

THE REPORT OF THE FINANCE COMMITTEE OF THE TOWN OF CONCORD



CONCORD TOWN MEETING
Monday, April 4, 2016 @ 7:00 PM
CCHS Auditorium

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2016 Town Meeting Warrant Articles: TABLE OF CONTENTS

Art. #	Title <i>(shaded articles are proposed for inclusion on the Consent Calendar to be voted under Article 2)</i>	Vote quantum	Page #	Recommendations	
				Finance Committee	Board of Selectmen
1	Choose Town Officers				
2	Hear Reports/ Consent Calendar	2/3rds			
3	Meeting Procedure	majority		Affirmative action	Affirmative action
4	Ratify Personnel Board Classification Actions	majority		Affirmative action	Affirmative action
5	Personnel Bylaw Amendments	majority		Affirmative action	Affirmative action
6	Classification & Compensation Plan	majority		Affirmative action	Affirmative action
7	Town Budget, including Stabilization Funds	2/3rds		Affirmative action, \$39,283,841	Affirmative action
8	Home Rule Petition - Senior Property Tax Exemption	majority		Affirmative action	Affirmative action
9	Close Elementary School Debt Stabilization Fund	2/3rds		Affirmative Action	Affirmative action
10	PEG Access and Cable-Related Fund	majority		Affirmative action	Affirmative action
11	Public School Budget	majority		Affirmative action, \$35,660,111	Affirmative action
12	Concord Public School Renovations	2/3rds		Affirmative action, \$870,000 borrowing	Affirmative action
13	Concord-Carlisle Regional High School Budget	majority		Affirmative action, \$20,783,976 assessment	Affirmative action
14	Concord-Carlisle RSD - Landfill Remediation	majority		Affirmative action, \$1.1M CCRSD borrowing	Affirmative action
15	School Transportation Facility - Supplemental Funding	2/3rds		Affirmative action, \$1,950,000 borrowing	Affirmative action
16	PETITION Reconsider the School Bus Terminal Location	majority			Recommend NO ACTION
17	Minuteman Regional High School Budget	majority		Affirmative action, \$423,444	Affirmative action
18	Minuteman Building Project Approval	majority		Affirmative action	Affirmative action
19	Free Cash Use	majority		Affirmative action, \$1,000,000	Affirmative action
20	Community Preservation Committee Recommendations	majority		Affirmative action, \$1,480,844	Affirmative action without Item G
21	Outdoor Recreational Facilities	2/3rds		No motion is expected	
22	Municipal Building Renovations	2/3rds		affirmative action, \$200,000 borrowing	Affirmative action
23	Land Acquisition - Balls' Hill Road	2/3rds		Affirmative action, \$1.6M borrowing, \$150K CPA	Affirmative action
24	Public Safety Equipment	2/3rds		Affirmative action \$150,000 borrowing	Affirmative action
25	Cemetery Roadway Infrastructure Improvements	2/3rds		Affirmative action, \$50,000 borrowing +\$107,392	Affirmative action
26	2016 Road Program	2/3rds		Affirmative action, \$1,350,000 borrowing	Affirmative action
27	Road Repair Revolving Fund Expenditures	majority		Affirmative action, \$140,000	Affirmative action
28	Nagog Pond Water Treatment Facility, etc.	2/3rds		Affirmative action, \$16,500,000 borrowing	Affirmative action
29	PETITION Removal of Parking Meters	majority		Recommend NO ACTION	Recommend NO ACTION
30	PETITION Snow Removal from Sidewalks	majority		Recommend NO ACTION	Recommend NO ACTION
31	Regional Housing Services Revolving Fund Expenditures	majority		Affirmative action, \$210,000	Affirmative action
32	Demolition Review Bylaw	majority			Affirmative action
33	Historic Districts Map Amendment	majority			Affirmative action
34	Zoning Bylaw - Combined Business/Residence	2/3rds			Affirmative action
35	Zoning Bylaw - Residential Uses	2/3rds			Affirmative action
36	Zoning Bylaw - PRD Diversity of Units	2/3rds			Affirmative action
37	Zoning Bylaw - Site Plan Review	2/3rds			Affirmative action
38	Zoning Bylaw - Flood Plain Conservancy District Boundaries	2/3rds			Affirmative action
39	Zoning Bylaw - Flood Plain Conservancy District	2/3rds			Affirmative action
40	Zoning Bylaw - Agricultural Uses	2/3rds			Affirmative action
41	Zoning Bylaw - Ltd. Business District #2	2/3rds			Recommendation will be made at Town Mtg.
42	Zoning Bylaw - Dimensional Regulations	2/3rds			Affirmative action
43	Sign Bylaw Amendments	majority			Affirmative action
44	PETITION CMLP Advisory Committee/Time-of-Use rates	majority		Recommendation will be made at Town Meeting	Recommendation will be made at Town Mtg.
45	PETITION - Bylaw Prohibiting Polystyrene in Food Ware	majority		Recommendation will be made at Town Meeting	Recommendation will be made at Town Mtg.
46	PETITION Net Zero Greenhouse Gas Emissions Goal	majority		No motion is expected	
47	PETITION - 3-year Moratorium, Synthetic Turf/Town Land	majority			Recommend NO ACTION
48	PETITION - Sale & use of Neonicotinoid Pesticides	majority			Recommendation will be made at Town Mtg.
49	Unpaid Bills	4/5ths		No motion is expected	
50	Debt Rescission	majority		Affirmative action, \$640,000	Affirmative action
51	Light Plant Expenditures and Payment in Lieu of Taxes	majority		Affirmative action, \$465,500 PILOT	Affirmative action
52	Solid Waste Disposal Fund Expenditures	majority		Affirmative action	Affirmative action
53	Sewer System Expenditures	majority		Affirmative action	Affirmative action
54	Sewer Improvement Fund Expenditures	majority		Affirmative action	Affirmative action
55	Water System Expenditures	majority		Affirmative action	Affirmative action
56	Beebe Swim & Fitness Center Enterprise Expenditures	majority		Affirmative action, \$3,032,600	Affirmative action
57	Bruce Freeman Rail Trail - Phase 2B	2/3rds		Affirmative action, \$250,000 borrowing	Affirmative action
58	Land Acquisition Rail Trail Right-of-Way	2/3rds			Affirmative action
59	Rail Trail Easements over Town Land	majority			Affirmative action

TOWN MEETING

MONDAY, APRIL 4, 2016 7:00 PM

CONCORD-CARLISLE REGIONAL HIGH SCHOOL

PARKING

Town Meeting attendees should enter from the Walden Street entrance. Walden Street will allow for exiting and entering motor vehicles and parking will be restricted to the right hand side of the road as you enter only. The Thoreau Street gate will be for exit only and parking will be allowed on both sides all motor vehicles facing out.

Handicap parking and “for those needing to be close” will be designated in the front row of the main parking lot on the East end of the lot closest to the East entrance to the cafeteria. This location is the main entrance for the Town Meeting and where check-in and ballot distribution will take place. There are also additional handicap spaces at the front of the school.

Parking will be allowed in all designated spaces as well as the turf field parking lot. Parking will also be allowed in front of the Beede Center if necessary as well as lower end of Beede parking lot. In the event that the parking lots at the high school are full, attendees will be directed to Alcott School first and, once Alcott is full, then the Concord District Court. Shuttle buses will be available to bring residents to and from the satellite parking.

CHILDCARE

Childcare will be provided at the high school in the maroon gym for children 2 1/2 and older. The Concord Recreation Department is offering the service at a cost of \$5 per child per hour or \$25 for two or more children for the evening. In order to guarantee a space, reservations should be made in advance by calling the Concord Recreation Department at 978/369-6460.

SENIORS

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

CHECK-IN

All voters who were registered to vote by Feb, 10, 2016 are eligible to participate at Town Meeting. Voters should check-in at the tables in the main lobby by last name and pick up a Town Meeting ballot on each night of attendance. Only one ballot per voter per evening of attendance. Ballots are not transferrable.

SEATING

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

ASSISTED LISTENING DEVICES

Assisted Listening Devices will be available in the lobby.

SPECIAL ARRANGEMENTS OR NEEDS

Anyone with a disability requiring special arrangements for Town Meeting should contact Kate Hodges, Assistant Town Manager and Americans with Disability Act Coordinator before 4:30 p.m. Monday, March 28, 2016 at (978) 318-3000. The earlier that special arrangement needs are communicated, the more likely that time will allow for special accommodations, if possible, to be met.

TELLERS

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



The Finance Committee thanks the town and school administrations, employees and committees for their cooperation and assistance during the past year.

Terms to expire in 2016

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

Terms to expire in 2017

Terri S. Ackerman
Richard Giles, chair
Karle S. Packard
Wendy Rovelli
Thomas Tarpey

Terms to expire in 2018

Richard Jamison
Paul McGinn
Linda Miller, vice chair
Philip Swain
Triveni Upadhyay

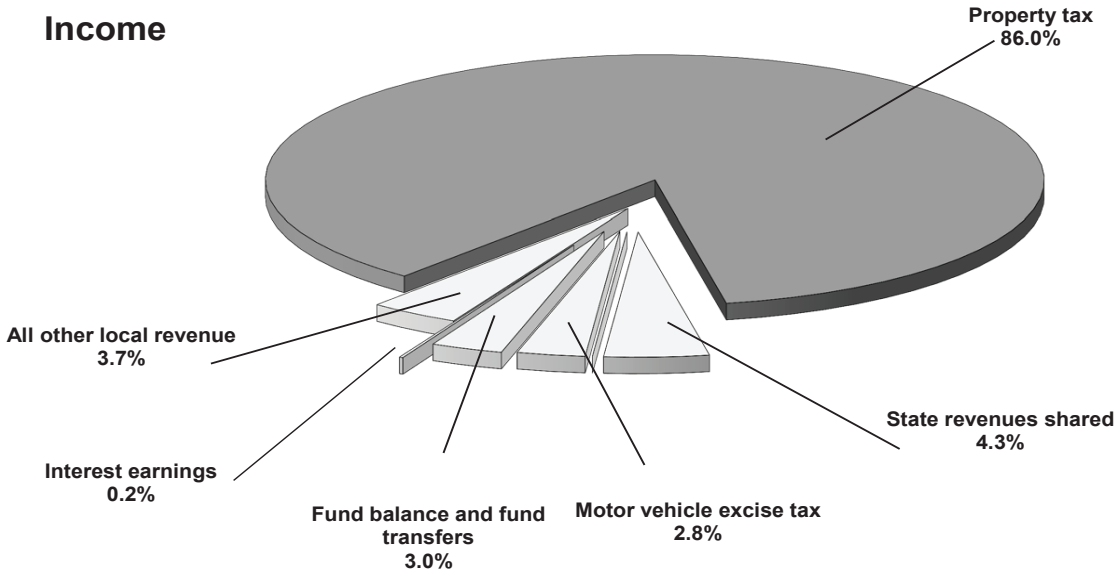
Charts and tables by the Town of Concord Finance Department.

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

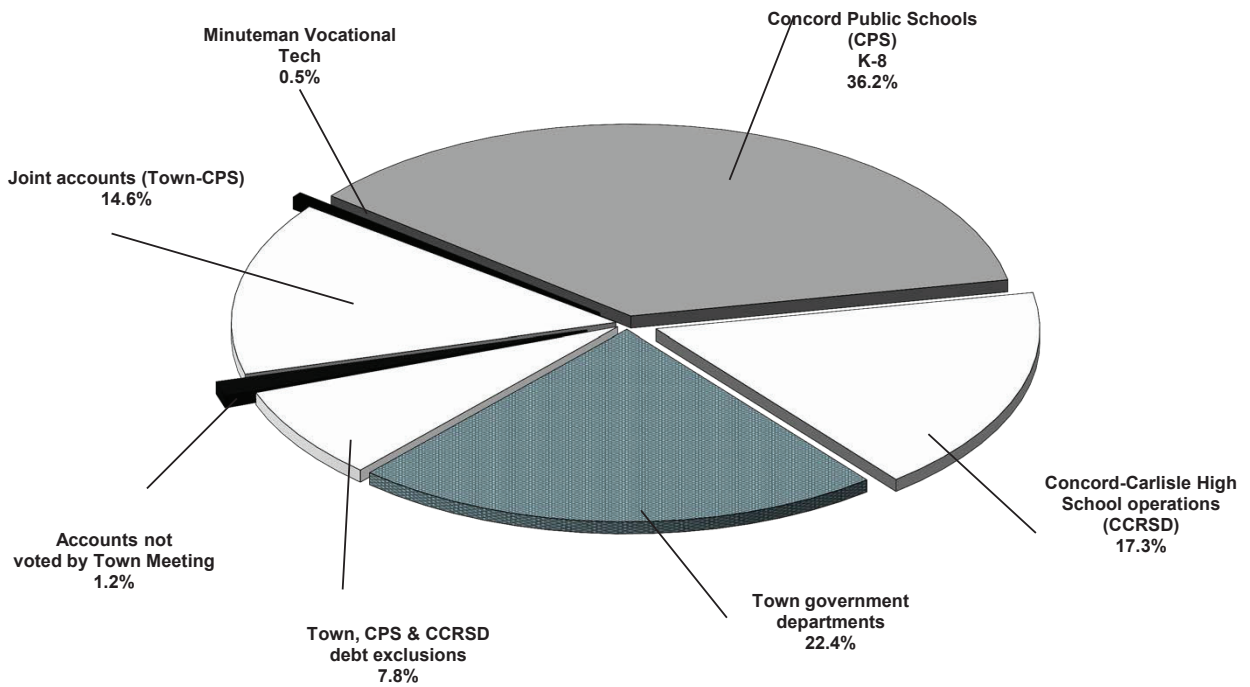
Cover Design by Donna Thomas

General Fund
FY17 PROPOSED BUDGET
Operating budgets of town and schools
Total Budget: \$98,469,125 (+2.23%)

Income



Outlays



The Budget in Brief

Essential information at a glance

Total Budget: Town Government and Education at Finance Committee recommendations

- The total proposed FY17 General Fund budget is \$98,469,125. This is \$2,146,908 or 2.23% over FY16. Concord's share of the debt service payable on bonds and notes issued or to be issued by the Concord-Carlisle Regional School District is estimated at \$3,748,971, an increase of \$234,542. Allocation to the Town's OPEB Trust Fund is proposed at \$1,400,000, an increase of \$250,000, and the Town's assessed share of the Other Post Employment Benefits (OPEB) Trust funding increase at the CCRSD is \$158,489. The current year snow account deficit to be raised in the FY17 budget is estimated at \$172,000, but this budget estimate may be higher or lower when the winter season is over. Exclusive of these items, the remainder of the budget is a 2.0% increase.
- The Town government and education proposed operating budgets total \$74,709,129, which is 3.31% over FY16 operating budgets.
- 66% of the proposed FY17 spending plan is for expenses related to primary and secondary education.
- Total debt service (principal and interest payments on long and short-term debt) is budgeted at \$11,486,799 (including \$1,000,000 proposed to be appropriated from the Town's High School Debt Stabilization Fund under Article 7). The tax levy for debt service excluded from the Proposition 2 ½ levy limit, in accordance with previous town-wide ballot votes, is \$6,273,385, which is equal to 6.4% of the total proposed budget.
- Long-term bonds have been issued for the financing of the new Alcott, Thoreau and Willard schools opened in 2004, 2006 and 2009 respectively. The total debt issued, principal to be repaid through June 30, 2016 and the FY17 debt service amounts are:

		Repaid		FY17 debt service	
	<u>Debt issued</u>	<u>at 6/30/16</u>		<u>Principal</u>	<u>Interest</u>
Alcott	\$ 9,365,000	\$ 5,285,000	\$	503,000	\$ 120,785
Thoreau	16,940,000	8,185,000		1,007,000	188,190
Willard	<u>27,025,000</u>	<u>10,340,000</u>		<u>1,490,000</u>	<u>597,764</u>
	\$ 53,330,000	\$ 23,810,000	\$	3,000,000	\$ 906,739

Property taxes

- The median single family residential tax bill in FY16 is \$11,108 based on an assessed value of \$798,000 at a tax rate of \$13.92 per thousand.
- The tax rate projected increase is 2.98% (an additional \$333 on the median bill, \$41 per \$100,000 of assessed valuation).
- Each 1% increase in the tax levy equals \$813,000 in revenue for FY17.
- 86.0% of the Proposed Budget support is derived from property taxes.
- 75.9% of property taxes are paid by single family residential property.

Free Cash Use

- The Finance Committee recommends allocating \$1,000,000 from Free Cash to support the FY17 budget plan. Free Cash is a term denoting the available portion of the unreserved General Fund balance.

The Proposed Guideline Budget Appropriation for the year beginning July 1, 2016 (FY17)

Recommendations of the Finance Committee

Articles 7, 11, 13, 17 comprising the Guideline Budget

	FY17: Warrant location reference	Appropriated FY16	Proposed FY17	percent change	percent of total
Town Government					
General Government	Art. 7, items 1-6	\$ 2,776,991	\$ 2,825,910	1.8%	2.9%
Finance & Admin; Inf. Systems	Art. 7, items 7-10	2,157,341	2,249,414	4.3%	2.3%
Public Safety (Police & Fire)	Art. 7, items 11-16	8,863,727	8,900,702	0.4%	9.0%
Public Works	Art. 7, items 17-24	3,978,554	4,054,201	1.9%	4.1%
Library	Art. 7, item 25	2,034,562	2,081,963	2.3%	2.1%
Reserve Fund	Art. 7, item 32	225,000	225,000	0.0%	0.2%
Salary Reserve	Art. 7, item 33	267,133	755,708	--	0.8%
Recreation and all other	Art. 7, items 26-30, 31, 34	810,705	871,115	7.5%	0.9%
Total Town Gov't operations @	General Fund Guideline	\$ 21,114,013	\$ 21,964,013	4.0%	22.3%
Emergency services Stabilization Fund	Article 7 text	100,000	50,000		
	Subtotal, Town Gov't	\$ 21,214,013	\$ 22,014,013	3.8%	22.4%
Concord Public Schools (CPS)	Article 11	\$ 34,542,735	\$ 35,660,111	3.2%	36.2%
Concord-Carlisle Regional HS <i>(Concord's assessment share)</i>	Operations	\$ 16,556,221	\$ 17,035,005	2.9%	17.3%
	Debt Service, excluded	3,514,429	3,675,435	4.6%	3.7%
	Debt Service, not excluded	0	73,536		0.1%
	Article 13	\$ 20,070,650	20,783,976	3.6%	21.1%
Town and School (CPS) debt service					
debt repayment within levy limit		\$ 3,605,000	\$ 3,730,000	3.5%	3.8%
debt excluded from levy limit		2,820,500	3,007,828	6.6%	3.1%
Total tax-supported	Art. 7, item 39 (A & B)	\$ 6,425,500	\$ 6,737,828	4.9%	6.8%
High School Debt Stabilization	Article 7 text	1,500,000	1,000,000		1.0%
	total debt service	\$ 7,925,500	\$ 7,737,828	-2.4%	7.9%
Employee Benefits (Town and CPS only):					
Group Insurance	Art. 7, item 35A	\$ 4,650,000	\$ 4,650,000	0.0%	4.7%
OPEB Trust	Art. 7, Item 35B	1,150,000	1,400,000	21.7%	1.4%
Retirement (pension funding)	Art. 7, item 37	3,220,000	3,317,000	3.0%	3.4%
Social Security & Medicare	Art. 7, item 38	740,000	765,000	3.4%	0.8%
Total Employee Benefits		\$ 9,760,000	\$ 10,132,000	3.8%	10.3%
Minuteman Tech Regional HS	Art. 17	\$ 407,041	\$ 467,345	14.8%	0.5%
Property & liability insurance	Art. 7, item 35C	225,000	250,000	11.1%	0.3%
Unemployment/Worker's Comp	Art. 7, item 36	200,000	200,000	0.0%	0.2%
Free Cash appropriations		625,000	0		
TOTAL Town Meeting appropriations		\$ 94,969,939	\$ 97,245,273	2.4%	98.8%
Not Appropriated:					
State assessments (mostly for MBTA)		\$ 497,843	\$ 501,852	0.8%	0.5%
Snow & Ice expense account deficit		310,772	172,000		0.2%
Overlay for tax exemptions and abatements		543,663	550,000	1.2%	0.6%
		\$ 1,352,278	\$ 1,223,852	-9.5%	1.2%
TOTAL SPENDING PLAN		\$ 96,322,217	\$ 98,469,125	2.2%	

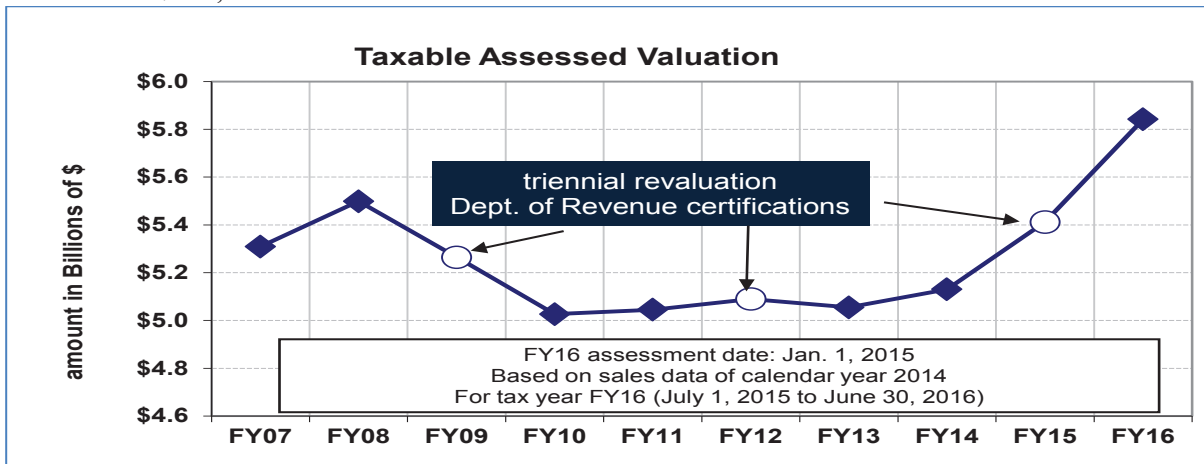
To the residents of Concord

The annual report of the Concord Finance Committee summarizes the financial position of the Town and discusses the articles on the warrant for the 2016 Annual Town Meeting.

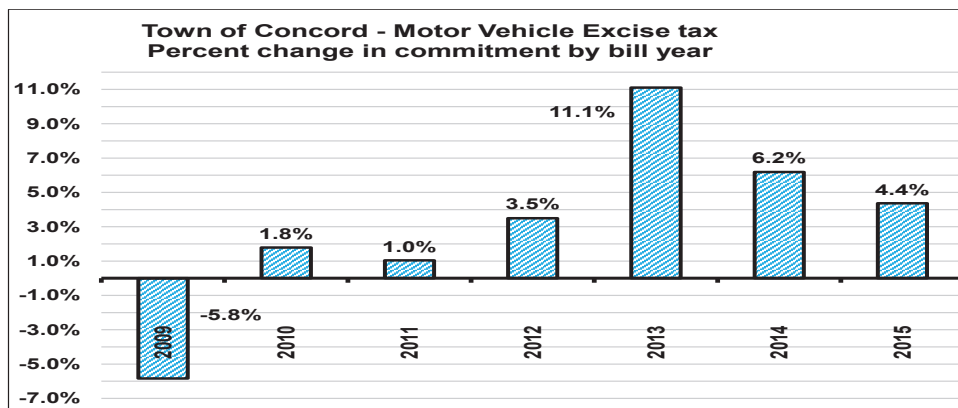
Overview

The outlook for both the national and Massachusetts economies remains positive. National unemployment rates have been declining steadily to levels around 5% but the growth rate of gross domestic product have been modest at best and the consensus forecast is for continued weak and uneven growth. While Massachusetts and particularly the Boston region has been performing above the national average in both Gross Domestic Product and job growth measures, Global economic conditions and events will always present some risk to the national, state and local economies. The upcoming presidential election also adds uncertainty.

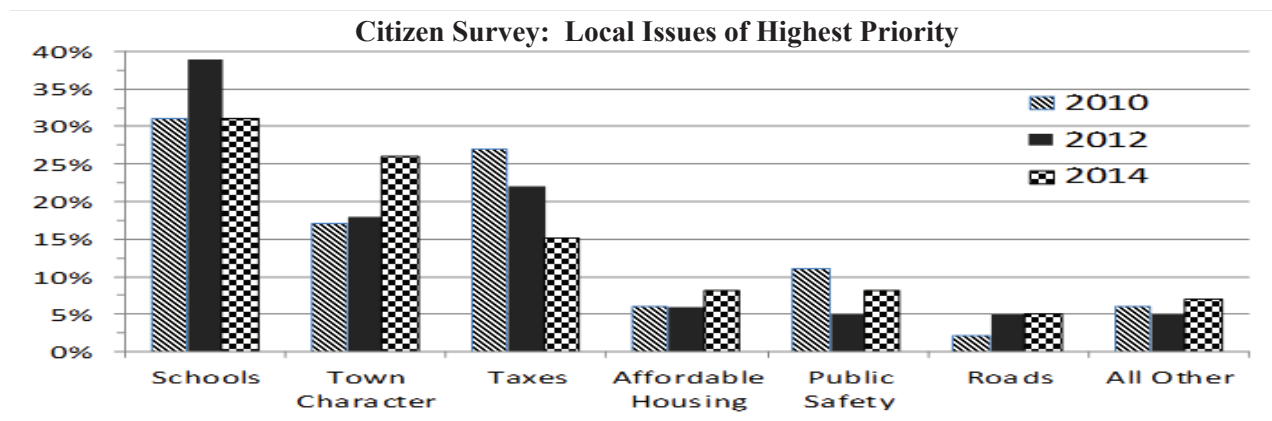
Economists remain upbeat about the outlook for the Massachusetts economy in 2016. Locally, Concord has continued to show strong economic activity and has continued to see increases in local residential real estate valuations. After a decline of 8% from FY08 to FY10, taxable assessed value has risen almost 16% over the past three years, with an 8% rise in FY16 alone. Residential class value increased 8.4% and the median single family assessed value rose 8.9% to \$798,000.



The overall level of building activity in 2015, as measured by total permits issued increased to 1,038 permits or an increase of 42% over the past three years. Trends in local motor vehicle excise also continue to increase reflecting strong consumer spending locally.



Other factors which reflect the well-being of our community comes from residents directly. Dec. 2014, the Town completed its biennial survey of Concord residents to measure satisfaction with the quality of services from Town government, and satisfaction with public services relative to taxes and/or prices paid. 92% of respondents thought that Town services were “excellent” or “good”. When asked about what local issue is of highest priority, citizens continue to rank schools as their greatest priority. Interestingly, taxes appear to have dropped in comparison to concerns over Town character.



Concord’s Fiscal Position

Concord has traditionally taken a conservative approach to budgeting. Expectations for revenue growth are generally low, with estimates of property tax growth from new construction and renovations based only on known development activity for which there is high likelihood of completion in the upcoming fiscal year. The Finance Committee supports a policy of keeping the uncommitted General Fund Balance (“Free Cash) at levels at or above 5% of the subsequent year’s total Town budget. In practice, the Finance Committee has in recent years supported keeping Free Cash at levels closer to 10%, as a stronger reserve position during periods of uncertain economic conditions. Contributions from Free Cash are made to help support the budget plan each year, in an amount approximately equal to 1% of the total spending plan and that we can reasonably expect will be restored by positive operating results of the budget year.

When Free Cash exceeds 10% of the Town’s next budget, contributions to stabilization funds or funding of warrant articles are often considered for recommendation to the Town Meeting. When funds are allocated to a stabilization fund, they become restricted in use to the purpose for which the fund was created. Stabilization funds are generally created when the Town can anticipate large future expenses that can have a significant impact on budgeted resources and the level of taxation over several fiscal years. Stabilization funds are then allocated in those years to lower the tax impact of the planned expenses.

The Town is also committed to ensuring capital needs are supported, and routinely dedicates 7-8% of total budget resources for capital improvements. Roughly one-third of capital financing is derived from current resources and two-thirds is derived from debt financing through the issuance of long-term bonds of the Town of Concord. The Town’s debt management policies include structuring principal repayment so that the majority of bonded debt (60%) is retired within five years, and 90% is retired within 10 years. The Town’s Free Cash position and debt policies are key factors in maintaining the Town’s credit rating of Aaa (which it has held since 1987).

Each year as the Finance Committee considers, reviews and evaluates operating budget needs, consideration is given to long-term priorities of the town, how Concord compares to other peer towns and the general trend in tax increases over time. We are sensitive to the rate at which taxes are increasing compared to local incomes and property

tax values. If taxes exceed the rate of income over extended periods of time, the tax rate can become unsustainable to the point where affordability becomes problematic for some households. The Finance Committee recognizes this is of particular concern to homeowners living on low or fixed incomes. Since FY10, actual tax increases to existing citizens have remained below 4%, ranging from a low of 0.2% in FY11 to a high of 3.3% in FY10. The projected tax impact of the Finance Committee FY 17 Guideline is 2.98% (see Property Tax Impact of Proposed FY17 Budget, page x).

FY17 Budget Guideline

The proposed FY17 Total Budget for Concord is \$98,469,125, based on the Finance Committee's FY17 Budget Guideline recommendations, issued Nov. 30th and finalized following review in March of updated General Fund projections of resources and expenses.

The Town Operating budget request submitted by the Town Manager in his budget document of Jan. 22, 2016 is at the Finance Committee Guideline and provides \$800,000 in incremental funding over FY16, an increase of 3.77%. The Concord Public School (CPS) Committee and the Concord-Carlisle Regional School District (CCRS) Committee both voted to adopt the Finance Committee Guideline recommendations. The guideline provides CPS an increase of \$1,117,376 or 3.23% and provides CCRSD an increase of which Concord's share will increase by \$478,784 or 2.89%.

In addition to the operating budgets, a significant part of the budget is for excluded debt service, principal and interest expense for repayment of long-term borrowing for projects authorized by a Proposition 2 ½ Town ballot vote. Concord's budgeted share of the FY17 debt service associated with the new high school is \$3,485,810, while most of the remaining excluded debt service is attributable to bond repayment on the Town's Elementary School projects (Alcott: 2004, Thoreau: 2007, and Willard: 2009). Other non-Operating budget expenses include planned incremental increases in Other Post-Employment Benefits (OPEB), retirement contributions, snow/ice removal, and the assessment for the Minuteman Regional Technical High School. For the sixth consecutive year, the budget for Group Insurance expenses will remain flat, allowing contributions for OPEB to continue without significant impact on the Total Budget Plan.

The Town of Concord will derive the majority (86%) of FY17 General Fund resources from property taxes. State Aid, which has not historically kept pace with increasing operating expenses has, however, increased 15% over the past three years. Some local sources of revenues are more closely aligned to citizen purchasing decisions and increases in construction and renovations. Budgeted resources for department fees reflect the increasing revenues associated with the July 2014 introduction of the second ambulance 8 a.m. to 8 p.m. service in West Concord.

With the assumptions described above, the projected increase in real estate taxes to existing citizens is projected to be 2.98%. Based on the FY16 median single family residential home value of \$798,000 (and a tax rate of \$13.92 per thousand), the median tax bill is projected to increase by \$333 (or \$41 per each \$100,000 of assessed value). This is a decrease in terms of percentage over the FY16 tax increase of 3.5% and is consistent with the Finance Committee's desire to keep tax increases below 4.0% on a town-wide average.

Budget drivers

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

Continued

- *Salaries:* The largest component of Town, Concord Public Schools (CPS) and Concord Carlisle Regional School District (CCRS) budgets is the salary of our employees. In the school system, the majority of salary expense is driven by collective bargaining agreements which establish salary structures for a three-year period. The negotiations with the Concord Teachers Association that began last year are still ongoing. The uncertainty of the final outcome could impact the CPS budget and allocation of resources for FY17. The Town is less dependent on labor agreements, but is continually challenged to retain staff at salaries that are competitive in the market place.
- *Students:* With the growth in housing construction and attractiveness of new schools, student enrollment has been increasing steadily in the last few years. Since Oct. 2011, there has been a noticeable increase in students at both Concord Middle School (CMS) and CCRSD. Rising enrollments put pressure on our school system in terms of staffing for instruction, class size and space needs.
- *Shifts in high school enrollment between Concord and Carlisle:* The percentage of Concord student residents is used to determine Concord's allocation of the CCRSD budget, including debt expense associated with the new high school building. This ratio is decreasing slightly from 73.71% in FY16 to 73.61% for FY17.
- *Other school Needs:* In the last several years, the schools have implemented mandates for a new teacher evaluation system that required investment in technology, software and professional development. In FY17, the teacher evaluation system will continue to require more in-class teacher supervision. In addition, the schools are working to meet new administrative mandates for management of student discipline and associated documentation.
- *OPEB:* Both the Town and CCRSD have established a plan for regular increases in incremental funding to meet its Annual Required Contribution (ARC), which is the point at which regular contributions will match future liabilities. Recent actuarial analysis of these liabilities suggests the Town will meet its ARC with the FY2017 budget, earlier than expected a few years ago. However, health insurance expenses are expected to increase in future years and therefore these liabilities will continue to fluctuate over time. CCRSD has established an OPEB Trust this year and has revised its planned contribution schedule to meet its ARC in 2020. The CCRSD proposed FY17 budget includes an increase of \$215,309 for OPEB Trust (to a total of \$705,000). The Town proposed FY17 budget includes an increase of \$250,000 for its OPEB Trust funding (to a total of \$1,400,000).
- *Shift in demographics and service demands:* With the increase in housing and construction throughout town, along with aging of the population, the Town is experiencing new demands on public services provided by various departments. The Town Manager's budget will accommodate funding for increases in inspectional services staffing; additional staff hours are proposed to meet demands for service of the Senior Services Division (formerly the Council On Aging Office) and the Veterans Services Division of the newly formed Human Services Department. The General Fund will accommodate a greater share of the FTE expense for staffing the second ambulance. This daytime service operated out of the West Concord Fire Station, inaugurated July 2014, has resulted in dramatic improvements in response time. It is likely that in the near future there will be a need to staff the second Ambulance on a 24-hour schedule which would require four additional firefighter/EMS positions.

Looking ahead

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

The high school building project has proven to be a huge success and came in on plan and on budget. Now that the new school building is complete, attention is drawn to the remaining remediation of the eastern parking lot adjacent to the old high school. The remediation solution—to cap a private landfill operation that existed up to the 1950s before the land was purchased for the new Concord-Carlisle Regional School District in 1956—will involve creation of an engineered barrier and will require a passive recreation restriction on the land. The cost of remediation has been estimated by a professional engineering firm at \$1.1 million dollars. Article 14 seeks Town Meeting approval of the Regional School Committee’s \$1.1 million borrowing authorization for this purpose. The motion will propose that the approval of Town Meeting be contingent upon passage of a debt exclusion question at a Town-wide ballot to be held Thursday, April 14th. Both Town Meeting approval and the ballot vote require a simple majority for passage.

Articles 12 and 15 address funding for the proposed new school transportation facility to be located on a portion of the recently acquired W.R. Grace land located in Concord between the Acton line and the Assabet River. Recent professional engineering construction cost estimates for this facility have increased significantly from earlier preliminary estimates due to both design and location related issues. The new total cost, including contingencies, is \$4,125,000. Previously Town Meetings appropriated \$925,000 from the Concord Public Schools Capital Needs Stabilization Fund (Article 12 of 2014) and authorized a borrowing of \$950,000 (Article 24 of 2015). This total of \$1,875,000 now needs to be supplemented by \$2, 250,000 in order to proceed with the project. Article 15 proposes that a new borrowing authorization of \$1,950,000 be contingent upon passage of a debt exclusion question at the special election scheduled for April 14th. The remaining \$300,000 is addressed in Article 12 as part of the Concord Public School’s annual renovation and repairs program.

The next few months will determine the future direction and composition of Minuteman Regional Technical High School (MRTHS). MRTHS has been working with the Massachusetts School Building Authority (MSBA) for a number of years to assess options for a new or renovated school building. The MRTHS Building Committee has reviewed and revised its future state program offerings and has established a target of 628 students that a new school would support. Gaining the required unanimous approval from all 16 member towns has proven very difficult if not impossible. In addition to the diversity of opinions there currently exists a significant need to restructure the tuition formula for Out-of-District towns to include a capital cost reimbursement in addition to their operating cost charge. Concord’s Special Town Meeting February 4th approved a new regional agreement. By the end of Feb. , all 16 towns had approved the new Regional Agreement, with six towns voting concomitantly to leave the MRTHS District as of July 1, 2017. Article 18 addresses the proposal of MRTHS to now move forward with a \$144,922,478 borrowing authorization for a new 628-student school. Approximately \$44 million will be eligible for reimbursement from MSBA. Additional important financial aspects will be both the final capital cost language to be authorized by the state for Out-of-District students as well as the ability of MRTHS to attract the full complement of 628 students. Article 18 seeks approval of Concord Town Meeting for the debt authorization voted by the Minuteman School Committee and proposes that this approval be contingent upon the approval of a debt exclusion question by Concord voters at the April 14th Special Election. Both votes require a simple majority for approval, and all 16 current member Town Meetings (even in those towns that have already voted to leave the District) must vote approval in order for the project to move forward. The MSBA, as a condition of its \$44 million maximum grant, has given MRTHS a June 30, 2016 deadline for these actions to be completed.

The construction of a water treatment facility at Nagog Pond will address the Town’s ability to maintain Nagog Pond as an important, reliable high quality water supply capable of providing over one million gallons of drinking water per day. Article 28 addresses the cost associated with the final design and construction of such a facility. Article 28 seeks the ability to borrow up to \$16,500,000 for the water treatment facility, Nagog Pond intake piping and Annursnac and Pine Hill reservoir improvements. This project will extend over two years and debt repayment

Continued

will be from water rates. A 10-year plan, annually updated, has long anticipated this project and modest annual rate increases consistent with and continuing our past rate management strategy will accommodate the cost of these new and improved facilities.

Article 12 addresses renovations for the CPS. In addition to the \$300,000 contingency for the Transportation depot previously mentioned, this year \$155,000 is being allocated for facility assessment of the Concord Middle Schools, both the Sanborn and Peabody buildings. The purpose of this assessment will be to understand better the requirements for capital investment to maintain these buildings in top operating condition for an extended time period before complete replacement would be needed. Existing debt on the three elementary schools will not be paid off until the late 20s, and the high school debt will not be paid off until almost the end of the following decade.

This year the Junction Village Funding Advisory Committee was set up and charged to explore and evaluate means and opportunities to provide a \$3,000,000 local share of funding from public or private sources requested by the Concord Housing Development Corporation (CHDC) for the Junction Village 100% affordable assisted living project. This proposed project is to be located on land owned by CHDC in West Concord and any recommendation on local funding is likely to come forward for consideration at the 2017 Annual Town Meeting.

Conclusions

Contained within this report are additional summaries and budget details which citizens will find useful in evaluating town warrant articles, as well as background on issues and trends that various town committees have been addressing and which have a financial bearing on the town. In addition, we encourage citizens to also view detailed budget reports that are available on line, or at the library, including: The Town Manager's Proposed FY17 Budget, The Town Manager's Proposed FY17 Enterprise Budgets, the Superintendent's FY17 Proposed Budget for CCRSD, and the Superintendent's FY17 Proposed Budget for the Concord Public Schools (CPS). These books contain a wealth of additional information and will provide extensive background and details on all budget items.

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

Notes

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

The Finance Committee has the following responsibilities:

- establishing fiscal guidelines for the Town Manager, the Concord Public School Committee, and the Concord-Carlisle Regional School Committee in preparing their budgets. Under Town by-law, these guidelines must be published by the end of November each year.
- conducting public hearings on the budgets and other financial matters expected to come before annual and special Town Meetings.

- preparing this report for distribution to all residents, including recommendations on warrant articles before the Annual Town Meeting and a summary of the Town's financial status.
- conducting special studies and activities to gather and disseminate information about financial issues affecting the Town.
- managing a Reserve Fund account to meet extraordinary and unforeseen expenditures (proposed at \$225,000 for FY17).

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

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

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

Finance Committee Policies

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

- maintain a minimum fixed percentage of the annual budget in Free Cash. This forms the core of the Town's reserves and its working capital;
- spend about 7% to 8% of the annual budget on routine recurring capital maintenance and renewal of the Town's facilities and infrastructure (including schools). Included in this, up to 5% is reserved for debt service for large items and projects funded by borrowing with debt service to be supported within the property tax levy limit and therefore, for this component of the capital program, without resort to debt exclusion ballots.

avoid earmarking of revenues, except as established by statute or local bylaw enacted by Town Meeting. All other revenues go into the General Fund, where they form part of the current year resources and/or contribute to Free Cash for future years.

- maximize the efficiency of capital with an aggressive program of repayment of debt principal, thereby minimizing the proportion of debt service paid in interest and making tax dollars go farther.

adjust these policies only gradually and deliberately, not in response to pressures of the moment.

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

Budget Process

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

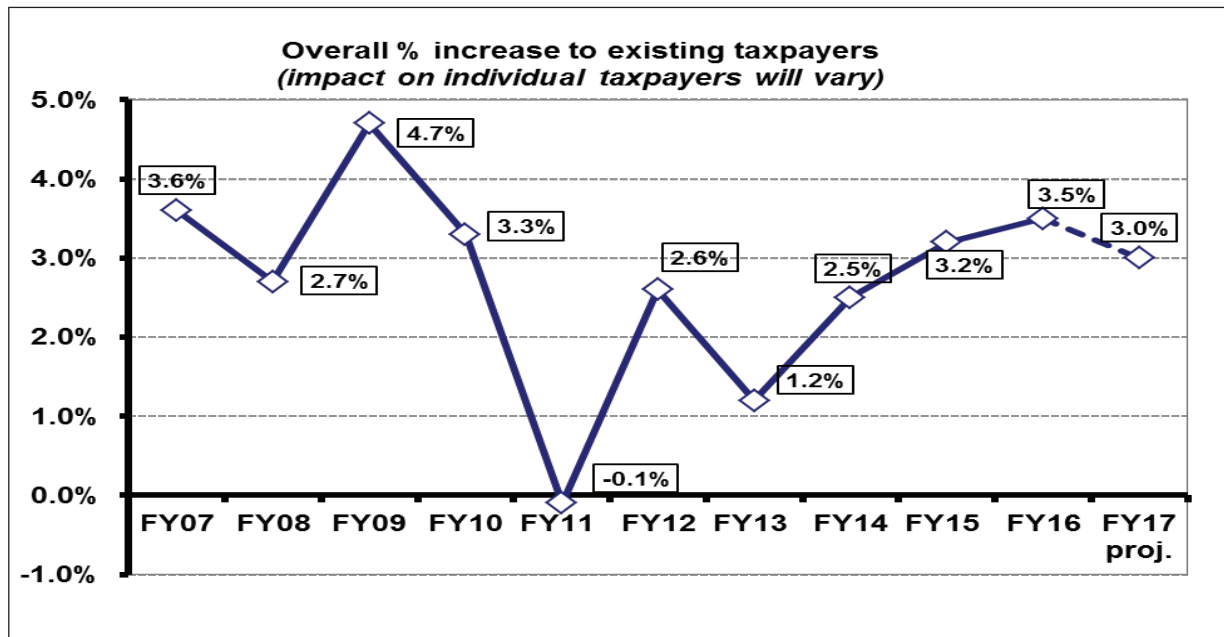
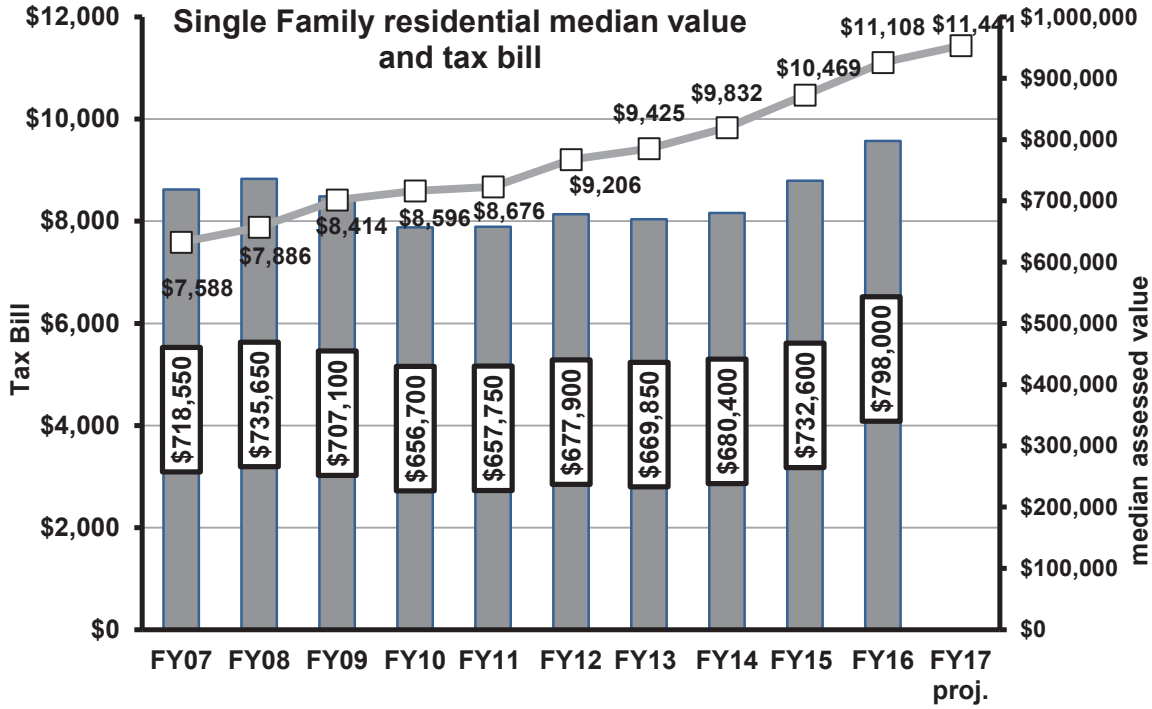
During the fall, the Town Manager and the School Superintendent begin their annual budget process with their own department managers. In October, the Guideline Subcommittee of the Finance Committee meets with each of them to begin to frame the allocation of resources within the Levy Limit and any override for the coming fiscal year. This is presented to the full Finance Committee, which publishes its Tentative Guideline by the end of October. During Nov., the Guideline Subcommittee again meets with the Town Manager and School Superintendent to finalize the recommended Guideline. This Guideline is published by the Finance Committee no later than the end of Nov.

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

	FY15 Budget	FY16 Budget	Guideline Increase	FY17 Guideline	FY16 to FY17 % Increase
Operating Budgets					
Town Government	\$20,564,013	\$21,214,013	\$ 800,000	\$ 22,014,013	3.77%
Concord Public Schools	32,440,538	34,542,735	1,117,376	35,660,111	3.23%
Concord-Carlisle Regional HS <i>(Concord's assessment)</i>	15,856,221	16,556,221	478,784	17,035,005	2.89%
Total Guideline Budgets	\$68,660,772	\$72,312,969	\$ 2,396,160	\$ 74,709,129	3.31%
Other Accounts	14,828,948	16,288,536	(211,803)	16,076,733	(1.30)%
Excluded Debt Service	6,354,473	7,720,712	(37,449)	7,683,263	(0.49)%
Total Budget Plan	\$90,044,193	\$96,322,217	\$ 2,146,908	\$ 98,469,125	2.23%

PROPERTY TAX IMPACT OF PROPOSED FY17 BUDGET AT FINANCE COMMITTEE BUDGET GUIDELINES

	<u>FY16 Actual</u>		<u>FY17 Budget</u>
<i>Single Family residential property</i>			
<u>Projected Tax rate Impact</u>			+ 2.98%
Tax Bill at median \$798,000 assessed value	\$ 11,108	+ 333	= \$ 11,441
Tax Bill per \$100,000 assessed value	\$ 1,392	+ 41	= \$ 1,433



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

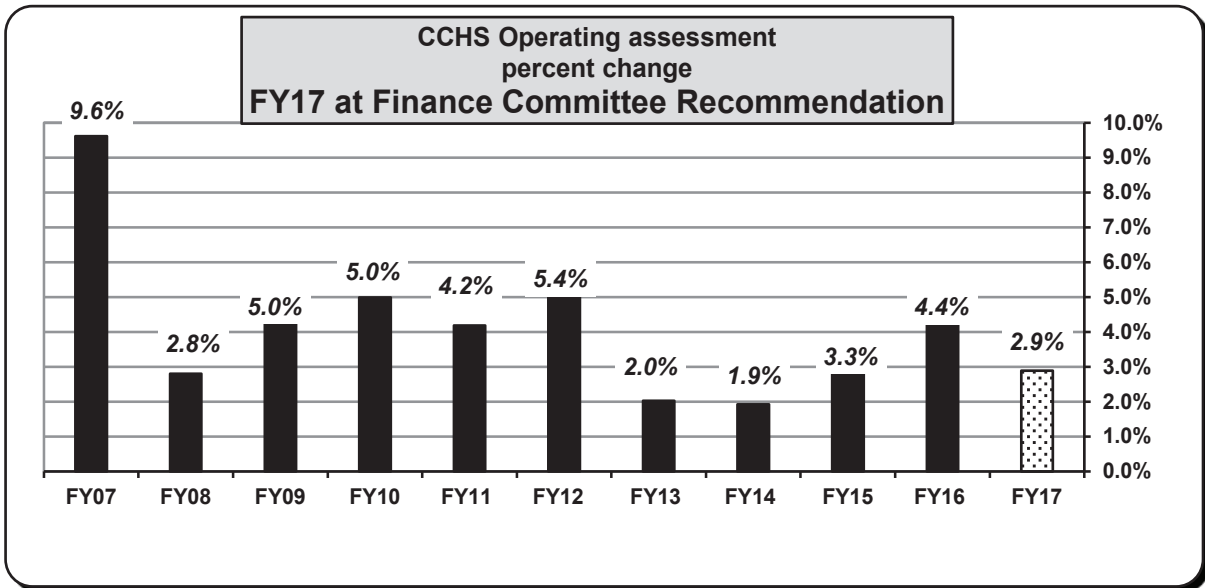
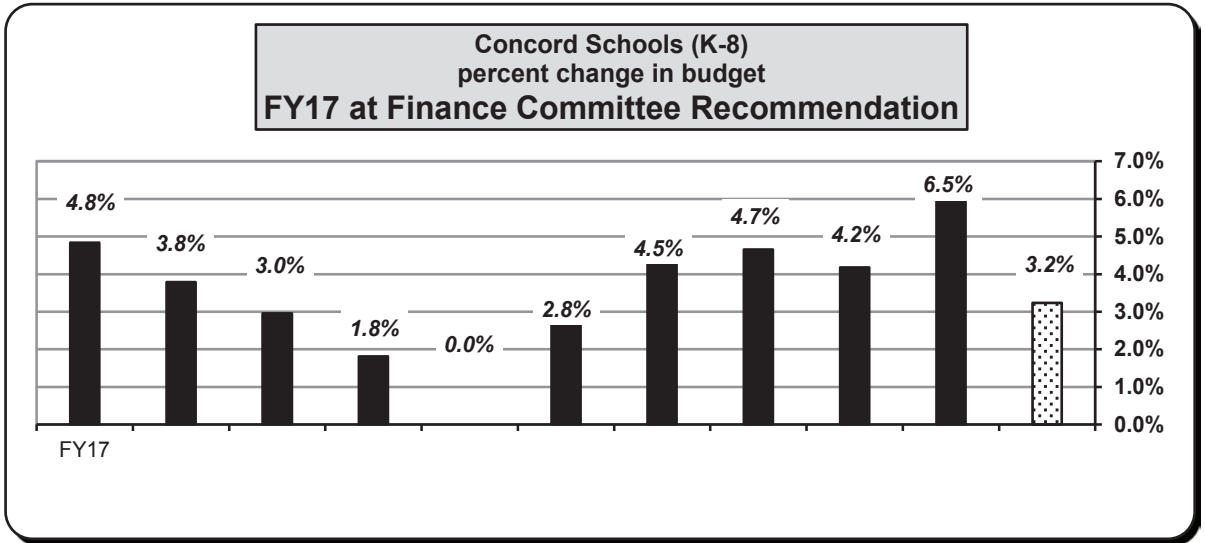
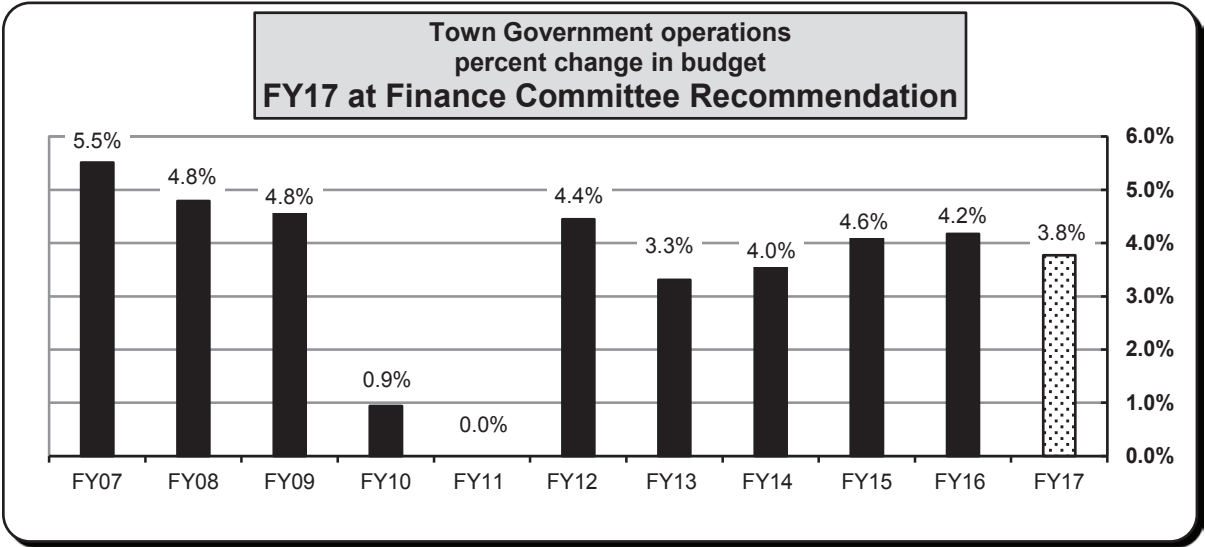
Line #		FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Guideline	Dollar Change	Percent Change	Percent of Total
Town Government									
1	personal services	\$ 13,937,691	\$ 14,494,368	\$ 15,181,707	\$ 15,721,241	\$ 21,964,013	\$ 850,000	4.03%	22.31%
2	O & M	3,126,322	3,234,645	3,332,306	3,458,772	50,000	(50,000)		0.05%
3	capital outlay	1,435,000	1,520,000	1,625,000	1,709,000		800,000	3.77%	
4	Reserve Fund	225,000	225,000	225,000	225,000				
5	Total General Fund	\$ 18,724,013	\$ 19,474,013	\$ 20,364,013	\$ 21,114,013	\$ 21,964,013	\$ 850,000	4.03%	22.31%
	Emergency Services Stabilization Fund			200,000	100,000				
	Total Town Government			\$ 20,564,013	\$ 21,214,013	\$ 22,014,013		3.77%	
6	Concord Public Schools	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 34,542,735	\$ 35,660,111	\$ 1,117,376	3.23%	36.21%
7	Concord-Carlisle RSD	\$ 15,066,221	\$ 15,356,221	\$ 15,856,221	\$ 16,556,221	\$ 17,035,005	\$ 478,784	2.89%	17.30%
9	Total Operating Budgets	\$ 63,545,772	\$ 65,970,772	\$ 68,860,772	\$ 72,312,969	\$ 74,709,129	\$ 2,396,160	3.31%	75.87%
JOINT TOWN & CPS ACCOUNTS									
9	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 0	0.00%	4.72%
9a	OPEB Trust	400,000	650,000	900,000	1,150,000	1,400,000	250,000	21.74%	1.42%
10	Retirement	2,945,000	3,035,000	3,125,000	3,220,000	3,317,000	97,000	3.01%	3.37%
11	Debt Service	3,300,000	3,400,000	3,500,000	3,605,000	3,730,000	125,000	3.47%	3.79%
11a	Refunding savings, required levy				114,217	0	(114,217)		0.00%
12	Social Security/Medicare	625,000	640,000	685,000	740,000	765,000	25,000	3.38%	0.78%
13	Other Fixed & Mandated	375,000	400,000	425,000	425,000	450,000	25,000	5.88%	0.46%
14	subtotal	\$ 12,295,000	\$ 12,775,000	\$ 13,285,000	\$ 13,904,217	\$ 14,312,000	\$ 407,783	2.93%	14.53%
15	Minuteman Voc Tech	\$ 437,910	\$ 227,033	\$ 191,689	\$ 407,041	\$ 467,345	\$ 60,304	14.82%	0.47%
16	High School Debt - Not Excluded					73,536	73,536		
17	High School Debt Exclusion	254,128	1,551,843	1,858,841	3,514,429	3,675,435	161,006	4.58%	3.73%
18	Town Debt Exclusion	4,719,471	4,624,457	4,495,632	4,206,283	4,007,828	(198,455)	-4.72%	4.07%
19	subtotal	\$ 5,411,509	\$ 6,403,333	\$ 6,546,162	\$ 8,127,753	\$ 8,224,144	\$ 96,391	1.19%	8.35%
20	Appropriations from Free Cash				625,000	0	(625,000)		0.00%
21	TOWN MEETING VOTE	\$ 81,252,281	\$ 85,149,105	\$ 88,691,934	\$ 94,969,939	\$ 97,245,273	\$ 2,275,334	2.40%	98.76%
22	State assessments	\$ 468,736	\$ 429,403	\$ 511,384	\$ 497,843	\$ 501,852	\$ 4,009	0.81%	0.51%
23	Snow/ice & other deficits	0	101,951	285,362	310,772	172,000	(138,772)	-44.65%	0.17%
24	Overlay	538,810	539,880	555,513	543,663	550,000	6,337	1.17%	0.56%
25	subtotal	\$ 1,007,546	\$ 1,071,234	\$ 1,352,259	\$ 1,352,278	\$ 1,223,852	\$ (128,426)	-9.50%	1.24%
26	TOTAL BUDGET PLAN	\$ 82,259,827	\$ 86,220,339	\$ 90,044,193	\$ 96,322,217	\$ 98,469,125	\$ 2,146,908	2.23%	

FY17 Guideline
Financing the Budget Plan

Change from FY16 Budget

	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Guideline	Dollar Change	Percent Change	Percent of Total
27	\$ 3,717,120	\$ 3,792,628	\$ 4,147,519	\$ 4,272,640	\$ 4,275,000	\$ 2,360	0.06%	4.34%
28	2,225,000	2,400,000	2,600,000	2,850,000	2,775,000	(75,000)	-2.63%	2.82%
29	175,000	125,000	100,000	100,000	150,000	50,000	50.00%	0.15%
30	2,899,400	3,094,400	3,436,400	3,723,200	3,691,400	(31,800)	-0.85%	3.75%
31	Appropriations financed from:							
32	475,000	735,000	0	0	0	0		
33		230,000	500,000	1,500,000	1,000,000	(500,000)	-33.33%	1.02%
34			200,000	100,000	50,000	(50,000)	-50.00%	0.05%
35				625,000	0	(625,000)		
36	Transfers to General Fund:							
37	385,000	447,800	458,650	472,400	465,500	(6,900)	-1.46%	0.47%
38	409,878	409,878	409,878	409,878	409,878	0	0.00%	0.42%
39	850,000	850,000	850,000	950,000	1,000,000	50,000	5.26%	1.02%
40	\$ 11,136,398	\$ 12,084,706	\$ 12,702,447	\$ 15,003,118	\$ 13,816,778	\$ (1,186,340)	-7.91%	14.03%
Property Tax:								
41	\$ 65,851,372	\$ 68,113,587	\$ 71,061,652	\$ 74,224,261	\$ 77,471,229	\$ 3,246,968	4.37%	78.68%
42	1,183,336	1,220,624	835,499	1,284,004	907,733	(376,271)	-29.30%	0.92%
43	\$ 67,034,708	\$ 69,334,211	\$ 71,897,151	\$ 75,508,265	\$ 78,378,962	\$ 2,870,697	3.80%	79.60%
44	4,088,721	4,801,422	5,444,595	5,810,834	6,273,385	462,551	7.96%	6.37%
45	\$ 71,123,429	\$ 74,135,633	\$ 77,341,746	\$ 81,319,099	\$ 84,652,347	\$ 3,333,248	4.10%	85.97%
TOTAL RESOURCES					\$ 98,469,125	\$ 2,146,908	2.23%	

Continued



Five-Year Projection of Real Estate Taxes

Article 3, adopted at the Special Town Meeting Nov. 7, 2011, requested the Finance Committee to develop a five-year projection of the real estate taxes likely to be levied on the citizens of the Town. This report, the fifth year this projection has been developed, covers the period FY18 through FY22. In response to citizen comments and suggestions, the Finance Committee has continued to refine the five-year projection of real estate taxes to present multiple scenarios, the first being based on a most likely analysis and then two alternative scenarios.

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

The projections by the Finance Committee are based on a number of significant assumptions. With approximately 86% of General

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

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

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

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

Across all three scenarios, the largest annual increase in property taxes to existing taxpayers are expected in FY18 and FY19 followed by a decline in FY20. During this time, increases in Operating Budget expenses are offset by larger declines

in excluded debt expenses from school building projects. Other factors having an impact on the FY18-FY22 projection of tax increases include shifts in Concord's projected share of CCRSD students, which drives the Town's portion of the CCRSD Operating budget and excluded debt for the high School building project. This ratio is expected to increase to 77% by 2022, with a notable one year decline in 2020. In the Most Likely Scenario, the moderate spending environment, property taxes to existing taxpayers increase between 2.5% and 3.2% per year. In Alternate Scenario 1, the annual increase ranges from 2.1% to 2.9%, and in Alternate Scenario 2, from 2.9% to 3.8% (See Figure 1). Figure 2 indicates that under all

three scenarios, the Town of Concord maintains unused Proposition 2 ½ levy capacity through FY20. However, under Alternate Scenario 2 with the higher than average spending environment, the levy limit is exceeded starting in FY21. If the limit is exceeded, two sets of approvals will be required (see p. 36) The Town has approved operating budget overrides of levy limits in prior years, most recently in FY07.

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

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

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

FIVE-YEAR PROJECTION: FY2018-2022

Figure 1. Percentage Change in Tax Levy on Existing Taxpayer

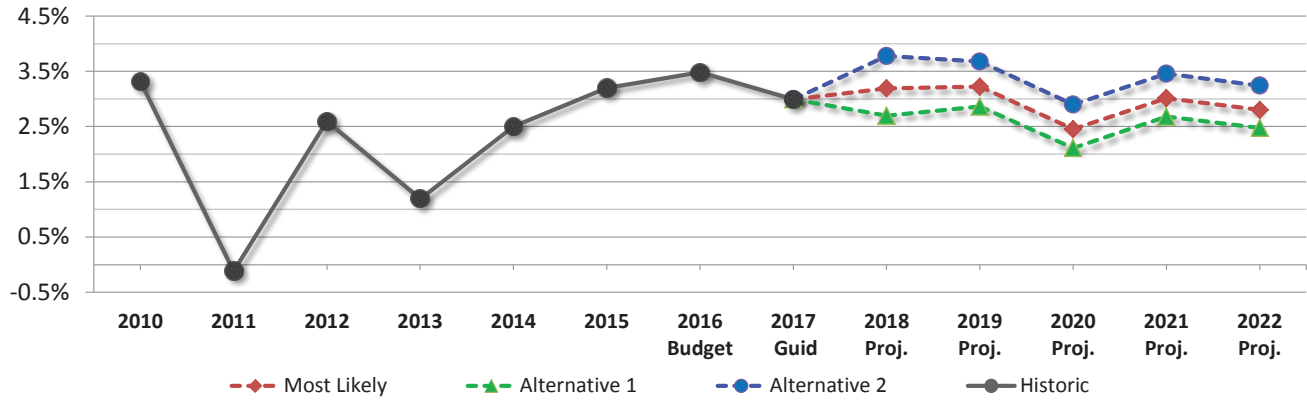


Figure 2. Proposition 2 1/2 Levy Capacity Projection by Scenario

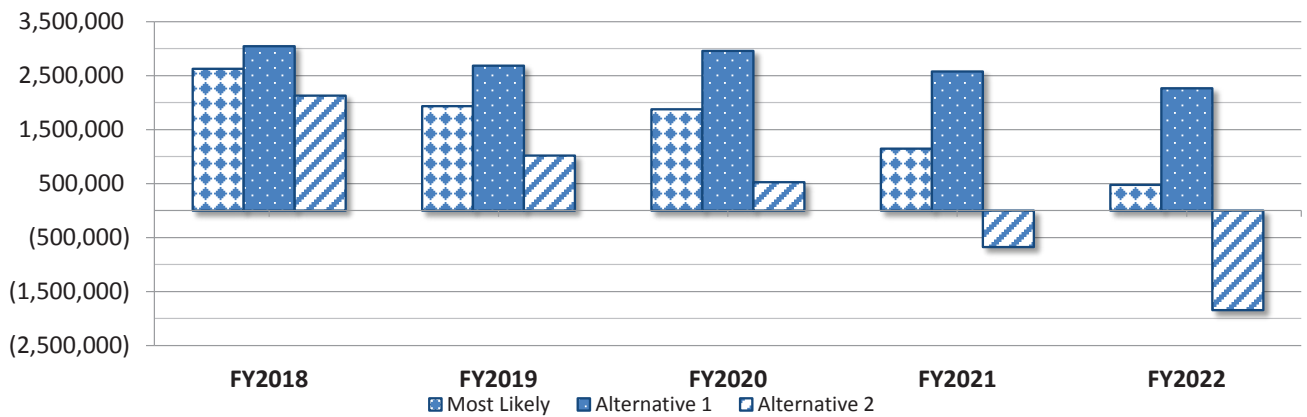


Table 1: Tax Impact Calculator

Home Value	2016	(B) 2017	Est 2018	Est 2019	Est 2020	Est 2021	Est 2022
Concord FY16 Median (\$798,000)	11,108	11,337	11,699	12,076	12,372	12,745	13,102
- per 100K	1,392	1,421	1,466	1,513	1,550	1,597	1,642
\$250,000	3,480	3,552	3,665	3,783	3,876	3,993	4,105
\$500,000	6,960	7,103	7,330	7,566	7,752	7,986	8,209
\$750,000	10,440	10,655	10,995	11,349	11,628	11,978	12,314
\$1,000,000	13,920	14,207	14,660	15,133	15,504	15,971	16,418
\$1,500,000	20,880	21,310	21,990	22,699	23,256	23,957	24,628
\$2,000,000	27,840	28,413	29,320	30,265	31,008	31,942	32,837

Note: The median single family residential tax bill in FY16 is \$11,108, based on an assessed value of \$798,000 at a tax rate of \$13.92 per thousand. Estimates assume no change in property values over FY16.

Budget Summary: Article 7:

General Fund Appropriation

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

Article 7 consists of thirty-nine separate appropriation accounts. Once voted, funds cannot be transferred between these accounts except by Town Meeting action. For Guideline purposes, these accounts are grouped into two categories:

Article 7 - The Proposed Town Government General Fund Budget for the year beginning July 1, 2016 General Fund appropriations

	Appropriations FY 2016	Proposed FY 2017	percent change
Operations (accounts 1-34)			
General Government	\$2,329,491	\$2,363,411	1.5%
Finance & Admin	1,960,341	2,034,414	3.8%
Police & Fire	8,591,728	8,645,701	0.6%
Public Works	3,198,554	3,206,701	0.3%
Library	2,029,562	2,071,963	2.1%
Reserve Fund	225,000	225,000	0.0%
Salary Reserve	267,133 *	755,708	
Recreation & all other	803,205	861,115	7.2%
subtotal- operations	\$19,405,014	\$20,164,013	3.9%
Capital Outlays	1,709,000	1,800,000	5.3%
TOTAL subject to Guideline	\$21,114,013	\$21,964,013	4.0%
Town and School debt service (account #39):			
repayment within levy limit	3,605,000	3,730,000	3.5%
excluded from levy limit	2,820,500	3,007,828	6.6%
TOTAL	\$6,425,500	\$6,737,828	4.9%
Employee Benefits (Town and CPS):			
Group Insurance (acct. #35A)	4,650,000	4,650,000	0.0%
OPEB Trust Fund (acct. #35B)	1,150,000	1,400,000	21.7%
Retirement (pension funding, acct. #37)	3,220,000	3,317,000	3.0%
Medicare/social security (acct. #38)	740,000	765,000	3.4%
TOTAL	\$9,760,000	\$10,132,000	3.8%
Other Expenses (Town/CPS joint accounts)			
Workers & Unempl. Comp (acct. #36)	200,000	200,000	0.0%
Property & Liability Insr. (acct. #35C)	225,000	250,000	11.1%
TOTAL, Article 7	\$37,724,513	\$39,283,841	4.1%

* NOTE: \$376,271 transferred to operating accounts

- the Town Operating Budget, Items 1-34 is recommended at \$21,964,013 for FY2017, which is an increase of \$850,000 from the current year General Fund appropriation;
- the Joint Town-CPS accounts, Items 35-39, are recommended at \$17,319,828. This is 4.5% above the current budget, reflecting a \$500,000 decrease in the proposed allocation from a Debt Stabilization Fund to offset part of the General Fund cost. The stabilization fund allocation for FY2017 is proposed according to a multi-year plan related to managing the tax levy impact of the new high school building (see “Excluded Debt”, page 38).

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

Item 35, Debt Service, includes \$3,007,828 for principal and interest expense excluded from the levy limit by past votes of the electorate. This is the net amount to be tax-supported after the proposed allocation of \$1,000,000 from Debt Stabilization funding (refer to the text at the end of Article 7).

Without the offset of the Stabilization Fund use in both FY16 and FY17, the total increase in the Article proposed Town Government spending plan is 2.7%:

	<u>FY2016</u>	<u>FY2017</u>	
General Fund Appropriation	\$37,724,513	\$39,283,841	
Debt Stabilization Fund appropriation	<u>1,500,000</u>	<u>1,000,000</u>	
TOTAL	\$39,224,513	\$40,283,841	+ 2.7%

Town Government: Items 1-34

The proposed General Fund appropriation for the departments organized under the Town Manager is \$21,964,013. As shown in the accompanying table, it is broken down into two main components: operations, up 3.9%; and capital outlay, up 5.3%.

Article 7 Overview

Article 7 shows only the General Fund portion of each budget account, as this is the portion to be voted by the Town Meeting. Many budget accounts include resources from other funds, typically involving allocations from the Town’s enterprise operations (Water, Sewer, Light, Solid Waste, Swim & Fitness Center) for management services provided.

The Town Manager’s Proposed Budget document, published on February 2nd and available on the Town website at concordma.gov, provides detailed discussion of each account. The Finance Committee has reviewed this document with the Town Manager and has conducted a Public Hearing (February 1st) on the submitted plan. The Finance Committee recommends the adoption of the Town Government General Fund appropriation as proposed by the Town Manager.

The Town Manager’s recommendations are organized around six budget goals. The FY2017 budget recommendations in furtherance of these goals are briefly set forth as follows:

Continued

1. Preserve the health and safety of residents and visitors and protect their property

Adequate funding for the operation and equipping of the Police and Fire Departments is provided with the recommendation to provide \$140,000 for the replacement of 4 police patrol vehicles, \$25,000 for additional overtime costs for police officers and dispatchers and a \$50,000 increase in General Fund resources to provide for year three of a four-year funding schedule providing full tax-supported financing of the additional firefighters to staff the West Concord ambulance service. Resources from the Emergency Services Stabilization Fund have been applied in annually reduced amounts to support this service inaugurated in July 2014.

2. Enhance residents' quality of life

Support of various social services activities is increased in the budget proposal, including increased hours for Senior Services Outreach Coordinators, General Fund support for the Recreation Director salary, and a \$10,000 increase in the budget for Veterans Benefits required to be paid by the Town according to state law.

3. Preserve the Town's character

\$40,000 is included to complete the funding of the Comprehensive Long-Range Plan effort. \$65,000 is proposed to fund a recodification of the Zoning Bylaws. Additional staff hours are provided in the Building Inspection Division of the Department of Planning and Land Management. The FY17 proposal also includes \$20,000 for activities associated with the management of public use of White Pond.

4. Promote the sustainability of resources

The budget proposal includes \$43,000 for funding half of the Energy Conservation Coordinator position currently paid fully from the Light Plant budget. The time of this professional staff member will therefore become available to all town departments.

5. Ensure quality operational and financial management

The Town Manager's recommendations focus on the fair compensation of town employees as the principal means of ensuring recruitment and retention of a high-performing and collaborative team. \$560,000 is provided in his recommendations for salary adjustments on and after July 1, 2016, for both collective bargaining agreements and non-union staff.

6. Maintain the Town's infrastructure

The Town Manager's recommendations provide for continued maintenance of the town's roads and buildings as well as its Information Technology structure and the tools needed by staff. The Capital Outlay budget is increased by \$91,000 (+5.3%), and the five-year capital improvements plan provides for \$3.9 million of new tax-supported debt authorization to be financed within the Levy Limit constraint. This plan includes \$870,000 for debt-financing of capital expenditures associated with the maintenance of the Concord Public School Buildings

Budget Changes

Significant changes and other FY2017 recommendations for selected accounts in Article 7 are as follows:

Acct # - Account Title

1C Facilities Management

This account was established with the FY05 budget in order to set up a central pool of funds from which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was first budgeted at \$40,000, the funding level has gradually been increased to the recommended level in FY17 of \$235,000. The five-year Capital Outlay plan proposes to raise this funding target to \$340,000 by FY21.

Positions of Facilities Manager and Facilities Maintenance Supervisor are funded in this account.

1D Resource Sustainability Fund

This account was established with the FY13 budget. an amount of \$118,433 is proposed to be allocated in FY17, \$75,000 for resource sustainability and energy conservation projects, and \$43,433 for half of the salary of the Energy Conservation Coordinator.

1E Visitors Center

The FY17 operating appropriation for the Visitors Center is proposed to increase by about \$6,000, primarily due to provision for additional cleaning services.

1F 37 Knox Trail

The FY17 appropriation for the 37 Knox Trail office building is new to FY17 and provides about \$8,000 to cover the utility and capital costs associated with the building.

3A Elections

The amount required to fund the Elections account is dependent on the number of federal, state, and local elections that are held in a given year. In FY17, three elections are scheduled compare to one in FY16. Each election costs the Town approximately \$12,000. The F16 budget includes \$35,000 for the purchase of new voting machines.

4 Town Meeting and Reports

Commencing with the FY17 budget, the audio-visual portion of Town Meeting costs (about \$37,000) is budgeted from the PEG Access Fund.

5B Natural Resources Division, DPLM

The proposed Natural Resources operating budget is up just 1.0%; the proposed appropriation includes \$20,000 for replacement of a vehicle.

5C Building Inspections Division, DPLM

An additional \$20,000 is provided for inspection staff time.

5D Health Division, DPLM

This budget includes \$20,000 to fund the East Middlesex Mosquito Control Project for efforts to protect Concord residents and visitors from Eastern Equine Encephalitis and West Nile Virus. In addition, \$7,500 is proposed to fund the Healthy Communities Initiatives.

9 Information Systems

The Town's Information Systems (IS) Department underwent a comprehensive review in 2013 to assist the Town Manager in determining the appropriate organizational model and technology structure that the Town should use going forward. The Information Systems operating appropriation is proposed to increase by 13.6% in FY17. This increase is due to an additional GIS Analyst as well as increased licensing costs for payroll and financial systems.

11 Police Department

An increase of \$25,000 is provided for Officer and Dispatch overtime.

12 Fire Department

Emergency Response Stabilization Fund will cover \$50,000 worth of operating expenses for this account, down from \$100,000 provided in the FY16 budget.

14 Police/Fire Station

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY17 proposed budget includes additional funding of \$30,000 for an annual maintenance contract on the Dispatch com-

Continued

munication system.

18 Snow Removal, CPW

The snow removal budget is proposed to be funded at \$597,500, an increase of \$27,500 from that of FY16. If the actual current year expenditure exceeds the budgeted amount of \$570,000, the Town is allowed by state law to add the difference to the following year's tax levy. The FY17 budget plan provides room for a \$172,000 overrun of the \$570,000 FY16 appropriation.

20 Public Works Equipment, CPW

The Public Works Equipment budget of \$300,000 funds the Town's well-planned schedule of equipment replacement. A 10-year plan is maintained and updated annually.

21 Drainage, CPW

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

22 Sidewalk Management, CPW

The proposed FY17 budget calls for level funding for maintenance of the Town's existing sidewalks program at \$100,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$90,000. With additional amounts of \$678,500 expected from the State (Chapter 90 Funds) and \$1,350,000 in borrowing (Article 26), the total FY17 amount for road improvements is recommended to be \$2,118,500.

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.

26A Human Services

This appropriation covers the General Fund share of the Community Services Coordinator position, proposed to increase from \$9,000 to \$21,217.

26B Senior Services

This account was formerly named Council on Aging. It is now placed within the Human Services Department under the direction of the Assistant Town Manager.

26C Recreation Services

The FY17 operating appropriation for Recreation Services is proposed to increase by 46.4% due to an increase in General Fund support of the Recreation Director's salary with a corresponding decrease in the charge to the Recreation Fund for this purpose.

29 Veterans Services

The FY17 proposed operating appropriation provides for an increase in veterans' benefits costs from \$35,000 to \$45,000 to accommodate additional eligible veterans in need of financial assistance. Each case is managed with the direction of the state Office of Veterans Affairs. Local eligible costs are reimbursed 75% by the state about a year after the expenditure. The reimbursement is included annually in the state budget as part of Local Aid to Cities and Towns.

32 Reserve Fund

The Reserve Fund appropriation is a crucial part of the budgeting process. By state law, this fund is to be used to meet “extraordinary or unforeseen expenditures” as approved by the Finance Committee. A funding level of \$225,000 is proposed for this purpose, unchanged from FY16.

33 Salary Reserve

The allocation in this account makes resources available for the funding of collective bargaining agreements. The account also provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2016. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Select Board in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be funded at \$755,708 in order also to provide resources for such compensation adjustments for union and non-union staff payable in FY17.

35A Group Insurance

The budget anticipates no increase in the appropriation required for FY17 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost directly reflects actual claims experience.

35B Other Post-Employment Benefits (OPEB)

Commencing 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). It is proposed that the Town budget \$1,400,000 for this purpose, an increase of \$250,000 and an amount that approximates the estimated full NOO based on a funding schedule that extends to 2039.

35C Property & Liability Insurance

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

36 Unemployment & Workers Compensation

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

37 Retirement

At the most recent biennial actuarial valuation as of January 1, 2015, the Funding Schedule has been maintained to reach full funding status by the year 2030. In FY17, the General Fund appropriation is projected at \$3,317,000, an increase of 3.0% from FY16 and consistent with the funding schedule. The retirement system is a “Defined Benefit” plan that provides a pension benefit based upon the highest three-year average annual covered pay and years of service (highest five years for members on and after April 2, 2012).

38 *Social Security & Medicare*

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

39 *Debt Service*

This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. For debt service, the FY17 budget proposes allocating \$6,737,828, which includes \$3,730,000 for debt service within the levy limit and \$4,007,828 for excluded debt. The excluded debt is net of the amount proposed to be contributed by the Debt Stabilization Fund. The excluded debt to pay for the construction of the new high school is budgeted as part of the Town’s assessed share of the Concord-Carlisle Regional School District budget (Article 13).

Budget Summary: Education

Budgets proposed for the Concord Public Schools (CPS, grades K-8) and the Concord-Carlisle Regional School District (CCRSD) for FY17 are presented on page 30 and are consistent with the Operating Budget Guidelines recommended by the Finance Committee Nov. 30, 2015.

The FY17 CPS total budget (Article 11) request of \$35,660,111 represents an increase of 3.23% or \$1,117,376 above the current FY16 budget. This is a more moderate increase than last year's request as well as the five-year average increase that totals 4.61%. The majority (80%) of expenses in the CPS budget are allocated to staff salary expense of which a significant portion is driven by collective bargaining agreements. Contractual salary obligations to teachers alone require incremental funding of \$860,973 or a 2.49% increase in operating budget expense. Additional funding is needed to support increases in other staffing salaries, replacement of two school buses and maintenance of grounds, buildings and vehicles. These increases have been partially offset by a reduction in sick leave buyback costs, also a contractual obligation, and lower Special Education tuitions and contracted services. Major program areas for the CPS are Regular Education, which totals 57% of the budget, up 3.55%; Special Education, which totals 23% of the budget down 1.95%; Operations, which totals 14% of the budget, up 11.3%; and Administration, which totals 6% of the budget, up 3.74%. Currently 17% of K-8 students are enrolled in Special Education, which matches the State average.

Enrollment in grades K-8 has moderated in recent years. Peaking in FY14 (Oct. 1, 2013) at 2,152, enrollment leveled to 2,092 in FY15 and 2,072 in FY16. The outlook for the K-8 population as provided by the New England School Development Council (NESDEC) remains stable.

The FY17 CCRSD total budget (Article 13) request of \$31,741,774 represents an increase of 3.59% or \$1,098,737

ENROLLMENT HISTORY AND PROJECTION									
Enrollment Data	Concord Public K-8			CCHS				out-of-district	
	K-5	6-8	Total	Concord	Carlisle	Other	Total*	CPS	CCRSD
Oct. 1, 2010	1299	614	1913	801	337	83	1221	42	37
Oct. 1, 2011	1323	632	1955	811	319	79	1209	35	38
Oct. 1, 2012	1402	698	2100	832	310	74	1216	33	40
Oct. 1, 2013	1462	690	2152	845	311	72	1228	34	45
Oct. 1, 2014	1401	691	2092	872	311	72	1255	34	41
Oct. 1, 2015	1393	679	2072	901	323	64	1288	33	52
Projected:									
Oct. 1, 2016	1373	713	2086*	896	310	64	1270*		

* NESDEC, October 2015; totals include non-resident students.

over the FY16 budget. This budget includes expenses for debt service in the amount of \$5,133,393 related primarily to debt issued to finance the new high school building. Almost all of this debt is excluded from the Proposition 2 ½ limits on the property tax levy as a result of prior ballot votes in both Concord and Carlisle. The budget request, exclusive of debt service (the operating budget) is an increase of 3.12% or \$805,552 to \$26,608,381. The five-year operating average increase is 2.75%.

Projected salary and benefits escalation is estimated to require a 3.4% increase in the CCRSD operating budget

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Proposed FY17 Education Budgets

Concord Public Schools	Adopted		Proposed FY17 Budget		<i>FY16 to FY17 at School Committee proposed</i>	
	FY16 Budget	School Committee	Finance Committee	\$ Change	% Change	
Program Area						
Regular Education	\$ 19,712,343	\$ 20,411,283		\$ 698,940	3.55%	
Special Education	8,189,303	8,029,614	at FinCom Guideline	(159,689)	-1.95%	
Administrative Support	2,240,971	2,324,741		83,770	3.74%	
Operations	4,342,013	4,832,985		490,972	11.31%	
Fixed Costs	58,106	61,488		3,382	5.82%	
Total	\$ 34,542,736	\$ 35,660,111	\$ 35,660,111	\$ 1,117,375	3.23%	
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Concord-Carlisle High School	Adopted		Proposed FY17 Budget		\$ Change	% Change
Program Area	FY16 Budget	School Committee	Finance Committee			
Regular Education	\$ 12,568,337	\$ 13,092,183		\$ 523,846	4.17%	
Special Education	5,569,955	5,331,033	at FinCom Guideline	(238,922)	-4.29%	
Administrative Support	1,415,981	1,476,206		60,225	4.25%	
Operations	3,295,614	3,311,281		15,667	0.48%	
Fixed Costs	2,463,251	2,692,678		229,427	9.31%	
OPEB Trust Fund	489,691	705,000		215,309	43.97%	
Operations	\$ 25,802,829	\$ 26,608,381	\$ 26,608,381	\$ 805,552	3.12%	
Debt Service:						
debt paid from prior reserves	\$ 72,294	\$ 40,375				
debt service assessed	4,767,914	5,093,018				
	\$ 4,840,208	\$ 5,133,393	\$ 5,133,393	\$ 293,185	6.1%	
Total	\$ 30,643,037	\$ 31,741,774	\$ 31,741,774	\$ 1,098,737	3.59%	
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Financing Sources						
State aid	\$ 2,666,534	\$ 2,791,138		\$ 124,604	4.67%	
District funds	747,294	715,375		(31,919)		
Assessments	27,229,209	28,235,261		1,006,052	3.69%	
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Concord assessment ratio	73.71%	73.61%				
without debt service	\$ 16,556,221	\$ 17,035,005	\$ 17,035,005	\$ 478,786	2.89%	
debt service	3,514,429	3,748,971	3,748,971	234,540		
TOTAL	\$ 20,070,650	\$ 20,783,976	\$ 20,783,976	\$ 713,326	3.55%	
<hr/>						
Carlisle assessment ratio	26.29%	26.39%				
without debt service	\$ 5,905,074	\$ 6,107,238	\$ 6,107,238	\$ 202,163	3.42%	
debt service	1,253,485	1,344,047	1,344,047	90,563		
TOTAL	\$ 7,158,559	\$ 7,451,285	\$ 7,451,285	\$ 292,726	4.09%	

expense (\$490,008), a majority of which is subject to terms negotiated under collective bargaining agreements. Additional drivers of cost increases include OPEB obligations (\$215,309), technology replacement (\$220,000), a bus purchase (\$100,000), cost increases of Special Education services (\$92,666), medical insurance (\$88,031), and added retirement assessments (\$86,101). Offsetting these increases are reductions in heating, water and building repairs due to the move to a new state-of-the-art high school building; lowered art, music and science equipment needs; reduced special education tuitions; and a switch to charging portions of salaries of athletics and campus monitors to revolving fund fee accounts rather than the operating budget.

The FY17 CCRSD budget incorporates a \$215,309 increase in Other Post-Employment Benefits (OPEB) funding. CCRSD established an OPEB Trust which restricts the use of these funds to meet the future obligations for the employer's share of retiree health insurance benefits. CCRSD's funding schedule aims to meet its Annual Required Contribution (ARC) by 2020. This schedule will require incremental increases of \$200,000 or more in each of the next two fiscal years.

Concord's share of the CCRSD budget each year is driven by enrollment Oct.1 preceding the July 1 start of the budget year. Concord's FY17 assessment percentage decreases to 73.61% from 73.71%. Growth in student enrollment across both CPS and CCRSD is driven by general population growth created by new housing and new families moving into existing home throughout Concord. Projections for future student enrollment are prepared annually by NESDEC and predict continued increases in the percentage of Concord students at the high school over the next 5 and 10 years peaking at nearly 77% between 2020 and 2025.

Special Education (SPED) expenses have increased in recent years as the percentage of students with more complex learning needs and disabilities has increased, especially in preschool-aged children. Special education services are provided for student attending Concord schools and students with out-of-district placements. The major drivers of out-of-district placements are the Individual Education Plans (IEPs) developed for special education students in collaboration with parents. However, for FY17 CPS and CCRSD are requesting SPED budget decreases of 1.95% and 4.29% respectively, based on increased use of the Concord Area Special Education (CASE) program and on reduced Special Education contracted services. Costs for special education remain volatile, particularly when new previously unidentified cases move into the community.

State Circuit Breaker aid provides for reimbursement of special education costs that exceed certain thresholds. While the reimbursement percentage has varied greatly in the past, FY16 and FY17 aid levels are expected to meet the targeted statutory goal of 75% of the costs exceeding the benchmark threshold. The cost of special education is difficult to predict and can vary widely depending upon the needs of students, especially those who are medically fragile. In addition, costs can migrate from the CPS budget to the CCRSD budget depending on maturity of the students.

When funds are allocated to a stabilization fund, they become restricted to the purpose for which the fund was created. Creation, as well as transfer of funds into and out of a stabilization fund and closure of the fund requires a two-thirds majority vote at Town Meeting. Article 9 requests that the Town vote to close the Elementary School Debt Stabilization Fund. This fund was established by Annual Town Meeting in 2008 with a transfer of \$2,500,000 from Free Cash. An additional \$411,914 was earned and added to the fund. A total of \$2,910,000 has been appropriated by Town Meetings in 2011 through 2014 to reduce the tax levy required for debt service on the bonds that financed the Alcott, Thoreau and Willard schools' construction. Just \$1,912 remains and it is proposed that this sum be closed to the Town's General Stabilization Fund.

Article 12 requests funding of \$870,000 for a variety of repairs and maintenance to CPS buildings. These capital projects include the addition of two modular classrooms at Sanborn School (\$415,000), and assessments of the Sanborn (\$100,000) and Peabody (\$55,000) facilities. \$300,000 is requested with primary allocation, if necessary,

Continued

for construction of the school transportation depot which will be undertaken by the Town. Should these funds not be required for that purpose, additional repairs at Sanborn and Peabody are scheduled to be undertaken in FY17. This sum is consistent with the annual sum provided for CPS purposes in the Town Manager's five-year Capital Improvement Program.

Article 14 (Concord-Carlisle Regional School District: Landfill Remediation) requests funding of \$1,100,000 for landfill remediation at CCRSD which was not permitted by MSBA to be part of the original building project. This project will result in land available on the school campus for passive use recreational pursuits. The amount is consistent with engineering estimates that will allow the site to be used only for passive recreation. Other more intensive functions would require significantly higher investments, the extent of which would be certain only when such a project was begun. The area is wholly within the Groundwater Conservancy District for the Hugh Cargill well, which would require a special permit from the local Zoning Board of Appeals before any work can be done on the site. Additionally, there may be other State environmental permits and approvals required due to the site's history as a landfill.

Articles 12 and 15 address funding for the proposed new school transportation facility to be located on a portion of the recently acquired W.R. Grace land located in Concord between the Acton line and the Assabet River. Recent professional engineering construction cost estimates for this facility have increased significantly from earlier preliminary estimates due to both design and location related issues. The new total cost, including contingencies, is \$4,125,000. Previously Town Meetings appropriated \$925,000 from the Concord Public Schools Capital Needs Stabilization Fund (Article 12 of 2014) and authorized a borrowing of \$950,000 (Article 24 of 2015). This total of \$1,875,000 now needs to be supplemented by \$2, 250,000 in order to proceed with the project. Article 15 proposes that a new borrowing authorization of \$1,950,000 be contingent upon passage of a debt exclusion question at the special election scheduled for April 14th. The remaining \$300,000 is addressed in Article 12 as part of the Concord Public School's annual renovation and repairs program.

The High School Building Committee has reported that construction of the new CCRSD high school building has proceeded on time, on or above scope, and at or below budget. The project authorization was \$92.5 million and total expenditure is now projected at \$92.3 million. At the time of the writing of this report, contracted work of \$500,000 remains to be paid and a contingency fund of \$80,000 remains. In the spring, the work remaining to be completed includes installation of additional trees and shrubs, a light pole and final work on the outdoor amphitheater. Final auditing by the Massachusetts State Building Authority (MSBA) and remaining reimbursement is anticipated by the end of the summer.

The Finance Committee works collaboratively with its colleagues on the school committees and in the school administration and town management. It will continue to strive to balance the need to preserve affordability of residence in this community for a diverse population with the need for increased spending and appropriate resource allocation to provide a quality educational experience for Concord's students and families and for maintenance of a high quality of Town services.

Community Preservation Act

The Community Preservation Act (CPA) was adopted by the Commonwealth in 2000 to assist Massachusetts communities in the preservation of open space and historic sites and to create affordable housing and recreational facilities. It allows a local surcharge on property tax bills of up to 3%. Local funds are supplemented by a state match received once annually. Initially and through Oct. 2007, the State match was 100% of the prior year's local surcharge but in the past seven years has averaged about 33%. The CPA Fund may be used in four categories of expenditure:

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

Under the law, a minimum of 10% of revenues must be appropriated or reserved each year for each of three primary purposes: open

space, community housing and historic preservation.

Concord's 2004 Annual Town Meeting enacted a 1.5% surcharge on property tax bills (Article 34), approved by 59% of more than 9,000 voters who casted ballots on the question at the polls Nov. 2004. The surcharge allows an exemption to residential property owned and occupied by any person who qualifies for (1) moderate or low-income housing (earning less than 80% of area median income) or (2) moderate or low-income senior housing (earning less than 100% of area median income and 60 years of age or older). For FY15, 34 exemption applications were granted by the Board of Assessors. The Concord vote also provides for exemption of the first \$100,000 of taxable assessed value before calculation of the surcharge.

The State matching funds are derived from a surcharge on Registry of Deeds' fees on property transactions and mortgage refinancing activity. Declines in fees collected during the economic downturn of

2008-12 and a coincident increase in the number of cities and towns that have adopted the CPA surcharge (now at 160) has resulted in a reduction in the available State match of the local surcharge. The match this past fall was at 29.6%. The Town's budget forecast for the state match expected in the fall of 2016 is 20%. Through Oct. 2015, \$4,698,417 million has been received into the fund from State distributions.

The Community Preservation Committee (CPC) is charged with the task of "studying the needs, possibilities and resources of the Town regarding community preservation." The Committee prepares an annual Community Preservation Plan. The Committee receives information from the Town's boards, commissions and officials, as well as information from other Town Planning documents, including the Comprehensive Long Range Plan. The Plan is available on the Town of Concord website, www.concordma.gov, at the Town libraries, and at the Planning Department, 141 Keyes Road.

Through the 2015 Town Meeting,

Community Preservation Fund financial status

	Actual			Revised Estimate	Estimated
	FY13	FY14	FY15	FY16	FY17
Fund Resources					
1.5% surcharge collections	\$ 933,192	\$ 975,622	\$ 1,028,021	\$1,056,000	\$1,098,000
State match of surcharge committed	241,434 ^a	485,112 ^a	306,163 ^a	302,422 ^a	212,000 ^a
Fund Revenue	1,174,626	1,460,734	1,334,184	1,358,422	1,310,000
Earnings on available cash balance	3,664	2,339	3,514	1,000	0
TOTAL REVENUE	\$1,178,290	\$1,463,073	\$1,337,698	\$ 1,359,422	\$ 1,310,000
Fund Disbursements	1,912,231	1,470,788	746,182	2,688,911	1,398,344^b
Beginning cash balance	\$1,977,882	\$1,243,941	\$1,236,226	\$ 1,827,742	\$498,253
Ending cash balance	\$1,243,941	\$1,236,226	\$1,827,742	\$498,253	\$ 409,909 ^b

Notes

- (a) State match is based upon the net committed surcharge of the prior fiscal year, paid in November. The amount shown in the FY16 column was received Nov. 2015, a 29.65% match of the FY15 surcharge. FY17 estimate assumes a 20% match.
- (b) Ending cash balance estimate represents remaining reserved appropriations (\$306,583) assuming all existing project funding is fully expended by June 30, 2017, plus expected FY16 revenues not yet appropriated (\$99,422), plus the remaining uncommitted fund balance of June 30, 2015 (\$3,904).

Continued

\$15.6 million has been appropriated for CPS projects in the following categories:

- Historic Preservation 36%
- Open Space 15%
- Recreation 23%
- Community Housing 23%
- Land acquisition undesignated 1%
- Administration 2%

Recommendations for 2016 Town Meeting, Articles 20 and 23

The CPC is proposing \$1,480,844 of project appropriations for 13 specific projects, two reservations and \$30,000 to cover direct administrative costs. Of this amount, \$1,310,000 will be appropriated from projected FY17 fund revenues and \$85,427 will be appropriated from the prior year available fund balance. The single largest proposed allocation in Ar-

ticle 20 is \$250,000 for land acquisition.

Subsequent to publication of the Warrant in January, the Community Preservation Committee has voted to recommend that this amount which appears in the Article as being appropriated to the “Land Acquisition Reserve Fund” — be allocated specifically to the Ball’s Hill Road land acquisition proposed in Article 23.

Funding in Article 23 also proposes the allocation of \$150,000 from a previously voted Open Space Reserve account, bringing the total CPA allocation for this purchase to \$400,000. A \$1.6 million borrowing authorization will bring the total local share to \$2.0 million. Completion of the acquisition will additionally require more than \$4 million dollars of private funding.

The proposed allocation of FY17

projected fund revenues meets the minimum statutory requirements:

- 24% will support historic preservation;
- 12% will support open space;
- 17% will support community housing.

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

The Finance Committee recommends Affirmative Action on Articles 20 as proposed by the Community Preservation Committee, and on Article 23 as proposed by the Town Manager and supported, with respect to CPA funds, by the Community Preservation Committee.

APPROPRIATIONS (by Fund Year):	FY13	FY14	FY15	FY16	Proposed FY17
Housing	\$117,463	\$146,073	\$267,500	\$341,061	\$220,000
Historic Preservation	\$799,708	\$660,311	\$213,209	\$285,117	\$320,823
Open Space	\$134,826	\$146,073	\$188,520	\$130,000	\$160,683
Recreation	\$70,129	\$330,616	\$634,198	\$466,822	\$328,494
Undesignated land acquisition	\$0	\$150,000	\$0	\$0	\$250,000
Administration	\$52,500	\$30,000	\$30,000	\$30,000	\$30,000
TOTAL*	\$1,174,626	\$1,463,073	\$1,333,427	\$1,253,000	\$1,310,000
10% of surcharge and state match: <i>(minimum amount that must be allocated to Housing, Historic Preservation, Open Space)</i>	\$117,463	\$146,073	\$133,418	\$135,842	\$131,000

* Includes appropriations from Uncommitted Fund Balance in subsequent years, inclusive of Article 20 of 2016. FY16 allocations do not include \$99,422 to be appropriated in future from revised FY15 revenue estimate.

Proposition 2 ½

The levy limit explained

Proposition 2 ½ refers to an initiative statute adopted by the voters of the Commonwealth Nov. 1980. Its purpose was to restrict the increase of the property tax levy. It limits the amount by which the taxing capacity of the Town is allowed to increase each year. The allowed growth is 2.5 percent of the prior year's levy limit. For FY17, this allowed increase in the limit will be \$1,967,800 (which is 2.5% of the FY16 levy limit, \$78,712,008).

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

Town services over the long term.

The assessment date for each tax year is Jan. 1. The 2001 Annual Town Meeting adopted a State law allowing the physical improvements existing on property through each June 30 to be assessed with the taxable roll of the preceding Jan. 1. Thus, new growth forecasted for FY17 is based on the activity of the current 12-month fiscal year which will end June 30, 2016. The budget estimate is \$907,733, equivalent to about 1.1% of the FY16 total property tax levy.

Total growth of the levy limit is therefore attributable to two factors, one which is fixed (+2.5% per year) and one which is variable and subject to economic conditions. The total projected increase in the FY17 levy limit is thus \$2,875,533.

Additionally, the FY17 permitted tax levy will increase due to the added cost of debt service already approved by voters at the ballot box in prior years. The FY17 tax levy increase for debt service excluded from the levy limit is \$462,551. This is net of the proposed allocation from the High School Debt Stabilization Fund (Article 7 text, \$1,000,000), and the final allocation of the Thoreau School grant received from the Mass. School Building Authority in June 2010 (\$409,878 required to be allocated for FY17).

The property tax levy required to fund the proposed budget level is projected to be under the FY17 levy limit by \$3,216,313, a 3.9% margin, based upon current projections of other revenues and available resources.

Levy Limit History

	Adjustments, prior years new growth	Allowed 2.5% increase in LL	New growth	Operating Override voted	Total allowed change in LL	Levy Limit	actual or projected levy	Unused Levy Limit	Unused as % of LL
FY12		\$1,614,234	\$863,585		\$2,477,819	\$67,047,175	\$65,053,133	\$1,994,042	2.97%
FY13	\$4,307	\$1,676,287	\$1,183,336		\$2,863,930	\$69,911,105	\$67,034,708	\$2,876,397	4.11%
FY14		\$1,747,778	\$1,220,624		\$2,968,402	\$72,879,507	\$69,334,211	\$3,545,296	4.86%
FY15	\$2,462	\$1,822,049	\$835,499		\$2,660,010	\$75,539,517	\$71,897,151	\$3,642,366	4.82%
FY16		\$1,888,488	\$1,284,004		\$3,172,492	\$78,712,009	\$75,508,265	\$3,203,744	4.07%
FY17 projected		\$1,967,800	\$907,733		\$2,875,533	\$81,587,542	\$78,371,229	\$3,216,313	3.94%

Overriding the levy limit

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

FY02 budget: \$2,249,022

FY03 budget: \$1,478,773

FY04 budget: \$1,532,364

FY05 budget: \$1,858,160

FY06 budget: \$ 752,480

FY07 budget: \$ 657,538

Since then, no operating override ballots have been presented to the voters. Without changes to current State laws, development of new municipal revenue sources, or significant amounts of new State aid, override votes are expected again to become an annual consideration in the budget cycle within the five-year forecast period to FY22.

Sixteen debt exclusion ballots have also been approved by the voters since 1980 (see the section Excluded Debt). The most recent approval was by ballot Nov. 2011 for the construction of the new \$92.5 million Concord-Carlisle High School. The total debt exclusion tax levy for FY17 is budgeted at \$6,273,385 (about 7.4% of the total projected tax levy). This is net of the proposed \$1,000,000 allocation from the town's High School Debt Stabilization Fund and the FY17 final allocation of \$409,878 from the \$6.3 million Thoreau School grant received from the MSBA

in June 2010. The major portion of this sum, \$3,496,861, about 4.1% of the projected tax bill, is the FY17 property tax share of debt service cost on long-term bonds issued for the Alcott, Thoreau and Willard elementary school projects (net of the Thoreau grant allocation). Between Sept. 2004 and May 2011, a total of \$53,330,000 was issued as long-term debt to finance the construction of the three elementary school buildings. As of June 30, 2017, \$26,810,000 of this debt will have been repaid, 50% of the total.

Forms of overrides

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

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

requires a two-thirds vote in a specified amount at Town Meeting.

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

General Override

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

Capital Outlay Exclusion

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

Debt exclusion

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

Debt management

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

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

Capital financing and debt management policy for town debt sup-

ported by taxation within the levy limit is subject to the following guidelines:

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

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

- capital needs are not displaced by the fiscal demands of current operations;
- the Town's approach to borrowing decisions is disciplined;
- the amount of debt service dollars expended for interest cost is minimized; about 18% of total FY17 debt service for long-term debt re-

payment will be expended for interest;

- the capacity to address ongoing capital needs is quickly and continuously restored.

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

May 8, 2015, in connection with the Town's most recent long-term bond issue, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category. The rating report may be viewed on the Town's website at concordma.gov. The Aaa rating had first been obtained Nov. 1987. The Town's credit rating is a measure of its overall fiscal health and performance but it is not a report card. Rather it is a measure of the relative ability of the Town to repay the debt it has issued without placing a strain on its operating resources and therefore conveys to potential lenders (the purchasers of Concord's bonds) the relative degree of certainty that they will be repaid their principal along with promised interest.

The advantage of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues. A strong credit rating is a benefit to the taxpayers.

Excluded Debt

The FY17 budget for debt service on all excluded debt authorized to date is \$7,683,263. This includes \$3,675,435 as Concord's assessed share of debt service for the new Concord-Carlisle High School. Of the total, \$1,000,000 is proposed to be allocated from the High School Debt Stabilization Fund (Article 7 text). Additionally, \$409,878 will be the seventh annual allocation from the \$6.3 million Thoreau School grant received from the Mass. School Building Authority (MSBA) June 2010.

The remainder of the MSBA grant was utilized to fund the advance refunding of outstanding 2006 Thoreau School bonds at the 10th maturity date of Sept. 15, 2016, required by MSBA as a condition of the grant. This refunding was executed May 2015 and included the current refunding of \$1.2 million of outstanding Alcott School bonds from the 2004 issue. The reduction in future debt interest cost is about \$115,000 for each of the next 10 years—a present value savings of approximately \$1,000,000.

The net FY17 tax levy for excluded debt, \$6,273,385, will be about 7.4% of the total \$84.7 million projected property tax levy. The major portion of this \$6.3 million cost is for the three elementary school projects. The FY17 tax levy will include \$3,496,861 for Alcott, Thoreau and Willard School debt expense (net of the MSBA grant allocation).

Following is a summary of the debt exclusion authorizations for which debt service is included in the FY17 budget.

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

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

Tax Levy for Excluded Debt									
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Final
<i>Debt Issued:</i>	ACTUAL	BUDGET	BUDGET	PROJECTED					Fiscal Yr
Concord-Carlisle H.S.	\$1,858,841	3,514,429	\$3,675,435	\$3,779,946	\$3,560,313	\$3,420,014	\$3,397,131	\$3,140,990	2038
Harvey Wheeler Building	107,389	103,694							2016
Alcott School	701,499	638,667	623,785	603,253	586,181	567,169	543,923	525,320	2025
Thoreau School	1,344,761	1,234,619	1,195,190	729,439	689,846	652,811	615,301	578,824	2026
Willard School	2,240,652	2,128,091	2,087,764	2,033,958	1,813,598	1,771,428	1,729,258	1,683,966	2029
Wastewater Plan, Phase 1	101,331	101,212	101,089	100,863	100,836	100,706	100,573	100,438	2026
subtotal	\$ 6,354,473	\$7,720,712	\$7,683,263	\$7,247,459	\$6,750,774	\$6,512,128	\$6,386,186	\$6,029,538	
<i>less HS Stabilization Fund</i>	(500,000)	(1,500,000)	(1,000,000)	(785,000)	(250,000)				
<i>less MSBA Thoreau grant</i>	(409,878)	(409,878)	(409,878)						
NET from property tax levy	\$5,444,595	\$5,810,834	\$6,273,385	\$6,462,459	\$6,500,774	\$6,512,128	\$6,386,186	\$6,029,538	

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

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

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

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

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

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

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

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

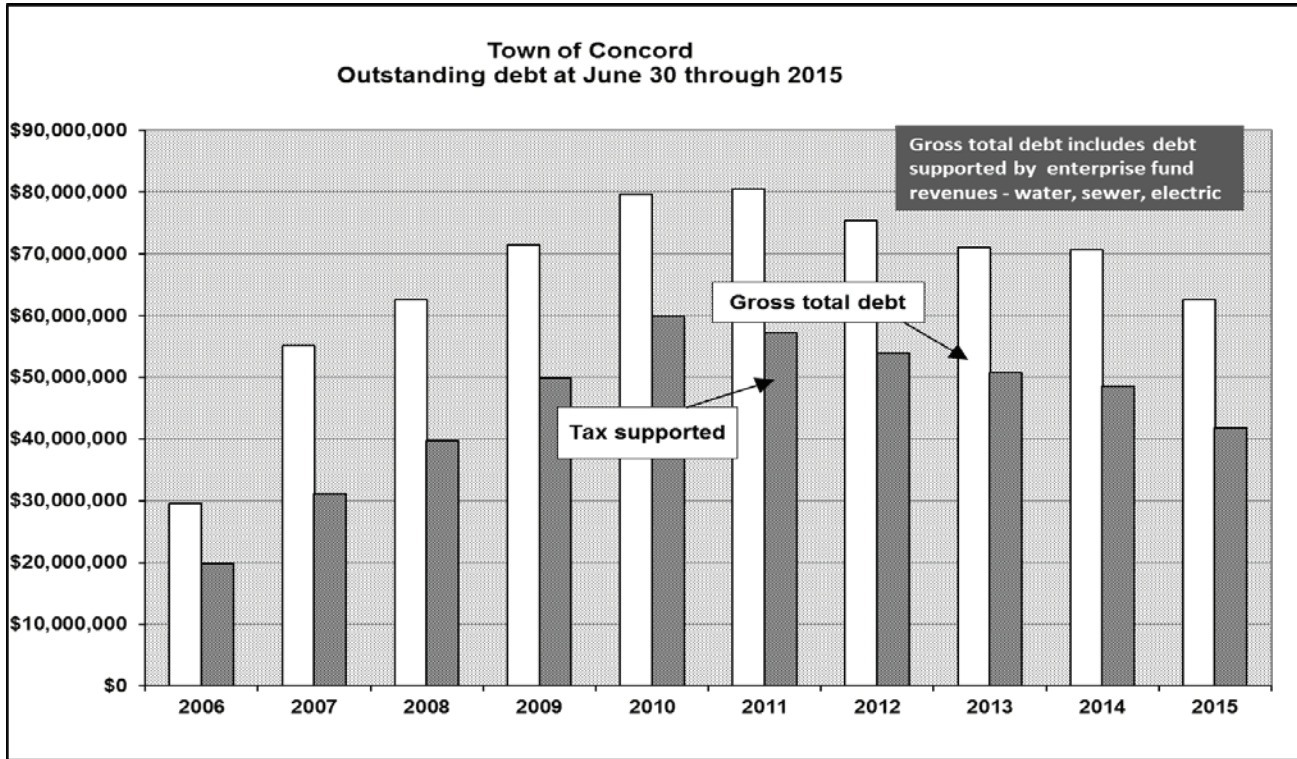
Willard School construction (2007) : \$25,175,000 issued, final payment FY28

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

Concord-Carlisle High School (2010 and 2011)

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

Nov. 15, 2011, voters approved a debt exclusion for Concord's share of a \$92,578,000 new High School, following the MSBA approval of a maximum facilities grant Sept. 28, 2011, at 35.58% of eligible costs. The ballot vote was 3,571 to 659. This vote incorporated the earlier \$1.3 million debt authorization. The projected final net local cost of the project is approximately \$65.1 million. A \$32.5 million serial maturity bond was issued by the Regional School District June 4, 2013 at a 3.00% interest rate. A \$30 million serial maturity bond was issued March 15, 2015 at a 2.87% interest rate, with final maturity in FY38. A \$2.5 million serial maturity bond was issued March 1, 2016 at a 2.40% interest rate. Each of the bond issues scheduled final maturity in 2038. Permanent financing will be completed in 2017 after all site work and the MSBA audit is completed.



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

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

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

Debt Service Schedule for debt issued through June 30, 2015

Fiscal Year	Total Annual Debt Service		Tax Supported Annual Debt Service												Revenue Supported Annual Debt Service												subtotals			
	Principal Matured	Interest Payment	Town (within levy limit)			Town (outside levy limit)			School (within levy limit)			School (outside levy limit)			Water			Sewer			Batterment (WPAT loans)			Light (including Telecom)			within Limit	Excluded	Revenue-supported	
2015	8,643,760	1,901,041	2,305,000	246,988	180,895	24,067	850,000	90,113	3,020,000	984,377	520,000	136,681	686,432	159,483	288,833	31,644	792,500	227,688	0	0	0	0	0	0	0	0	0	0	0	0
2016	7,616,588	1,862,624	1,905,000	183,675	82,529	18,560	605,000	65,375	3,000,000	909,457	420,000	115,706	597,016	145,430	291,523	28,308	717,500	197,513	2,789,050	4,010,546	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2017	6,718,674	1,447,043	1,630,000	129,500	84,196	16,767	445,000	48,550	2,550,000	819,088	420,000	101,388	607,814	129,946	294,164	26,116	687,500	175,688	2,253,050	3,470,051	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2018	5,804,085	1,246,562	1,140,000	80,575	85,897	14,939	300,000	36,500	2,355,000	736,775	345,000	86,213	618,831	116,229	296,857	23,268	662,500	152,063	1,557,075	3,192,611	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2019	5,369,490	1,070,652	810,000	45,375	87,632	13,073	295,000	26,600	2,335,000	688,388	345,000	75,050	617,570	102,459	229,288	20,362	650,000	129,375	1,176,975	3,094,033	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2020	4,845,749	908,764	435,000	23,250	89,403	11,170	165,000	17,700	2,310,000	580,288	345,000	63,450	629,036	88,633	232,310	17,398	650,000	106,875	630,950	2,990,861	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2021	4,486,061	755,074	290,000	9,850	91,209	9,229	165,000	11,100	2,290,000	499,738	235,000	51,850	640,734	74,558	224,118	14,374	550,000	84,375	475,950	2,890,176	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2022	4,017,753	613,619	100,000	3,000	93,052	7,248	150,000	4,500	2,110,000	417,928	235,000	43,050	602,668	60,979	227,033	11,289	500,000	65,625	257,500	2,628,228	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2023	3,697,381	488,988	0	0	94,932	5,227	0	0	2,085,000	342,834	235,000	34,250	614,843	47,891	167,606	8,141	500,000	50,625	0	2,527,993	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2024	3,689,704	368,903	0	0	96,850	3,165	0	0	2,060,000	265,845	235,000	25,300	627,265	34,538	170,589	4,930	500,000	35,125	0	2,425,860	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2025	3,302,637	255,376	0	0	98,806	1,062	0	0	1,675,000	193,644	235,000	16,275	639,936	20,916	153,895	1,654	500,000	21,625	0	1,968,712	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2026	2,427,865	157,381	0	0	0	0	0	0	1,300,000	135,688	175,000	7,175	652,865	7,018	0	0	300,000	7,500	0	1,435,668	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2027	1,300,000	81,344	0	0	0	0	0	0	1,300,000	81,344	0	0	0	0	0	0	0	0	0	1,381,344	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2028	675,000	27,000	0	0	0	0	0	0	675,000	27,000	0	0	0	0	0	0	0	0	0	702,000	2,843,361	2,511,596	2,442,616	2,300,961	2,169,104	2,132,702	1,875,009	1,745,644	1,688,956	
2029	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
total	62,596,726	10,984,381	8,605,000	722,213	1,085,401	124,507	2,875,000	300,438	29,065,000	6,652,594	3,745,000	756,388	7,535,010	986,080	2,576,316	188,884	7,010,000	1,254,077	12,602,651	36,927,502	24,090,955	21,589,301	20,442,616	19,300,961	18,169,104	17,032,702	15,875,009	14,745,644	14,688,956	

Interest expense as % of total debt service, FY16: **18.0%**
 Interest expense as % of total debt service to final maturity: **14.9%** as of July 1, 2015
 Projected as of June 30, 2015:
 Debt Retirement - all **54.6%** **10 YRS**
 Debt Retirement - tax supported only **57.7%** **87.7%**

Town-wide Election Ballot

Thursday, April 14, 2016, 7:00 A.M. to 8:00 P.M

Three articles on the 2016 Town Meeting Warrant – Articles 14, 15 and 18 - propose borrowing authorizations for approval by Town Meeting contingent upon subsequent approval of a debt exclusion ballot vote by the town electorate at a special election that has been called by the Select Board for Thursday, April 14, 2016. As explained on page 36 of this Report, a debt exclusion ballot proposes that the annual principal and interest payment owed by the Town of Concord on the specified bond issuance is added to the annual property tax levy limit otherwise permitted by Chapter 59, § 21C(k) of the Massachusetts General Laws. Debt-financed projects that are for major building purpose or that otherwise do not fit within the Town's normal five-year capital improvement planning have typically been submitted to the voters for their decision. The town voters have approved sixteen debt exclusion ballot questions since 1980 (see EXCLUDED DEBT, page 38 of this Report), the most recent being the November 2011 approval for Concord's assessed share of debt related to financing construction of the new Concord-Carlisle High School. The Alcott (2004), Thoreau (2006) and Willard (2009) elementary school projects were also approved by the voters as debt exclusions.

Two of the Articles are submitted for the approval of Town Meeting by regional school district committees. Article 14 is submitted by the Concord-Carlisle Regional School District (CCRS) and Article 18 is submitted by the Minuteman Regional Vocational Technical School District (MRVTSD). Town Meeting approval of these questions requires a simple majority vote. Article 15 is a Town of Concord project, and the Town Meeting vote to approve this borrowing must be by a two-thirds majority. In each instance, the debt exclusion town-wide ballot vote requires a simple majority for approval.

The three projects and their projected tax bill impact are discussed as follows.

ARTICLE 14: Concord-Carlisle Regional School District - Landfill Remediation

Prior to purchase of the current site in the mid 1950's, a part of the CCHS campus had been used as a private landfill operation. The subsurface soil contamination involving approximately 3.5 acres must be remediated in order to meet state requirements for environmental closure. The least-cost proposal to accomplish this work involves a cost estimated at \$1.1 million and would construct a permanent engineered barrier and restrict future activity to passive recreational use so as not to disturb the barrier. Other options, including making the area suitable for parking or building purposes, would involve considerably higher cost for soil excavation and the possibility of off-site disposal being required.

The projected FY18 tax rate impact is + 0.26%, about a quarter of one percent or about \$30 on the median single-family residential tax bill at the current median value of \$798,000. This estimate is based upon a four-year repayment period at an assumed 2% interest rate

ARTICLE 15: School Transportation Facility – Supplemental Appropriation

The Town appropriated funds at both the 2014 town meeting and 2015 town meeting totaling \$1,875,000 for this project, before full design and engineering work had been undertaken. The Town Meeting had directed the Town Manager to build this facility on behalf of the Concord Public Schools. Use of the transportation facility by the CCRSD would be subject to a rental fee covering the region's share of capital and operating costs.

Over the past year, the Town Manager has undertaken the hiring of a professional Project Management firm and an engineering/design firm and has developed the design for a four-acre site at the WR Grace parcel which the Town of Concord acquired last August. The total project cost for this facility, providing four repair bays, parking for 40 buses and other school department and employee vehicles, and a fueling island, is now estimated at \$4,125,000 and Article 15 proposes to authorize a borrowing of \$1,950,000 to complete the funding of the project. A bid notice has been issued and it is anticipated that a bid price will be known prior to or shortly after the April 4th Town Meeting.

The projected FY18 tax rate impact is + 0.30%, about three-tenths of one percent or about \$34 on the median single-family residential tax bill at the current median value of \$798,000. This estimate is based upon a ten-year repayment period at an assumed 3% interest rate.

ARTICLE 18: Minuteman Regional Technical High School Building Project approval

The Massachusetts School Building Authority has worked with the Minuteman District over the past three years on a plan to construct a new Minuteman High School. The total local share of this facility is estimated at about \$100 million. The debt service cost would be allocated each year based upon a four -year average enrollment of each member town. It is expected that enrolled students from non-member cities and towns would also be charged a capital cost assessment. On this basis, and using current enrollment data, the best estimate of Concord’s debt assessment in FY20 (the year after all local debt has been issued by MRVTSD s about \$310,000, a tax rate impact of roughly +0.35%, about \$40 on the median single-family residential tax bill at the current median value of \$798,000.

SUMMARY

If each Article is approved at the Town Meeting and subsequently at the ballot, the combined impact by FY2020 is estimated at + 0.91%, slightly less than 1%, and about \$110 on the median single-family residential tax bill.

Tax Rate Impact if Override Articles are Approved at Town Meeting and at the Ballot

Fiscal Year	Article 14 <u>Landfill</u>	Article 15 <u>Bus Facility</u>	Article 18 <u>MRVTHS</u>	Combined <u>Percent</u>	Combine <u>Tax Effect</u>
FY18	0.26%	0.30%	--	0.56%	\$64
FY19	0.26%	0.30%	--	0.56%	\$66
FY20	0.26%	0.30%	0.35%	0.91%	\$110
FY21	0.26%	0.30%	0.35%	0.91%	\$114
FY22	--	0.30%	0.35%	0.65%	\$84
		To FY27	To FY49		

State Aid

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

State Aid and the State’s fiscal position

State Aid is a significant component of the State budget, equivalent to about 22% of own-source state revenues (FY17 State budget proposed by the Governor). Aid is distributed to the cities and towns through a variety of formulas, most of which provide aid to communities based upon relative need as measured by property and income characteristics.

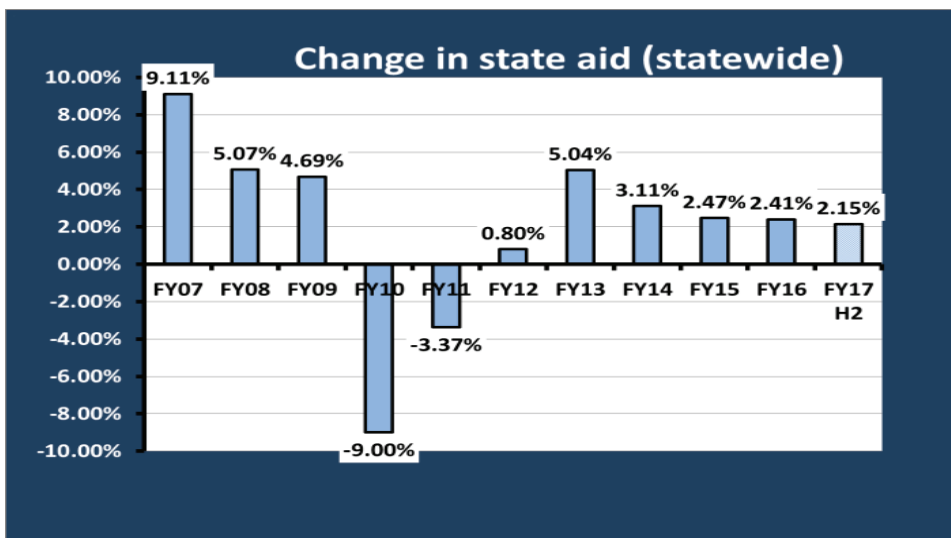
On average, about 20% of all local General Fund spending is supported from State Aid while property taxes support 58% of local spending (FY15 estimated). Funding expected to be received by Concord in the current budget year (FY16) represents about 4.4% of the Town’s total \$96.3 million General Fund budget (town departments and education combined) while property taxes support 84% of the budget.

After peaking in fiscal year 2009, State Aid to municipalities and regional school districts weathered a cut of about 12% statewide over the next two years. six years later, after small but steady annual increases, Governor Baker’s FY17 proposal to increase state aid by 2.1% would represent an increase of 3.5% above the total eight years ago! Concord’s recent State Aid history reflects a steeper drop, from \$4.5 million as

the initial FY09 allocation (before a mid-year cutback) to \$3.64 million received in FY12 year, a drop of almost 20%.

The Governor’s January proposal for the FY17 State budget proposed a modest increase in State Aid for most communities for the coming year, which would provide a 4.7% increase for Concord due to some changes in aid formulas proposed by the Governor. Action by the legislature will not be completed until June, and it is premature to expect the Governor’s proposals to be enacted intact.

The financial plan being presented for Concord’s Town Meeting therefore incorporates a FY17 State Aid estimate of \$4,275,000, unchanged from the current year and essentially at the dollar level a decade ago.



Free Cash & Stabilization Funds

Article 19: Free Cash Use to Reduce Tax Levy

Article 7 (text): High School Debt Stabilization Fund

Article 7 (text): Emergency Response Stabilization Fund

Free Cash

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

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

The General Fund Balance, sometimes referred to as "surplus" or "surplus revenue", is the amount by which cash and receivables exceed current liabilities and commitments. In a business sense, this might be thought of as 'liquidity'. In a personal sense, it can be thought of as 'available savings',⁷ at least the portion of savings that cannot be claimed by any other creditor and that is available without requiring the sale of property or other fixed assets.

It is customary for the Annual Town

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

Free Cash allocated to FY17 budget support

The Finance Committee's Budget Guideline plan recommends an allocation of \$1,000,000 to support the FY17 operating budgets. The Committee annually reviews the Free Cash policy and has reaffirmed the commitment to keep the unused Free Cash Balance in a range of 5% to 10% of the total ensuing budget, a level deemed essential to enable the Town to cope with unexpected circumstances. The Town's actual Free Cash level has been above this range in recent years due to positive operating results and has been an important factor in the maintenance of the Town's "Triple A" credit rating.

Any favorable budget variances

from current year operations (actual revenues in excess of the FY16 budget estimate, and/or any FY16 appropriations that remain unspent at year end) will become part of the June 30, 2016 Free Cash balance. This balance will be available to the next Annual Town Meeting in 2017 for allocation in support of future budgets. The results of FY16 operations are presently expected to restore all or most of the Free Cash balance proposed for allocation to FY17 budget support at the 2016 Town Meeting. The Committee is recommending allocation of \$1,000,000 (Article 19).

High School Debt Stabilization Fund

The Special Town Meeting Nov. 7, 2011 approved a borrowing authorization of \$92.5 million for a new high school building as voted by the Concord-Carlisle Regional School District Committee. The Massachusetts School Building Authority is covering 35.58% of the eligible portion of this cost, based on an Estimated Facilities Grant of \$27.2 million, reimbursing the district as construction bills are incurred. This,

Continued

plus 100% of costs not eligible for MSBA participation. This exclusion encompasses 100% of the cost of the second gym. The Total local share of the project cost is projected at about \$65.1 million. Thus far, \$65.0 million of the local share has been permanently financed through the issuance of long-term bonds. Compared to the projection made Nov. 2011, the taxpayer cost of the project through 2038, the final year of bond repayment, is estimated to be lower than projected by \$2.7 million, as the bonds have been sold at lower interest cost than had been initially estimated. A May 2013 bond issued for \$32.5 million (with repayment over 25 years) was sold at a 3.0% interest rate. A March 2015 bond of \$30 million (with repayment over 23 years) was sold at 2.87%, and a \$2.5 million bond (with repayment over 22 years) was sold Feb. 2016 at 2.40%.

Debt service on this borrowing will be assessed annually to Concord and Carlisle based on the same student population ratio as is used to

allocate each year’s net operating budget costs. Long-range student enrollment projections are subject to uncertainty but indicate at this point that Concord’s share will average about 74.6% over the next five years (FY17-21), but could average a 77% share for the five-year period after that (FY22-26). These assumptions were used in updating the Finance Committee’s five-year forecast. The maximum tax bill impact of the High School debt (net of allocations planned from the High School Debt Stabilization Fund, see below) is projected to occur in FY20, when debt service on the high school bonds will be about 3.5% of the total tax bill. Thereafter, debt service on the high school bonds begins to decline; by 2030, Concord’s assessed share is projected to be 2.1% of the total tax bill.

Recognizing the significant tax increase that results from the project, the Concord Select Board and Finance Committee in 2011 proposed the establishment of a new Debt Stabilization Fund, modeled on the Fund created in 2008 to address the

elementary school (Alcott, Thoreau and Willard) debt impact. Town Meeting action over several years appropriated a total of \$4,250,000 to this Fund from Free Cash. Through the current budget year (FY16), \$2,230,000 has been appropriated from this Fund to reduce the tax levy that otherwise would have been required. \$2,035,000 remained uncommitted as of June 30, 2015.

The present plan, represented in the table appearing on the Excluded Debt page in this Report, is to allocate the Stabilization Fund remaining balance) over the next three years as follows:

FY17	\$ 1,000,000
FY18	\$ 785,000
FY19	\$ 250,000

These allocations will make the annual tax bill increments through FY20 more uniform while also lowering the peak impact on taxpayers. .

Free Cash							
Undesignated Fund Balance							
BALANCE			USES				
at June 30	Certified	next budget	Fiscal Year	for budget support	for Stabilization funds	for specific appropriations	
2010	\$8,635,340	11.1%	2012	\$850,000			\$24,822
2011	9,567,656	11.9%	2013	850,000	\$2,000,000		
2012	9,357,662	11.3%	2014	850,000	750,000		
2013	9,664,489	11.2%	2015	850,000	750,000		
2014	11,084,916	12.3%	2016	950,000	750,000		625,000
			<i>Proposed</i>				
2015	\$ 11,040,933	11.5%	2017	\$1,000,000			

Emergency Services Stabilization Fund

The 2012 Annual Town Meeting created a new Stabilization Fund and allocating the \$1,000,000 payment that had been made by the developer of the Concord Mews, a 350-unit apartment development, in accordance with the Development Agreement. This fund was to be used to mitigate the impact of the project on the town's public safety and emergency response capacity. Subsequently an internal Fire Department study of ambulance service carried out in 2012 led to inclusion in the FY15 proposed budget of four new firefighter positions to staff a daytime

ambulance out of the West Concord station. The ambulance itself was acquired with funding from a generous gift of town resident Audrey Mold. The service was inaugurated in July 2014.

In order to manage the impact on the General Fund budget, the plan to finance this service expansion was to draw upon the Stabilization Fund over a period of three years, at successively decreasing amounts of \$200,000, \$100,000 and \$50,000, while increasing the General Fund budget gradually accordingly. A total of \$350,000 was therefore planned to be committed from the Emergency Services Stabilization Fund over three years,

subject to Town Meeting vote each year. The text in Article 7 proposes the Year 3 allocation.

Free Cash position

June 30, 2015 the Town's certified Free Cash of \$11,040,933 is equal to 11.5% of the FY16 budget total. This is a decrease of \$45,000 from the prior year but reflects almost \$2.3 million returned to the fund balance from the positive results of FY15 operations (the year ended June 30, 2015). The Town's strong Free Cash position gives us greater flexibility to address future emergency spending requirements while also protecting the Town's credit rating.

Reserve Fund Transfers

The Reserve Fund is an appropriated contingency account. It is part of the Town Government budget (item 32 of Article 7, proposed at \$225,000) and is counted within the Finance Committee's budget guideline for Town Government operations (Article 7, items 1-34). It is allocated during the budget year by vote of the Finance Committee pursuant to the request of the Town Manager. By State law, its use is restricted to "extraordinary or unforeseen expenditures". In FY15, \$10,000 was allocated and \$215,000 was returned unexpended at the end of the budget year.

The Town budget is adopted as a series of separate appropriations (Article 7, items 1-39). Funds are not transferred from one appro-

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

The budget contingency process works differently for the Concord Public Schools budget (Article 11). State law gives the School Committee the bottom line power to authorize transfers within its appropria-

tion total voted by Town Meeting.

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

The FY17 Reserve Fund appropriation recommendation, \$225,000, is about six-tenths of one percent (0.6%) of the total Article 7 recommendation. State law allows the Reserve Fund appropriation to be as much as 5% of the previous tax levy; this would permit a Reserve Fund appropriation of \$4.0 million. The Concord Finance Committee has not felt that such a large contingency account would be consistent with the objective of fostering tight expenditure control by Town and School administrations.

Reserve Fund Uses, FY2015

Town Account	Amount	Purpose
Veteran's Benefits	\$ 10,000	Additional beneficiaries, mandated payments

Observer reports

Minuteman High School

Since its formation in 1970, Concord has been a member of the Minuteman Regional Technical High School District. As a member, the Town has benefitted by being able to offer Concord students an alternative to the Concord-Carlisle Regional High School that broadens the students' educational experience to include the development of vocational and technical skills along with academics. State law requires that vocational-technical education be made available to all students, either directly through the municipality's high school or through a regional district such as Minuteman. Vocational-technical education is defined in the law (MGL Chapter 71, §1) as an education program offering courses "designed to educate and prepare students for both employment and continuing academic and occupational preparation."

Minuteman's mission is to collaborate with parents, communities and business leaders to serve a diverse student body with multiple learning styles. Through a challenging, integrated curriculum, students develop the academic, vocational and technical skills necessary to be productive members of a global community. Minuteman promotes lifelong learning that fosters personal and professional development, in a safe and respectful environment. Minuteman has remained committed to preparing all students for success. Minuteman is in urgent need of upgrading its facility. It has

been looking at alternatives including new construction and renovating the existing facility for a number of years. Currently Minuteman has 16 member towns and unanimous approval is required to undertake any building project. This has proven over the past couple of years to be an impossible task. As a result Minuteman began a process to amend its Regional Agreement to allow certain member towns to leave the district, thus paving the way for those towns committed to Minuteman to forge ahead with a plan to construct a new 628 student facility. By the end of February all 16 towns had approved the new Regional Agreement with six towns, comprising 14% of the current in-district enrollment, voting concomitantly to leave the District as of July 1, 2017 (Bolton, Boxborough, Lincoln, Sudbury, Wayland and Weston). Concord approved the new Regional Agreement at its February 4 Special Town Meeting.

Minuteman is now seeking approval from all 16 towns to move forward with a new high school, with a design capacity of 628 students and a budget of \$144,922,478 approved by the Massachusetts School Building Authority (MSBA). The MSBA has indicated that the state share can be up to \$44 million. . In addition Minuteman is seeking to adjust the tuition formula for students enrolled from out-of-district towns to include

Continued

a capital cost reimbursement in addition to the operating cost charge. Town Meeting is being asked to approve the debt authorization for project financing as voted by the Minuteman School Committee. Article #18 requires a majority vote for approval. The motion at Town Meeting is expected to make this vote contingent on a town-wide ballot vote making Concord's annual assessed share of the debt repayment subject to exclusion from the property tax levy limit – just as we did for the Concord-Carlisle high school project. This vote also requires a majority for approval. The Select Board has set a date of Thursday, April 14th, for this ballot. The Finance Committee is recommending affirmative action on Article 18 at

Town Meeting and approval of the ballot vote on April 14th.

Concord's share of the debt repayment on approximately \$100 million – the projected local share of the project cost, bonded over 25 to 30 years – will vary each year based on future enrollment. However, at current enrollment levels (Concord is 4.4% of district enrollment this year), or best estimate is that the annual debt service cost to Concord would be in the range of \$250,000. This represents about a quarter of one percent on the tax bill, or about \$28 per year on the current median single family residential property valued at \$798,000.

Concord Municipal Light Board

The Concord Municipal Light Plant (CMLP) is one of 41 municipal electric utilities in the Commonwealth. Since its inception in 1898, the goal of CMLP as a community owned and operated utility, has been reliable and reasonably priced service provided in a responsive and thoughtful manner.

The CMLP operates as a self-sustaining, non-profit Enterprise Fund within Town government. All of CMLP's operating, capital, and debt service expenses are paid solely from revenues paid by customers. An additional marker of its ability to be self-sustaining is the fact that the Light Plant pays for its share of the use of general government services (finance, human

resources, etc.) through a Payment in Lieu of Taxes (PILOT) that is a transfer of funds from the Light Fund to the General Fund as authorized by an annual vote of the Town Meeting. The budgeted interfund transfer for FY 2017 is \$465,500 (Article 51).

The Light Plant operates as a Town department under the direction of the Town Manager. A five-member citizen board is appointed by the Town Manager. This board serves in an advisory capacity and is delegated the responsibility to approve rates. The Light Board meets monthly to discuss rates, power supply and renewable energy options, and the Board wel-

comes citizen attendance and comments. The Board is mindful of the Town Select Board's Values and Guiding Principles, including sustainable management of energy and resources, and the Light Board has published both a Renewable Energy Strategy and a Large-Scale Solar Strategy.

Currently, the CMLP benefits from 5,830 solar panels at the old landfill on Walden St.. This solar generation facility sends power directly into the Town's electrical grid to serve local homes and businesses. The array, which is owned and operated by Kearsarge Energy, generates 1% of all of the power used in Town each year, or approximately enough to meet the needs of 250 typical Concord homes. The carbon dioxide emissions avoided annually are equivalent to what 139 passenger vehicles would emit each year. Planning is underway for construction of a solar array at the recently acquired W.R. Grace property. CMLP is also currently in the planning phase for a potential solar array to be built in conjunction with an anticipated water treatment facility on land owned by the Town of Concord at Nagog Pond, Acton.

In a development that could not have been imagined at its founding, CMLP began in early 2014 to offer high-speed internet service to

the community over its 100% fiber-optic system. Today, there are approximately 450 subscribers. Demand remains strong with a typical backlog of 30 to 60 clients waiting to be hooked up and with approximately 260 installations completed in calendar year 2015.

CMLP utilizes a portfolio approach to its power procurement, balancing a mix of short- and long-term contracts, fixed and spot market pricing, and continuing to seek reasonably priced renewable energy sources. CMLP and the Light Board continue to encourage energy conservation measures. The Light Plant has a three-tiered rate schedule for residential customers that is structured to encourage conservation by charging a customer higher rates as household electricity usage increases. Other conservation efforts underway include the Light Plant's current testing of high-efficiency municipal street lighting and planning for a pilot of smart meters that will allow measurement of a customer's power usage by time-period.

CMLP and the Light Board maintain robust information pages at the Town website: www.concordma.gov where copies of published Strategies, CMLP product offerings, customer incentives and assistance, industry information, and a purchased power portfolio chart may be found.

Recreation Commission

The Recreation Commission is appointed by the Town Manager and is responsible for setting policy directions for the Concord Recreation Department. The Recreation Department operates a number of programs to provide year-round recreational opportunities for members of the community, and last year provided services to over 8,000 children and adults. Major services include swim and fitness programs at the Beede Swim and Fitness Center, preschool and after-school childcare serving children between the ages of 3 and 11, summer day camp, a musical theater program, and a wide variety of sports programs and activities for children and adults.

The Department has over 70 employees, mostly part-time (20 full-time staff and a total full-time equivalent of about 43 FTE) and oversees an annual operating budget of approximately \$4 million. Recreation programs are funded primarily through user fees and are intended to be self-supporting, requiring no additional funding from taxpayers.

The Beede Center is operated as the Swim and Fitness Enterprise Fund, established by a Town Meeting vote in 2005. As an Enterprise operation, the facility is expected to be self-supporting not only with respect to operating cost but also with respect to capital costs, including the maintenance of the building.

Located on the campus of the Concord Carlisle Regional High School, the facility opened in April 2006. The facility was constructed without pub-

lic funds, entirely from gifts through a fund-raising effort launched on the base of a bequest from the Alfred Sawyer Trust. Now in its 10th year, the Center continues to be a vital and popular community resource, serving over 3700 community members. It has operated without taxpayer support or subsidy.

The Center, which has approximately 60 full- and part-time employees (25 Full Time Equivalent), offers a number of popular swim and fitness programs, personal training, and a Concord Otters youth swim team program. Satisfaction with the Beede Center is positive given the high rate of membership renewals. However, there is some concern over the price of membership as revealed in the biennial Town Government Survey completed in the fall of 2014, where 56% of respondents found the price of membership to be “excessively priced”.

The fiscal year that ended June 30, 2015 was a financial success, with total operating revenues of \$2,283,710, and net income of approximately \$223,419. As of June 30, 2015, the Beede Center had an Operating Fund balance of \$1,298,873. This amount is added to in years with positive net income, and is drawn down in years with negative net income. For FY16, operating revenues are expected to be stable at \$2,303,743 but rising operating expenses result in a projected operating loss of approximately \$68,000, due in large part to an increase in depreciation expense but also due major dehumidification and hot water system overhaul project completed during FY15

As of June 30, 2015, the Center had a Depreciation Fund Balance of \$899,787

Maintaining a sufficient depreciation reserve ensures that the Center will be able to finance needed capital equipment replacements and maintain the condition of the facility with its own resources, as has been accomplished to date.

The Enterprise Fund budget for the Beede Center is Article 56 on the Warrant for Town Meeting. The proposed budget for FY17 is \$2,687,600 for operating expenses and \$345,000 for capital expenses, a total of \$3,032,600. \$2,382,542 will be funded from estimated FY17 revenues and \$650,058 will be funded from the certified undesignated fund balance as certified by the state Department of Revenue as of July 1, 2015 (\$1,619,771).

The Recreation Department offers a wide variety of popular child and adult recreation programs. These programs are funded primarily through user fees and are intended to be self-supporting for all direct program expenses. The General Fund covers capital and operating expenses related to buildings and facilities. The Town Manager's FY17 proposed budget also includes \$73,175 in General Fund support for the recreation director's salary.

For the fiscal year that ended June 30, 2015, program revenues were \$1,899,275 and net income recorded in the Recreation Fund was \$167,143. The Recreation Fund retains its own resources for use in future years.

Concord citizens are generally satisfied with the services the Department provides. In the recent Town Government Survey completed in the fall of 2014, 78% of respondents felt that the price of Recreation Programs was either a "good bargain" or "reasonably priced". The major programs are detailed below.

The Department provides child care services for children between the ages of 3 and 11, accounting for approximately \$810,432 in program fees. These services include the Carousel Preschool program at the Harvey Wheeler Center, the Before School program at each elementary school, and the After-School and school-vacation programs at Harvey Wheeler and the Hunt Gym.

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

The entire Recreation budget is intended to be self-supporting. As of the end of FY15, the Recreation Revolving Fund balance, which is the sum total of prior years' successful operations, had a balance of \$768,495.

Future projects

The Department recently completed a comprehensive strategic study to assess the current infrastructure and projected active and passive recreational needs to guide future recreation decisions and capital planning. The Town is begin implementation of many recommendations during the current operating year. A copy of the study can be found on the Town's website.

Article 2

Consent Calendar

Mr. Giles moves: that the 2016 Annual Town Meeting advance for consideration Articles 3, 4, 5, 6, 9, 10, 17, 19, 22, 24, 26, 27, 31, 33, 35, 37, 38, 39, 40, 50, 51, 52, 53, 54, 56, and 59, and take action on such Articles without debate on any of such Articles, provided, that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Article 3 MEETING PROCEDURE

Affirmative Action Recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 3 as printed in the handout applicable to the Article.

Reason: Routine and noncontroversial; the motion will be identical to a motion passed annually and unanimously for more than fourteen years.

Article 4 RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

Affirmative Action Recommended by: Finance Committee, Select Board and Personnel Board

Motion: That the Town take affirmative action on Article 4 as printed in the Warrant.

Reason: Routine and noncontroversial.

Article 5 PERSONNEL BYLAW AMENDMENTS

Affirmative Action recommended by: Finance Committee, Select Board and Personnel Board

Motion: That the Town take affirmative action on Article 5 as printed in the Warrant.

Reason: Noncontroversial.

Article 6 CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

Affirmative Action recommended by: Finance Committee, Select Board and Personnel Board

Motion: That the Town take affirmative action on Article 6 as printed in the Warrant.

Reason: Routine; noncontroversial; 2.0% adjustment for EM 1&4, AC, TCL, MP, & EL scales; 10% for EM 2&3 scales; no change for SF and HS scales; SF minimum to \$10.00 per hour.

Article 9 CLOSE ELEMENTARY SCHOOL DEBT STABILIZATION FUND

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 9 as printed in the Warrant.

Reason: Noncontroversial at hearing. Financial housekeeping to close \$1,900 balance of account.

Article 10 PEG ACCESS AND CABLE-RELATED FUND

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 10 as printed in the Warrant.

Reason: Noncontroversial at hearing. Financial housekeeping: year two payment under a 10-year agreement, as approved at 2015 Town Meeting.

Article 17 MINUTEMAN REGIONAL VOCATIONAL SCHOOL BUDGET

Affirmative Action by: Finance Committee, Select Board

Motion: That the Town raise and appropriate Concord's apportioned share of \$423,444 for the Minute-man Career and Technical School District assessment for the fiscal year ending June 30, 2017.

Reason: Routine; noncontroversial. Concord sends 17 of 386 member-town students.

Article 19 FREE CASH USE

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 19 to authorize and direct the Assessors to take \$1,000,000 from free cash to reduce the tax levy for the fiscal year ending June 30, 2017.

Reason: Routine and noncontroversial; reduces future property tax rate; the specific amount is recommended by the citizen Finance Committee and is explained in the FinCom Report (p. 45)

Article 22 MUNICIPAL BUILDING RENOVATIONS

Affirmative Action recommended by: Finance Committee and Select Board

Motion: That the Town take affirmative action on Article 22 as printed in the Warrant, from borrowing.

Reason: Noncontroversial at hearing; part of the Town Manager's five-year capital plan. Funding for Harvey Wheeler roof and Hunt Gym repairs.

Article 24 PUBLIC SAFETY EQUIPMENT

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 24 as printed in the Warrant, from borrowing.

Reason: Noncontroversial at hearing; part of the Town Manager's five-year capital plan. Funding for rehabilitation of Fire Engine #3 halfway through its 16-year life span.

Article 26 2016 ROAD PROGRAM

Affirmative Action recommended by: Finance Committee, Select Board and Public Works Commission

Motion: That the Town appropriate the sum of \$1,350,000 to be expended under the direction of the Town Manager for the design, repair, reconstruction or renovation of roads and streets within the town, including drainage and sidewalk improvements, and costs incidental or related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Board of Selectmen, be authorized to borrow \$1,350,000 under the provisions of Chapter 44, §7 of the Massachusetts General Laws, or any other enabling authority; and further to authorize the Town Manager to apply for, accept and expend state grants as may be available for the same purpose and to authorize the Treasurer, with the approval of the Board of Selectmen, to borrow up to the amount stipulated in such grant or grants under the provisions of Chapter 44, §§ 7(5) and 7(6) of the Massachusetts General Laws, in anticipation of reimbursement of such amount; and that the Board of Selectmen and Town Manager are authorized to take any actions necessary or convenient to carry out this vote.

Reason: Routine annual approval. Noncontroversial at hearing; part of the Town Manager's five-year capital plan.

Voted unanimously annually multiple years.

Article 27 ROAD REPAIR REVOLVING FUND EXPENDITURE

Affirmative Action recommended by: Finance Committee, Select Board, Public Works Commission

Motion: That the Town take affirmative action on Article 27 as printed in the Warrant, in the amount of \$140,000.

Reason: Routine and noncontroversial (revolving fund, voted last seven years on consent calendar).

Continued

Article 31 REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 31 as printed in the Warrant, in the amount of \$210,000.

Reason: Noncontroversial at hearing. Creates a funding mechanism for Concord to take a three-year turn as lead community for seven-town consortium started in 2011.

Article 33 HISTORIC DISTRICTS MAP AMENDMENT: HUBBARDVILLE DISTRICT

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 33 as printed in the Warrant.

Reason: Noncontroversial at hearing. Affects only one property. Required by special permit. Unanous Planning Board approval.

Article 35 ZONING BYLAW AMENDMENT: RESIDENTIAL USES

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 35 as printed in the Warrant.

Reason: Noncontroversial at hearing. Clarifies language regarding multifamily residences on a single property.

Article 37 ZONING BYLAW AMENDMENT: SITE PLAN REVIEW FOR RELIGIOUS USES, EDUCATIONAL USES AND CHILD CARE FACILITIES

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 37 as printed in the Warrant.

Reason: Noncontroversial at hearing. Provides that site plan review for religious, educational, and child care facilities should include fire protection, drainage, and waste disposal.

Article 38 ZONING BYLAW AMENDMENT: FLOOD PLAIN CONSERVANCY DISTRICT BOUNDARY

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 38 as printed in the Warrant.

Reason: Noncontroversial at hearing. Updates reduced flood plain boundary due to recent careful survey. Already accepted by FEMA.

Article 39 ZONING BYLAW AMENDMENT: FLOOD PLAIN CONSERVANCY DISTRICT

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 39 as printed in the Warrant.

Reason: Noncontroversial at hearing. Saves property owners expense and time of now unnecessary permit application.

Article 40 ZONING BYLAW AMENDMENT : AGRICULTURAL USES

Affirmative Action recommended by: Select Board, Planning Board

Motion: That the Town take affirmative action on Article 40 as printed in the Warrant.

Reason: Noncontroversial at hearing. Ministerial. Conforms Concord's bylaw with State law.

TOWN OF CONCORD
MODERATOR'S NOTES & PROCEDURES FOR THE 2016 ANNUAL TOWN MEETING

One guiding principle for Concord Town Meeting is “keep it simple.” We follow procedures set forth in Town Meeting Time, a book published by the Mass. Moderators Assn. and available at town libraries. “Concord Town Meeting Traditions and Procedures” (Feb. 2016 edition) provides more information and is available at the Town House, online at www.concordma.gov, and in the lobby during Town Meeting (printed on green paper).

PART 1 – IMPORTANT THINGS TO KNOW

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

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

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

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

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

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

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

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

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

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

HEARING ASSISTANCE Hearing assistance devices are available in the lobby.

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

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

PART 2 – TOWN MEETING PROCEDURES IN A NUTSHELL

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

TO MAKE A MOTION

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

TO AMEND A MOTION

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

TO END DEBATE AND CALL FOR A VOTE

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

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

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

TO CALL FOR A PAPER BALLOT

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

TO TAKE AN ARTICLE OUT OF ORDER

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

TO RAISE A QUESTION OF DECORUM OR A POINT OF ORDER

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

TO RECONSIDER A VOTE

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

TO ADJOURN

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

TO LAY ON THE TABLE

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

Article 50 DEBT RESCISSION

Affirmative Action recommended by: Finance Committee, Select Board

Motion: That the Town take affirmative action on Article 50 as printed in the Warrant.

Reason: Noncontroversial; past projects completed without need to borrow full authorized amount. Ambulance equipment funded fully by gifts.

Article 51 LIGHT PLANT EXPENDITURES & LIGHT PLANT PAYMENT IN LIEU OF TAXES

Affirmative Action recommended by: Finance Committee, Select Board and Light Board

Motion: That the Town take affirmative action on Article 51 as printed in the Warrant, with a transfer in the sum of \$465,500.

Reason: Routine and noncontroversial (voted in previous years on consent calendar).

Article 52 SOLID WASTE DISPOSAL FUND EXPENDITURES

Affirmative Action recommended by: Finance Committee, Select Board and Public Works Commission

Motion: That the Town take affirmative action on Article 52 as printed in the Warrant.

Reason: Routine and noncontroversial (enterprise fund, voted last eight years on consent calendar).

Article 53 SEWER SYSTEM EXPENDITURES

Affirmative Action recommended by: Finance Committee, Select Board and Public Works Commission

Motion: That the Town take affirmative action on Article 53 as printed in the Warrant.

Reason: Routine and noncontroversial (enterprise fund, voted last eight years on consent calendar).

Article 54 SEWER IMPROVEMENT FUND EXPENDITURES

Affirmative Action recommended by: Finance Committee, Select Board and Public Works Commission

Motion: That the Town take affirmative action on Article 54 as printed in the Warrant.

Reason: Routine and noncontroversial (enterprise fund, voted last eight years on consent calendar).

Article 56 BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

Affirmative Action recommended by: Finance Committee, Select Board

Motion: that the Town appropriate \$3,032,600 for operating and capital expenses, including building improvements and equipment replacements, of the Beede Swim and Fitness Center for the fiscal year beginning July 1, 2016, said funds to be expended under the direction of the Town Manager; and that to meet this appropriation \$2,382,542 is appropriated from the estimated fiscal year 2017 revenues and \$650,058 is appropriated from the certified undesignated fund balance as of July 1, 2015 of the Community Pool Enterprise Fund.

Reason: Routine and noncontroversial (self-supporting enterprise fund, previously on consent calendar).

Article 59 BRUCE FREEMAN RAIL TRAIL EASEMENTS OVER TOWN LAND

Affirmative Action recommended by: Select Board

Motion: That the Town take affirmative action on Article 59 as printed in the Warrant.

Reason: Noncontroversial at hearing. Authorizes the Select Board to provide easements over certain Town Land for the Bruce Freeman Rail Trail.

**THE COMMONWEALTH OF MASSACHUSETTS
WARRANT FOR THE ANNUAL TOWN MEETING 2016**

Middlesex, ss.

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

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

- Those residing in Precinct 1 – at the Dept. of Planning & Land Management, 141 Keyes Road;
- Those residing in Precincts 2 and 3 – at the Harvey Wheeler Community Center, 1276 Main Street;
- Those residing in Precinct 4 – at the Ripley School Building, 120 Meriam Road;
- Those residing in Precinct 5 – at the Hunt Gymnasium, 90 Stow Street;

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

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

- One for Moderator for one year
- Two for Board of Selectmen for three years
- Two for School Committee for three years
- One for Housing Authority for five years

You are further required in the name of the Commonwealth of Massachusetts to notify the legal voters of said Town of Concord, as aforesaid, to meet at the Concord-Carlisle Regional High School at 500 Walden Street, in said town, on Monday, the fourth day of April 2016, at 7:00 pm in the evening, then and there to act upon the following Articles:

CHOOSE TOWN OFFICERS

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

HEAR REPORTS

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

MEETING PROCEDURE

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

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

**Finance Committee recommends affirmative action.
Select Board recommends affirmative action.**

RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

ARTICLE 4. To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Delete the title "Deputy Fire Chief" from Grade MP-5 and replace it by adding the title "Assistant Fire Chief" to Grade MP-6 effective May 7, 2015.
2. Add the title "Senior Information Systems Technician" to Grade MP-3 effective May 7, 2015.
3. Move the title "Chief Information Officer" from Grade MP-7 to Grade MP-8 effective May 7, 2015.
4. Change the title "Deputy Police Chief" to "Police Captain" effective June 25, 2015.
5. Add the title "Public Information Officer" to Grade MP-1 effective June 25, 2015.
6. Move the title "Human Resources Director" from Grade MP-6 to Grade MP-7 effective June 25, 2015.
7. Move the title "Natural Resources Director" from Grade MP-4 to Grade MP-5 effective September 30, 2015.
8. Add the title "Recreation Programs & Events Manager" to Grade MP-3 effective September 30, 2015.
9. Change the title "Council on Aging Director" to "Senior Services Director" effective September 30, 2015.
10. Change the title "COA Program Supervisor" to "Senior Services Programs Supervisor" effective September 30, 2015.
11. Add the title "Assistant Town Engineer" to Grade MP-5 effective October 28, 2015.
12. Add the title "Assistant Public Works Supervisor" to Grade TCL-5 effective October 28, 2015.
13. Add a new grade, designated as HS-A, with a salary range of \$10.00 to \$25.00 per hour effective October 28, 2015.
14. Add the title "Human Services Assistant" to Grade HS-A effective October 28, 2015.

Continued

15. Add the title "Childcare Services Manager" to Grade MP-3 effective October 28, 2015.
16. Move the title "Recreation Director" from Grade MP-7 to Grade MP-6 effective December 9, 2015.
17. Remove the title "Meter Reader" from Grade EL-1 effective December 9, 2015.
18. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 4, 2016, and April 4, 2016.

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

**Finance Committee recommends affirmative action.
Select Board recommends affirmative action.**

PERSONNEL BYLAW AMENDMENTS

ARTICLE 5. To determine whether the Town will vote to amend Sections 3, 5, 10, and 11 of the Personnel Bylaw as follows, or take any other action relative thereto:

Section 3. PERSONNEL POLICIES AND PROCEDURES

Delete the first paragraph and replace with the following:

The Personnel Board and Town Manager shall adopt and maintain personnel policies and procedures as needed to implement and interpret the provisions of the Personnel Bylaw.

Section 5. CLASSIFICATION PLAN

5.2 Job Descriptions

Delete the first paragraph and replace with the following:

The Town Manager or his/her designee(s) shall prepare and maintain summary job descriptions for all position classifications in the Classification Plan. Such descriptions shall consist of a statement describing the essential nature and level of the work performed by employees in that classification; illustrative examples of typical tasks and duties assigned; and the required or desirable qualifications for the classification.

5.4 Periodic Review of the Classification Plan

Delete all text and replace with the following:

It shall be a responsibility of the Town Manager to ensure that position classifications and job descriptions are reviewed at reasonable intervals, as he/she deems necessary and as resources are available.

Section 10. PAY POLICIES

10.1 Appointment Rates

Delete all text and replace with the following:

New employees and employees who receive a promotion will be appointed at a base rate of pay within the approved range for the position's classification; the Town Manager shall determine the starting rate based on his/her consideration of the individual's qualifications, available funds, market influences, internal equity and any other relevant factors.

Section 11. SICK LEAVE

11.2 Use

Delete the first paragraph and replace with the following:

Sick leave is generally granted to employees for protection against loss of pay due to their own personal illness or injury, and to attend medical appointments with health care professionals. However, the Town Manager and Personnel Board may adopt policies that permit an employee to use accrued sick leave to care for an immediate family member during an illness or injury, and for any purpose for which leave may be taken under the Family and Medical Leave Act or Small Necessities Leave Act. Such policies shall define "immediate family member" for the purposes of family-related sick leave use.

Current language, which applies only to non-union employees, gives the Personnel Board administrative responsibilities related to personnel policies, job descriptions, starting salaries, and sick leave use that are inconsistent with a strong Town Manager form of government and do not provide sufficient responsiveness to changes in the municipal employment market and federal and state laws. The amendments allow more efficient and effective administration of non-union personnel matters, while maintaining compensation and paid leave parameters set by the Personnel Board and Town Meeting within which the Town Manager must work.

**Finance Committee recommends affirmative action.
Select Board recommends affirmative action.**

CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 6. To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2016, or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2016

ADMINISTRATIVE-CLERICAL

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
AC-1	Hourly	16.15	19.42	22.68
Receptionist/Clerk Recreation Clerk				
AC-2	Hourly	18.03	21.68	25.33
Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk				
AC-3	Hourly	20.45	24.59	28.72
Senior Account Clerk Senior Department Clerk				
AC-4	Hourly	22.09	26.56	31.02
Administrative Assistant Collections Assistant Retirement Assistant Treasury Assistant				
AC-5	Hourly	23.61	28.38	33.15
Assistant Town Clerk Human Resources Assistant Senior Administrative Assistant				
AC-6	Hourly	24.42	29.37	34.31
Finance Assistant				
AC-7	Hourly	26.99	32.45	37.91
Executive Assistant to the Town Manager				

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1 Building Custodian	Hourly	15.93	19.26	22.59
TCL-2 Building Maintenance Custodian Laborer/Truck Driver	Hourly	18.00	21.76	25.51
TCL-3 Cemetery Specialist Equipment Operator Park & Tree Specialist Water/Sewer System Maintainer	Hourly	19.80	23.94	28.08
TCL-4 Equipment/Line Operator Master Mechanic Park & Tree Specialist (Aerial) Senior Park & Tree Specialist	Hourly	22.16	26.81	31.45
TCL-5 Assistant Public Works Supervisor Cemetery Supervisor Crew Leader Senior Master Mechanic Treatment Systems Operator	Hourly	24.54	29.67	34.80
TCL-6 Fleet Supervisor Senior Treatment Systems Operator	Hourly	27.56	33.33	39.10
TCL-7 Public Works Supervisor	Hourly	30.58	36.99	43.39

MANAGERIAL-PROFESSIONAL

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-1	Annual	43,865	55,017	66,169
Aquatics Supervisor				
Associate Engineer				
Engineering Technician				
Public Information Officer				
Recreation Supervisor				
MP-2	Annual	49,502	62,086	74,669
Administrative & Special Projects Coordinator				
Assistant Aquatics Coordinator				
Assistant Local Inspector				
Assistant Natural Resources Director				
Budget Analyst				
Environmental Health Inspector				
Environmental & Regulatory Coordinator				
Field Lister				
GIS Technician/Analyst				
Information Systems Technician				
Office Accountant				
Public Health Inspector				
Senior Engineering Technician				
Senior Services Programs Supervisor				
Telecommunications Network Technician				
Utility Software Coordinator				
Water Conservation Coordinator				
MP-3	Annual	58,410	73,260	88,110
Aquatics Coordinator				
Assistant Human Resources Director				
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant to the Water/Sewer Superintendent				
Assistant Town Accountant				
Assistant Treasurer				
Childcare Services Manager				
Civil Engineer				
Customer Service Administrator				
Energy Conservation Coordinator				
Facilities Maintenance Supervisor				
Fitness Coordinator				
Local Inspector				
Management Analyst				
Recreation Coordinator				
Recreation Programs & Events Manager				
Retirement System Administrator				
Senior Budget & Operations Analyst				

Senior Environmental & Regulatory Coordinator
 Senior Information Systems Technician
 Senior Planner

MP-4	Annual	62,446	78,322	94,197
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Assistant Recreation Director
 Budget & Purchasing Administrator
 Environmental Services Program Administrator
 Financial Administrator
 GIS & Application Integration Program Manager
 Operations Engineer
 Public Works Engineer
 Senior Services Director
 Telecommunications Coordinator

MP-5	Annual	67,170	84,245	101,320
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Assistant Library Director
 Assistant Town Engineer
 Deputy Treasurer/Collector
 Facilities Manager
 Highway & Grounds Superintendent
 Natural Resources Director
 Police Lieutenant
 Public Health Director
 Town Clerk
 Town Planner

MP-6	Annual	74,022	92,840	111,657
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Assistant Fire Chief
 Building Commissioner
 Police Captain
 Recreation Director
 Town Accountant
 Town Assessor
 Town Engineer
 Water/Sewer Superintendent

MP-7	Annual	84,760	106,308	127,855
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Assistant Town Manager
 Director of Planning & Land Management
 Human Resources Director
 Library Director

MP-8	Annual	94,431	118,438	142,444
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Chief Information Officer
 Fire Chief
 Police Chief
 Public Works Director

MP-9	Annual	103,492	129,804	156,115
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Finance Director

ELECTRICAL LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EL-1	Hourly	17.56	21.24	24.92
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	22.29	26.96	31.62
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	28.28	31.97	35.66
EL-4 Lineworker, Grade 1	Hourly	35.11	39.70	44.29
EL-5 Lead Lineworker	Hourly	36.77	41.57	46.37
EL-6 Line Supervisor	Hourly	39.60	44.77	49.94

ELECTRICAL MANAGEMENT

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

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor	Annual	59,792	71,884	83,975
EM-2 Electrical Engineer	Annual	75,832	91,165	106,498
EM-3 Assistant CMLP Director Power Supply & Rates Administrator	Annual	90,203	108,442	126,680
EM-4 CMLP Director	Annual	110,344	132,655	154,965

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1 Swim/Fitness Specialist	Hourly	10.00	35.00	60.00

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
HS-A Human Services Assistant	Hourly	10.00	17.50	25.00
HS-1 Human Services Specialist	Hourly	15.23	22.84	30.45
HS-2 Child Care/Education Specialist	Hourly	15.23	27.92	40.60

With annual adjustments and periodic comprehensive reviews, the Classification & Compensation Plan keeps Town salaries competitive in the employment market, maintains internal equity of salary ranges, maintains comparability with salaries of unionized employees, and keeps pace with changes in the cost of living. This article does not control the amount of the actual salary increases to be received by employees in FY17. The Town Manager and Personnel Board set actual salary increase amounts after Town Meeting, based upon the approved budget.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

TOWN BUDGET

ARTICLE 7. To determine whether the Town will vote to raise and appropriate money for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2017, or take any other action relative thereto:

General Fund Operating Budget

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

Item No.	Department	Fiscal 2015 Expenses	Fiscal 2016 Appropriation	Fiscal 2017 Proposal
Public Safety \$8,900,701 is 22.7% of Total				
11	Police Department	4,156,906	4,241,558	4,244,504
12	Fire Department	3,833,878	4,279,385	4,299,821
13	West Concord Fire Station	35,692	60,062	40,289
14	Police-Fire Station	227,409	234,812	275,011
15	Emergency Management	12,216	22,810	15,077
16	Animal Control Officer	23,452	25,100	26,000
	Total Public Safety	\$ 8,289,552	\$ 8,863,728	\$ 8,900,701
Public Works and Facilities \$4,054,201 is 10.3% of Total				
17	Public Works			
	A. CPW Administration	181,338	184,968	184,155
	B. Engineering	374,537	389,847	383,244
	C. Highway Maintenance	1,277,325	1,298,187	1,288,605
	D. Parks and Trees	646,590	647,670	663,288
	E. Cemetery	61,336	68,114	66,684
	Subtotal	2,541,125	2,588,786	2,585,975
18	Snow and Ice Removal	868,268	570,000	597,500
19	Street Lighting	64,955	73,463	73,463
20	CPW Equipment	288,000	250,000	300,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	100,000
23	Road Improvements	90,000	90,000	90,000
24	133/135 Keyes Road	109,202	101,305	102,263
	Total Public Works and Facilities	\$ 4,266,550	\$ 3,978,554	\$ 4,054,201
Human Services \$2,838,078 is 7.2% of Total				
25	Library	1,978,038	2,034,562	2,081,963
26	A. Human Services	-	9,000	21,217
	B. Senior Services	310,949	336,889	343,870
	C. Recreation Services	104,356	50,000	73,175
27	Harvey Wheeler Community Ctr.	117,348	117,945	119,340
28	Hunt Recreation Ctr.	91,241	96,976	104,147
29	Veterans	67,581	60,889	69,990
30	Ceremonies and Celebrations	23,944	24,006	24,376
	Total Human Services	\$ 2,693,457	\$ 2,730,267	\$ 2,838,078

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

That the Town Manager is authorized to turn in or sell at public auction the surplus equipment, the amount allowed or received therefor to be applied against the purchase of new equipment;

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

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

That the appropriation for salary reserve under line item 33 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2016 and thereafter pursuant to the salary schedules adopted under Article 6, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfers shall be reported periodically by the Town Manager to the Board of Selectmen and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year;

That the Town authorize the following sums to be expended from the Title 5 Septic Loans Betterments reserve account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY 2017:

<u>Amount</u>	<u>Loan #</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$10,828.73	T5-97-1070	\$200,000	12/22/99	FY21	Art. 46 (1997)
\$70,317.00	T5-05-1243	\$703,170	03/18/09	FY19	Art. 50 (2004)
\$29,616.00	T5-05-1243-A	\$296,830	06/13/12	FY23	Art. 50 (2004)
\$32,472.00	T5-05-1243-B	\$324,715	05/22/13	FY23	Art. 42 (2009)
\$19,745.70	T5-05-1243-C	\$197,457	01/07/15	FY25	Art. 42 (2009)

That the Town appropriate the sum of \$50,000 from the Emergency Response Stabilization Fund, to be expended under the direction of the Town Manager, for the purpose of partially paying the third year operating costs of the Fire Department for the deployment of an ambulance in West Concord, including salaries, protective gear, equipment, fuel and related expenses, and that said appropriation shall be in addition to the sum contained in line item 12 herein;

That the Town appropriate the sum of \$1,000,000 from the High School Debt Stabilization Fund, to be expended under the direction of the Town Manager, to pay a portion of Concord's share of debt service excluded from the property tax levy limit due and payable during fiscal year 2017, and that said appropriation shall be in addition to the sum contained in line item 39 herein.

The Town budget article provides for all General Fund (tax-supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation to be presented for Town Meeting approval meets the spending guideline set by the Finance Committee in November 2015.

The text above also makes certain other appropriations from stabilization funds, authorizes certain other transfers between appropriation accounts, and appropriates Title 5 septic loan payments.

Finance Committee recommends affirmative action in the amount of \$39,283,841 for accounts 1-39, \$1,000,000 appropriated from the High School Debt Stabilization Fund for debt service expense, and \$50,000 appropriated from the Emergency Services Stabilization Fund for Fire Department salary expense. Select Board recommends affirmative action as recommended by the Finance Committee.

HOME RULE PETITION TO ESTABLISH A CONCORD SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION

ARTICLE 8. To determine whether the Town will request home rule legislation substantially in the form shown below, to establish a Concord senior means-tested property tax exemption.

SECTION 1. With respect to each qualifying parcel of real property classified as Class one, residential in the Town of Concord there shall be an exemption from the property tax equal to the total amount of tax that would otherwise be assessed without this exemption less the sum of (i) 10 per cent of the total annual qualifying income for purposes of the states "circuit breaker" income tax credit, and (ii) the amount of the state's "circuit breaker" credit the applicant was eligible to receive in the year prior to the application being filed. The percentage of total annual qualifying income may be raised by section 3. In no event shall property taxes be reduced by more than 50 per cent by this exemption. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, "parcel" shall be a unit of real property as defined by the assessors under the deed for the property and shall include a condominium unit.

SECTION 2. The Board of Assessors may deny an application if it finds the applicant has excessive assets that place them outside of the intended recipients of the senior exemption created by this act. Real property shall qualify for the exemption under section 1 if all of the following criteria are met:

- (a) the qualifying real property is owned and occupied by a person whose prior year's income would make the person eligible for the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws;
- (b) the qualifying real property is owned by a single applicant age 65 or older at the close of the previous year or jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older;
- (c) the qualifying real property is owned and occupied by the applicant or joint applicants as their domicile;
- (d) the applicant or at least 1 of the joint applicants has been domiciled in the Town of Concord for at least 10 consecutive years before filing an application for the exemption;
- (e) the maximum assessed value of the domicile is no greater than the prior year's average assessed value of a Concord single family residence plus 10 per cent; and
- (f) the Board of Assessors has approved the application.

SECTION 3. The exemption under section 1 shall be in addition to any other exemption allowable under the General Laws, except that there shall be a dollar cap on all the exemptions granted by this act equal to 0.5% per cent of the fiscal year's total residential property tax levy for the Town of Concord, including the levy for the regional high school if not included in the Town of Concord's tax levy at some subsequent date with the total exemption amount granted by this act allocated proportionally within the tax levy on all residential taxpayers. After the first year of such exemption, the total cap on the exemptions granted by this act shall be set annually by the Select Board within a range of 0.5 percent to 1.0 percent of the residential property tax levy of the Town of Concord. In the event that benefits to the applicants may be limited because the percentage established annually by the Select Board would otherwise be exceeded, the benefits shall be allocated by raising the total annual qualifying income percentage as required in section 1 as necessary to not exceed the cap. In the event the cap exceeds the need for the exemption, the total cap on the exemptions granted by this act shall be reduced to meet the need.

SECTION 4. A person who seeks to qualify for the exemption under section 1 shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the Board of Assessors, with the supporting documentation of the applicant's income and assets as described in the application. The application shall be filed each year for which the applicant seeks the exemption.

SECTION 5. Acceptance of this act by the Town of Concord shall be by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 6. This act may be revoked by an affirmative vote of a majority of the voters at any regular or special town election at which the question of revocation is placed on the ballot. Revocation of sections 1 to 4, inclusive, and sections 7 and 8 shall take effect 30 days after an affirmative vote by the town.

SECTION 7. No exemption shall be granted under this act until the Department of Revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

SECTION 8. This act shall expire after 3 years of implementation of the exemption.

The Tax Fairness Committee was appointed by the Select Board to examine "fair allocation of property tax burdens" as well as the "loss of economic diversity resulting from reliance on the property tax in Concord". The Tax Fairness Committee's proposal will assist seniors with limited incomes to stay in their homes as the property tax burden continues to rise. In 2012 the State

Legislature passed a Special Act for such an exemption for the Town of Sudbury, and it has been working there for two years. This warrant article is based on the Sudbury law.

Income limits for the exemption are tied to the requirements of the State Income Tax Circuit Breaker – currently \$58,000, or less, for a single homeowner and \$84,000, or less, for a married couple. The assessed value of the property must be no greater than the average assessed value of Concord single family homes. Applicants’ property tax cannot be reduced by more than 50%. The value of all exemptions granted cannot exceed 0.5% of the property tax levy. The exemption is funded by a shift in the residential tax rate. To take effect if approved by the legislature, this exemption must be passed by a majority of Concord voters at the polls.

Finance Committee recommends affirmative action.
 Select Board recommends affirmative action.

CLOSE ELEMENTARY SCHOOL DEBT STABILIZATION FUND

ARTICLE 9. To determine whether the Town will vote to close the Elementary School Debt Stabilization Fund established by vote under Article 10 of the 2008 Annual Town Meeting and transfer the balance remaining therein to the General Stabilization Fund account, or take any other action relative thereto.

The Elementary School Debt Stabilization Fund was established at the 2008 Town Meeting and funded from a Free Cash transfer for the purpose of helping to mitigate the tax impact expected from the sale of bonds in 2009 to finance the Willard School construction. Through June 30, 2015, \$411,912 was added to the Fund from investment earnings. Over four years, FY11-FY15, \$2,910,000 was appropriated from the Fund to reduce the property taxes that otherwise would have been required for this purpose. As of Dec. 31, 2015, \$1,914.33 remains in the Fund. This article proposes to close the fund and transfer the remaining balance at the time of closing to the Town’s General Stabilization Fund which presently has a balance of \$2,280.

Finance Committee recommends affirmative action.
 Select Board recommends affirmative action.

PEG ACCESS AND CABLE-RELATED FUND

ARTICLE 10. To determine whether the Town will vote to appropriate the sum of \$560,000, or any other sum, said funds to expended during the fiscal year commencing July 1, 2015 under the direction of the Town Manager and to be used only for cable-related purposes consistent with the franchise agreement during the fiscal year commencing July 1, 2015, of which the sum of \$468,000 is the estimated revenue to be received during FY2017 in accordance with the franchise agreement and the sum of \$92,000 shall be allocated from the available fund balance, or take any other action relative thereto.

In 2014, the Town signed a ten-year cable television franchise agreement with Comcast Corporation, which required Comcast to pay to the Town or its designee 4.8% of the total annual revenue of the company from Concord ratepayers. The 2015 Annual Town Meeting adopted a 2014 law enabling the Town to receive the money from Comcast, and to pay it out for local cable access services. The Town has contracted with CCTV to provide community access services. FY2017 is the second year of operation within this new framework. PEG Access services are Public, Educational and Governmental local cable channels.

Finance Committee recommends affirmative action in the sum of \$560,000.
 Select Board recommends affirmative action.

PUBLIC SCHOOL BUDGET

ARTICLE 11. To determine whether the Town will vote to raise and appropriate money for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2017, or take any other action relative thereto:

SCHEDULE A - PUBLIC SCHOOL BUDGET				
	Department	Fiscal 2015 Adopted	Fiscal 2016 Adopted	Fiscal 2017 School Committee Vote of Dec. 8, 2015
1	Concord Public Schools Budget/Appropriation	\$32,440,538	\$34,542,735	\$35,660,111

This article provides the annual operating budget for the Concord Public Schools. The appropriation to be presented for Town Meeting approval of \$35,660,111 is at the Concord School Committee adopted budget level voted on December 8, 2015, which meets the spending guideline set by the Concord Finance Committee in November 2015.

Finance Committee recommends affirmative action in the sum of \$35,660,111.
Select Board recommends affirmative action.

CONCORD PUBLIC SCHOOLS RENOVATIONS

ARTICLE 12. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$570,000, or any other sum, to be expended under the direction of the School Committee for remodeling, reconstructing or making extraordinary repairs, including original equipment and related work, at various Concord Public School facilities, and up to the sum of \$300,000, or any other sum, to be expended under the direction of the Town Manager for facilities to be newly constructed on behalf of the Concord Public Schools, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$870,000 for construction, renovations, repairs, and related work at various Concord Public School facilities. \$300,000 of the funding provided under this article will be assigned to the School Transportation Facility project if supplemental funding is approved under Article 15. This borrowing is part of the Town Manager's five-year Capital Plan, with the debt service cost to be funded within the Levy Limit.

Finance Committee recommends affirmative action in the sum of \$870,000 from borrowing.
Select Board recommends affirmative action.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

ARTICLE 13. To determine whether the Town will vote to raise and appropriate the sum of \$20,719,713, or any other sum, as set forth below, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2017, or take any other action relative thereto.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET				
	Department/Description	Fiscal 2015 Adopted	Fiscal 2016 Adopted	Fiscal 2017 School Committee Vote of Dec. 8, 2015
1	Concord-Carlisle Regional High School			
	Total Budget	\$27,437,330	\$30,643,037	\$31,654,473
	Concord assessment	\$17,715,062	\$20,070,650	\$20,719,713*
*(includes \$17,035,005 assessment for operating budget and \$3,684,708 assessment for debt exclusion)				

This article provides Concord's assessed share of the annual operating budget for the Concord-Carlisle Regional High School. The appropriation to be presented for Town Meeting approval meets the spending guideline set by the Concord Finance Committee in November 2015.

Finance Committee recommends affirmative action in the sum of \$20,783,976 as Concord's assessed share.
Select Board recommends affirmative action.

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT – LANDFILL REMEDIATION

ARTICLE 14. To determine whether the Town will vote to approve \$1,100,000, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for landfill remediation; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under General Laws Chapter 59, §21C(k); to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing; or take any other action relative thereto.

This article provides Concord's share of the cost for remediation of the former private landfill located on Concord-Carlisle Regional School District land, the cost to be assessed annually over a period of years consistent with the term of bonds to be issued by the district with debt service expected to commence in Fiscal Year 2017.

Finance Committee recommends affirmative action in the sum of \$1,100,000 debt authorized by the Regional School Committee, contingent upon a debt exclusion ballot approval for Concord's assessed share.
Select Board recommends affirmative action.

SCHOOL TRANSPORTATION FACILITY – SUPPLEMENTAL APPROPRIATION

ARTICLE 15. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$1,950,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of designing, constructing and originally equipping a transportation facility to be located at 214Y Main Street (assessor's parcel #2322), including facilities for vehicle repair, fueling, storage and parking, and related activities, and including design, engineering, testing and other related work, provided, however, that this borrowing authorization shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under General Laws Chapter 59, §21C(k) to exempt the amounts required for the payment of interest and principal; or take any other action relative thereto.

Funding was appropriated under Article 12 of the 2014 Annual Town Meeting (\$925,000) and under Article 24 of the 2015 Annual Town Meeting (\$950,000) for the development of school bus storage and repair facilities to be constructed under the direction of the Town Manager. Additionally, \$300,000 of the appropriation and borrowing authorization proposed to be made under Article 12 of the 2016 Annual Town Meeting Warrant will be directed to this project. Town staff has been working with the School Committee and administration to design the new school transportation facility to be located at the former WR Grace property on Main Street. This site was acquired by the Town in August of 2015.

The total project cost is estimated at \$4,125,000. The available appropriation, including \$300,000 assigned from the appropriation proposed under Article 12, will total \$2,175,000. Therefore, an additional appropriation of \$1,950,000 is requested to adequately fund the planned four-bay, 7,700 square foot facility, including parking for buses and employee vehicles as well as fuel facilities. CCRSD use of the facility will be subject to a rental payment to the town to cover its share of operating and capital costs. It is proposed that this borrowing authorization be made subject to voter approval to exempt this supplemental funding from the limits of Proposition 2-1/2 via a debt-exclusion ballot question to be voted at a town-wide ballot following the annual town meeting. The tax impact of the proposed debt exclusion on the median single-family residential tax bill is projected between \$24 and \$32 per year depending upon the term and interest rate of the borrowing.

Finance Committee recommends affirmative action in the sum of \$1,950,000 from borrowing contingent upon a debt exclusion ballot approval.
Select Board recommends affirmative action.

BY PETITION RECONSIDERING THE SCHOOL BUS TERMINAL LOCATION

ARTICLE 16. To determine whether the Town will vote to recommend the Select Board and School Committee reconsider locating a school bus terminal at an appropriate location either at the CCHS property or the former Landfill, or take any other action relative thereto.

PETITIONER'S EXPLANATION: School buses drive empty between their depot and their routes picking-up and dropping-off students. Parking school buses near CCHS instead of Knox Trail would annually save the fleet roughly 60,000 miles and 3000 hours of driver time. For future electric buses, parking near schools would reduce the required battery size 15% — reducing purchase cost. Furthermore, if the Knox Trail price has increased, there could be added savings.

Select Board recommends No Action.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

ARTICLE 17. To determine whether the Town will vote to raise and appropriate the sum of \$406,353, or any other sum, as set forth below, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2017, or take any other action relative thereto.

<u>MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET</u>				
	Department/Description	Fiscal 2015 Adopted	Fiscal 2016 Adopted	Superintendent's Proposed Budget & Fiscal 2017 Assessment
1	Minuteman Regional High School Budget Assessment	\$19,645,065 \$191,6889	\$19,831,003 \$407,041	\$19,728,097 \$490,276 (est. @ 12/10/2015)

This article provides Concord's assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Concord's assessment increase is due primarily to increased enrollment. At October 1, 2014, enrollment was 12 high school students and 2 post-grad students. At October 1, 2015, enrollment was 15 high school students and 2 post-grad students. Each of the 16 member town assessments is calculated by a formula established pursuant to the new regional agreement now in effect. The FY2017 assessment for Concord will be \$423,444.

Finance Committee recommends affirmative action in the sum of \$423,444 as Concord's assessed share..
Select Board recommends affirmative action.

MINUTEMAN REGIONAL HIGH SCHOOL BUILDING PROJECT APPROVAL

ARTICLE 18. To determine whether the Town will approve the \$144,922,478 borrowing authorized by the Minuteman Regional Vocational Technical School District (the "District"), for the purpose of paying costs of designing, constructing and originally equipping a new district school to be located at 758 Marrett Road, Lexington, Massachusetts, and for the payment of all other costs incidental and related thereto (the "Project"), which school facility shall have an anticipated useful life as an educational facility for the instruction of school children of at least 50 years, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"), said amount to be expended at the direction of School Building Committee the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any Project costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District and its member municipalities; any grant that the District may receive from the MSBA for the Project shall not exceed the lesser of (i) forty four and three quarters percent (44.75%) of eligible, approved project costs, as determined by the MSBA, or (ii) the total maximum grant amount determined by the MSBA; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under General Laws Chapter 59, §21C(k); to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing; and provided further, that any approval of this borrowing shall be contingent upon the approval, on or before March 1, 2016, of the 2016 Amended Regional Agreement for the District by the town meetings of all 16 member towns of the District; or take any other action relative thereto.

This article authorizes the borrowing for construction of a new building for the regional vocational-technical high school. The new Minuteman High School will feature a Career Academy model that supports 16 programs and 20 career majors. Building a new school will also ensure Minuteman's continued accreditation by the New England Association of Schools and Colleges (NEASC). NEASC has placed Minuteman's accreditation on "warning" status.

Minuteman has been working with the Massachusetts School Building Authority (MSBA) since 2009 and has explored several alternatives to improve a 40+ year old facility that needs a new roof, new mechanical, plumbing and electrical systems, and better access for the disabled, among many other things. After an extensive feasibility study, the Minuteman School Committee and the MSBA both concluded that replacement of the existing school is the most cost-effective solution. The MSBA has committed roughly \$45 million to assist with the construction of a new school, the balance to be funded by member communities.

During Minuteman’s work with the MSBA on this project, the Town of Concord has been actively represented on both the Minuteman Regional School Committee and on the Minuteman School Building Committee.

Finance Committee recommends affirmative action to approve the debt authorized by the Regional School Committee, contingent upon a debt exclusion ballot approval for Concord’s assessed share. Select Board recommends affirmative action.

FREE CASH USE

ARTICLE 19. To determine whether the Town will vote to authorize and direct the Assessors to take \$1,000,000, or any other sum, from free cash to reduce the tax levy for the fiscal year ending June 30, 2017, or take any other action relative thereto.

This article seeks Town Meeting approval to allocate a portion of the available General Fund balance to support the FY2017 budget. The proposed amount is consistent with the Finance Committee’s FY2017 Guideline Budget Plan.

Finance Committee recommends affirmative action in the sum of \$1,000,000. Select Board recommends affirmative action.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

ARTICLE 20. To determine whether the Town will vote to appropriate the sum of \$1,480,844, or any other sum, from the Concord Community Preservation Fund, of which up to \$85,427 shall be appropriated from the undesignated fund balance as of June 30, 2015; \$70,417 shall be appropriated from the Open Space Reserve Fund; \$15,000 shall be appropriated from the Historic Preservation Reserve Fund; and up to \$1,310,000 shall be appropriated from projected Fiscal Year 2017 Fund Revenues, in accordance with Chapter 44B of the Massachusetts General Laws, to be expended under the direction of the Town Manager as follows:

Item	Project/Description	Category	Sources				Total Amount Recommended
			Open Space Reserve Fund	Historic Preservation Reserve Fund	Prior Year Fund Balance	FY17 CPA Fund Revenues	
A	Town of Concord – Regional Housing Services Program	Community Housing				17,500	17,500
B	Concord Housing Development Corporation – Affordable Housing Buy Down Program	Community Housing				120,000	120,000
C	Community Housing Reserve Fund (reserve for future appropriation)	Community Housing				82,500	82,500
D	Emerson Umbrella – Window Restoration	Historic Preservation			79,427	58,823	138,250
E	Town of Concord Public Works Department - Sleepy Hollow Cemetery Roadway and Stone Wall Improvements	Historic Preservation		15,000		210,000	225,000
F	Town of Concord – Wheeler Harrington House Preservation	Historic Preservation				40,000	40,000

Item	Project/Description	Category	Sources				Total Amount Recommended
			Open Space Reserve Fund	Historic Preservation Reserve Fund	Prior Year Fund Balance	FY17 CPA Fund Revenues	
G	New Church – Main Entrance Steps Repair	Historic Preservation				12,000	12,000
H	Town of Concord Natural Resources Division – Old Calf Pasture Habitat Restoration	Open Space	36,000			0	36,000
I	Concord Children's Center/Sudbury Valley Trust–Gowings Swamp Invasive Plant Removal	Open Space	14,100			0	14,100
J	Town of Concord – Bruce Freeman Rail Trail Phase 2C	Open Space			6,000	56,500	125,000
		Recreation				62,500	
K	Town of Concord Natural Resources Division – White Pond Restoration Project	Open Space	20,317			104,183	166,000
		Recreation				41,500	
L	Town of Concord/Concord Rotary Club – USS Concord Bell Memorial Park Restoration	Recreation				50,000	50,000
M	Town of Concord/Concord On Tap – Drinking Water Fountains for Concord Playing Fields	Recreation				24,494	24,494
N	Concord Carlisle at Play – CCHS Field Renovation Project Phase III	Recreation				150,000	150,000
O	Land Acquisition Reserve Fund (reserve for future appropriation)	TBD				250,000	250,000
P	Town of Concord – Staff and Technical Support	Administrative				30,000	30,000
			70,417	15,000	85,427	\$1,310,000	\$1,480,844

or take any other action relative thereto.

This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects as listed in the above chart and allowed under the Community Preservation Act. These projects will expend a total of \$220,000 for Community Housing, \$415,250 for Historic Preservation, \$237,100 for Open Space, \$328,494 for Recreation, \$30,000 for Administration, and will set \$250,000 aside for future land acquisition projects in any category. Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee, provided, however, that the CPA requires that a minimum of 10% of the annual revenues of the Community Preservation Fund be either appropriated to or reserved for future spending for each of three categories: Community Housing, Historic Preservation and Open Space purposes.

Finance Committee recommends affirmative action in the sum of \$1,448,844.

Select Board recommends affirmative action in the sum of \$1,468,844 with deletion of Item G.

OUTDOOR RECREATIONAL FACILITIES – EMERSON TRACK

ARTICLE 21. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$100,000, or any other sum, for

resurfacing of the Emerson Field Track and related work, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article funds improvements at the Emerson Field track. This facility, converted from a cinder track to a top-quality running surface nearly 20 years ago, requires modest investment for periodic renewal of the surface. This borrowing is part of the Town Manager's five-year capital plan, with the debt service cost to be funded within the levy limit.

No motion is expected as this project is to be funded with a gift from Middlesex School.

MUNICIPAL BUILDING RENOVATIONS

ARTICLE 22. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$200,000, or any other sum, for remodeling, reconstructing or making extraordinary repairs to the Harvey Wheeler Community Center at 1285 Main Street and the Hunt Gymnasium at 90 Stow Street, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$200,000 for roof replacement and exterior repairs and renovations at the Harvey Wheeler Community Center and gymnasium ceiling and HVAC repairs and renovations and exterior repairs and renovations at the Hunt Gymnasium. This borrowing is part of the Town Manager's Five-Year Capital Plan with the debt service cost to be funded within the levy limit.

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

LAND ACQUISITION – BALLS' HILL ROAD

ARTICLE 23. To determine whether the Town will vote to authorize the Select Board to acquire, by purchase, gift, eminent domain or otherwise, fee, easement or other property interests in, on, over, across, under and along all or any portion of the property located at 221 and 265 Balls' Hill Road, shown on the Assessors Maps as parcel #'s 1376-1 and 1374-2, consisting of approximately 80 +/- acres, for open space purposes, on such terms and conditions as the Select Board may determine, and that to meet such expenditure, the Town will raise and appropriate, or transfer from available funds in the Treasury, or appropriate a sum not to exceed \$150,000 from the Community Preservation Fund Open Space Reserve account subject to favorable recommendation of the Community Preservation Committee, and/or authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$1,600,000, or any other sum, for the purpose of acquiring the subject property, including incidental related expenses, or take any other action relative thereto.

The property at 221 and 265 Ball's Hill Road is comprised of 80 acres of undeveloped open space with more than 1 mile of frontage along the Concord River, located directly across the river from the Great Meadows National Wildlife Refuge. The property has been identified in the "2015 Open Space and Recreation Plan" as one of several "Properties of Conservation and Recreation Interest".

The land is immediately adjacent to 17 acres of land purchased by the Town in 2001 for water supply purposes. Acquiring the abutting 80 acres would further protect a future water supply source for the Town.

The asking price for the property is currently \$6,900,000. The Select Board has partnered with the Concord Land Conservation Trust which hopes to raise the additional funding required to complete the purchase. The land has long been identified as a priority property for preservation by the Land Trust. This borrowing is part of the Town Manager's five-year capital plan, with the debt service cost to be funded within the levy limit, half of the \$1.6 million borrowing to be supported from taxation and half to be supported from the Water Fund.

Finance Committee recommends affirmative action in the sum of \$150,000 from CPA funds and \$1,600,000 from borrowing.
Select Board recommends affirmative action.

PUBLIC SAFETY EQUIPMENT

ARTICLE 24. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$150,000, or any other sum, for the remodeling, reconstruction or rehabilitation of existing firefighting apparatus, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article funds the rehabilitation of Engine 3, midway through its expected 16-year life. This borrowing is part of the Town Manager's five-year capital plan, with the debt service cost to be funded within the levy limit.

Finance Committee recommends affirmative action in the sum of \$150,000 from borrowing.
Select Board recommends affirmative action.

CEMETERY ROADWAY INFRASTRUCTURE AND DRAINAGE IMPROVEMENTS

ARTICLE 25. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$150,000, or any other sum, for the repair, construction, reconstruction, renovation of roadways within the Sleepy Hollow Cemetery including drainage, curbing, retaining walls and related roadway infrastructure, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state and/or county grants as may be available for the same purpose, or take any other action relative thereto.

Concord Public Works and the Cemetery Committee have developed a multi-phase plan to address infrastructure improvement needs at the Sleepy Hollow Cemetery. These improvements include roadway, drainage and retaining wall rehabilitation and reconstruction. The project is proposed to be funded through a combination of Community Preservation Act funding, Concord Public Works in-kind services, Cemetery Fund available resources and the proposed \$150,000 debt authorization. Future Community Preservation Act and funding requests are anticipated to complete additional construction phases. This borrowing is part of the Town Manager's five-year capital plan, with the debt service cost to be funded within the levy limit.

Finance Committee recommends affirmative action in the sum of \$157,392.56; \$50,000 from borrowing and \$107,392.56 from available balances of prior borrowings.
Select Board recommends affirmative action.

2016 ROAD PROGRAM

ARTICLE 26. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the treasury, or authorize the Town Treasurer, with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$1,350,000, or any other sum, for the repair, reconstruction, renovation or design of roads, streets and parking lots within the town including drainage, curbing and sidewalk improvements, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state grants as may be available for the same purpose, and that the Treasurer, with the approval of the Select Board, be authorized to borrow up to the amount stipulated in such grant or grants under the provisions of Chapter 44 of the Massachusetts General Laws, in anticipation of reimbursement of this amount, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$1,350,000 for the repair, reconstruction or renovation of Concord's roads and public parking areas. Combined with expected state road aid and \$90,000 proposed under Article 7, item 23, funds will be used to protect and replace Concord's 107 miles of public roads including drainage and sidewalk construction and renovation. This borrowing is part of the Town Manager's Five-Year Capital Plan, with the debt service cost to be funded within the levy limit.

Finance Committee recommends affirmative action in the sum of \$1,350,000 from borrowing.
Select Board recommends affirmative action.

ROAD REPAIR REVOLVING FUND EXPENDITURES

ARTICLE 27. To determine whether the Town will vote that the income from fees paid by applicants to the Town for permits to dig up, alter, or disturb a public way in accordance with the Motion passed under Article 47 of the 1992 Annual Town Meeting, in an amount not to exceed the sum of \$140,000, or any other sum, be expended without further appropriation for the purpose of repairing, restoring, maintaining and inspecting public ways, to be managed and expended by the Town Manager in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws, or take any other action relative thereto.

Pursuant to Article 47 of the 1992 Annual Town Meeting, this article authorizes up to \$140,000 of fees collected through the Town's Right-of-Way Street Permit Program to be used in fiscal year 2016 for repairing, restoring, maintaining and inspecting the Town's public ways. This is a routine annual action, with the amount of the authorization dependent upon the available unreserved balance of the Fund at the time of the vote.

Finance Committee recommends affirmative action in the sum of \$140,000.
Select Board recommends affirmative action.

NAGOG POND WATER TREATMENT FACILITY, INTAKE PIPING AND RESERVOIR IMPROVEMENTS

ARTICLE 28. To determine whether the Town will vote to appropriate the sum of \$16,500,000, or any other sum, for the construction of water supply and water treatment facilities and improvements associated with the Nagog Pond water filtration plant, Nagog Pond water intake piping and Annursnac and Pine Hill reservoir improvements, including engineering, regulatory and other related services and costs necessary for said facilities and improvements; and that to meet this appropriation the Treasurer with approval of the Select Board be authorized to borrow the sum of \$16,500,000 under the provisions of Massachusetts General Laws and Acts in amendment thereof or in addition thereto, Chapter 44, Section 8, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

The \$16,500,000 debt authorization, with debt service to be paid from the Water Enterprise Fund, will provide funding for construction and construction phase engineering services for the following projects:

- 1) *the construction of the Nagog Pond water treatment facility, maintaining the Town's ability to utilize Nagog Pond, as a reliable, high quality water supply capable of providing the Town of Concord in excess of 1 million gallons of drinking water per day;*
- 2) *the replacement of the 16" Nagog Pond raw water intake pipeline which extends approximately 1,400 feet from the Nagog Dam gatehouse into Nagog Pond. The dam was constructed and the pipeline placed during the early 1900s;*
- 3) *rehabilitation of the Annursnac and Pine Hill water storage tanks to include mid-term repairs such as structural concrete repair and coating to the 2.5-million gallon Annursnac tank and minor rehabilitation to the 5-million gallon Pine Hill tank.*

Finance Committee recommends affirmative action in the sum of \$16,500,000 from borrowing.
Select Board recommends affirmative action.

BY PETITION REMOVAL OF PARKING METERS

ARTICLE 29. To determine whether the Town will vote to require the Town of Concord to remove all parking meters from the Town, or take any other action relative thereto.

PETITIONER'S EXPLANATION: The purpose of this article is to help prevent more retailers from closing for lack of customers that are being driven away by parking meter fees, to towns that have no parking meters like Acton, Stow and Bedford and the malls.

Finance Committee recommends **NO ACTION**.
Select Board recommends **NO ACTION**.

BY PETITION SNOW REMOVAL FROM SIDEWALKS

ARTICLE 30. To determine whether the Town will vote to require the Town of Concord, to remove snow, from the sidewalks, streets, and gutters in the following areas:

1. Concord Center Main and Walden Streets
2. Thoreau Street in the Depot area
3. Commonwealth Avenue in West Concord

By 8:00 A.M. following the snowstorm, or take any other action relative thereto.

PETITIONER'S EXPLANATION: The purpose of this article is to remove snow from sidewalks, gutters and streets to allow free access for shoppers. This was the standard practice for over 35 years.

**Finance Committee recommends NO ACTION.
Select Board recommends NO ACTION.**

REGIONAL HOUSING SERVICES REVOLVING FUND EXPENDITURES

ARTICLE 31. To determine whether the Town will vote that the fees paid by member towns into the Regional Housing Services Revolving Fund, in an amount not to exceed \$200,000, or any other sum, be expended for the fiscal year ending June 30, 2017 without further appropriation, under the direction of the Town Manager, for the purposes of continuing the operation of a multi-town consortium set up to assist member communities in managing affordable housing resources, in accordance with Chapter 44, Section 53E½ of the Massachusetts General Laws, or take any other action relative thereto.

The Select Boards in Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston approved an inter-municipal agreement to participate in and jointly operate a Regional Housing Services Office (RHSO). The RHSO provides the member communities with affordable housing support and information. Concord serves as the lead community for FY15 through FY17.

**Finance Committee recommends affirmative action in the sum of \$210,000.
Select Board recommends affirmative action.**

DEMOLITION REVIEW BYLAW

ARTICLE 32. To determine whether the Town will vote to replace the existing **Demolition Delay Bylaw** with a new **Demolition Review Bylaw** as follows:

Section 1. Intent and Purpose

The Demolition Review Bylaw is intended to establish a uniform process for preserving and protecting significant buildings and structures within the Town of Concord (the "Town"), which constitute or reflect distinctive features of the architectural, cultural, political, or social history of the Town; to encourage owners of these structures to actively seek out alternatives which preserve, rehabilitate, relocate or restore the structures rather than demolish them; and to provide a reasonable time period for public discussion before a historic structure is lost. The Bylaw further seeks to document those structures which cannot be saved through photographic, video and/or written materials and to preserve these materials as part of the public record.

Section 2. Definitions

For the purposes of this bylaw the following words and phrases shall have the meanings set forth below:

- 2.1 "CHC" - the Concord Historical Commission
- 2.2 "Building Commissioner"- the Building Commissioner of the Town of Concord, or other person authorized by state law or local bylaw to issue demolition permits in the Town
- 2.3 "Building or Structure" - any combination of materials forming a shelter for persons, animals, or property
- 2.4 "Application" - An application to the Building Commissioner for a demolition permit as defined by this bylaw.
- 2.5 "Demolition Permit" - Any permit issued by the Building Commissioner which is required by the State Building Code and which authorizes the total demolition or removal of a building or structure.
- 2.6 "Total Demolition" - The razing, destruction, or removal of the entire portion of a building or structure which is above ground, excepting its foundation.
- 2.7 "Historically Significant Building or Structure": Any building or structure which is in whole or in part built before 1941 and
- (1) is listed on or within an area listed on the National Register of Historic Places, or listed on or is within an area listed on the State Register of Historic Places;
 - (2) is included in Concord's Survey of Historical and Architectural Resources; and/or,

- (3) has been determined by the CHC or its designee to be a historically significant building after a finding that it:
 - a) is importantly associated with one or more historic persons or events, or with the architectural, cultural, political, economic or social history of the Town of Concord, the Commonwealth of Massachusetts or the United States of America: and/or,
 - b) is historically or architecturally important by reason of period, style, method of building construction or association with a particular architect or builder, either by itself or in the context of a group of buildings or structures.

2.8 "Preferably Preserved": An historically significant building or structure which the CHC determines would be better preserved than demolished, in accordance with the standards set forth in section 3.4 below.

2.9 "One Year Delay period" - the 12 month period dating from the determination by the CHC that the building or structure is Preferably Preserved.

Section 3. Procedure

3.1 No demolition permit for a building or structure which is in whole or in part built before 1941 shall be issued by the Building Commissioner except in conformity with the provisions of this bylaw, as well as with any other applicable law, statute, bylaw or regulation.

3.2 If any applicant, or the owner of the building or structure if different from the applicant, seeks to demolish a building or structure which is in whole or in part built before 1941, the owner of the building or structure shall file a Demolition Review Application with the CHC for a determination as to whether the building or structure is Historically Significant. The Application shall include the following information:

- (1) a plot plan of the property showing the structure(s) proposed to be demolished;
- (2) photographs of all existing façade elevations of the building or structure to be demolished; and,
- (3) a description of the proposed plans for demolition and the reason(s) therefore.

The date that the CHC receives all the above information shall be stamped on the information received and shall be considered the submission date.

3.3 The Demolition Review Application shall initially be reviewed by a designated CHC member and a member of the Planning Department for a determination of Historical Significance as defined in section 2.7 above. If the building or structure is determined to be Not Historically Significant, no further review is required and the CHC shall notify the Building Commissioner of its determination.

3.4 If a building is found to Historically Significant, and following public notice as set forth below in section 3.7, the CHC shall hold a public hearing within forty-five (45) days of the submission date to determine whether the building or structure should be Preferably Preserved and therefore demolition delayed for up to one year. If the CHC by a majority vote finds that the proposed demolition would result in the loss of a historically significant building or structure which would be detrimental to the architectural or historical heritage of the Town of Concord, then the CHC shall find that the building or structure is Preferably Preserved.

3.5 Upon a determination that the building or structure which is the subject of an application for a demolition permit is Preferably Preserved, the CHC shall give written notice of the determination to the Building Commissioner and to the owner/applicant for the demolition permit. For any property determined to be Preferably Preserved:

- (1) No demolition permit shall be issued for the total demolition of a building or structure found Preferably Preserved until one (1) year after the CHC determination. The CHC has the authority to waive all or part of the One Year Delay period if the applicant for the Demolition Permit:
 - a) has made bona fide, reasonable and unsuccessful efforts to locate a purchaser for the building or structure who is willing to preserve, rehabilitate or restore the building or structure; and/or,
 - b) has agreed to accept a demolition permit on conditions specified by the CHC.
- (2) Once the One Year Delay is waived or expired, the applicant shall have two (2) years from the date of the expiration of the delay in which to act upon a demolition permit. No demolition permit shall be issued for the same building or structure after the expiration of this two (2) year period without a new Demolition Review.

3.6 Should the CHC fail to make any determination concerning preferable preservation within forty-five (45) days of the submission date of a Demolition Review Application, the Building Commissioner may grant a demolition permit for the subject building or structure.

3.7 Public notice of Demolition Review hearings shall provide the date, place and time of the hearing and the address of the property to be considered at the hearing. Public notice shall include, at a minimum, posting with the Town Clerk and notification to the Director of Planning and Land Management, to the Building Commissioner, to the applicant, to the owners of all abutting properties, and to other property owners deemed by the CHC to be materially affected.

Section 4. Securing Historically Significant and Preferably Preserved Buildings and Structures

If a building or structure has been determined to be Historically Significant, or during the One Year Delay Period for Preferably Preserved buildings or structures, such building or structure is destroyed through fire or other cause, the Building Commissioner shall not issue any permit required under the State Building Code pertaining to the property on which the building or structure was located (except as necessary to secure public safety or health) until the end of the One Year Delay Period, unless the owner can provide evidence to the CHC that they took reasonable steps to secure the building or structure against fire or other loss and that the cause of the destruction was not due to the owner's negligence.

Section 5. Emergency Demolition

If a building or structure poses an immediate threat to public health or safety due to its deteriorated condition, the owner of such building or structure may request issuance of an emergency demolition permit from the Building Commissioner. As soon as practicable after the receipt of such request, the Building Commissioner shall arrange to have the property inspected by a committee consisting of himself, the town engineer, the fire chief, and the chair of the CHC, or their designees. After inspection of the building or structure and consultation with the other committee members, the Building Commissioner shall determine whether the condition of the building or structure represents a serious and imminent threat to public health and safety and whether there is any reasonable alternative to the immediate demolition of the building or structure. If the Building Commissioner finds that the condition of the building or structure poses a serious and imminent threat to public health and safety and that there is no reasonable alternative to the immediate demolition of the building or structure, then the Commissioner may issue an emergency demolition permit.

Whenever the Building Commissioner issues an emergency demolition permit under the provisions of this section of the bylaw, he shall prepare a written report describing the condition of the building or structure to the CHC. Nothing in this section shall be inconsistent with the procedures for the demolition and/or securing of buildings and structures established by M.G.L. c. 143.

Section 6. Enforcement and Remedies

6.1 The CHC and/or the Building Commissioner are authorized to request that the Town Manager, with the approval of the Select Board, institute any and all actions and proceedings, in law or in equity, as they may deem necessary and appropriate to obtain compliance with the requirements of this bylaw or to prevent a threatened violation thereof.

6.2 Anyone who demolishes a Preferably Preserved building or other structure without first complying fully with the provisions of this bylaw shall be subject to a fine as specified in Appendix A of the Regulations for the Enforcement of Town Bylaws under M.G.L. Chapter 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended.

6.3 No building permit for a new building or other structure shall be issued for any premises upon which a Preferably Preserved building or other structure has been voluntarily demolished in violation of this bylaw for a period of two (2) years after the date of the completion of the demolition. As used herein "premises" includes the parcel of land upon which the demolished Preferably Preserved building or other structure was located, and all adjoining parcels of land under common ownership or control.

6.4 Nothing in this bylaw shall be deemed to exempt applicants from any requirements of the State Building Code.

Section 7. Local Historic Districts

Nothing in this bylaw shall be deemed to conflict with the provisions of Chapter 345 of the Acts of 1960 as amended (the Historic Districts Act). This bylaw shall not apply to any proposed demolition of a building or other structure which is located within a Local Historic District established under the Local Historic Districts Act. The Historic Districts Commission shall have jurisdiction over any demolition proposals within a Local Historic District pursuant to all procedures, standards and requirements set forth therein.

Section 8. Severability

In case any section, paragraph or part of this bylaw be for any reason declared invalid or unconstitutional by any court, every other section, paragraph and part shall continue in full force and effect.

or take any other action relative thereto.

This article proposes to replace the Town's existing Demolition Delay Bylaw, which imposes a six month delay when demolition is proposed on properties included on a specific list, with a new Demolition Review Bylaw. The Demolition Review Bylaw would apply to any building that was built before 1941 when complete demolition is proposed and would allow the Town to

impose a one year delay on demolition for significant historic structures. The Bylaw is intended to encourage the preservation and documentation of Concord's historic homes and neighborhoods.

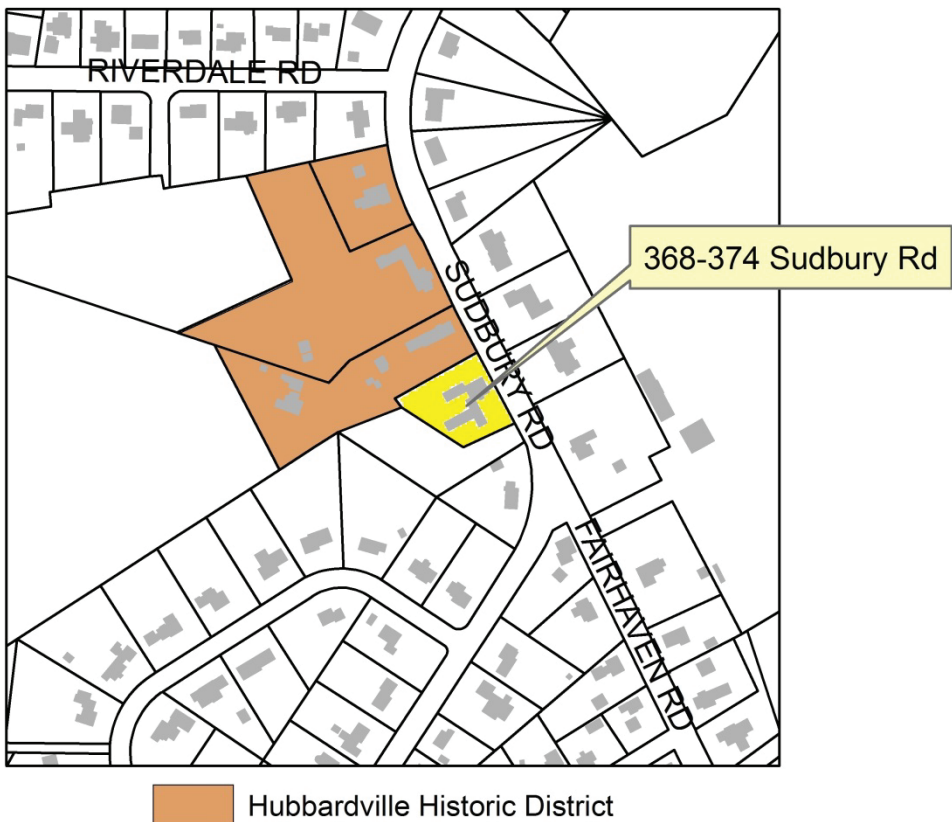
Select Board recommends affirmative action.

HISTORIC DISTRICTS MAP AMENDMENT - HUBBARDVILLE DISTRICT

ARTICLE 33. To determine whether the Town will vote to extend the **Hubbardville District** southward to add the property comprised of 26,115 square feet and the building located upon it at 368-374 Sudbury Road, known as Assessor Parcel #0471 and being shown as Lot 1 on the plan entitled "Plan of Land in Concord Massachusetts Prepared for: KPH Realty LLC" dated July 1, 2015 by Perley Engineering LLC and recorded with the Middlesex South Registry of Deeds as Plan No. 556 of 2015, effective July 1, 2016,

or to take any other action thereto.

This property is required to be added to the Hubbardville Historic District as a condition of approval for the Special Permit that allowed the division of Assessor Parcel #0471 into two building lots for the purpose of preserving the existing historically significant dwelling at 368-374 Sudbury Road. The Planning Board, Historic Districts Commission and the Historical Commission unanimously support this warrant article.



Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT - COMBINED BUSINESS/RESIDENCE

ARTICLE 34. To determine whether the Town will vote to amend **Zoning Bylaw Section 4.2.3.2 Combined Business/Residence** to insert at the beginning of the Section the phrase "For developments of four (4) or more units," so that the section reads as follows:

4.2.3.2 For development of four (4) or more units, at least twenty percent of the dwelling units (and no less than one unit) are available as affordable housing;

or take any other action relative thereto.

This section currently requires 20% of residential units be available for affordable housing regardless of the total number of units. This means that if only one unit is proposed, that unit would have to be affordable. This could make the creation of a residential unit uneconomic for the property owner. The Planning Board believes that allowing the creation of a business with three (3) or fewer residential units provides a much needed housing option in the village centers that are closest to services and transportation, and does not represent a significant burden on the Town. Additionally, this amendment would create diversity in housing that is needed in Town, as well as enhance a village atmosphere in the Town's business centers.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT – RESIDENTIAL USES

ARTICLE 35. To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.2.2.1: Two-family or additional dwelling unit** to:

substitute the words “dwelling units” for “families”, and;

add the following sentence at the end of the paragraph: “Any additions to create an additional dwelling unit pursuant to this section shall be structurally part of the existing building and share a common wall or floor with the existing building” so that the paragraph reads as follows:

4.2.2 Two-family or additional dwelling unit:

4.2.2.1 The Board may grant a special permit for the alteration and use of a building existing at the time its lot is placed in a single residence district for not more than two (2) dwelling units, provided the volume of any additions shall not exceed in all one-fifth of the volume of the existing building. Any additions to create an additional dwelling unit pursuant to this section shall be integral to and part of the existing building, without use of a tunnel or pergola, and share a common wall or floor with the existing building.

or take any other action relative thereto.

The term “families” is not defined in the Zoning Bylaw. The intent of this Section is to regulate the number of dwelling units, which is defined in the Bylaw. Some applicants before the Board of Appeals have argued that the term “additions” simply means a “connection”, such as a tunnel or a pergola, between the existing building and the additional dwelling unit. This interpretation results in two very distinct, detached single family dwellings upon a lot, which was not the intent of this section of the bylaw. The Planning Board believes this section of the Zoning Bylaw is intended to allow the creation of two-family dwellings in one building or in existing buildings (such as a house plus a barn and carriage house), which typically provide smaller dwelling units and addresses a specific housing need of providing additional dwelling units without significant change to an existing neighborhood.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT – PLANNED RESIDENTIAL DEVELOPMENT DIVERSITY OF DWELLING UNITS

ARTICLE 36. To determine whether the Town will vote to amend the **Zoning Bylaw Planned Residential Development Section 10.2.3 Diversity of Dwelling Units** to delete the second sentence in its entirety and insert the following reformatted and bulleted sentence: “Such diversity shall consist of the following mix: (a) the number of bedrooms available; (b) the price or rental rates of the units, and; (c) two of the three styles of units: single-family, two-family or multi-family.” and insert at the end of the fourth sentence the following sentence “If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, than at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1” so the Section reads as follows:

10.2.3 Diversity of Dwelling Units: A mix of diverse housing opportunities shall be provided in all Planned Residential Developments. Such diversity shall consist of the following mix:

- (a) the number of bedrooms available;

- (b) the price or rental rates of the units, and;
- (c) two of the three styles of units: single-family, two- family or multi-family.

If all the units proposed in the Planned Residential Development are market-rate units, then only the basic density shall be permitted. Increases beyond the basic density within the Planned Residential Development may be authorized by the Board only if at least ten percent (10%) of the units are made available as described in subsection 10.2.3.1 and 10.2.3.2. If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, then at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1. Any increases in density permitted by the Board shall not exceed the limits contained in subsection 10.2.2 and shall be based upon the degree to which the proposed PRD provides a range of low income and affordable dwelling units, in addition to the mix of diverse housing opportunities.

or take any other action relative thereto.

The Planning Board believes that the element of diversity of housing in a PRD should be mandatory, not optional. This amendment seeks to strengthen the requirement for diversity, prohibit the use of different gross floor areas of units as an option for diversity, and require that there be a mix in the style of units. Additionally, this amendment will require half of any affordable units granted as part of a density bonus be offered for sale or rent at the low income level (80% Area Median Income), which allows such units to be counted on the Dept. of Housing & Community Development's Subsidized Housing Inventory.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT - SITE PLAN REVIEW FOR RELIGIOUS USES, EDUCATIONAL USES AND CHILD CARE FACILITIES

ARTICLE 37. To determine whether the Town will vote to amend the **Zoning Bylaw Section 11.8.7.1 Site Plan Review for religious uses, educational uses and child care facilities** to add the following: subsection (e) Protection of adjoining premises against seriously detrimental uses by provision for surface water drainage, sound and sight buffers, and preservation of light and air; subsection (f) Adequacy of the methods of disposal of refuse and other wastes resulting from the uses permitted on the site, and; subsection (g) Adequacy of fire protection measures so that the Section reads as follows:

11.8.7.1 In reviewing the site plan submittal for religious uses, educational uses and child care facilities, the following issues shall be considered:

- (a) Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the area and compliance with other requirements of this Bylaw, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks.
- (b) Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly.
- (c) Adequacy of the arrangement of parking and loading spaces in relation to the proposed uses of the premises.
- (d) Physical lighting of the site, especially the adequacy of the method of exterior lighting for convenience, safety and security within the site and for protection of neighboring properties, roadways and the night sky.
- (e) Protection of adjoining premises against seriously detrimental uses by provision for surface water drainage.
- (f) Adequacy of the methods of disposal of refuse and other wastes resulting from the uses permitted on the site.
- (g) Adequacy of fire protection measures.

or take any other action relative thereto.

This amendment identifies three additional items (items e, f & g) that shall be considered when evaluating a Site Plan for religious uses, educational uses and child care facilities. Currently, there is no requirement for an evaluation of the provision for surface water drainage, adequacy of the methods of disposal of refuse and other wastes, or the adequacy of fire protection measures. The Planning Board believes these are important components to site plan review and should be addressed adequately in each project proposal.

Select Board recommends affirmative action

ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT BOUNDARY

ARTICLE 38. To determine whether the Town will vote to amend the third paragraph of **Zoning Bylaw Section 2.2 Zoning Map** by inserting the date January 1, 2015 in place of the date of January 1, 2014, inserting reference to the LOMR dated August 14, 2015 for FIRM Panel 25017C0378F and 25017C0379, and inserting reference to the Letter of Map Revision dated August 14, 2015 so that said third paragraph reads as follows:

Flood Plain Conservancy District, Town of Concord, **January 1, 2015** (Scale 1"=1000' consisting of a single sheet). The general boundaries of the Flood Plain Conservancy District includes all special flood hazard areas within the Town of Concord designated as Zone A, AE and AH, on the Middlesex County Flood Insurance Rate Maps (FIRMs) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Concord are panel numbers 25017C0244F, 25017C0263F, 25017C0264F, 25017C0356F, 25017C0357F, 25017C0358F, 25017C0359F, 25017C0366F, 25017C0367F, 25017C0376F, 25017C0377F, 25017C0378F, 25017C0379F, 25017C0381F, 25017C0383F, 25017C0386F, and, 25017C0387F dated July 7, 2014, **with panels 25017C0378F and 25017C0379F revised by Letter of Map Revision dated August 14, 2015.** The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the Middlesex County Flood Insurance Study (FIS) report dated July 7, 2014 **and Letter of Map Revision dated August 14, 2015.** The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk.

And, by amending Zoning Bylaw Section 2.3.5 to insert a reference to the Letter of Map Revision as follows:

“2.3.5 The exact boundaries of the Flood Plain Conservancy District shall be the location on the ground of the 100-year flood contours shown on the FPCD maps or the Middlesex County FIRMs, and as determined by an actual field survey. Supplementary information concerning flood elevations and the limits of the floodway may be found in the Middlesex County “Flood Insurance Study” booklet dated July 7, 2014 **and Letter of Map Revision dated August 14, 2015** and published by the Federal Emergency Management Agency.”

or take any other action relative thereto.

This Zoning Bylaw amendment updates the Flood Plain Conservancy District boundary as a result of an alteration to the Flood Insurance Rate Map for a portion of the Mill Brook through a Letter Of Map Revision submitted by the Town. Changes above are shown underlined and bold for the Warrant only.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT

ARTICLE 39. To determine whether the Town will vote to amend the Zoning Bylaw by moving **Section 7.2.5.2 Uses permitted subject to review by the Board** to a new **Section 7.2.4.8 entitled - Uses permitted without review by the Board**, said section 7.2.4.8 to read as follows:

7.2.4.8 Any use permitted in the underlying district in which the land is situated, subject to the same use and development restrictions as may otherwise apply thereto, provided that the land designated as being within the Flood Plain Conservancy District is found to be not, in fact, subject to flooding through a Letter of Map Amendment, Letter of Map Revision or physical map revision submitted to and approved by the Federal Emergency Management Agency.

or take any other action relative thereto.

This amendment removes the requirement that a property owner receive a Special Permit to do work in the Flood Plain Conservancy District even if FEMA has issued a Letter of Map Amendment, Letter of Map Revision or physical map revision. The Planning Board does not see any purpose in making a property owner go through the Special Permit process just to have the Zoning Board of Appeals agree the area of work is not within the 100-year flood plain.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT – AGRICULTURAL USES

ARTICLE 40. To determine whether the Town will vote to amend the **Zoning Bylaw Extensive Uses Section 4.1.2 Agriculture, horticulture, floriculture and viticulture, Section 4.1.3 Greenhouse, Table I-Principal Use Regulations, Zoning Bylaw Accessory Uses Section 5.3.4 Stable, Section 5.3.7 Farm products sales, Table II-**

Accessory Use Regulations, Section 5.3.8 Lodging for farm employees and Zoning Bylaw Temporary Accessory Uses Section 5.4.4 Christmas trees sales as follows:

4.1.2 Farming, or agriculture - Farming in all of its branches and the cultivation and tillage of the soil, dairying, the production, cultivation, growing and harvesting of any agricultural, aquacultural, floricultural or horticultural commodities, the growing and harvesting of forest products upon forest land, the raising of livestock including horses, the keeping of horses as a commercial enterprise, the keeping and raising of poultry, swine, cattle and other domesticated animals used for food purposes, bees, fur-bearing animals, and any forestry or lumbering operations, or on a farm as an incident to or in conjunction with such farming operations, including preparations for market, delivery to storage or to market or to carriers for transportation to market. Horticulture shall include the growing and keeping of nursery stock and the sale thereof. Said nursery stock shall be considered to be produced by the owner or lessee of the land if it is nourished, maintained and managed while on the premises.

4.1.3 Greenhouse and farm stand – Commercial greenhouse, salesroom, or stand for the sale of nursery, garden agricultural or farming products, including facilities for the sale of produce, wine and dairy products, provided that either during the months of June, July, August and September of each year or during the harvest season of the primary crop raised on land of the owner or lessee, 25 per cent of such products for sale, based on either gross sales dollars or volume, have been produced by the owner or lessee of the land on which the facility is located, or at least 25 per cent of such products for sale, based on either gross annual sales or annual volume, have been produced by the owner or lessee of the land on which the facility is located and at least an additional 50 per cent of such products for sale, based upon either gross annual sales or annual volume, have been produced in Massachusetts on land other than that on which the facility is located, used for the primary purpose of commercial agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture, whether by the owner or lessee of the land on which the facility is located or by another, except that all such activities are only permitted on parcels of 5 acres or more or; parcels 2 acres or more if the sale of products produced from the agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture use on the parcel annually generates at least \$1,000 per acre based on gross sales dollars in area not zoned for agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture.

TABLE I – PRINCIPAL USE REGULATIONS

Principal Uses	AA	A	B	C	WCV	B	WCB	LB	MP	WCI	I	IPA	IPB	LIP#1	Site Plan LIP#2 Approval
4.1.3 Greenhouses	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	NR

5.3.4 Stable: The Board may, by special permit, authorize the stabling ~~or~~ boarding ~~or~~ breeding of horses in a residential district on lots of less than five (5) acres, provided that the written consent of the owners of all lots within three hundred (300) feet of the stable are filed with the Board. No special permit is required for such uses on lots of five (5) acres or more. **To the extent that a stable includes breeding and raising of horses and associated activities, such activities shall constitute "commercial agriculture" within the meaning of G.L. c. 40A, § 3, if such activities occur: (1) on land zoned for agriculture; (2) on land that is greater than five acres in size; and (3) on land of 2 acres or more if the sale of products from the agricultural use generates \$1,000 per acre or more of gross sales.**

5.3.7 Farm product sales: ~~In the residential districts, the Board by special permit may authorize The sale of farm products raised outside the Town of, and towns contiguous to, Concord if such sales are secondary to the operation of the farm and~~ **farm product sales are allowed as permitted under subsections 4.1.2 and 4.1.3.**

TABLE II – ACCESSORY USE REGULATIONS

Accessory Uses	AA	A	B	C	B	CCB	WCB	WCV	LB	MP	WCI	I	IPA	IPB	LIP#1	LIP#2
5.3.4 Stable	SP*	SP*	SP*	SP*	yes	yes	yes	yes	yes ¹	yes	yes	yes	yes	yes	yes	yes
5.3.7 Farm product sale	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
5.3.8 Lodging for farm employees	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes

*** Except as permitted pursuant to Section 5.3.4**

5.3.8 Lodging for farm employees: ~~In the residential districts, the Board by special permit may authorize Lodging for farm employees is allowed as an accessory use to uses if such lodging secondary to the use of the premises permitted under subsections 4.1.2 or 4.1.3 or agriculture.~~

5.4.4 *Christmas tree sales:* In the Business District and at any farmstand or greenhouse permitted under subsections 4.1.2 or 4.1.3, The sale of Christmas trees shall be permitted ***under subsections 4.1.2 or 4.1.3*** during the months of November and December.

or take any other action relative thereto.

The Planning Board is proposing these Bylaw amendments based on changes to Massachusetts General Law Chapter 40A, Section 3, for agricultural uses. Changes above are shown in strikeout and bold italics for the Warrant only. For information purposes only, the following is the relevant language for MGL Ch. 40A, Section 3:

MGL Chapter 40A; Section 3. No zoning ordinance or by-law shall regulate or restrict the use of materials, or methods of construction of structures regulated by the state building code, nor shall any such ordinance or by-law prohibit, unreasonably regulate, or require a special permit for the use of land for the primary purpose of commercial agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture, nor prohibit, unreasonably regulate or require a special permit for the use, expansion, reconstruction or construction of structures thereon for the primary purpose of commercial agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture, including those facilities for the sale of produce, wine and dairy products, provided that either during the months of June, July, August and September of each year or during the harvest season of the primary crop raised on land of the owner or lessee, 25 per cent of such products for sale, based on either gross sales dollars or volume, have been produced by the owner or lessee of the land on which the facility is located, or at least 25 per cent of such products for sale, based on either gross annual sales or annual volume, have been produced by the owner or lessee of the land on which the facility is located and at least an additional 50 per cent of such products for sale, based upon either gross annual sales or annual volume, have been produced in Massachusetts on land other than that on which the facility is located, used for the primary purpose of commercial agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture, whether by the owner or lessee of the land on which the facility is located or by another, except that all such activities may be limited to parcels of 5 acres or more or to parcels 2 acres or more if the sale of products produced from the agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture use on the parcel annually generates at least \$1,000 per acre based on gross sales dollars in area not zoned for agriculture, aquaculture, silviculture, horticulture, floriculture or viticulture. For such purposes, land divided by a public or private way or a waterway shall be construed as 1 parcel. No zoning ordinance or by-law shall exempt land or structures from flood plain or wetlands regulations established pursuant to the General Laws. For the purposes of this section, the term "agriculture" shall be as defined in section 1A of chapter 128, and the term horticulture shall include the growing and keeping of nursery stock and the sale thereof. Said nursery stock shall be considered to be produced by the owner or lessee of the land if it is nourished, maintained and managed while on the premises.

Select Board recommends affirmative action.

ZONING BYLAW AMENDMENT – LIMITED BUSINESS DISTRICT #2 PRINCIPAL USE REGULATIONS, COMBINED BUSINESS/RESIDENCE & DIMENSIONAL REGULATIONS

ARTICLE 41. To determine whether the Town will vote to amend **Zoning Bylaw Table I Principal Use Regulations Section 4.2.3** to allow combined business/residence in the Limited Business District #2 by adding a superscript #2 in the LB column so that Table I reads as follows:

Principal Uses	AA	A	B	C	WCV	B	WCB	LB	MP	WCI	I	IPA	IPB	LIP#1	Site Plan
						CCB, TDB, NACB								LIP#2	Approval
4.2.3 Combined business/residence	no	no	no	no	yes ^{***}	yes	yes	yes ^{2,3&7}	SP	no	no	no	no	no	R

And, by amending **Section 4.2.3.4 Combined Business/Residence** to insert at the beginning of the Section the phrase "Except in Limited Business District #2," so that the section reads as follows:

4.2.3.4 Except in Limited Business District #2, in a combined business/residence building where more than ten percent of the dwelling units are available as affordable housing, the Board may grant a special permit to allow a decrease in the amount of open space, an increase in the height of the building to forty (40) feet and/or a decrease in the number of parking spaces if the Board find that the proposed combined business/residence development is in

harmony with the general purpose and intent of this section and that it will not be detrimental or injurious to the neighborhood in which it is to take place.

And, by amending **Table III Dimensional Regulations** to change the Maximum Height in Feet in the Limited Business #2 District to 27.5 feet so that Table III reads as follows:

Zoning Districts	Minimum Lot Area In Sq.Ft.	Minimum Lot Frontage In Feet	Frontage Exception In Feet	Minimum Lot Width	Minimum Front Yard In Feet	Minimum Side Yard In Feet	Minimum Rear Yard In Feet	Corner Clearance In Feet	Maximum Height	Maximum Lot Coverage %	Maximum Floor Area Ratio
Limited Business	-----	-----	-----	-----	10	-----	-----	-----	27.5	-----	-----

or take any other action relative thereto.

The Planning Board believes that creating a combined business/residence at 59 Walden St (officially, Limited Business District #2) is an appropriate use for the site and would provide an opportunity for much needed housing in Concord Center close to services and transportation. A combined business/residence in this location would create needed housing diversity and enhance a village atmosphere in Concord Center. To facilitate construction of a second story on the existing structure, the Board proposes to increase the District height limit from 25 feet to 27.5 feet. Because this location represents a transition zone from Concord Center Business District to the Residence C District, the Board does not believe the waivers available under Section 4.2.3.4 that permit a height of 40 feet should be allowed.

Select Board will make its recommendation at Town Meeting.

ZONING BYLAW AMENDMENT - DIMENSIONAL REGULATIONS ADD MAXIMUM FLOOR AREA RATIO FOR RESIDENCE DISTRICTS AND NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES

ARTICLE 42. To determine whether the Town will vote to amend **Zoning Bylaw Table III Dimensional Regulations** to insert a Maximum Floor Area Ratio in the Residence AA, A, B and C Districts with the following calculation $.24+(1200\div \text{actual lot area})$ so that Table III reads as follows:

Zoning Districts	Minimum Lot Area In Sq.Ft.	Minimum Lot Frontage In Feet	Frontage Exception In Feet	Minimum Lot Width	Minimum Front Yard In Feet ³	Minimum Side Yard In Feet	Minimum Rear Yard In Feet	Corner Clearance In Feet	Maximum Height	Maximum Lot Coverage %	Maximum Floor Area Ratio
Residence AA	80,000	200	160	160	40	15 ¹	Lesser of: 30' or 25% of lot depth	10	35 ²	----	<i>.24+(1200÷ actual lot area)</i>
Residence A	40,000	150	120	120	40	15 ¹	" "	10	35 ²	----	<i>.24+(1200÷ actual lot area)</i>
Residence B	20,000	125	100	100	20	15 ¹	" "	10	35 ²	----	<i>.24+(1200÷ actual lot area)</i>
Residence C	10,000	80	80	64	20	15 ¹	" "	10	35 ²	----	<i>.24+(1200÷ actual lot area)</i>

And, by amending **Section 6.2.13 Maximum floor area ratio** to insert at the end of the Section the following sentences "Excluded from the gross floor area in the Residence Districts are basements, open porches, decks and accessory structures with no permanent foundation or less than 100 square feet in area. The Board may grant relief from the Maximum Floor Area Ratio in the Residence Districts provided the Board finds that a literal application of this requirement would be unreasonable because there are no reasonable alternatives available and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.", so that the Section reads as follows:

6.2.13 Maximum floor area ratio: The total gross floor area of all buildings on a lot shall not exceed the maximum square footage per acre of lot area as noted in Section 6, Table III, except as provided in G.L. c.40A, sec. 9C for a child care facility as an accessory use. **Excluded from the gross floor area in the Residence Districts are basements, open porches, decks and accessory structures with no permanent foundation or less than 100 square feet in**

area. The Board may grant relief from the Maximum Floor Area Ratio in the Residence Districts provided the Board finds that a literal application of this requirement would be unreasonable because there are no reasonable alternatives available and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

And, by amending **Section 7.1.5 Nonconforming single and two family residential structures** to insert the phrase "maximum floor area ratio" after the phrase "building coverage" in Subsection (a), (b), and (c), so that the Section reads as follows:

7.1.5 Nonconforming single and two family residential structures. Nonconforming single and two family residential structures may be reconstructed, extended, altered, or structurally changed upon a determination by the Building Inspector that such proposed reconstruction, extension, alteration, or structural change does not increase the nonconforming nature of said structure. Where the proposed extension does not increase the gross floor area contained within the existing structure by more than fifty percent (50%), the following circumstances shall not be deemed to increase the nonconforming nature of said structure:

- (a) alteration to structure located on a lot with insufficient area which alteration complies with all current setback, yard, building coverage, **maximum floor area ratio**, and building height requirements.
- (b) alteration to a structure located on a lot with insufficient frontage which alteration complies with all current setback, yard, building coverage, **maximum floor area ratio** and building height requirements.
- (c) alteration to a structure which encroaches upon one or more required yard or setback areas, where the alteration will comply with all current setback, yard, building coverage, **maximum floor area ratio** and building height requirements.

In all other cases, the Board may, by special permit, allow such reconstruction, extension, alteration, or change where it determines that the proposed modification will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.

or take any other action relative thereto.

This Bylaw amendment is intended to address concerns with demolition of existing smaller homes being replaced with larger homes in existing neighborhoods and the loss of neighborhood character as expressed in the 2005 Comprehensive Plan, the 2009 Mansionization Report, the 2011 Concord Housing Foundation Survey, the 2014 Town Biennial Citizen Survey, and most recently, the Comprehensive Plan Kick-off meeting held in October 2015. Floor Area Ratio (FAR) is a way of calculating the allowed square footage of all buildings on a lot as a ratio of the existing lot area. The allowed maximum FAR proposed is a calculation that considers the existing lot size, allowing for a more equitable floor area ratio for smaller nonconforming lots in each of the four residential districts. This specific formula attempts to balance the rights of individual land owners to maximize density on a lot with the preservation of collective neighborhood character through a floor area ratio that varies with the actual lot size. The total square footage of all the buildings is based on gross floor area and excludes any portion of the structure with a ceiling height of less than 6 feet 8 inches, basements, open porches, decks and accessory structures with no permanent foundation or less than 100 square feet in area. The proposed amendment includes a mechanism for property owners to apply for a Special Permit from the Maximum FAR from the Board of Appeals. Additionally, the proposed amendment to Section 7.1.5 continues to allow property owners with nonconforming lots and/or structures to reconstruct, extend, alter, or structurally change an existing structure if it meets all of the dimensional requirements. Changes above are shown bold italics for clarification in the Warrant only.

Select Board recommends affirmative action.

SIGN BYLAW AMENDMENT

ARTICLE 43. To determine whether the Town will vote to amend the Town's Sign Bylaw so that it reads as follows, or take any other action relative thereto:

TOWN OF CONCORD MASSACHUSETTS SIGN BYLAW

1. PURPOSE AND INTENT

The purpose and intent of this bylaw shall be to regulate, restrict and place such limitations on the size, location, type and illumination of all signs as will assure that they will (a) be appropriate to the land, building or use to which they are

appurtenant; (b) be protective of property values and the safety of the public; and (c) not unnecessarily detract from the historic qualities and characteristics of the Town of Concord.

2. PERMIT REQUIREMENTS

- a. **General.** Except as otherwise provided herein, no sign shall be erected, altered or relocated without a permit issued by the Building Inspector. Where multiple signs are to be attached to a building, the exact location of the signs on the building shall be subject to approval by the Building Inspector at the time the permit is issued, unless the sign is located in the Historic Districts or unless the sign permit is being issued pursuant to a decision of the Board of Appeals.
- b. **Signs in Historic Districts.** Each application with respect to a sign within an Historic District must be accompanied by a certificate of appropriateness from the Historic Districts Commission, unless such sign is exempt from the requirement of such certificate under Section 6 of Statute 1960, Chapter 345 (**as amended**).
- c. **Applications.** The applicant must submit to the Building Inspector a completed sign permit application, together with all supporting materials specifying building and sign dimensions, **materials of which the sign is composed**, colors, attachment methods, **and the** position of the sign, ~~and any other such pertinent information the Building Inspector may require to insure compliance with this bylaw and any other applicable laws.~~ A permit shall be issued only if the sign conforms to the provisions of this bylaw and all other applicable laws.
- d. **Fees.** Fees for sign permits shall be paid in accordance with the schedule of fees for permits set forth in the Building Code.
- e. **Nullification.** A sign permit shall become null and void if the work for which the permit was issued has not been completed within a period of six months from the date of the permit provided, however, that the Building Inspector may, in his or her discretion, issue extensions covering a period not to exceed one year from the date of issue of the original permit.
- f. **Inspection.** Any sign may be inspected periodically by the Building Inspector for compliance with this bylaw ~~and other requirements of law.~~
- g. **Existing Signs.** Existing signs are defined as those erected before April 9, 1987, and are classified into one of four separate categories. These are:
 1. Conforming ~~signs which~~ **signs that** comply with all provisions of this bylaw in its most recently amended form.
 2. Prohibited signs, as specified in Section 6.
 3. Non-conforming signs, which do not comply with one or more provisions of this bylaw in its form, prior to the April 1987 Annual Town Meeting, but which are not described as prohibited signs in Section 6.
 4. Non-conforming protected signs, which fully complied with this bylaw prior to the amendments approved by the April 1987 Annual Town Meeting.
- h. **Removal of Existing Signs.** Non-conforming signs which are enlarged, ~~reworded,~~ redesigned, replaced, or altered in any way including repainting in a different color ~~or relettering~~, shall comply immediately with all provisions of this bylaw; and provided further that any such sign which has deteriorated to such an extent that the cost of restoration would exceed thirty-five (35) percent of the replacement value of the sign at the time of replacement shall not be repaired or rebuilt or altered except to conform to the requirements of this bylaw.
- i. **Removal of Signs.** The Building Inspector ~~shall~~ **may** order the removal of any new sign erected or maintained in violation of this bylaw. Fourteen days notice in writing shall be given to the owner of such sign, or of the building, structure, or premises on which such sign is located, to remove the sign or to bring it into compliance with the bylaw.

3. ADMINISTRATION AND PENALTIES

- a. **Enforcement.** The Building Inspector is hereby authorized ~~and directed~~ to enforce all of the provisions of this bylaw.
- b. **Failure to Act on Permit.** If no sign permit has been issued within **thirty (30)** days after the application therefor has been made, it shall be deemed to be denied.
- c. **Board of Appeals.**
1. **Right of Appeal.** Any applicant for a permit, any person who has been ordered by the Building Inspector to incur expense in connection with a sign, ~~and or~~ any person ~~dissatisfied~~ **aggrieved by** ~~with any~~ refusal, order, or decision of the Building Inspector, may appeal to the Board of Appeals within 20 days from the date of such refusal, order, or decision. After notice given to such parties as the Board shall order, the Board of Appeals shall hold a public hearing. Applying the standards in clause (2) below, where applicable, and interpreting this bylaw, the Board shall affirm, annul or modify such refusal, order, or decision. The action of the Building Inspector may be annulled or modified only by a majority decision of the Board. If the action of the Inspector is modified or annulled, the Building Inspector shall issue a permit or order in accordance with the decision of the Board.
 2. **Variances in Specific Cases.** The Board of Appeals may vary the provisions of this bylaw in specific cases **where (a) necessary to comply with other applicable laws, which (b) the Board of Appeals determines that the circumstances involved with a particular sign appear to them not to have been were not** contemplated by **the bylaw;** or **(c) unnecessary hardship will result to the owner of the sign, provided that, with respect to items (b) and (c) in each instance, desirable the requested** relief may be granted without substantially derogating from the intent and purpose of this bylaw ~~but not otherwise~~. Any decision to vary the provisions of this bylaw shall be by majority and shall specify any variance allowed and the reasons therefor. Each decision of the Board of Appeals shall be filed in the office of the Town Clerk within thirty days after the hearing and a copy of the decision shall be sent by mail or delivered to the appellant and any other person appearing at the hearing and so requesting in writing. Failure to file such a decision within thirty days after the hearing shall not be deemed to be approval of any variance sought.
 3. **Conditions and Safeguards.** The Board ~~shall~~ **may include** ~~set forth~~ appropriate conditions and safeguards ~~whenever in its opinion they are desirable~~ **in furtherance of this bylaw in a permit issued under this bylaw.**
- d. **Penalties.** Any sign owner or owner of property on which a sign is located who violates or permits a violation of this bylaw, ~~shall~~ **may** be subject to fines as established under the Non- Criminal Disposition Bylaw, said fine to begin after the later of (1) the date of issuance of any written notice given by the Building Inspector or (2) the date of conclusion of any appeal therefrom. Each day the violation persists shall constitute a separate offense.

4. **ILLUMINATION**

- a. Exterior illumination of signs shall be so shaded, shielded or directed that they shall not reflect or shine on or into neighboring premises or into any public street.
- b. The intensity of such light shall be deemed acceptable if it does not exceed a factor of **three (3)** above the ambient light intensity at any point on the ground when measured with an incident light meter and the following procedure:
 1. The intensity of the sign illumination, in foot candles, is measured with all normal background and ambient illumination on.
 2. With the sign turned off, the same measurement is repeated.
 3. The ratio of the measurement in (1) to that in (2) shall not exceed 3.
- c. No sign shall be illuminated between the hours of 11:00 P.M. and 7:00 A.M. ~~except in those cases where the premises are open for business during such time or unless authorized by the Board of Appeals.~~

5. **SIGNS ~~PERMITTED~~ ALLOWED IN ALL DISTRICTS**

The following categories of signs are allowed in all districts under this bylaw in addition to any other sign allowed under this bylaw and, unless otherwise provided, such signs may be erected, altered or relocated without a permit issued by the Building Inspector pursuant to this bylaw:

- a. **Non-Commercial Signs.** *Non-commercial signs, subject to the following conditions:*
 1. **No such sign shall be affixed to a tree or utility pole or otherwise erected in a public way except pursuant to Section 5(a)(2) below;**
 2. **Non-commercial signs may be erected in the Town's right of way adjacent to a private property by the property owner only if (a) there is no protrusion of the sign into the public walkway or roadway; (b) placement of the sign will not damage any plantings that are in the area; and (c) placement does not pose a hazard to passersby;**
 3. **Non-commercial signs may be erected on other Town Property only pursuant to such other administrative policy governing the placement of signs on Town property duly enacted by the Select Board or the Town Manager;**
 4. **The non-commercial sign complies with Sections 6(b) through (j) of this bylaw;**
 5. **Any such non-commercial sign must be no larger than the largest commercial sign permitted in the district in which it is located; and**
 6. **The number of non-commercial signs permitted on one property shall be no more than the number of commercial signs permitted on the property pursuant to this bylaw, however non-commercial signs shall not count toward the allowable square footage or allowable number of signs on a parcel of land.**
- b. **Cautionary Signs.** *A sign containing cautionary messages such as "Beware of Dog" or "No Trespassing," provided such sign does not exceed two (2) square feet in area.*
- c. **Directional and Traffic Safety Signs.** *A sign indicating "entrance," "exit," "parking" or similar traffic directional information, provided such sign are erected on a lot pursuant to a federal, state, or local law or regulation. Such signs shall not be counted in calculating the maximum number of signs allowed on a property.*
- d. **Street Banners.** *A Street banners which ~~are is~~ placed within the Town right-of-way at 100-200 Main Street, 1200-1300 Main Street, or 68-86 Thoreau Street providing notice of a public, **non-commercial** entertainment or advertising a charitable, religious or educational event, ~~as may be specifically approved by the Town Manager,~~ **and** may be displayed in a locations designated by the Town Manager **subject to his or her approval** for a period of time not to exceed 8 consecutive days, the first of which shall occur not more than 7 days prior to such entertainment or event. All said **such** banners shall be removed within 24 hours after such entertainment or event.*
- e. **Temporary signs-Construction and Real Estate Subdivision Signs.** *Pursuant to a ~~p~~Permit issued by the Building Inspector, as for temporary sign identifying construction ~~or~~ and real estate subdivisions **provided such sign** signs be appropriate to the use being made of the premises and ~~shall~~otherwise conforms to the requirements for signs in the district in which the temporary sign ~~is~~ is located.*
- f. **Form Signs.** *Permits for ~~Pursuant to a permit issued by the Board of Appeals,~~ a **commercial** sign consisting exclusively of a human, animal or product form with or without lettering of any kind ~~may be issued by the Building Inspector only with the approval of the Board of Appeals, if a~~ **provided that** a majority of said Board **finds**, after notice and a public hearing, ~~shall find and rule~~ that maintenance of such a sign will not be detrimental or injurious to the neighborhood and that granting of such a permit will not substantially derogate from the purposes of this bylaw. Any such permit may be revoked by a majority of said Board of Appeals at any time, after notice and a public hearing, whenever any condition attached to the granting of such permit shall be violated or whenever, in the opinion of a majority of said Board, maintenance of the sign would be detrimental or injurious to the neighborhood or would substantially derogate from the purpose of this bylaw.*
- g. **Religious and Educational Non-profitNon-Commercial InstitutionsBuilding Signs.** *One sign, including bulletin or announcement board, identification sign or entrance marker is allowed for the*

principal entrance to the premises of a church, synagogue, or other religious institution, or school, museum, library, or other not-for-profit organization **non-commercial building**, not exceeding twelve (12) square feet in area. One additional sign, not exceeding twelve (12) square feet in area is also allowed if the establishment has frontage on a second public way. Up to nine (9) additional square feet of signage is also allowed to provide **additional** information to users on the site, provided that no single sign exceeds three (3) square feet.

- h. **Restaurants.** In addition to other signs permitted by this bylaw, restaurants and other food service establishments may post an actual menu on the building where the premises are located near the main entrance door of the establishment without obtaining a permit under this bylaw.
- i. **Gasoline Service Station Signs.** Gasoline service stations may maintain product identification signs, provided the total area of said signs does not exceed nine (9) square feet with no single sign to exceed three (3) square feet.

6. PROHIBITED SIGNS

- a. Signs, **other than ghost signs**, which advertise a **commercial** activity, business, product or service **not produced or conducted, or** no longer produced or conducted, on the premises upon which the sign is located are prohibited. No such sign shall remain in place or on vacated premises for more than ninety days from the date the vacancy commenced, **unless otherwise permitted by this bylaw.**
- b. Signs which contain or consist of pennants, ribbons, streamers, spinners, other moving devices, strings of light bulbs or other similar devices are prohibited.
- c. Signs which have blinking, flashing or fluttering lights or other illuminating devices which have a changing light intensity, brightness or color, are prohibited.
- d. Signs illuminated by other than a stationary white or off-white steady light are prohibited.
- e. Signs which are pasted or attached to utility poles, trees, fences, or structures ~~such as overpasses and bridges~~ are prohibited. Signs pasted or attached to other signs are prohibited unless such subsidiary portions are an integral part of the total sign design.
- f. Mechanically activated signs, other than rotating barber poles, are prohibited.
- g. No free standing sign or part thereof shall be more than twenty (20) feet above ground level. No projecting or wall sign or part thereof may be higher than the wall to which it is attached. Roof mounted signs are prohibited, except that signs may be placed upon a Mansard roof or the roof of a porch provided the twenty (20) foot height limit is complied with.
- h. Signs which are not permanently affixed to a building, structure, or the ground including, but not limited to those used in conjunction with gasoline service station and automobile dealerships, 'sandwich board' or A-frame signs (except when permitted under 8(h)), and signs mounted on a truck or trailer chassis with or without wheels whose primary function is as a sign and not for the transport of goods or merchandise, are prohibited.
- i. Any new or existing sign not erected pursuant to and in accordance with the requirements of this bylaw, is prohibited.¹
- j. Signs on a marquee or canopy are prohibited.²
- k. ~~A sign advertising businesses, services or activities located at different premises from the premises on which the sign is located, is prohibited, except street banners pursuant to Section 5a.~~

7. RESIDENCE DISTRICTS.

In a residence district, **only** the following signs ~~only~~ are permitted **in addition to those permitted under Section 5 of this bylaw:**

¹ See Section 2-H for guidelines pertaining to nonconforming signs.

² See Section 8-E for exception to lettering on awnings.

- a. A sign of not more than two **(2)** square feet in area, displaying the street number, the name of the occupant of the property ~~and/or~~ historical references, if any, without the need for a permit under this bylaw. Such sign may include identification of an accessory professional office or other accessory use approved **pursuant to the Zoning Bylaw** ~~by the Board of Appeals~~.
- b. Signs pertaining to the lease or sale of a lot or building without the need for a permit under this bylaw, provided that such signs do not exceed a total area of nine (9) square feet nor more than **three and a half** (3-½) feet in any dimension, ~~until such time as all lots, apartments or houses have been rented or sold,~~ **until such time as all lots, apartments or houses have been rented or sold.**
- c. One contractor's sign, not exceeding **twelve** (12) square feet in area (except as otherwise provided by law) maintained on the property while construction is in progress, and containing information relevant to the project. Such sign shall not require a permit under this bylaw and shall be removed promptly after completion of construction.
- d. One sign identifying each public entrance to a subdivision or multi-family development such as apartments or town houses, of not more than nine **(9)** square feet in area, nor more than **three and a half** (3-½) feet in any dimension. In addition, each family unit may carry a single sign of not more than one square foot, without time limit.
- e. For gasoline service stations and farm stands, one identification sign not to exceed twelve (12) square feet in area except when the establishment fronts on Route 2, then twenty-five (25) square feet. In addition, product identification signs for gasoline service stations and farm stands may be maintained, provided the total of said signs does not exceed nine (9) square feet in area with no single sign to exceed three (3) square feet in area. Further, farm stands will be allowed to have additional signage for the specific purpose of advertising products grown on their property. These additional product signs may not exceed twenty-five (25) square feet each, except for farm stands on Route 2, which may have signs of fifty (50) square feet each. There shall not be more than two (2) such product signs per farm stand.

8. BUSINESS, LIMITED BUSINESS AND INDUSTRIAL DISTRICTS

In a business, limited business, or industrial district, only the following signs are permitted in addition to those permitted under Section 5 of this bylaw:

- a. **Total Sign Area.** Unless otherwise hereinafter provided, the total area of all signs erected on a lot shall not exceed one and one-half (1½) square feet in area for each horizontal linear foot of the building face(s) parallel to, or substantially parallel to, a street line. However, if the primary facade is on a parking area, then said facade shall be used to determine the amount of allowable signage.
- b. **Principal Signs.** No more than two principal signs shall be allowed for each business establishment. A principal sign may be a flat wall sign, a projecting sign, or a freestanding sign.
 1. The total area of all flat wall signs shall not exceed fifty (50) square feet on any one wall of the business establishment. Flat wall signs shall not project more than twelve (12) inches from the face of the wall. Subject to the approval of the Building Inspector, a flat wall sign may be located anywhere on any wall of a building, provided that it does not conceal any part of a window, and that its length does not exceed seven-eighths (7/8) of the facade of the business establishment.
 2. A projecting sign shall not extend beyond the curb line or more than 50 inches, exclusive of any supporting structure from the building. A projecting sign shall not be less than 10 feet from the ground level at the base of the building, over a vehicular way, 10 feet over a sidewalk, or a lesser distance so long as public safety is not endangered nor more than 20 feet from the ground level to the top of the sign. Allowable area of a projecting sign will be computed as one-half (½) square foot for each horizontal linear foot of the facade of the establishment on which it hangs. Such sign shall not extend above the building, nor be more than twelve (12) square feet in area.
 3. A freestanding sign shall not exceed fifty (50) square feet of area when the establishment fronts on Route 2, or more than twenty-five (25) square feet of area when the establishment fronts on a street other than Route 2. No more than one freestanding sign shall be permitted on a lot. A freestanding sign shall not extend over a public way.

- c. **Secondary Signs.** If a business establishment consists of more than one building has secondary frontage on a street or parking area, a secondary sign may be affixed to one wall of each building or to the second side. Secondary signs shall not exceed one square foot for each horizontal linear foot of secondary frontage on a street or parking lot, and said area shall be in addition to the allowed total sign area for each building under Section 8A, but the size of the sign shall not exceed the maximum size allowed under Section B.
- d. **Directories.** Where there are three (3) or more businesses on a lot, or there are businesses without an entrance on the street frontage, a directory may be permitted for the purpose of traffic direction and control. The size of the directory shall not exceed nine (9) square feet plus one and one-half (1½) square feet per business establishment. Such a directory shall be included in the calculation of total permitted sign area for the lot.
- e. **Awnings.** Retractable, fabric awnings projecting from the wall of a building for the purpose of shielding the doorway or windows from the elements may include signage on the valance. Such signage shall not be included in the calculation of the total permitted sign area for the lot, provided that no lettering or symbol is greater than six (6) inches in height. No awning may extend within two (2) feet of a curbline.
- f. **Temporary Sale Signs.** In a business district, temporary signs, advertising special promotions or sale of merchandise, may be attached to or located only within the interior of a window or door, and shall not require a permit under this bylaw or be considered in calculating the total permitted sign area for the lot.
- g. **Signs Painted on Windows.** In a business district, script describing a **commercial** product ~~or theme~~ and not including the name of the business. Such signage shall not require a permit under this bylaw or be included in the calculation of the total permitted sign area for the lot, provided that no lettering or symbol is greater than six (6) inches in height.
- h. **Sandwich Boards.** One "A" frame Sandwich Board sign per building shall be permitted (including within the public right-of-way, sidewalk only, except in conditions of snow or ice), in addition to the other signs permitted under this Section 8, such signs shall not require a permit under this bylaw, subject to the following conditions:
1. The sign shall only be displayed in front of the place of business, adjacent to the buildings only, and not along the curb.
 2. The sign shall not exceed 24" in width and 48" in height.
 3. The sign shall not protrude on the sidewalk in such a way as to obstruct pedestrian traffic or reduce the open sidewalk width to less than four feet.
 4. The sign shall be free of sharp corners, protrusions and devices which could inadvertently cause injury.
 5. Liability insurance coverage shall be carried, and evidence of same may be requested by the Building Inspector. Said insurance must cover personal injuries or property damage which may occur in such areas. Such liability insurance insured on the liability insurance policy in the amount of one million dollars (\$1,000,000) per claim and two million dollars (\$2,000,000) per occurrence for any and all claims which may arise, for any reason, as a result of the placement of such sign. The business shall also require the insurer to give at least thirty (30) days written notice of termination, reduction or cancellation of the policies to the Town.
 6. In response to specific safety concerns, the Police Department may prohibit sidewalk displays in designated areas during holiday parades or other specified times or days ~~when~~ **due to** sidewalk congestion ~~is excessive.~~
 7. ~~The sign~~ **Commercial sandwich-board signs** may be displayed only during business hours and must be removed from the sidewalk thereafter.

9. BYPASS DISTRICTS

In the Bypass District, the same restrictions on signs shall apply as in Business Districts. In addition, any nonconforming or prohibited sign, not authorized by the Massachusetts Highway Department **of Transportation** ~~under the provisions of Section 29 of Chapter 93 of the General Laws~~ shall be removed.

10. INDUSTRIAL PARKS DISTRICTS

In Industrial Parks the same restrictions on signs shall apply as in Business Districts except that a directory sign not to exceed 50 square feet in area may be placed at each public entrance to such park and more than one freestanding sign for the purpose of traffic direction and control may be erected, and shall not be included in the total permissible sign area calculations for the lot(s) within the Park.

11. MEDICAL PROFESSIONAL DISTRICTS

- a. **Total Sign Area.** Unless otherwise hereinafter provided, the total area of all signs erected on a lot shall not exceed one and one-half (1½) square feet in area for each horizontal linear foot of the building face(s) parallel to, or substantially parallel to, a street line. However, if the primary facade is on a parking area, then said facade shall be used to determine the amount of allowable signage.
- b. **Principal Signs.** No more than two (2) principal signs shall be allowed for each business establishment. A principal sign may be a flat wall sign, a projecting sign, or a freestanding sign.
 1. The total area of all flat wall signs shall not exceed fifty (50) square feet on any one wall of the business establishment. Flat wall signs shall not project more than twelve (12) inches from the face of the wall. Subject to the approval of the Building Inspector, a flat wall sign may be located anywhere on any wall of a building, provided that it does not conceal any part of a window, and that its length does not exceed seven-eighths (7/8) of the facade of the business establishment.
 2. A freestanding sign shall not exceed fifty (50) square feet of area when the establishment fronts on Route 2, or more than twenty-five (25) square feet of area when the establishment fronts on a street other than Route 2. No more than one freestanding sign shall be permitted on a lot. A freestanding sign shall not extend over a public way.
- c. **Directories.** Where there are three (3) or more professional businesses on a lot, or there are businesses without an entrance on the street frontage, a directory may be permitted for the purpose of traffic direction and control. The size of the directory shall not exceed nine (9) square feet plus one and one-half (1½) square feet per business establishment. Such a directory shall be included in the calculation of total permitted sign area for the lot.

12. SPECIAL PROVISIONS

- a. ~~**Gasoline Service Station Signs.** In addition to the signs permitted in the foregoing sections, gasoline service stations may maintain product identification signs, provided the total area of said signs does not exceed nine (9) square feet with no single sign to exceed three (3) square feet.~~
The standard type gasoline pump bearing the name or type of gasoline and the price in usual size and form shall not be deemed a sign within the meaning of this Bylaw.
- b. ~~**Public Interest Signs.** Signs containing cautionary messages, such as "Beware of Dog" or "No Trespassing" shall be exempt from the permit requirements of this bylaw, provided they do not exceed two (2) square feet in area.~~
- c. ~~**Directional and Traffic Safety Signs.** Signs indicating "entrance", "exit", "parking", or similar traffic directional information, shall not exceed three (3) square feet in area per sign. Provided these signs are erected on the lot pursuant to a Town or State regulation, they shall not be counted in the maximum sign number and sign area requirements for the lot.~~
- d. ~~**Political, Ideological, Charitable Purposes or Religious or other Personal, Non-commercial Message.** Permanent displays or notices of events for charitable purposes require a permit from the Building Inspector and shall not exceed the maximum dimensional limitations for the district in which they are located. Except as provided in Section 5(d), temporary display of charitable ideas or expressions of political, religious, ideological ideas shall be exempt from the provisions of this bylaw, subject to the following:~~
 1. ~~No such sign shall be affixed to a tree or utility pole or otherwise erected in a public way.~~
 2. ~~Signs may be erected in the Town's right of way by a homeowner in front of his or her own home, provided: a) there is no protrusion into the public walkway or roadway; b) placement will not damage any plantings that are in the area; c) placement does not pose a hazard to passersby; d) posted signs include the contact information of the sign owner attached in a visible~~

manner to the sign; and e) signs may not be posted for more than two weeks without approval in writing of the Town Manager.

3. ~~Signs may be erected on other Town property only with the approval of the Town Manager consistent with the Town's APP #48 policy statement.~~

~~Temporary signs erected on Town property or right of way or other disapproved locations not meeting all of the foregoing conditions may be removed and stored at a Town facility awaiting the owner's retrieval for a period not to exceed 30 days, after which they may be discarded.~~

13. DEFINITIONS

- a. **"Sign"** means any object, device, display or structure, or part thereof, which is placed outdoors or which is visible from the outdoors, which is used to advertise, identify, display, direct or attract attention to an object, person, institution, organization, business, product, service, event, or location by any means, including words, letters, figures, design, symbols, fixtures, colors, illumination or projected images. "Sign" shall include, without limiting the generality of the foregoing, billboards, pennants, ribbons, streamers, moving devices, strings of lights, awnings, marquees, canopies, vending machines, and similar devices. "Sign" shall not include **(1)** national or state flags, **(2)** athletic scoreboards, **(3)** official announcements or signs of U.S., Massachusetts or Town government ~~(including any signs on Town property or the Town right of way)~~ approved by the Board of Selectmen **Select Board**, or **(4)** temporary holiday decorations customarily associated with any national, local or religious holiday.
- b. **"Area of Sign"** means the area of a freestanding or attached sign **and** shall include all lettering and accompanying symbols or designs, together with the background, whether open or enclosed, on which they are displayed. The area shall not include basic supporting framework and bracing. The area of a sign painted directly upon a building shall include all lettering and accompanying designs or symbols, together with any background of a different color than the finished material of the building face on which the sign is painted. The area of a sign consisting of individual letters or symbols attached to, or painted directly on, a building, wall, or window shall be the area of the smallest rectangle which encompasses all of the letters or symbols. A double-faced sign shall be deemed to be one sign having an area equal to the area of one side.
- c. **"Business Establishment"** means as independent economic unit, in a single physical location, where a business is conducted.
- d. **"Temporary Signs"** ~~(as opposed to 'permanent signs')~~ **are** means signs erected for a period not to exceed sixty (60) consecutive days.
- e. **"Ghost sign"** means an advertisement that was installed prior to 1960. Such "ghost sign" shall be allowed by sign permit from the Board of Appeals to remain, to be stabilized or restored to the original condition when such sign is considered an important reflection of the everyday social and economic life of years past. Such signs shall not count toward the allowable square footage or allowable number of signs of a business or parcel of land.
- f. Other terms, **including the names of districts**, shall, where applicable, have the meanings given to them in the Concord Zoning Bylaw.

14. INTERPRETATION AND CONFLICT CLAUSE

These regulations are not intended to interfere with, abrogate or annul any other bylaw, regulation, statute, or other provision of law. Where any provision of these regulations imposes **permissible** restrictions different from those imposed by any other regulation, bylaw, or other provision of law, whichever provisions are more restrictive or impose higher standards shall apply.

15. SEVERABILITY CLAUSE

The invalidity of any section or provision of this bylaw, or its application to any sign, shall not invalidate any other section or provision, or application of this bylaw.

This article revises the Town's existing sign bylaw to update it in light of a recent Supreme Court decision (Reed v. Gilbert, AZ), which narrowed the permissible scope of permissible sign regulation. In particular, Reed limited the ability of towns to regulate non-commercial signs, including temporary signs, differently based on their content (e.g., religious v. charity event, political statement v. campaign sign etc.). Changes above are shown in strikeout and bold italics for the Warrant only.

Select Board recommends affirmative action.

BY PETITION REQUEST TO CREATE A CONCORD MUNICIPAL LIGHT BOARD ADVISORY COMMITTEE TO ANALYZE BENEFITS OF AND REQUIREMENTS TO IMPLEMENT A SINGLE REVENUE DECOUPLED TIME-OF-USE RATE STRUCTURE

ARTICLE 44. To determine whether the Town will vote to request the Select Board to require the Concord Municipal Light Board (CMLB) to create a Concord Municipal Light Modernization Advisory Committee with the goal of assisting CMLB in determining the benefits of and requirements to implement a single revenue decoupled time-of-use rate for all customers that directly relates customer behavior to Light Plant expenses. The advisory committee would include representation from the CMLB, CMLP staff, and citizen experts as deemed appropriate by the Select Board and CMLB.

PETITIONER'S EXPLANATION: This article is a request to form an advisory committee. The committee will review a new rate structure for Concord Light that could better align customer behavior with Light Plant expenses. When concluded, the committee will report its findings to the Concord Municipal Light Board where they will determine if any future action is needed.

**Finance Committee will make its recommendation at Town Meeting.
Select Board will make its recommendation at Town Meeting.**

BY PETITION BYLAW PROHIBITING POLYSTYRENE IN FOOD SERVICE WARE

ARTICLE 45. To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw for the prohibition of polystyrene in food service ware and packaging, as follows:

Section 1. PURPOSE AND INTENT

WHEREAS, the Town has a duty to protect the natural environment, the economy, and the health of its citizens; and

WHEREAS, styrene, a component of polystyrene, is a known hazardous substance, classified by the National Toxicology Program (NTP) as "reasonably anticipated to be a human carcinogen" and also recognized by the NTP as a potential food and beverage contaminant that may "leach from polystyrene containers used for food products"; and

WHEREAS, polystyrene is made from fossil fuels, a non-renewable resource; and

WHEREAS, polystyrene manufacture, use, and disposal requires substantial energy consumption and contributes to greenhouse gases and other adverse environmental effects; and

WHEREAS, polystyrene is not biodegradable or compostable, and is generally not recyclable; and

WHEREAS, polystyrene is a common environmental pollutant that fragments into smaller pieces that harm or kill marine life and wildlife when they ingest them; and

WHEREAS, the EPA states "that such materials can also have serious impacts on human health, wildlife, the aquatic environment and the economy"; and

WHEREAS, polystyrene is used as food service ware by food establishments operating in the Town; and

WHEREAS, disposable food service ware constitutes a portion of the litter in Concord's streets, parks and public places, which increases Town costs; and

WHEREAS, affordable and effective ways to reduce the negative environmental impacts of polystyrene products through the use of reusable, recyclable, biodegradable and/or compostable materials are available for food service applications; and

WHEREAS, over 100 municipalities throughout the United States, Canada, Europe, and Asia have banned polystyrene food service ware;

NOW THEREFORE, the Town of Concord hereby enacts this bylaw to prohibit the use and distribution of foam and rigid polystyrene in food service ware and require the use and distribution of biodegradable, compostable, reusable, or recyclable products or materials in their place.

Section 2: DEFINITIONS

The following words and phrases shall, unless context clearly indicates otherwise, have the following meanings:

ASTM STANDARD Refers to materials meeting the standards of the American Society for Testing and Materials (ASTM) International Standards D6400 or D6868 for biodegradable and compostable plastics, as those standards may be amended D6400 is the specification for plastics designed for compostability in municipal or industrial aerobic composting facilities. D6868 is the specification for aerobic compostability of plastics used as coatings on a compostable substrate.

BIODEGRADABLE Materials that will completely degrade and return to nature, i.e., decompose into elements found in

nature within a reasonably short period of time after customary disposal.

COMPOSTABLE Materials that will completely degrade into, or otherwise become part of, usable compost (e.g., soil-conditioning material, mulch) in a safe and timely manner. Compostable disposable food service ware must meet ASTM-Standards for compostability and any bio-plastic or plastic-like product must be clearly labeled, preferably with a color symbol, such that any customer or processor can easily distinguish the ASTM Standard compostable plastic from non-ASTM Specification compostable plastic.

DISPOSABLE FOOD SERVICE WARE All containers, bowls, plates, trays, cartons, cups, lids, straws, forks, spoons, knives, and other items designed for one-time or non-durable uses on or in which any food vendor directly places or packages prepared foods or which are used to consume foods. This includes, but is not limited to, service ware for takeout foods and/or leftovers from partially consumed meals prepared at food establishments.

FOOD ESTABLISHMENT An operation that stores, prepares, packages, serves, vends, or otherwise provides food for human consumption, as further defined in 105 CMR 590.002. Any establishment requiring a permit to operate in accordance with the State Food Code, 105 CMR 590.000, et. seq., shall be considered a "Food Establishment" for purposes of this ordinance.

POLYSTYRENE The term means and includes blown polystyrene and expanded and extruded foams (sometimes called "Styrofoam," a Dow Chemical Co. trademarked form of EPS insulation) also referred to as expanded polystyrene (EPS), which are thermoplastic petrochemical materials utilizing a styrene monomer and processed by any number of techniques including, but not limited to, fusion of polymer spheres (expandable bead polystyrene), injection molding, form molding, and extrusion-blow molding (extruded foam polystyrene); and in this chapter is referenced as "Foam Polystyrene." Foam Polystyrene is generally used to make cups, bowls, plates, trays, clamshell containers, meat trays and egg cartons. The term also means and includes clear or solid polystyrene which is also

known as "oriented," and referenced in this chapter as "Rigid Polystyrene." "Rigid Polystyrene" is generally used to make clear clamshell containers, and clear or colored straws, lids and utensils.

PREPARED FOOD Food or beverages, which are served, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed or otherwise prepared on the food establishment's premises within the Town of Concord. Prepared food may be eaten either on or off the premises, also known as "takeout food."

RECYCLABLE Material that can be sorted, cleansed, and reconstituted using available recycling collection programs for the purpose of using the altered form in the manufacture of a new product. "Recycling" does not include burning, incinerating, converting, or otherwise thermally destroying solid waste.

RETAIL ESTABLISHMENT Any commercial business facility that sells goods directly to the consumer including but not limited to grocery stores, pharmacies, liquor stores, convenience stores, restaurants, retail stores and vendors selling clothing, food, and personal items, and dry cleaning services

REUSABLE Materials that will be used more than once in its same form by a business establishment. Reusable food service ware includes: tableware, flatware, food or beverage containers, packages or trays, such as, but not limited to, soft drink bottles and milk containers that are designed to be returned to the distributor and customer that is provided take-out containers. Reusable also includes durable containers, packages, or trays used on- premises or returnable containers brought back to the food establishment.

Section 3. PROHIBITED USE AND DISTRIBUTION OF DISPOSABLE FOOD SERVICE WARE

- 3 (a) Food establishments are prohibited from providing prepared food to customers in Foam Polystyrene or Rigid Polystyrene food service ware.
- 4 (b) All food establishments using any disposable food service ware will use biodegradable, compostable, reusable or recyclable food service ware. All food establishments are strongly encouraged to use reusable food service ware in place of using disposable food service ware for all food served on-premises.
- 5 (c) Retail establishments are prohibited from selling or distributing foam polystyrene or rigid polystyrene food service ware to customers.

Section 4. EXEMPTIONS

- . (a) Foods prepared or packaged outside the Town of Concord are exempt from the provisions of this chapter.
- . (b) Food establishments and retail establishments will be exempted from the provisions of this chapter for specific items or

types of disposable food service ware if the Board of Health or its designee finds that a suitable biodegradable, compostable, reusable, or recyclable alternative does not exist for a specific application and/or that imposing the requirements of this chapter on that item or type of disposable food service ware would cause undue hardship.

- (c) Any person may seek an exemption from the requirements of this chapter by filing a request in writing with the Town Manager or his/her designee. The Town Manager or his/her designee may waive any specific requirement of this chapter for a period of not more than one year if the person seeking the exemption has demonstrated that strict application of the specific requirement would cause undue hardship. For purposes of this chapter, an “undue hardship” is a situation unique to the food establishment where there are no reasonable alternatives to the use of expanded polystyrene disposable food service containers and compliance with this provision would cause significant economic hardship to that food establishment. A person granted an exemption must re-apply prior to the end of the one year exemption period and demonstrate continued undue hardship if the person wishes to have the exemption extended. The Health Department’s decision to grant or deny an exemption or to grant or deny an extension of a previously issued exemption shall be in writing and shall be final.
- (d) Coolers and ice chests that are intended for reuse are exempt from the provisions of this chapter.

Section 5. ENFORCEMENT: VIOLATIONS AND PENALTIES

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

Section 6. SEVERABILITY: EFFECTIVE DATE

- (a) Each section of this chapter shall be construed as separate to the end that if any section, sentence, clause or phrase thereof shall be held invalid for any reason, the remainder of that chapter and all other chapters shall continue in full force.
- (b) This Bylaw shall take effect January 1, 2017.

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

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
Bylaw Prohibiting Polystyrene in Food Service Ware	1 st offense 2 nd offense 3 rd offense 4 th & each subsequent offense	Warning \$50.00 \$100.00 \$200.00	Town Manager's Designee

or take any other action relative thereto.

PETITIONER'S EXPLANATION: *This Article furthers Concord's commitment to sustainability by eliminating the use and/or sale of polystyrene food service ware by cafes, restaurants, prepared food shops and retailers. Specifically this article prohibits the use and distribution of the two main forms of polystyrene in food service: (1) foam polystyrene, typically used for beverage cups and takeout containers; and (2) rigid polystyrene, typically used for beverage lids, plates, cups, and takeout containers.*

The article requires the use and distribution of biodegradable, compostable, reusable, or recyclable products in place of polystyrene.

There are many reasons to prohibit polystyrene. Styrene, a component of polystyrene, is a known hazardous substance, reasonably anticipated to be a human carcinogen and as a potential food and beverage contaminant that may leach from polystyrene containers. Polystyrene is made from fossil fuels, and the manufacture, use, and disposal of polystyrene requires substantial energy consumption and contributes to greenhouse gases, litter, landfills, animal deaths, and plastic in rivers and oceans. Polystyrene is not biodegradable or compostable, and is not recycled via our curbside program.

Over 100 municipalities in the United States, Canada, Europe, and Asia prohibit the use of polystyrene food service ware. Concord too should take this on.

Finance Committee will make its recommendation at Town Meeting.
Select Board will make its recommendation at Town Meeting.

BY PETITION REQUEST TO CREATE A NET ZERO GREENHOUSE GAS EMISSIONS GOAL, TASK FORCE, FUNDING & PLAN

ARTICLE 46. To determine whether the Town will vote to urge the Town Manager and the Select Board to create a Net Zero goal to be achieved in twenty-five years or less, with concrete annual action targets and goals set for each year leading up to the 25-year goal. And further, to appoint a Net Zero Task Force to develop this Net Zero Plan for Concord. The Task Force should include representation from the CSEC, CMLP, the Planning Board, and other appropriate town committees, as well as from local business representatives, citizen experts, including climate and other civic groups as deemed appropriate by the Select Board. The plan's primary goal would be to offset all greenhouse gas emissions from all building structures in the town. The plan would include measures like reducing building energy use intensity, using energy from renewable resources, and exploring new ways for the Concord Municipal Light Plant to operate.

And further, to determine whether the Town will vote to appropriate the sum of \$85,000, or any other sum, to be expended under the direction of the Town Manager, for professional consultants and other services, to develop a scope for the Net Zero project, facilitate stakeholder sessions, prepare a detailed timeline, and provide specific action recommendations designed to transform Concord into a Net Zero Greenhouse Gas Community as quickly as possible; or take any other action relative thereto.

PETITIONER'S EXPLANATION: *This Article was formulated by members of Mothers Out Front (MOF), a nonprofit organization with teams in 10 Massachusetts communities and across the country. It builds on Concord's Town Sustainability Principles and the Select Board's Resolution in Support of Reducing Greenhouse Gas Pollution under the Clean Air Act. It would create a town Task Force and provide it with financial support to help it formulate a town Net Zero plan to make Concord a "Net Zero" Greenhouse Gas Community as quickly as possible. The plan would be built on climate science and would propose measures to move beyond "business as usual" to seek to provide a livable climate for our children's future.*

No motion is expected.

BY PETITION THREE-YEAR MORATORIUM ON THE INSTALLATION OF SYNTHETIC TURF ON TOWN LAND

ARTICLE 47. To determine whether the Town will adopt a moratorium on the construction or installation of any synthetic turf (monofilament carpet with infill) and any surface covering of loose fill made from scrap tires on any land, of any size, owned by the Town for a three-year time period starting on April 18, 2016 and ending on April 18, 2019; or take any other action relative thereto.

PETITIONER’S EXPLANATION: *Crumb rubber used in synthetic turf contains known carcinogens and endocrine disruptors raising concerns regarding its health effects, especially in young children. Further, the Environmental Protection Agency (EPA) has recently taken the position that without further study no conclusions can be drawn about the safety of crumb rubber and the Consumer Product Safety Commission (CPSC) has not rated synthetic turf or crumb rubber as a child-safe product. This three-year moratorium will prevent further installations of synthetic turf and, during this time, Grass Fields for Safe Sports will establish a task force to study and report to relevant Town agencies upon ongoing research on synthetic turf, including that currently being conducted by the States of California and Washington. The proposed moratorium does not include the sealed surfaces currently in use on running tracks and children’s playgrounds; it would apply to Concord Public School fields but not Concord-Carlisle Regional High School fields or privately owned land.*

Select Board recommends NO ACTION.

BY PETITION WORK TO REDUCE THE SALE AND USE OF NEONICOTINOID PESTICIDES

ARTICLE 48. To determine whether the Town will vote to amend the Town Bylaws by adding a Bylaw for the reduction/elimination of neonicotinoid pesticides, because extremely small amounts of this pesticide family are extremely toxic to honey bees and other pollinators, or take any other action relative thereto.

PETITIONER’S EXPLANATION: *Research has shown that extremely small amounts of the neonicotinoid pesticide family can cause an otherwise healthy hive to replicate colony collapse disorder (CCD). Neonicotinoids are extremely toxic to honey bees and other pollinators. They are not the only problems faced by pollinators, but working to reduce their presence in the environment makes sense.*

Select Board will make its recommendation at Town Meeting.

UNPAID BILLS

ARTICLE 49. To determine whether the Town will vote to raise and appropriate or transfer from available funds in the Treasury, monies to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

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

No motion is expected.

DEBT RESCISSION

ARTICLE 50. To determine whether the Town will vote to rescind the following unused borrowing authorizations:

		ORIGINAL
		<u>RESCIND</u> <u>AUTHORIZATION</u>
Article 28 of the 2012 Annual Town Meeting - Concord Municipal Light Plant Expansion	\$500,000	\$4,400,000
Article 32 of the 2014 Annual Town Meeting – Ambulance equipment	\$ 75,000	75,000
Article 34 of the 2014 Annual Town Meeting – Harvey Wheeler Building Improvements	<u>\$ 65,000</u>	340,000
TOTAL		\$640,000

This article removes from the town’s accounting records debt authorizations that will no longer be required to accomplish the purpose of the original article. This is routine fiscal practice.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES

ARTICLE 51. To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for said fiscal year, as defined in Section 57 of Chapter 164 of the Massachusetts General Laws; and/or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$465,500, or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2017; or take any other action relative thereto.

This article authorizes the Town Manager, as Manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity along with other departmental income to be used for the purposes of operating the department for the Fiscal Year. This is a routine annual action. Further, this article authorizes the transfer of \$465,500 from the Operating Fund of the Light Plant to the General Fund, an amount consistent with past years and designed to represent what a private utility would pay in property taxes. The amount is based upon a relationship to the Light Plant's sales revenue.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

SOLID WASTE DISPOSAL FUND EXPENDITURES

ARTICLE 52. To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue in fiscal year 2017 to be used to operate the Town's "pay-as-you-throw" curbside solid waste and recycling collection and disposal program. The Program consists of two major components: curbside collection and disposal including recycling and Drop-Off Days; and the operation and maintenance of the Town's composting site including the former landfill. This has been a routine annual action.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

SEWER SYSTEM EXPENDITURES

ARTICLE 53. To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2017 revenue for the operation and maintenance and improvement of the Town's sewer system. Similar to the Town's Water and Light Plant Funds, the Sewer Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. This has been routine annual action.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

SEWER IMPROVEMENT FUND EXPENDITURES

ARTICLE 54. To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable state enabling statutes, or take any other action relative thereto.

Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund) and fiscal year 2017 fees for constructing and expanding the Town's sewer lines and treatment facility capacities. Sewer improvement fees are charged to certain properties connecting to the sewer system. This has been a routine annual action.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

WATER SYSTEM EXPENDITURES

ARTICLE 55. To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 38 of the 1974 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2017 revenue for the operation and maintenance and improvement of the Town's water system. Similar to the Town's Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. Almost all of Concord's residences and businesses/institutions are connected to the Town's municipal water system. This has been a routine annual action.

Finance Committee recommends affirmative action.
Select Board recommends affirmative action.

BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

ARTICLE 56. To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year beginning July 1, 2016 (FY2017) for the operation of the Community Pool, in accordance with Chapter 44, section 53F½ of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.

This article enacts the operating budget for the Community Swim and Fitness Center, which is self-supporting from its own revenues. State law applicable to this enterprise fund, adopted by the 2005 Town Meeting, requires that a budget be enacted by Town Meeting. No tax funds are involved. In April 2015, Town Meeting appropriated a FY16 operating budget of \$2,741,330 (\$2,441,368 from estimated revenues, \$299,962 from the undesignated fund balance) and a capital budget of \$277,000 (funded from the undesignated fund balance). The FY17 budget will be submitted by the Town Manager and reviewed at a public hearing on February 29, 2016.

Finance Committee recommends affirmative action In the sum of \$3,032,600.
Select Board recommends affirmative action.

BRUCE FREEMAN RAIL TRAIL – PHASE 2B

ARTICLE 57. To determine whether the Town will vote to raise and appropriate, or transfer from available funds in the Treasury, or authorize the Town Treasurer with the approval of the Board of Selectmen to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$250,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of completing the Phase 2B design and engineering for the Bruce Freeman Rail Trail, or take any other action relative thereto.

Phase 2B of the Bruce Freeman Rail Trail includes a bridge over Route 2, which will connect the Concord portion the trail with the trail in Acton. MassDOT funded the initial 25% design. These funds will be combined with other CPA funds and State Transportation funds. This borrowing is part of the Town Manager's five-year capital plan, with the debt service cost to be funded within the levy limit.

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

LAND ACQUISITION – BRUCE FREEMAN RAIL TRAIL RIGHT-OF-WAY

ARTICLE 58. To determine whether the Town will vote to authorize the Select Board, for purposes of establishing, constructing, operating and maintaining an improved multi-use rail trail for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, to acquire by purchase, gift, eminent domain or otherwise all or fee, easement, leasehold, license or other real property interests in, on, over, across, under and along (a) all or any portion of the land, premises, easements, rights-of-way and other rights in Concord comprising the former Lowell Secondary Track railroad right-of-way acquired by the Commonwealth of Massachusetts (acting through its former Executive Office of Transportation and Construction) by deeds dated April 28 and November 29, 1982, and recorded in the Middlesex South District Registry of Deeds at Book 14609, Pages 302-317 and Book 14836, Pages 507-512, and (b) abutting and underlying properties as necessary for clearing title to said railroad right-of-way, laying out an improved multi-use rail trail in that right-of-way and within associated easement, and providing access to the rail trail area for construction, maintenance and repair purposes, on such terms and conditions as the Select Board may determine, and further to see if the Town will raise, appropriate, or transfer from available funds the sum of \$25,000, or any other sum, or accept gifts for these purposes, or take any other action relative thereto.

This Article authorizes the Select Board to acquire the former railroad right-of-way to allow design and construction of the Bruce Freeman Rail Trail between the Acton town line and the Sudbury town line. The property will be available for walking, running, road and mountain biking, wheelchairs and accessible cycling equipment, inline skating, scooters and tricycles, rolling backpacks, strollers, cross country skiing, and other forms of active and passive recreation.

Select Board recommends affirmative action.

BRUCE FREEMAN RAIL TRAIL EASEMENTS OVER TOWN LAND

ARTICLE 59. To determine whether the Town will vote to authorize the Select Board to grant or deed easements over certain Town property for an improved multi-use rail trail for non-motorized transportation, open space and recreation purposes and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth, or take any other action relative thereto.

This Article authorizes the Select Board to deed easements over town-owned land for the proposed use as a multi-use rail trail for non-motorized transportation, open space and recreation purposes.

Select Board recommends affirmative action.

Hereof fail not and make due return of this Warrant with your doings thereon, to the Town Clerk, at or before the time of meeting aforesaid. Given under our hands this 4th day of January in the year two thousand-sixteen.

Alice Kaufman

Jane Hotchkiss

Michael Lawson

Steven Ng

Carmin C. Reiss

SELECT BOARD

Commonwealth of Massachusetts Middlesex, ss.

Concord _____
Date

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

Constable of Concord

ATTENTION CITIZENS

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

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

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

COMMITTEE LISTING

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

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

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

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

ADDITIONAL COMMENTS:

CARDS WILL BE IN ACTIVE FILE FOR 5 YEARS.

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

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