,305,601</b>	<b>\$ 27,087,330</b>	<b>\$ 30,643,037</b>	<b>\$ 30,643,037</b>

Funding Plan - Concord Assessment					
	FY15 Budget	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
<b>General Fund:</b>					
Ratio	73.10%		73.71%		
Operating	\$ 15,856,221	89.51%	\$ 16,556,221	82.49%	4.41%
Excluded Debt	\$ 1,858,841	10.49%	\$ 3,514,429	17.51%	89.07%
<b>Totals</b>	<b>\$ 17,715,062</b>	<b>100.00%</b>	<b>\$ 20,070,650</b>	<b>100.00%</b>	<b>13.30%</b>

Personnel Services Summary					
		FY15 Budget		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	112.95	\$ 10,281,923	112.95	\$ 10,916,387
N/A	All Other	77.01	\$ 5,801,542	77.01	\$ 5,956,409
	<b>Total</b>	<b>189.96 FTEs</b>	<b>\$ 16,083,465</b>	<b>189.96 FTEs</b>	<b>\$ 16,872,796</b>

Enrollment as of October 1						
Grade	Actual	Projected (NESDEC, November 2014)				
		2015	2016	2017	2018	2019
9	338	341	307	341	351	371
10	311	337	340	306	340	350
11	310	310	336	339	305	339
12	296	314	314	340	343	309
<b>Total</b>	<b>1,255</b>	<b>1,302</b>	<b>1,297</b>	<b>1,326</b>	<b>1,339</b>	<b>1,369</b>
Resident	1,156	1,176	1,225	1,220	1,280	1,293
Concord	73.71%	73.01%	72.82%	74.32%	73.48%	74.87%
Carlisle	26.29%	26.99%	27.18%	25.68%	26.52%	25.13%

**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 from \$19.6 million in FY15 to \$19.8 million in FY16, a 1.0% increase.
- However, Concord’s assessment is expected to increase by 113% from \$191,689 to \$407,939, due to an increase in Concord enrollment from 7 to 12 students at Oct 1, 2014, plus 4 post-graduate students.
- The Finance Committee’s estimate of \$418,000 was made in November . The official estimate by Minuteman, \$407,939, was received on January 23, 2015.

**Expenditure Summary**

	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Proposed
Total Budget	\$17,251,713	\$18,547,098	\$19,645,065	\$19,831,003
Concord Assessment	\$ 437,910	\$ 227,033	\$ 191,689	\$ 407,939

**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**

	FY12	FY13	FY14	FY15	FY16 Proposed
Total Budget	\$16,435,473	\$17,251,713	\$18,547,098	19,645,065	19,831,003
Less:					
State Aid	2,663,037	2,713,037	2,755,902	2,926,918	3,023,154
Tuition & Choice	4,349,384	4,725,000	5,800,000	6,347,997	5,818,352
Other Revenue	244,450	244,500	100,000	100,000	100,000
Total Assessment	\$9,178,552	\$9,569,176	\$9,891,196	10,270,150	10,889,497

**EDUCATION: Minuteman Regional High School**

**Item 106**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY16	
	FY13 Budget and Assessment	FY14 Budget and Assessment	FY15 Budget and Assessment	Fin. Com. Estimate (November)	Superintendent's Recommendation
Admininstration	\$ 1,454,446	\$ 1,531,716	\$ 1,821,306	N/A	\$ 1,745,339
Instructional Services	8,662,374	9,092,891	9,804,463	N/A	10,000,498
Student Services	1,990,521	2,007,592	2,078,210	N/A	2,124,081
Operations & Maintenance	1,675,329	1,844,858	1,835,044	N/A	1,833,095
Insurance, Retirement, Leases	2,567,454	2,694,529	2,961,579	N/A	2,886,935
Community Services	-	100,000	100,000	N/A	100,000
Capital Expenditures	351,518	772,731	550,985	N/A	590,973
Debt Service	421,589	433,862	463,477	N/A	520,082
Tuition to Non-Public	21,472	61,523	30,000	N/A	30,000
<b>Total</b>	<b>\$ 17,144,702</b>	<b>\$ 18,539,702</b>	<b>\$ 19,645,064</b>	<b>N/A</b>	<b>\$ 19,831,003</b>
Concord Assessment	\$ 437,910	\$ 227,033	\$ 191,689	\$ 418,000	\$ 407,939
Assessment per FTE	\$ 24,328	\$ 25,226	\$ 27,384	N/A	\$ 33,995

<b>Funding Plan</b>					
	FY15 Budget	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 191,689	100%	\$ 407,939	100%	112.8%
<b>Totals</b>	<b>\$ 191,689</b>	<b>100%</b>	<b>\$ 407,939</b>	<b>100%</b>	<b>112.8%</b>

<b>Enrollment as of October 1</b>					
	2011	2012	2012	2013	2014
16 Member Town	430	401	430	431	411
Concord Only	18	9	8	7	12
Concord Share	4.19%	2.24%	1.86%	1.62%	2.91%

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# **Section VI**

## **Budget Detail – Appendix**

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## **Appendix: Budget Process**

### **Budget Process**

The Town of Concord operates under state statutes in general; under the Town Charter as amended, which established the present Selectmen-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 21, Line Items 1-35 on the 2015 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 21, Line Item 28, 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 Board of Selectmen. The Board of Selectmen 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 Board of Selectmen and School Committees by November 30th. With input from these groups, the Town Manager submits the recommended budget to the Board of Selectmen at least 90 days prior to the beginning of the Annual Town Meeting, which begins this year on Sunday, April 12, 2015.

In late February 2015, 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

### FY16 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 Board of Selectmen and requiring appropriation by the Town Meeting. The School Superintendent and School Committees carry out similar steps leading to Town Meeting.*

#### **2014**

June 24	Capital Improvement Program Instructions issued (FY2016-20)
September 19	Budget Instructions issued to all departments, boards and committees
September 23	Capital Improvement Program (FY2016-20) requests due
September 29	FY2016 fiscal planning meeting; Board of Selectmen, School Committee, Finance Committee
October 17	FY2016 Operating Budget Requests due
November 3 – November 21	Operating and Capital Budget Requests review: meetings with Town Department Heads and Budget Review Team
November 6	Board of Assessors meet to review draft Classification Report from the Town Assessor
November 13	Classification Report submitted by Board of Assessors to Board of Selectmen (Re: setting the FY2015 property tax rate or rates)
November 17	Public Hearing ("Classification Hearing"), proposed property tax rates for FY2015 (based on FY2015 appropriations voted at April 2014 Town Meeting)
November 20	Finance Committee votes Budget Guidelines and issues by November 30 to Selectmen and School Committees
December 6 (Sat)	Selectmen/Committees Coordination Meeting; planning session for 2015 Annual Town Meeting
December 8	Warrant opened for 2015 Annual Town Meeting
December 12	Preliminary FY2016 Operating Budget recommendations and final recommendations for FY2016-20 CIP compiled by Budget Review Team for Town Manager's review and decisions

**Continued on next page**

## Appendix: Budget Process

### 2015

- January 5 Warrant for Town Meeting closes at 4:00 PM
- January 5 Preliminary draft of Town Manager's expenditure/appropriation recommendations for FY2016 Operating Budget submitted to Board of Selectmen
- January 12 90 days prior to the Annual Town Meeting, the Town Manager's Proposed Budget for FY2016 (General Fund operations and proposed appropriations) is published and submitted to Selectmen. (Also, no later than this date, the Superintendent of Schools submits budgets for Concord Public Schools and Concord-Carlisle Regional High School to the respective School Committees.) Through February, these committees and Finance Committee conduct review.
- February 6 Proposed budgets for FY2016 operations of Enterprise Funds are due from Enterprise Departments
- February 12 Public Hearings advertised (for FY2016 General Fund operations)
- February 13 Legal deadline for mailing of Town Meeting Warrant to residents (at least 10 days prior to Public Hearing)
- February 23 Finance Committee's Public Hearing on Town Manager's General Fund operating and capital budget proposals for FY2016 and other non-school and non-CPA financial articles on the Town Meeting Warrant
- February 25 Finance Committee's Public Hearing on Education budget proposals for FY2016 (Concord Public Schools, Concord-Carlisle Regional High School, and Minuteman Career and Technical High School) and Community Preservation Act article
- March 6 Town Manager's Proposed Budget for FY2016 Enterprise Operations published (10 days prior to Public Hearing)
- March 16 Public Hearing on Enterprise Fund budgets and articles
- March 16 Finance Committee completes its recommendations for Town Meeting
- March 23 Finance Committee Report to printer
- April 2 Finance Committee Report mailed to residents (at least 10 days prior to Town Meeting)
- April 12 Town Meeting - consideration of budget; enactment of appropriations (first session)

## Appendix: Finance Committee's Budget Guidelines



### Town of Concord

Finance Department  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01742

Date: November 30, 2014

To: Concord Board of Selectmen  
Concord Public School Committee  
Concord-Carlisle Regional School Committee  
Mr. Christopher Whelan, Town Manager  
Ms. Diana Rigby, Superintendent of Schools

From: Wendy Rovelli, Chair, Concord Finance Committee  
Richard Giles, Vice-Chair, and Chair, Guidelines Subcommittee

Subject: **FY 2016 Final Budget Guideline**

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2015 (FY 2016). The Guideline was adopted with full consideration of the budget requests 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 Proposition 2 ½ levy limit capacity, and ultimately the net impact to existing taxpayers.

The Guideline adopted by the Finance Committee directs \$2,850,000 of incremental funds to the operating budgets, a 4.15% increase over FY 2015 General Fund Operating Budget levels (see FY 2016 Operating Budget Guidelines, page 10). Assuming offsetting contributions from use of the High School Debt Stabilization Fund (\$1,500,000), the Thoreau MSBA Grant Fund (\$409,878) and a recommended allocation from Free Cash (\$900,000), the overall increase in the tax rate to existing taxpayers for FY 2016 is projected to be 3.72%. This guideline results in a projected tax levy totaling \$80,917,223, and a projected unused levy limit capacity of \$3,135,832 (which is 4.0% under the projected limit).

The Guideline Subcommittee has reaffirmed its belief that it is important to maintain the town's flexibility to deal with future infrastructure needs, unanticipated expenses and other contingencies. Retaining a modest unused levy capacity helps to provide such flexibility.

Several macro factors and concerns were considered by the Finance Committee at the outset of the guidelines process:

- A growing concern of the Finance Committee is the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. Income levels of individual taxpayers vary greatly. Continued property tax increases are particularly likely to cause hardship for taxpayers with fixed and/or low incomes.

## Appendix: Finance Committee's Budget Guidelines

- The outlook for national economic growth remains cautiously optimistic but gross domestic product (GDP) for next year is projected to increase by less than 3%. There will be new leadership in the Senate in January but that is no guarantee that Congress will reach a consensus on budgets, the debt ceiling or strategies for controlling the national debt. The Massachusetts economy continues to show signs of growth which remain evidenced in Concord by increases in building permits and some local excise taxes. However recent projections of a deficit in the Commonwealth's budget raise concerns about the level at which local aid to cities and towns will be funded by the State.
- Growth in Concord's assessed real estate valuations between FY 2014 and FY 2015 saw an overall increase of 5.49% (based on the FY 2015 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.0% of total valuations, increased 6.01%. Market valuation changes were not consistent across the housing stock resulting in some homeowners experiencing much larger increases while others saw some reductions.
- Locally, new residential development can impact 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 Finance Committee is aware that there are several development projects underway or under consideration; however, the exact timing and impact of these projects is not measurable at this time.

Based on information provided to date, the Finance Committee anticipates the Town Government, the Concord Public Schools (CPS) and Concord-Carlisle Regional School District (CCRSD) will be able to prepare FY 2016 budgets that maintain core services and meet critical operating priorities within the recommended Budget Guideline. However, the Finance Committee does recognize that the Guideline allocation falls short of the Concord Public Schools initial FY 2016 budget proposal by \$802,196, of the Town Manager's list of possible budget increases by \$471,400, and of Concord's portion of the Concord-Carlisle Regional School District (CCRSD) initial budget proposal by \$330,324. The CPS recommendation was agreed upon after extensive discussion and the Finance Committee recognizes this gap will be the most challenging to accommodate.

The Finance Committee will continue to monitor the economic climate as well as the assumptions incorporated in its calculation of funds available for the FY 2016 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 2016 budget finalization proceeds, leading up to Town Meeting in April 2015.

## Appendix: Finance Committee's Budget Guidelines

FY 2016 Budget Guideline - General Fund only						
Operating Budget	FY 2013	FY 2014	FY 2015	\$ increase	FY2016	% increase
Town	18,724,013	19,474,013	20,364,013	750,000	21,114,013	3.68%
CPS	29,755,538	31,140,538	32,440,538	1,400,000	33,840,538	4.32%
CCRSD*	15,066,221	15,356,221	15,856,221	700,000	16,556,221	4.41%
<b>Operating Budget</b>	<b>63,545,772</b>	<b>65,970,772</b>	<b>68,660,772</b>	<b>2,850,000</b>	<b>71,510,772</b>	<b>4.15%</b>
Other Accounts	13,740,456	14,073,267	14,828,948		15,413,000	3.94%
Excluded Debt Service	4,973,599	6,176,300	6,354,473		7,834,929	23.30%
Total Budget Plan	82,259,827	86,220,339	89,844,193		94,758,701	5.47%

\* Note that the CCRSD figure includes OPEB, health insurance and pension payments within the CCRSD Operating Budget, which for the

Town Government & CPS are included in "other accounts". This difference reflects the fact that the CCRSD is a separate governmental entity, and therefore direct comparisons are not advisable.

Over the three most recent fiscal years (FY 2013, FY 2014 and FY 2015), the average annual increase in the total operating budget has been 3.92%. During this period the most significant factors driving the budget increases included salaries, making 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 school enrollments. For both CPS and CCRSD, special education costs continue to be a major cost factor that is volatile and largely unpredictable. In the face of such pressures, providing budget increases that allow the Town and schools to maintain the level and quality of public and education services expected by taxpayers, yet alone identifying funds for any new programs or services, is a daunting challenge.

### Key Assumptions of FY2016 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 2<sup>nd</sup> ambulance in West Concord (8:00 am-8:00 pm) will begin its second year as of July 1, 2015 and has already proven successful in reducing response times. While the mitigation fund created in connection with the Concord Mews development will be used at decreasing levels to help defray the staffing cost of this service, the Town's General Fund operating budget will be bearing more of this cost. Additional operating funds will be needed to cover known cost increases for additional inspection services and necessary capital expenditures (including technology/software upgrades and vehicle and building repairs).

- *Concord Public Schools (CPS):* Projected contractual salary obligations and contingencies are the single largest component of the CPS budget increase and are expected to require a 3.09% (or \$1,002,530) increase alone in Operating Budget expense. The continued

## Appendix: Finance Committee's Budget Guidelines

implementation of the new educator evaluation system and the new 2014 state regulations for student discipline have resulted in heavy demands on administration time as witnessed by the request for a second Assistant Principal at the Concord Middle School (\$110,000). There is a significant need at all five schools to rebuild the level of supplies that have been reduced to unsatisfactory levels (\$202,615). Additional funding has been requested to accommodate student growth at the Integrated Preschool, funding for 1:1 computer leases and Special Education Transportation. There are also items in the CPS budget proposal for funding new Elementary Foreign Language programs, additional CMS staffing (1.5 FTEs) and incremental hardware and software. It is unlikely all these items can be supported within the recommended guideline increase of 4.32%.

- *Concord-Carlisle High School (CCRSD)*: Contractual salary obligations alone require a 2.26% increase in Operating Budget expense. CCRSD gained 27 new students in FY 15 and is projecting an additional 47 in FY16. Based on enrollment at October 1, 2014, the FY 2016 assessment percentage for Concord students enrolled at CCRSD, determined in accordance with the Regional Agreement between Concord and Carlisle, increases to 73.71% from the FY 2015 assessment ratio of 73.10%. This accounts for \$132,316 of the \$700,000 FY 2016 CCRSD guideline increase. Additional increases for special education are again necessitated by students matriculating into CCRSD from CPS. The guideline also accommodates an increase in Other Post-Employment Benefits (OPEB) of \$139,691, which was reduced in anticipation of a revised schedule to be prepared following an actuarial re-evaluation due to be completed in early 2015. The recommended guideline also addresses proposed increases in transportation (\$155,643), teaching staff (1.5 FTEs), instructional materials (\$121,980), state assessment (\$83,597) and certain other requested program changes.
- *The Group Insurance Account*, covering employee and retiree health insurance costs for town government and CPS employees, is projected to remain level-funded again in FY 2016 (and has since FY 2012; see General Fund Budget, page 12, line 9). The ability to control expenses in this area continues to assist both the Town government and CCRSD in establishing realistic and achievable funding schedules as they work to reach the Annual Required Contribution (ARC) for OPEB obligations by 2020. OPEB remains a significant future liability of the Town, and the strategy being followed jointly by the Town (on behalf of both Town Government and Concord Public Schools retirees) and the Regional School District for funding this liability will be viewed favorably in the financial markets, as bond agencies continue to recognize and analyze this risk for credit rating purposes.
- *State Aid* is anticipated to remain stable and reimbursement is generally expected to be at levels almost identical to the FY 2015 budget (see Resource Detail, page 14, line A.10, and the Regional School District's estimate at Page 11, "Financing Sources"). However, recently announced shortfalls in the State budget could prove problematic. Circuit Breaker reimbursement from the state for high cost Special Education student placement is expected to remain just under the targeted statutory goal of 75%. Pursuant to 603 CMR 10.07 and subject to appropriation by the state legislature annually, local and regional school districts are eligible for reimbursement of special education costs, for each student, equal to 75% of the excess cost that is above four times the prior year's state average per pupil foundation budget. Thus, the ability of the state budget to continue to meet this funding goal is an important element in our long-term fiscal forecasting.

## Appendix: Finance Committee's Budget Guidelines

- *The tax levy in FY 2016 on new growth* (new construction and renovations/additions expected to be in place by June 30, 2015, valued by the Board of Assessors and added to the tax roll for FY 2016) is projected at a conservative \$700,000 which is below the \$835,499 of new growth certified for FY 2015 .
- *The FY 2016 guideline* assumes \$1,500,000 in funding from the High School Debt Stabilization fund created by the Town which will largely offset Concord's share of the increase in FY 2016 in the levy for excluded debt of CCRSD. In addition, \$409,878 from the Thoreau MSBA grant will be applied to offset the related tax impact of excluded debt (see Excluded Debt Tax Levy, page 20).
- *Current Unused Levy Capacity* for FY 2016 is anticipated to be reduced by \$506,533 to \$3,135,832 (see Levy Limit Calculation, page 17) if the operating budget guidelines are adopted by the Town. Any part or all of the Unused Levy Capacity may be levied in FY 2016 or future years without a town-wide ballot.

### Free Cash Requirements

Based on FY 2014 financial results compared to the budget, including town revenues, state aid and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately \$10.7 million as of June 30, 2014. While this estimate has yet to be certified by the Commonwealth, it remains well above the Finance Committee's long-stated minimum goal of 5% of the total annual budget. To ensure ongoing town flexibility and the importance of maintaining the Town's Aaa "Triple-A" bond rating (especially in light of planned long-term bond issuance for the new high school), the Finance Committee has in recent years recommended maintaining Free Cash reserves at a 10% level. Amounts in excess of this target have been considered for transfer to Elementary School and High School debt stabilization funds. This year, funds in excess of the recommended level could be used to establish stabilization funds to help defray Concord's share of the cost to replace an aging school bus fleet, Concord's share of the cost to build a new bus depot, or future Town building needs.

The Finance Committee is recommending an allocation of \$900,000 from Free Cash to support FY 2016 Operating Budget Guidelines, an increase of \$50,000 above the level of Free Cash that has been allocated annually since FY 2012. The recommended allocation of Free Cash to support operating expenditures is guided by what we anticipate, with a high degree of confidence, will be replenished from operating results each year – both from actual revenues exceeding the budget estimates and actual spending being under the appropriation limits.

### Property Tax Impact

The impact of the FY 2016 operating budget guideline on the property tax levy is projected at a 3.72% increase to existing taxpayers (see Property Tax Data, page 23). The components of the increase are as follows:

<b>Allowed 2.5% increase</b>	<b>2.50%</b>
<b>Use of prior Unused Tax Levy</b>	<b>0.52%</b>
<b>Increased Debt Service on Excluded Debt*</b>	<b><u>0.70%</u></b>
	<b>3.72%</b>

*Net of planned allocation from stabilization funds and MSBA Thoreau grant.*

## Appendix: Finance Committee's Budget Guidelines

Based on the current FY 2015 median single family residential home assessed value of \$732,600 and the tax rate for FY 2015 of \$14.29 per thousand, the FY 2016 median tax bill is projected to increase by \$389 (\$53 per each \$100,000 of assessed value).

The estimated tax bill impact will continue to evolve as more information is received about projected revenues and new growth, and as final FY 2016 budgets are developed. The Finance Committee intends, over the next several months, to review all assumptions and recommendations driving the estimated impact of the tax levy on taxpayers for FY 2016, the results of which will be included in the Report of the Finance Committee to be issued in advance of the first session of the Annual Town Meeting on April 12, 2015.

### On-going Issues

#### ***Controlling future tax increases:***

The Finance Committee is very concerned with the annual rate at which taxes continue to increase. Specifically, the Finance Committee believes that the current rate of increase, although appropriate this year, is most likely not sustainable and over time could cause significant dislocation and adversely affect the current levels of diversity within the Town. Although future tax increases will also be driven in part by increases in town government and school expenses, evolving economic conditions, population changes and increasing demand for services, the major concern of the Finance Committee is the rate at which salaries are contractually obligated to increase over the next few years. Salaries represent well over half of the town's and school's budgets, and contractually mandated increases have had a negative impact on the ability of these entities to address many of the issues and other needs they have identified. This is particularly acute at CPS, where salary costs alone represent nearly 80% of operating expenses.

The Finance Committee maintains a Five-Year Forecast model and uses this model to simulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases. The Finance Committee has been increasingly concerned about whether the continued increases in real estate taxes, which exceed increases in incomes, property values or the CPI, are sustainable over the longer term for a diverse population, especially for those on fixed incomes or who are less affluent. In this context, the Committee has discussed the feasibility of establishing a goal for future tax levy increases that could be sustainable over time. The Town works hard to maintain a conservative approach to budgeting and has benefited in recent years from unexpected revenues. This has resulted in an actual town-wide tax levy increase on existing taxpayers on the prior year tax base that has averaged under 2.4% over the past four years (FY 2012 through FY 2015). However this period of modest increases appears to be ending. The increase on existing taxpayers has risen from 1.2% in FY 13 to 2.5% in FY 14 to 3.2 % for FY 15 and a projected increase of 3.7% for FY16. This trend is a matter of serious concern to the Finance Committee.

## Appendix: Finance Committee's Budget Guidelines

### ***Benchmarking:***

The Finance Committee has been attempting to identify appropriate benchmarks that would help provide a basis for comparing town and school services and the costs of those services to those of similarly situated towns and school systems. As this relates to the town, we have been able to affirm that Concord's tax rate and level of taxes appear to be generally reasonable when compared to many surrounding towns and other Massachusetts communities having a Aaa bond rating. Department of Revenue 2013 data show Concord spends a smaller percentage of expenses on General Government and Public Safety and more on Education and Debt Service than peer towns. Concord's per capita spending ranked the 8<sup>th</sup> highest among other "Triple-A" rated municipalities (Moody's and S&P). We will continue to look for ways to measure additional trends including indicators of financial hardship, income levels and employment rates.

Trying to benchmark school performance and costs has turned out to be more complex and less conclusive than originally anticipated due to the incomplete and qualitative nature of some of the data reviewed. The Finance Committee compared Department of Elementary and Secondary Education (DESE) data (FY2013 only) that revealed higher average costs per student for CCRSD than comparable communities. There were limited benchmark communities for CPS (K-8), where overall per pupil costs were found higher than Sudbury, but lower than Carlisle and Lincoln. The school administration has provided explanations of the higher costs including staffing levels, salaries, use of technology and other student supports. The benefits to students include greater teaching expertise, student support services, various intangible learning skills and non-academic opportunities available to students. However many of these metrics are difficult to quantify. The Finance Committee will continue its efforts to identify and track readily available metrics for measuring school performance and costs.

### ***Pension and OPEB:***

An ongoing challenge for the Town is the burden of unfunded future liabilities for the employer share of pensions and retiree health insurance.

### **OPEB**

Operating budget allocations for funding of town OPEB obligations, covering town and CPS employees and retirees, began in FY2012 with planned incremental funding of \$250,000. For FY2016, \$1,150,000 is budgeted to be contributed to the Town OPEB Trust Fund (which also covers the future liability for Concord Public School retirees). CCRSD has also created a Trust Fund and developed a revised contribution schedule as part of the FY2016 budget recommendation, which the Finance Committee has supported. Actuarial re-evaluations of both entities' projected OPEB obligations are currently underway and will incorporate updated trends in healthcare expenses and changes in life expectancy, which can have significant impacts on OPEB (and pension) liabilities. Both entities have a strategy to meet their respective OPEB ARC by 2020 which is a significant commitment and one that illustrates the strong and effective financial leadership of the Town and the Regional School District.

## Appendix: Finance Committee's Budget Guidelines

### Pensions

The Town's most recent pension system actuarial valuation effective January 1, 2014 reports a funded ratio of 81% with an approved funding schedule to reach 100% by 2030 while keeping the annual budget impact manageable.

The Committee notes that the Town's pension fund supports town employees and 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 (Unfunded Long-term Liabilities and Outstanding Bonded Debt, page 26). This includes the bonded debt associated with the new High School building, for which \$32,500,000 of bonded debt was issued in the spring of 2014 and for which an additional \$30,000,000 of long-term bonds is expected to be issued by April 1, 2015, consistent with the financing plan presented to the Town at the November 2011 Special Town Meeting. Utilization of Concord's High School Debt Stabilization Fund, expected to be \$1,500,000 in FY 2016, is important in limiting the initial impact of the debt service expense on Concord taxpayers. The financing of the new High School will represent just under 4% of Concord's tax bill by FY 2018.

\*\*\*\*\*

The Finance Committee appreciates the high level of cooperation and collaboration provided by the Town Manager, the Superintendent of Schools and their respective staffs in the development of the Guideline Recommendation. As the budgets progress, the Finance Committee encourages the town government, school administration, board of selectmen and school committees to continue to demonstrate fiscal discipline and to work creatively in controlling costs and developing budgets that are sustainable and continue to meet the needs of the town's citizens.

For the entire Finance Committee FY16 Budget Guideline, please visit:

[http://concordma.gov/pages/ConcordMA\\_BComm/FY2016%20Guideline%20memo%20\(revised%20Dec%20%2018%202014\).pdf](http://concordma.gov/pages/ConcordMA_BComm/FY2016%20Guideline%20memo%20(revised%20Dec%20%2018%202014).pdf)

## Appendix: Community Profile

### TOWN OF CONCORD COMMUNITY PROFILE

*An excerpt from the Official Statement dated June 3, 2014*

#### **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 Board of Selectmen. Selectmen 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 Board of Selectmen.

## 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 70% of the enrollment in the regional high school. Total enrollment is over 3,300, 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 21 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 rental vacancy rate of approximately 7% and a high owner-occupancy rate of nearly 93%, two factors that add to the high level of maintenance of housing stock. 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, 2013 the average household single-family home assessed value was \$847,681, while the median assessed value was \$732,600.

## Appendix: Community Profile

### ECONOMIC DEVELOPMENT

Concord has long recognized the importance of balanced community development. In 1928, the Town adopted one of the first zoning bylaws in the United States, which included districts for residential, business, and industrial uses. Since that time the Town has continued to adopt or expand zoning and comprehensive planning designed to provide an optimum mix of residential and non-residential uses. In addition, the Town has invested considerable capital in providing infrastructure to serve its industrial areas. From 1990 to 2000, the number of firms in Concord reporting to the Massachusetts Department of Employment and Training increased approximately 22%, from 779 to 948. In 2006, there were 929 firms with an average monthly employment of 12,723 and an average weekly wage of \$1,119.

**The major employers in Concord<sup>1</sup>, excluding the Town itself, are:**

Name	Nature of Business	Number of Employees
Emerson Hospital	Healthcare	1,647
300 Baker Avenue	Technology	1,050
New England Deaconess	Healthcare	267
Concord Health Care	Healthcare	160
Middlesex School	Education	176
Concord Academy	Education	153
Hamilton, Brook, Smith & Reynolds	Professional Services	116

<sup>1</sup>As of March, 27 2014.

### INCOME AND EMPLOYMENT

Concord's population is relatively affluent. Median family income in 2011 was \$156,352, and per capita income was \$67,374 compared to \$83,371 and \$35,051, respectively, for the state as a whole. According to the state Department of Employment and Training, in March of 2014, the labor force living in Concord equaled 8,588 persons, of which 8,251 were employed and 337 or 3.9% were unemployed, as compared to the unemployment rate of 6.6% for the state.

## **Appendix: Financial Policies**

### **TOWN OF CONCORD**

### **FINANCIAL POLICIES**

#### **OVERVIEW**

In order to ensure its financial well-being and fiscal stewardship, the Town Manager has established the following policies and procedures that are financially prudent and in the Town's best economic interest.

Overall, it is the policy of the Town of Concord that financial management be conducted with the objectives of providing municipal service in an efficient, effective, and consistent manner that aligns with public policy goals as set forth by the Board of Selectmen and the Annual Town Meeting. In adherence to this policy, the Town shall pursue the following objectives:

1. to set forth operational programs that minimize the cost of government to the extent consistent with services desired by the public;
2. to instill public confidence in the Town's financial management;
3. to protect and enhance the Town's credit rating and prevent default on any municipal debts;
4. to maintain effective financial management that conforms to generally accepted accounting principles for governmental entities as set forth by the Governmental Accounting Standards Board (GASB);
5. to simplify, clarify, and modernize the financial systems of the Town as the need occurs;
6. to provide safeguards to ensure the quality and integrity of the financial systems.

#### **ACCOUNTING, AUDITING, AND FINANCIAL PLANNING POLICIES**

1. The Town shall utilize accounting practices that conform to generally accepted accounting principles as set forth by GASB. In accordance with GASB Statement 34, the Town shall track, report, and depreciate capital assets as required.
2. All Town Government funds shall be placed at the highest possible rate, taking into account safety, liquidity, and yield, subject to the constraints established by State law and in compliance therewith.
3. An annual audit shall be performed by an independent public accounting firm.
4. A management letter, a list of areas for potential improvement in the Town's financial management, shall be provided by the independent public accounting firm. Additional findings and recommendations may be communicated in a separate letter.

## Appendix: Financial Policies

### GENERAL FUND POLICIES

1. The annual operating budget shall be balanced. A “balanced budget” for any given fund is defined as a plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues). In short, for a budget to be balanced, proposed expenditures shall not exceed projected resources for the period.
2. The Town shall explore the utilization of as broad a diversity of revenues as possible under state law to ensure the Town’s ability to handle fluctuations in the various sources of revenues with minimal negative impact on the overall budget.
3. One-time revenues shall not be used to fund ongoing expenditures. One-time and unpredictable revenues shall be utilized to fund one-time or intermittent expenditures, or shall be added to reserves.
4. In accordance with state law, debt shall not be used to fund current operating expenditures.
5. Adequate maintenance of reserves is a priority. Free cash, which is the available undesignated fund balance in the General Fund, shall be maintained at a level no less than 5% of the total budget.
6. The Reserve Fund, an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to a request by the Town Manager, shall be used to provide financing for extraordinary or unforeseen expenditures, as required by state law.
7. Property valuation for the purpose of taxation shall meet the annual market value standards set by the state Bureau of Local Assessment.
8. The Tax Collector shall follow a comprehensive policy of collecting property tax revenues. An average collection rate of at least 98 percent of current levy shall be maintained.
9. Charges and fees for services, and other revenues, shall, to the extent feasible, reflect the full cost of the services, and shall be examined periodically (preferably annually) by each department as deemed necessary to respond to changes in the cost of services. Recommendations for charge and fee adjustments shall be provided by the Town departments to the Town Manager for action.
10. The Town shall avoid budgetary procedures that defer the recognition of current expenditures at the expense of meeting future year’s expenditures, such as delaying the recognition of expenditure obligations until the next fiscal year.

### FUND BALANCE POLICIES

The purpose of this policy is to establish a key element of the financial stability of the Town of Concord by setting guidelines for fund balance. Unassigned fund balance is an important measure of economic stability. It is essential that the Town maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. The fund balance also provides cash flow liquidity for the Town’s general operations.

#### **Definitions**

*Fund Equity* – A fund’s equity is generally the difference between its assets and its liabilities.

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

## Appendix: Financial Policies

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

### **Policy**

1. Committed Fund Balance – The Concord Town Meeting is the Town's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Town Meeting. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
2. Assigned Fund Balance – The Concord Town Charter in Section 9F designates the Concord Town Manager (or his/her designee) as the official who is empowered to authorize all purchases and thus assign fund balance to a specific purpose as approved by this fund balance policy.
3. Certified Free Cash – The Commonwealth of Massachusetts certifies the amount of amount of available reserves that the Town has at the end of each fiscal year. The Free Cash amount is usually slightly less than the Unassigned Fund Balance in the Financial Statements due to the inclusion of various adjusting items.

It is the goal of the Town of Concord to achieve and maintain a Certified Free Cash balance in the General Fund equal to or greater than ten percent (10%) of the next year's total General Fund Budget. The Town considers a balance of less than five percent (5%) to be cause for concern , barring unusual or deliberate circumstances.

If Certified Free Cash falls below the above mentioned 5% threshold or has a deficiency, the Town Manager will appoint a committee comprised of Town and School officials and personnel with the charge to recommend actions to be taken to replenish the Certified Free Cash level.

## Appendix: Financial Policies

4. Order of Expenditure of Funds – When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Town Manager, and unassigned fund balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

### CAPITAL BUDGET POLICIES

1. A capital item shall be defined as a major, non-recurring expenditure involving one of the following:
  - a. Real Property – includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
  - b. Equipment – includes the replacement or addition of major items of equipment with a life expectancy of at least 2 years and a cost of at least \$5,000. Similar items can be bundled together.
  - c. Projects – include activities such as the following:
    1. Construction of new buildings or facilities (including architectural, engineering and related fees);
    2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities aside from routine maintenance;
    3. Studies or other activities (costing \$5,000 or more) that either relate to future “brick and mortar” projects or are part of a multi-year program of infrastructure improvements;
    4. An annual sum available for routine building improvements, renovations, or repairs.
2. The Town Manager shall prepare a 5-year capital improvement program annually.
3. For the Town Government and Concord Public Schools, the total budget allocation within the levy limit for capital needs (cash capital outlay, principal and interest repayment, related debt issuance costs, and short-term interest expense) shall be in the range of 7-8% of the total General Fund budget.
4. One-third of total capital needs (that is, of the above 7-8% allocation limit) shall be met from current resources, limiting the cost of borrowing to approximately 5% of the total General Fund budget.

### GENERAL OBLIGATION DEBT POLICIES

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

## **Appendix: Financial Policies**

### **ENTERPRISE FUND POLICIES**

1. Rates charged by an enterprise shall be designed to generate enough revenue to cover the full cost of the enterprise (including depreciation expense).
2. Renovation or replacement of an enterprise's capital assets shall be funded with current revenues. Capital assets associated with expansion of service may be funded through borrowing.

### **GIFTS AND GRANTS POLICIES**

1. All gifts and grants shall be evaluated for suitability and consistency with Town policies.
2. All gifts and donations shall be managed and expended according to the wishes and instructions of the donor; all grants shall be managed to comply with the laws, regulations, and guidance of the grantor.
3. For amounts less than or equal to \$500, the Town Manager shall formally accept the gift. For amounts over \$500, the Board of Selectmen shall formally accept the gift.

### **INVESTMENT POLICIES**

All funds of the Town, except for trust funds of the Town of Concord Employees' Retirement System, are invested in accordance with Section 55 of Chapter 44 of the Massachusetts General Laws (MGL). That statute permits investments of available revenue funds and bond and note proceeds in term deposits and certificates of deposit of banks and trust companies, in obligations issued or unconditionally guaranteed by the federal government or an agency thereof with a maturity of not more than one year, in repurchase agreements with a maturity of not more than 90 days secured by federal or federal agency securities, in participation units in the Massachusetts Municipal Depository Trust ("MMDT"), or in shares in SEC registered money market funds with the highest possible rating from at least one nationally recognized rating organization.

MMDT is an investment pool created by the Commonwealth under the supervision of the State Treasurer's Office. According to the State Treasurer, the Trust's investment policy is designed to maintain an average weighted maturity of 90 days or less and is limited to high-quality, readily marketable fixed income instruments, including U.S. Government obligations and highly-rated corporate securities with maturities of one year or less.

Trust funds, unless otherwise provided by the donor, may be invested in accordance with Section 54 of Chapter 44, which permits a broader range of investments than Section 55, including any securities that are legal investments for savings banks in the Commonwealth. The restrictions imposed by Sections 54 and 55 do not apply to city and town retirement systems. A breakdown of such investments may be obtained from the Finance Director.

Pension funds are under the jurisdiction of the Town of Concord's Employees' Retirement System.

### Fund Descriptions

#### Governmental Funds

Most Town functions are financed through what are called *governmental funds*. There are **four** types of governmental funds maintained by the Town: the General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Projects Fund. The Town Meeting appropriates the General Fund, the Swim & Fitness Center Enterprise Fund, Stabilization Funds, and the Community Preservation Act Fund, in accordance with state law requirements. The Capital Projects Fund accounts for projects funded by issuance of tax-supported debt obligations ("bonds"). All other funds are not appropriated by Town Meeting but are expended under the direction of the Town Manager in accordance with state laws and the Town Charter..

**General Fund:** The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments, including the schools, are supported in whole or in part by the General Fund.

**Enterprise Funds:** The Town maintains four Enterprise Funds: the Sewer Fund, the Water Fund, the Beede Swim & Fitness Center Fund, and the Light Fund (Concord Municipal Light Plant). In addition, the Solid Waste Disposal Fund, which technically is a Special Revenue Fund, is operated as an Enterprise Fund but does not include any capital improvement activity. An enterprise operation is a business-type activity that is supported primarily by charges for services. Funds raised from charges are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses. The concept of an enterprise operation also includes the maintenance of the capital facilities of the business. That is, fees for services are charged to recover not only the operating costs of the activity but also the "using up" (depreciation) of the capital assets supporting the service.

Budgeting and financial reporting for enterprise operations utilizes terms and concepts that differ significantly from those utilized for the General Fund. The purpose of enterprise financial reporting is to measure with reasonable accuracy and consistency the net income derived from operations, and then to measure the availability and use of capital acquisition and construction financing. The presentation of the enterprise budgets utilizes budgetary terms and reporting structure found in the audited financial statements. As such, the key measures are *Net Income* and *Capital Resource Availability*.

**Special Revenue Funds:** The Town maintains several Special Revenue Funds, which are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except expendable trusts, or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. Special Revenue Funds include the following types of funds:

1. **Revolving Funds:** Revolving Funds allow the Town to raise revenues from a specific service, and use those revenues to support the service without appropriation. Revolving Funds are established by state statute or local bylaw, and may require re-authorization each year at Town Meeting. The Town maintains a number of Revolving Funds, such as the Cemetery Fund, the Parking Fund and the Recreation Fund.

2. **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to a specific use, but also require annual appropriation by Town Meeting, The Road Repair Fund is a "Receipts Reserved" Fund

## Appendix: Fund Descriptions

3. **School Grants:** These grants account for several specially-financed education programs under grants received from the federal or state governments, including professional development, SPED early childhood development, drug-free school programs, and certain capital improvements.

4. **Other Intergovernmental Funds:** These funds account for several grants or monies received by the Town from the federal or state governments, including a variety of community policing grants, Chapter 90 highway monies, state election grants, state library aid, and various Council on Aging programs, such as “meals-on-wheels.”

5. **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose, such as the Arts & Technology Education Fund, departmental gifts for police and fire, various Council on Aging programs, and Planning Board gifts from developers for infrastructure improvements related to proposed projects.

**Capital Projects Fund:** The Capital Projects Fund is used to account for monies expended for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by trust funds. The Town’s Capital Projects Fund is funded primarily by the receipt of bond proceeds resulting from the Town’s issuance of bonds for specific project grants, but may also be derived from private sources, grants, or transfers from other Town funds.

### Fiduciary Funds

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

1. **Expendable Trusts:** Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of the fund may be expended.

2. **Non-expendable Trusts:** These trusts are used to account for funds where the principal must, by law or covenant, remain intact (that is, cannot be expended). Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. An example is the Cemetery Perpetual Care Fund.

3. **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, collected and expensed on behalf of other units of government, such as sales taxes and other fees collected collected on behalf of and transmitted to the state government.

### Basis of Accounting & Basis of Budgeting

#### Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

#### Basis of Budgeting

An annual budget is adopted by the Town Meeting for the Town's General Fund. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town's General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principals (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as "Special Articles" and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed.. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

## Appendix: 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, <b>Property Tax Levy:</b></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**.