

Section II

Town Government Accounts

Section II Highlights**1: General Government**

- Funding for White Pond Management (see page 86)
- Sister Cities, and Concord Cultural Council support (see page 86)
- Funding for Sustainability Director (see page 97)
- Town's share to operate & maintain 37 Knox Trail (see pages 104-105)
- Town's share to operate & maintain 55 Church Street (see pages 106-107)

2: Planning & Land Management

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

3: Finance & Administration

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

4: Public Safety

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

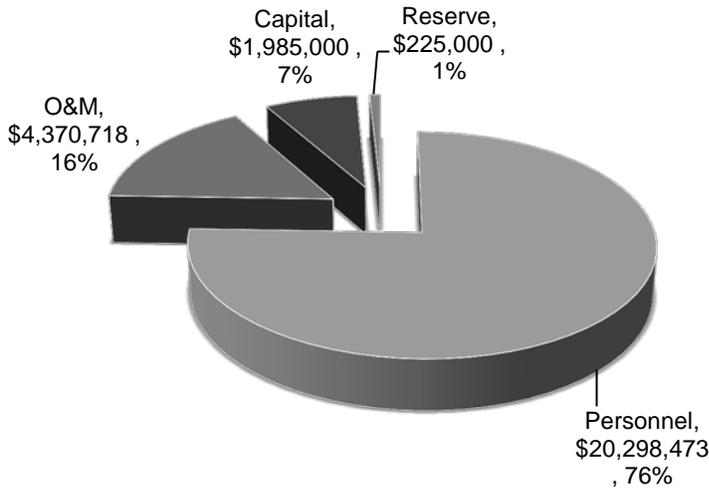
5: Public Works

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

6: Human Services

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

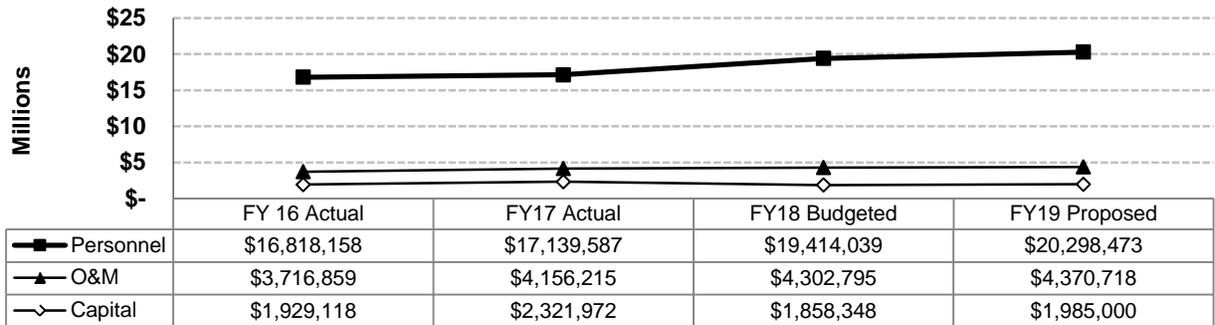
FY19 Proposed Budget Expenses



Budget Highlights:

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

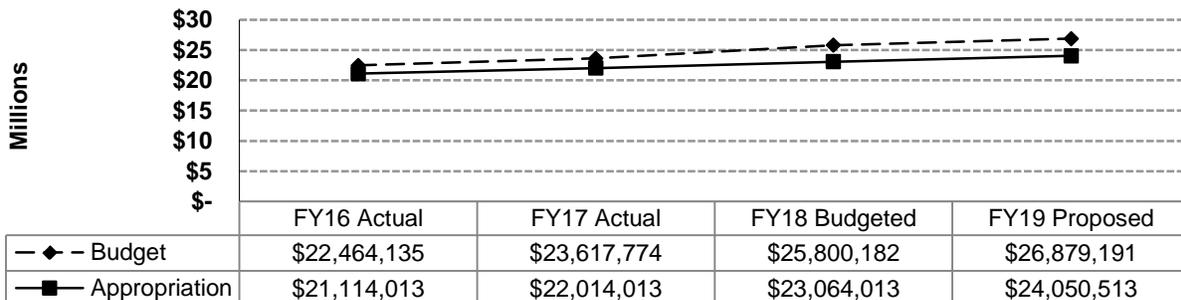
Town Government - Expense Categories History



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

In this FY19 budget, Personnel expense represent 76% of the total budget, O&M represents 16%, and Capital represents 7% (the Reserve Fund appropriation of \$225,000 represents the remaining 1%).

Town Government - Budget and Appropriation History



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

The FTE discussion and analysis below

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

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

Overtime hours are not included in the FTE counts.

Full-Time Equivalents

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

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

FTE Discussion:

The FY19 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 8583 over FY18 budgeted levels. Total Town Government FTEs are proposed to rise from to 230.74 to 236.57.

The changes are as follows:

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

Town Government Full-Time Equivalents (FTEs) Detail

Budget Unit	FY17 Budget	FY18 Budget	FY19 Proposed	FY18-FY19 Change
1a Town Manager's Office	5.53	5.00	5.00	0.00
1b Human Resources	4.07	4.00	4.00	0.00
1c Facilities Management	2.02	3.02	4.00	0.98
1d Energy Conservation	0.50	0.50	1.50	1.00
1e Visitors' Center	0.04	0.15	0.00	-0.15
1f 37 Knox Trail	0.02	0.02	0.00	-0.02
1g 55 Church Street	0.00	0.00	2.00	2.00
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.81	0.23	0.98	0.75
3b Registrars	0.10	0.12	0.09	-0.03
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.91	3.91	0.00
5c Inspections	5.66	5.66	5.66	0.00
5d Health	4.16	4.30	4.30	0.00
6 141 Keyes Road	0.50	0.50	0.50	0.00
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	5.00	6.00	1.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.50	5.50	5.50	0.00
8d Assessors	4.44	4.44	4.44	0.00
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.75	3.75	4.99	1.24
10 Town House	1.01	1.00	1.00	0.00
11 Police Department	46.30	46.30	46.30	0.00
12 Fire Department	43.90	44.90	44.69	-0.21
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.03	0.03	0.03	0.00
15 Emergency Management	0.00	0.00	0.00	0.00
16 Animal Control Officer	0.00	0.00	0.00	0.00
17a CPW Administration	4.00	4.00	4.00	0.00
17b Engineering	7.00	7.00	7.00	0.00
17c Highway Maintenance	13.78	13.78	13.36	-0.43
17d Parks and Trees	8.75	8.75	8.25	-0.50
17e Cemetery	1.19	1.19	1.19	0.00
18 Snow and Ice Removal	1.77	1.77	1.77	0.00
19 Street Lighting	0.00	0.00	0.00	0.00
20 Public Works Equipment	0.00	0.00	0.00	0.00
21 Drainage	0.00	0.00	0.00	0.00
22 Sidewalks	0.00	0.00	0.00	0.00
23 Road Improvements	0.00	0.00	0.00	0.00
24 133 and 135 Keyes Road	1.00	0.00	0.00	0.00
25 Library	27.86	28.16	27.81	-0.35
26a Human Services	1.48	1.48	1.49	0.01
26b Senior Services	9.06	9.31	9.86	0.55
26c Recreation Services	0.75	1.00	1.00	0.00
27 Harvey Wheeler Community	1.02	1.02	1.00	-0.02
28 Hunt Recreation Center	1.00	1.00	1.00	0.00
29 Veterans' Services	0.45	0.49	0.50	0.01
30 Ceremonies	0.00	0.00	0.00	0.00
Totals	229.76	230.74	236.57	5.83

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

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

Town Government (Accounts 1 - 34) - Funding Plan

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

Account Summary - General Government

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

Account Summary - Finance and Administration

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

Account Summary - Public Safety

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

Account Summary - Public Works

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

Account Summary - Human Services

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

Account Summary - Unclassified

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY18	FY19	%Δ	FY18	FY19	%Δ
31 Town Employee Benefits	\$ 100,000	\$ 100,000	0.0%	\$ 100,000	\$ 100,000	0.0%
32 Reserve Fund	225,000	225,000	0.0%	225,000	225,000	0.0%
33 Salary Reserve	618,954 *	1,407,895	N/A	618,954	1,407,895	N/A
34 Land Fund	15,000	10,000	-33.3%	15,000	10,000	-33.3%
Total	\$ 958,954	\$ 1,742,895	81.7%	\$ 958,954	\$ 1,742,895	81.7%

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

Mission Statement:

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

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

Expenditure Summary				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	The amount of the budget supported by the General Fund			
Other Funds	The amount of the budget supported by other funds			
Total Expenditures	The total budget			

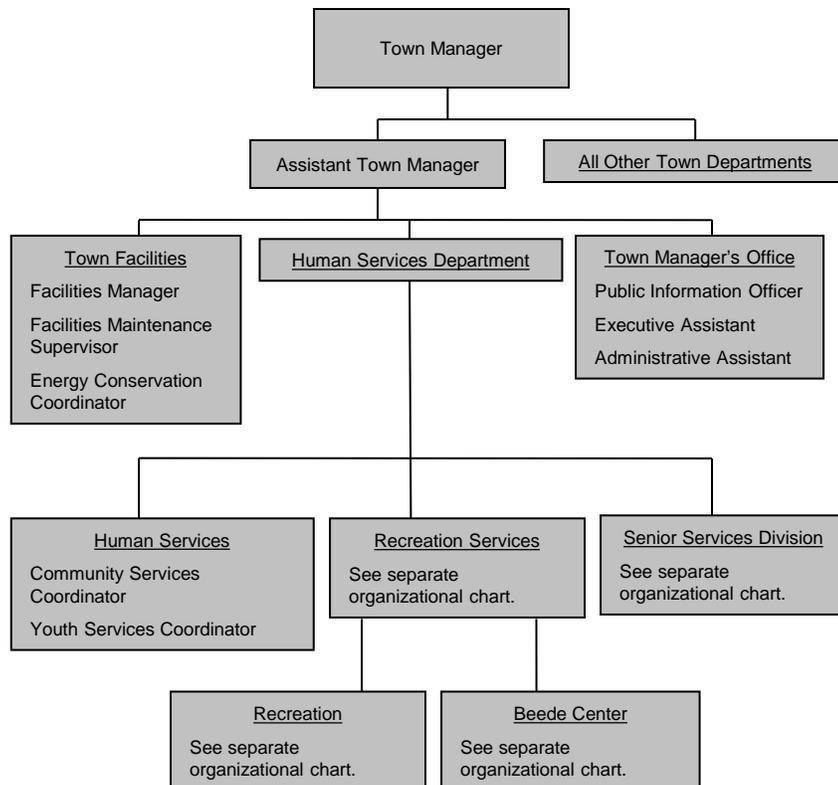
Budget Highlights:

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

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

Description:

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



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

Expenditure Detail

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	Staffing and other related costs				
Purchased Services	Commonly include utility bills, professional services, and any other contractual agreement				
Supplies	Are the basic items, and small equipment needed to sustain operations				
Other Charges	Cover miscellaneous items, memberships, transportation, and conference registrations				
Capital Outlay	Items that are commonly over \$5,000 and have a useful life of at least two years				

Funding Plan

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

Capital Outlay Plan

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

Personnel Services Summary

Code	Position Title	FY18 Budgeted		FY19 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Full Time Position - A position that requires 37.5 hours or 40 hours per week				
5112	Part Time Position - A position that requires less than 40 hours per week, but 20 hours or more per week				
5115	Limited Status Position - A position that is under 20 hours per week				
5120	Temporary Status Position - A full time or part time position for a temporary period of time				
5130	Overtime - Compensation for employees working longer than their specified weekly hours				

Program Implementation

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

Performance Measures

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

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

Objective: The purpose for the goal.

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

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

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

Mission Statement:

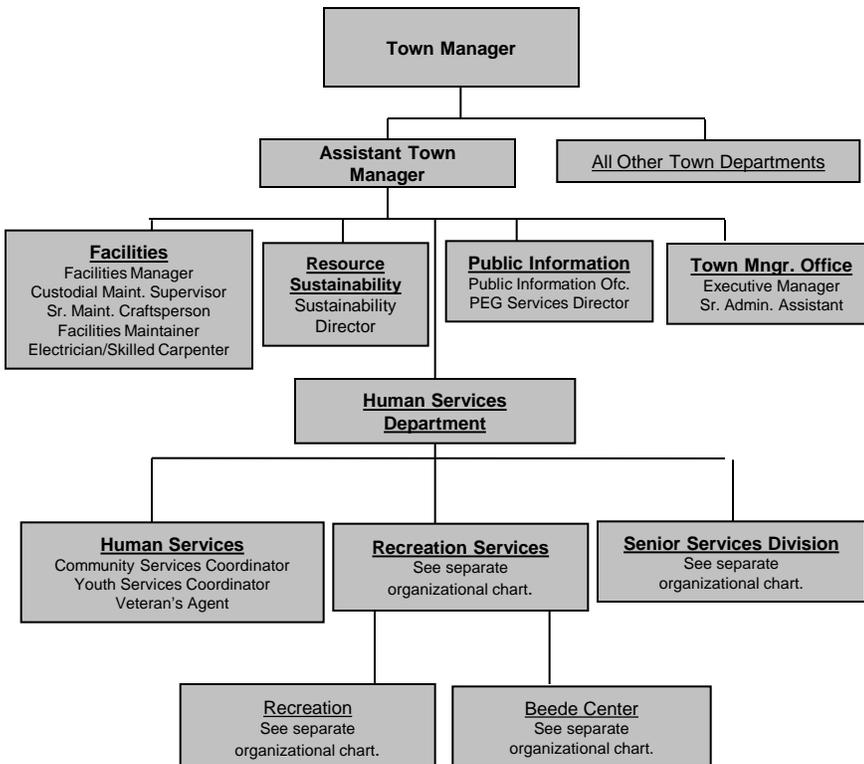
The mission of the Office of the Town Manager is to support the Town Manager and the Select Board in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support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

Budget Highlights:

- This budget represents a 0.3% *increase* in the operating appropriation from that of the FY18 budget.
- This budget showcases several newly organized or separately structured divisions under the Office of the Assistant Town Manager.
- For FY18, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts and \$1,500 for the Sister City program.
- This budget resumes the \$5,000 in capital expenditures to continue to improve upon the accessibility of public property for those with mobility issues and other disabilities – this initiative is in furtherance of the Town’s compliance with State and federal disability laws.
- \$18,000 is proposed for services associated with the White Pond area.

Expenditure Summary

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



Description:

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

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

The office staff includes the Assistant Town Manager, an Executive Manager and a Senior-Level Administrative Assistant. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Board.

GENERAL GOVERNMENT: Town Manager

Item 1A

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

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

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

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 209,795	1.00	\$ 209,795
	Assistant Town Manager	1.00	\$ 129,672	1.00	\$ 129,672
	Public Information Officer	1.00	\$ 60,084	1.00	\$ 57,750
	Exec. Asst. to the Town Manager	1.00	\$ 71,161	1.00	\$ 72,913
	Senior Administrative Assistant	1.00	\$ 59,390	1.00	\$ 60,281
	Sub Total	5.00 FTEs	\$ 530,102	5.00 FTEs	\$ 530,411
5199	Town Manager 401(a)	N/A	15,000	N/A	15,000
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	939	105 hrs.	3,029
5157	Car Allowance	N/A	12,000	N/A	10,800
5158	Cell Phone Allowance	N/A	-	N/A	1,164
	Total	<u>5.00 FTEs</u>	<u>\$ 568,041</u>	<u>5.00 FTEs</u>	<u>\$ 570,404</u>

Program Implementation

The FY19 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Manager and Senior Administrative Assistant whom together support the Town Manager and Select Board. Along with other responsibilities, the Assistant Town Manager oversees the Human Services Department which is comprised of Recreational Services (Recreation Programs and Beede operations), Senior Services (including the COA), and the Human Services Division (including the Community Services Coordinator, Youth Services Coordinator, and the Veterans Agent). In addition to overseeing the Office of the Town Manager and having responsibility for the Town’s public information, facilities and resource sustainability programs, the Assistant Town Manager will soon supervise a new Division under the Town’s Authority slated to be called *Minuteman Media Network* (PEG Access Cable Programming). The operation and oversight of the Visitor’s/Tourism Center was taken over by the Town Manager’s Office, in conjunction with the Recreation Division, in FY18 and will continue to operate in the same manner for FY19.

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

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

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

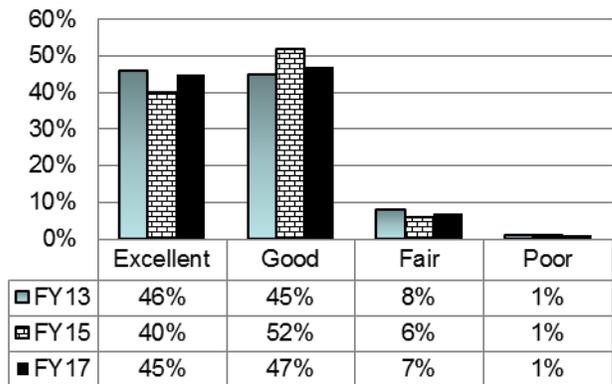
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

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

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

Rating of Quality of Services provided by Town Government



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

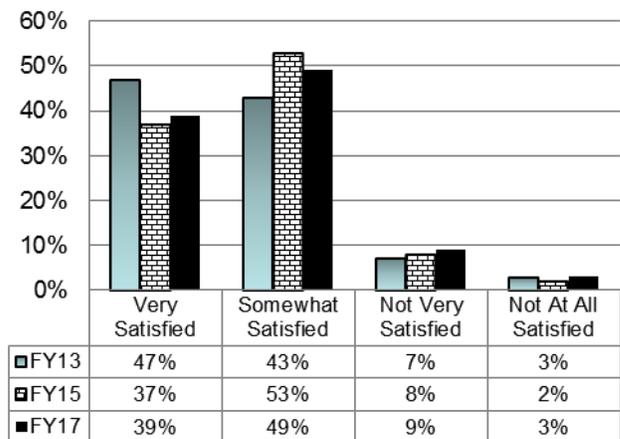
Division Goal: *To provide residents with quality services in relation to taxes paid*

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

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

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY17, 88% of respondents were "Very Satisfied" or "Somewhat Satisfied" with the services in relation to taxes paid.

Satisfaction with Services in Relation to Taxes Paid



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

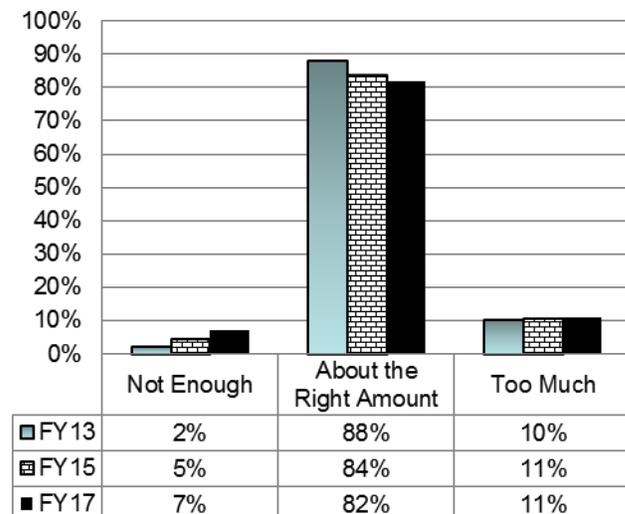
Division Goal: *To spend the right amount on Town Government Services*

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

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

Trend: In FY17, 82% of the residents polled felt as though the Town was spending the right amount on Government Services.

Opinion of Amount Spending on Town Government Services



Mission Statement:

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

Budget Highlights:

- This budget represents a 5.5% *increase* in the operating appropriation from that of the FY18 budget.
- Software maintenance is increased by \$36,000 for annual licensing costs associated with a new HRIS.
- Personnel expenses are decreased approximately \$8,000; overtime related to the software conversion is reduced.
- The School Department credit of \$1,670 funds the DOT-required drug and alcohol testing program for bus drivers, which is administered by HR (Human Resources).
- Other credits are based on the number of regular-status employees in each department multiplied by a service factor for that department.

Expenditure Summary

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

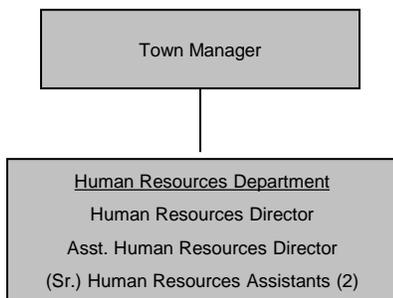
Description:

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

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

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

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



GENERAL GOVERNMENT: Human Resource Department

Item 1B

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

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

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

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

Program Implementation
<ul style="list-style-type: none"> •The FY19 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, and two Human Resources Assistants; funding is included in the recommended budget (\$2,114) for support staff overtime. •In FY19, staff will continue to spend significant time implementing new software that will replace an outdated human resources information system while automating collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking; this is an initiative that will take several years to implement all phases. •Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$51,000 for software maintenance for the new HRIS program. •Purchased Services also includes management consulting services supporting the Town Manager’s human resources-related objectives (\$7,678), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,500), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$4,000). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver’s license are also included (\$3,340). •Other expenses include a modest allotment (about \$28 per regular-status employee) for the employee recognition program (\$8,500), dues for membership in the Massachusetts Municipal Personnel Association (\$250) and the Society for Human Resource Management (\$190), professional conference registration fees (\$830), lodging and meal fees (\$1,075) and transportation fees (\$630) related to attending training and conferences, and subscription fees for human resources publications (\$350).

Human Resources Programs

Program 1 - Personnel Operations:

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

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

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

The Human Resources (HR) Department provided services to approximately 640 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers’ compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised department managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

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

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan; processing of individual plan enrollments/changes; calculation and communication of individual long-term disability subscriber rates; and processing of 29 “Go the Extra Mile” Certificates and 9 gift-certificate awards in recognition of employee actions.

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

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

Mission Statement:

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

Budget Highlights:

- This budget represents level funding in the capital appropriation from that of the FY18 budget.
- The Town’s goal is to eventually budget Facilities Management at a level of approximately \$400,000 (equal to 2.75% of the replacement cost of the approximately \$14.8 Million invested in General Fund-supported Town buildings).
- The Town utilizes Capital Improvement finds for costs associated with general building repairs, emergency services and improvements. This account is used primarily to supplement personnel costs associated with the Division including the Facilities Manager, a Senior Craftsperson, a Facilities Maintainer and a Licensed Electrician/Carpenter.
- The amounts dedicated to the upkeep of Marshall and McGrath Farms were moved into revolving accounts last fiscal year via a Town Meeting vote of approval.

Expenditure Summary

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

Description:

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

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

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

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

GENERAL GOVERNMENT: Facilities Management

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 203,999	\$ 235,108	\$ 290,000	\$ 290,000	\$ 290,000
Totals	\$ 203,999	\$ 235,108	\$ 290,000	\$ 290,000	\$ 290,000

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

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

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

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Background:

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

These broader guidelines were intended to implement a goal adopted by the Board of Selectmen in 2010 for the Town to achieve a 20% reduction in municipal energy consumption by Town buildings and streetlights from the 2008 level by July 1, 2015. While the Town did not reach that goal, progress was made. As of July 1, 2015, electricity consumption in municipal facilities + streetlights had declined 14% compared to CY2008. Heating energy consumption declined 4% per heating degree day compared to CY2008.

In 2013, the Town recognized an important opportunity to save money and energy by becoming a state-designated Green Community. This program, run by the Department of Energy Resources, helps municipalities improve energy efficiency in municipal and school buildings by allowing them to apply for grants of up to \$250,000 annually to fund these projects. Green Community designation is predicated upon a commitment to reduce energy consumption by Town government (including vehicle fleets) by 20% compared to FY11. In FY17, overall Town government (not including the Concord-Carlisle Regional High School) energy consumption was 13% less than it was in FY11. Weather-normalized numbers (currently available through June 30, 2016) show a 9% drop in municipal and school energy consumption compared to FY11.

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

GENERAL GOVERNMENT: Resource Sustainability Fund

Item 1D

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

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

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

Resource Sustainability Programs

Town Manager Goal: Promote Sustainability of Resources

Program – Implement Sustainability Programs:

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

Municipal Facility Energy Efficiency Initiatives

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

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

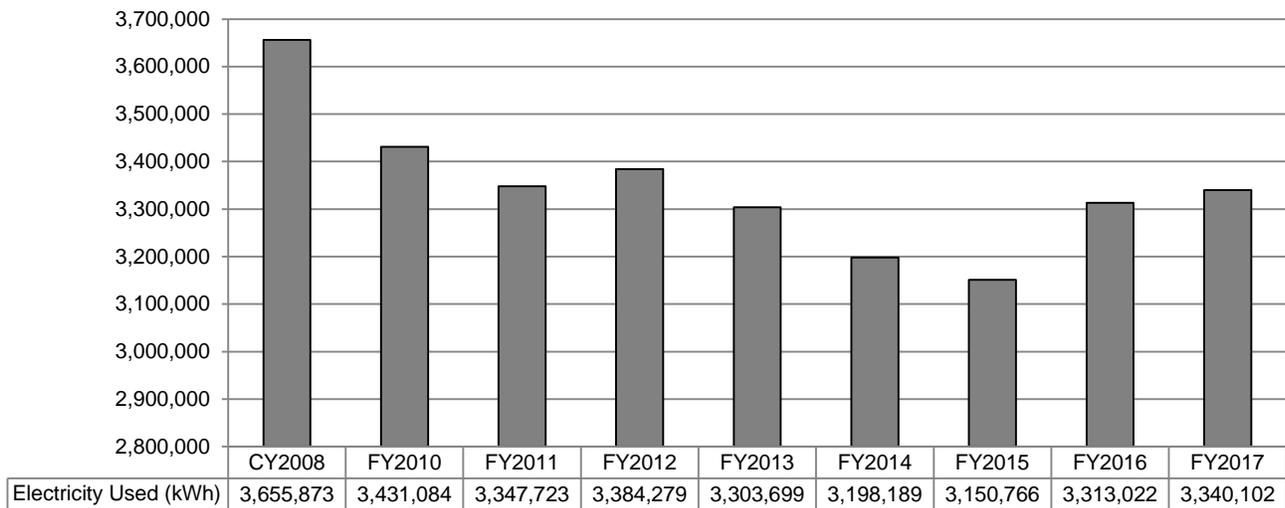
Electricity

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

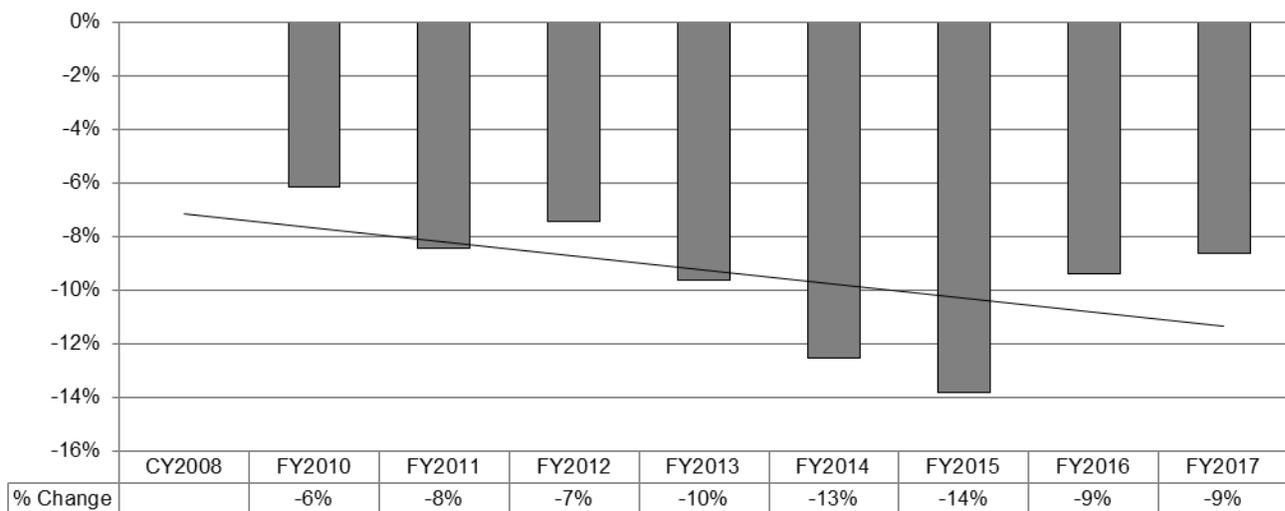
However, reductions in electricity use in the above buildings were offset somewhat by increases during the same period at buildings such as the Water/Sewer garage, the expanded Fowler Library, and the Building at the Knoll. Energy consumed by the Town House chillers also increased. Town staff continue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

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

Municipal Electricity Use (kWh)



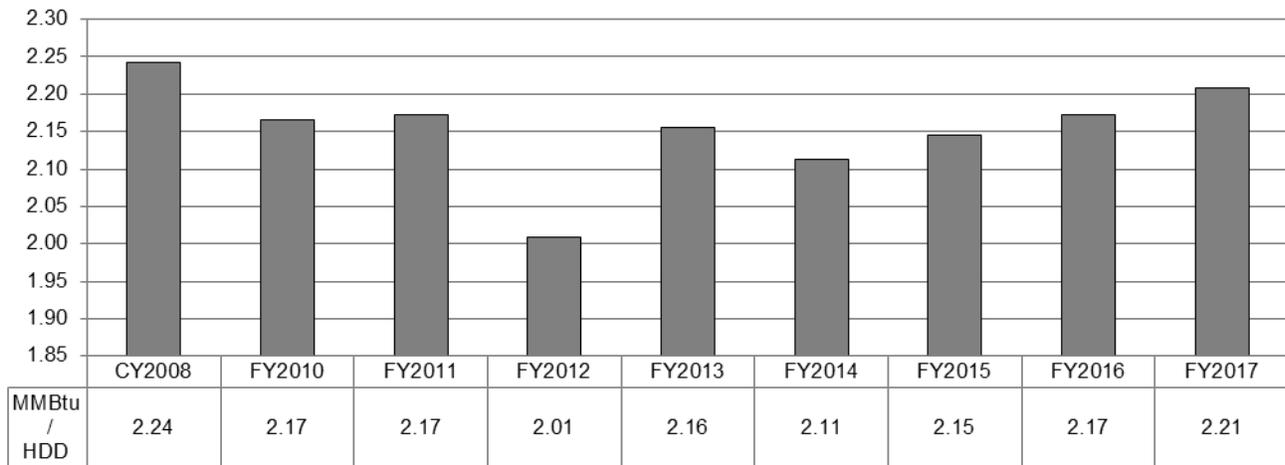
Change in Municipal Electricity Use from Base Year (CY2008)



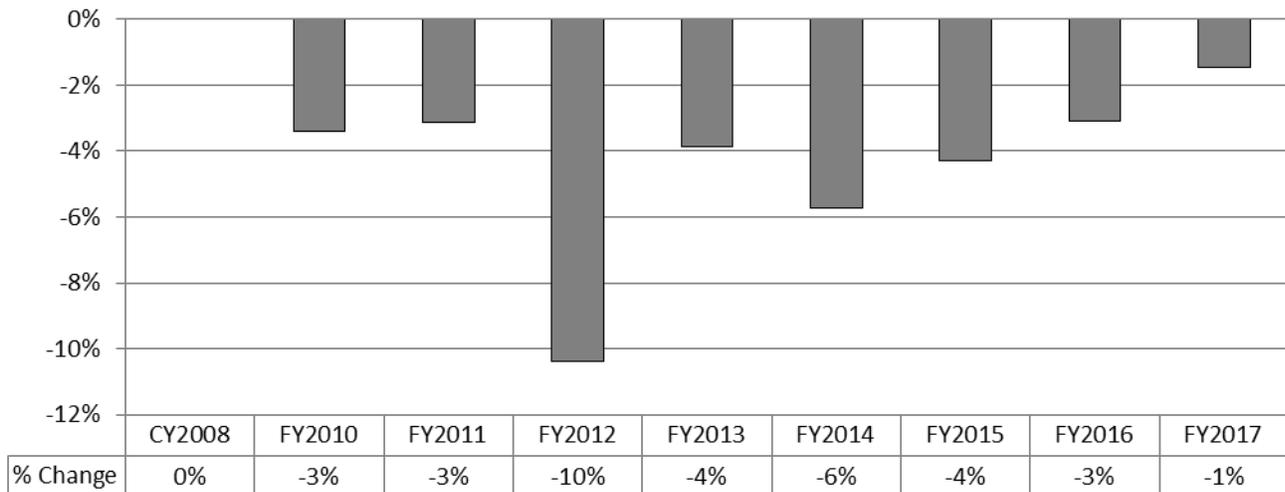
Natural Gas

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

Municipal Natural Gas Use (MMBTU/HDD)



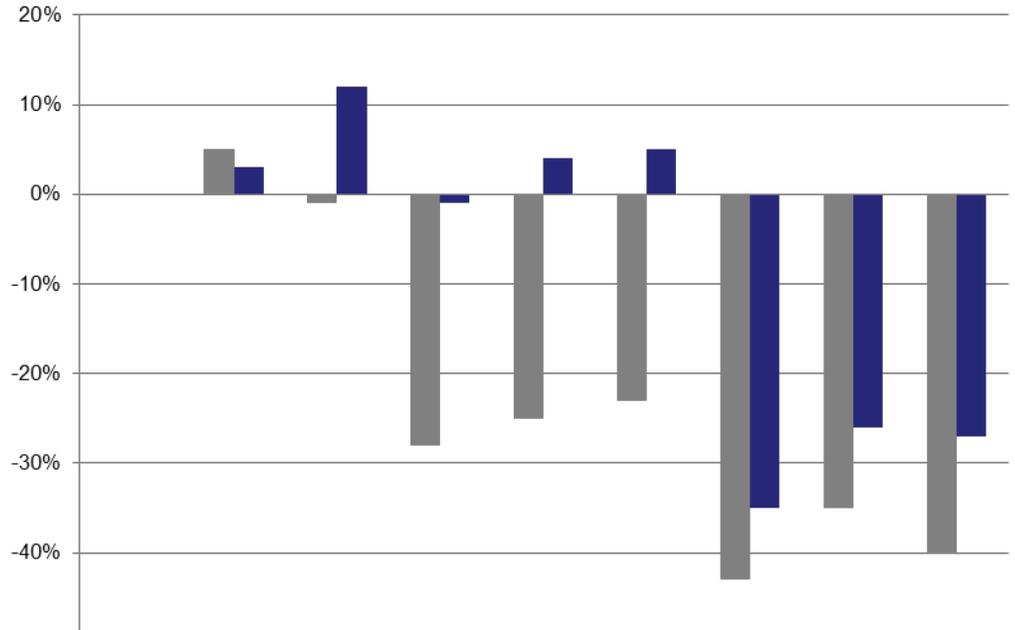
Change in Natural Gas Use from Base Year (CY2008)



The 4% decline in heating energy use per heating degree day observed in municipal facilities in FY15 was driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym, Harvey Wheeler Community Center, Fowler Library), building envelope improvements (West Concord Fire Station, Town House), and diversion of heat generated in the server rooms at CMLP to heat the rest of the building. However, reductions in heating energy use in the above buildings were offset somewhat by increases during the same period in other buildings. Town staff continue to monitor energy consumption and look for ways to improve systems through capital funds and grants.

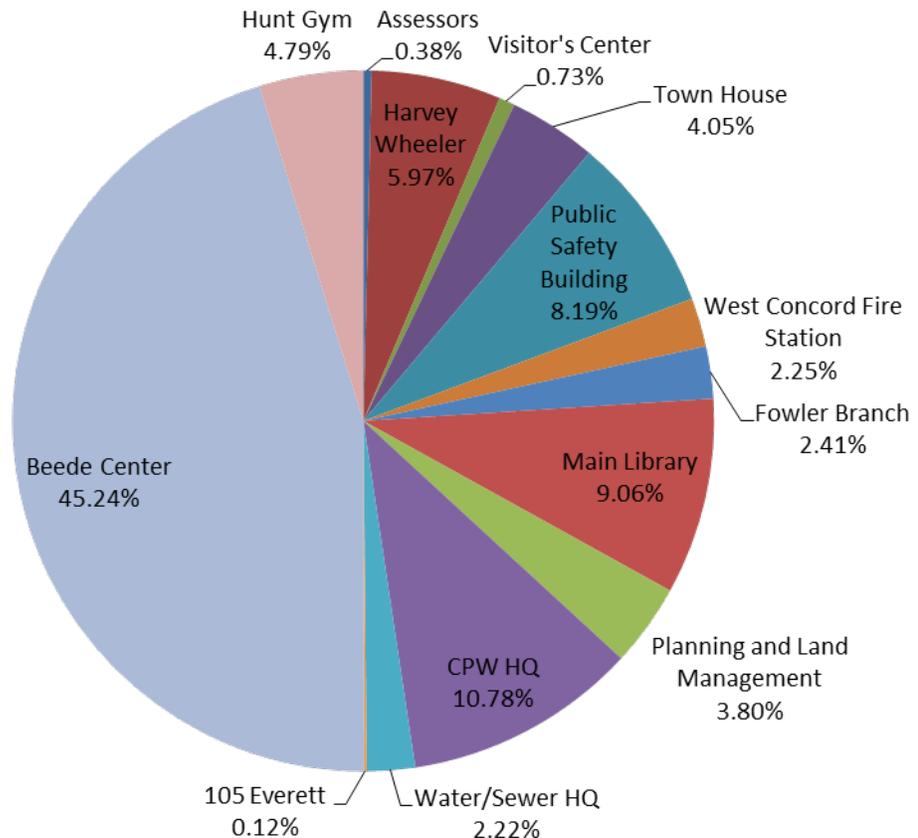
Harvey Wheeler Community Center Energy Consumption

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

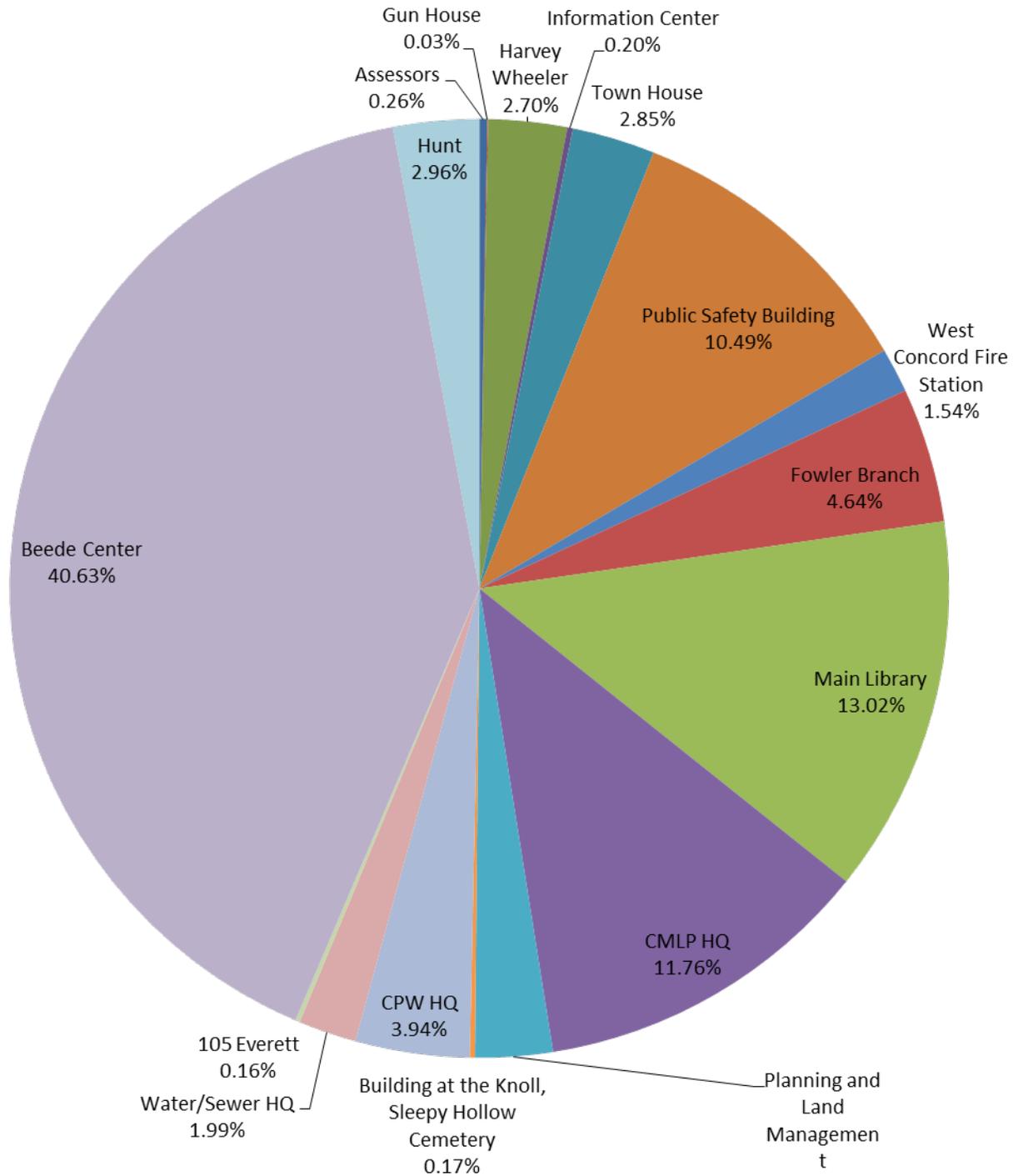


	CY2008	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
■ % Change from Base Year (Therms /HDD)		5%	-1%	-28%	-25%	-23%	-43%	-35%	-40%
■ % Change from Base Year (kWh)		3%	12%	-1%	4%	5%	-35%	-26%	-27%

FY17 Natural Gas Use by Municipal Building (MMBTU)



FY17 Electricity Use by Municipal Building (kWh)



Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Description:

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures for the Visitors' Center/Public Restroom Facility located on Main Street. In FY17, the Town took over the responsibilities for information services and related programming from the Chamber of Commerce and these services are run by the Town Manager's Office and the Recreation Division. Care and maintenance of the facility is coordinated by the Assistant Town Manager through the Facilities Division. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies twice daily.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	739	0.12			8,371		
FY2011	992	0.15	30%	54%	8,336	0%	9%
FY2012	624	0.12	-1%	-24%	9,167	10%	10%
FY2013	743	0.12	2%	2%	7,462	-11%	-19%
FY2014	813	0.12	-1%	-3%	8,171	-2%	10%
FY2015	868	0.12	6%	7%	7,217	-14%	-12%
FY2016	593	0.10	-11%	-16%	6,686	-20%	-7%
FY2017	920	0.15	30%	47%	6,030	-28%	-10%

GENERAL GOVERNMENT: Visitors Center Restroom

Item 1E

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

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

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

Mission Statement:

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

Budget Highlights:

- The operating appropriation for the office building at 37 Knox Trail is proposed to *decrease* by 29.9% over FY18.
- \$5,000 is proposed for building maintenance projects.
- Of the \$29,430 budget, \$13,943 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$15,487 for the operations of the facility.
- Clean services are performed by the custodian at 55 Church Street and this results in a savings of \$9,000.

Expenditure Summary

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

Description:

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

GENERAL GOVERNMENT: 37 Knox Trail

Item 1F

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

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

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
A-7	Building Improvements	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Totals	\$ 5,000					

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

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Description:

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

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

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

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

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

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

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Description:

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

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

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

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

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

GENERAL GOVERNMENT: Legal Services

Item 2

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

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

Legal Services' Expense History				
Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2006	250,000	-	\$ 250,000	165,323
2007	250,000	5,000	\$ 255,000	254,622
2008	250,000	136,000	\$ 386,000	379,794
2009	250,000	-	\$ 250,000	219,565
2010	225,000	-	\$ 225,000	204,861
2011	225,000	-	\$ 225,000	224,887
2012	225,000	-	\$ 225,000	215,806
2013	225,000	-	\$ 225,000	202,104
2014	225,000	-	\$ 225,000	217,788
2015	225,000	-	\$ 225,000	174,280
2016	225,000	-	\$ 225,000	178,151
2017	225,000	30,000	\$ 255,000	255,000
2018 Budgeted (Status thru 12/31/17)	225,000	-	\$ 225,000	181,757

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Description:

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

In FY19, we are budgeting for the Annual Town Election, State Primary and State Election. This now includes early voting prior to state elections since 2016, requiring additional staffing. State reimbursement for state mandated polling hours for the state primary and election have been factored into the budget. Early voting reimbursement will be requested by the State Auditor but has not been factored into the budget. Maintenance costs for new election equipment will be charged beginning in 2019. The first two years were included in the purchase price. The State pays for the service agreement for our AutoMark machines, which are at each precinct to assist disabled voters.

Date	Election	Turnout	% Registered Voters
June 8, 2017	Special Town Election (Debt Exclusion Vote for Landfill site remediation; Adoption of the MGL Ch. 374 of the Acts of 2016 Establishing a Senior Means-Tested Property Tax Exemption)	706	5.41%
March 28, 2017	Annual Town Election (no contested races)	475	3.64%
Nov. 8, 2016	General Election/Presidential	11,447	85%
Sept. 20, 2016	Special District Election/Minuteman	1,079	9%
April 14, 2016	Special Town Election (Debt Exclusion Votes for CCHS Landfill; School Transportation; & Minuteman)	1,012	8%
March 1, 2016	Presidential Primary	7,692	60%
Nov. 4, 2014	State Gubernatorial Election	8,274	64%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 17,406	\$ 37,343	\$ 9,127	\$ 37,552	\$ 37,552
Purchased Services	9,026	9,026	3,450	11,545	11,545
Supplies	3,723	3,723	1,050	3,900	3,900
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 30,155	\$ 50,093	\$ 13,627	\$ 52,997	\$ 52,997

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

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

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

Mission Statement:

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

Budget Highlights:

- This budget represents a 2.2% *increase* in operating appropriation from that of the FY18 budget.
- Revenues from the sale of the Street List book and CD, totaling \$1,650 in 2017, are credited to the General Fund to offset street list preparation and printing costs.
- Online voter registration continues to be heavily used by Concord residents, with the vast majority of voters registering online. Although Concord already has a high registration rate (94% of eligible residents), this option makes it even easier.

Expenditure Summary

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

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 250 Street List books; the number of printed books has again been reduced in recent years due to the convenience of the electronic version for many customers.
- Registering voters, maintaining resident and voter database; preparing voter lists for elections and candidates; and promoting voter registration and upcoming elections for Concord voters. Voter registration data fluctuates as residents move and we typically see a spike in state election years. Concord had 13,047 registered voters at the end of 2017.
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot. The number of town meeting petitions and scheduling of special state elections affect the nomination/petition certification activity in the office.

The School Department supports 30% of the cost of preparing the Street List (in accordance with M.G.L. Ch. 51, §4), which is compensation for the preparation of school census information compiled by the Town Clerk. The percent supported by the School Department corresponds to the percent of the Concord population under the age of 17. In FY19, it is expected that the School Department will provide \$2,755 for this purpose.

Performance Information

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

GENERAL GOVERNMENT: Registrars

Item 3B

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

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

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

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

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

Description:

This budget provides for the cost of conducting Town Meetings and printing of various Town reports, including the annual budget. A four-session Annual Town Meeting is budgeted for spring 2018.

This budget provides \$88,250 to cover the cost of holding the 2018 Annual Town Meeting. This amount includes the cost of printing the Warrant and Finance Committee Report. These cost estimates assume that the meeting will be conducted using the lower gymnasium. Each additional session beyond the four that are budgeted would incur variable costs of approximately \$9,000. The Town Report is budgeted to cost \$12,000 (printing and editing).

Town Meeting Costs

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

Town Report Cost

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

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

GENERAL GOVERNMENT: Town Meeting & Reports

Item 4

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

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

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

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

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

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

Planning Division Mission Statement:

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

Budget Highlights:

- This budget represents a 2.1% decrease in operating appropriation over that of the FY18 budget.
- Included in the budget are funds to support the Planning Board, Board of Appeals, Historic Districts Commission, Historical Commission, and Community Preservation Committee, among others.
- The FY19 budget requests \$6,500 to continue Concord's participation in CrossTown Connect, a regional transportation management association, anticipating new ideas to provide better coordinated transportation services.
- In addition, \$18,000 is proposed to fund a portion of Concord's share of the Regional Housing Services Office.

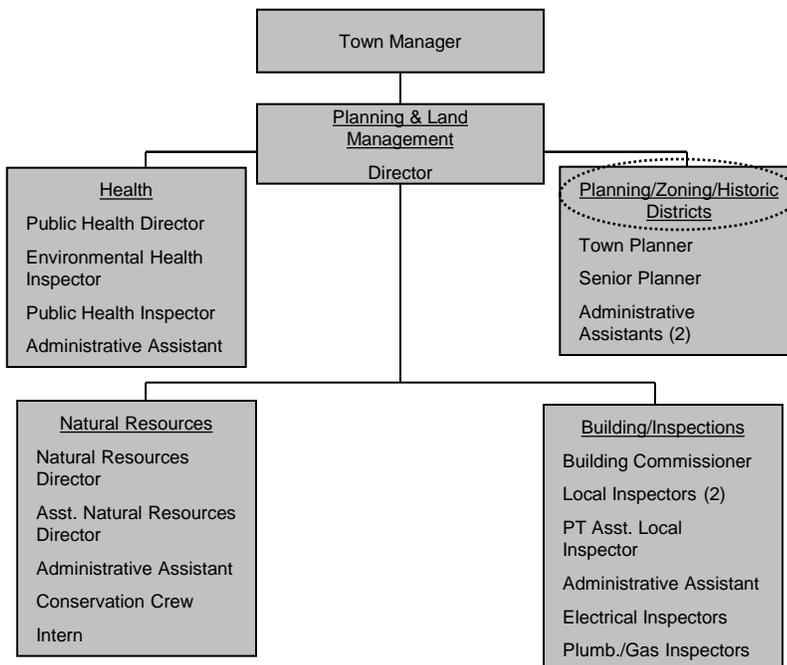
Expenditure Summary

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

Description:

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

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



GENERAL GOVERNMENT: Planning

Item 5A

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

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

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

Personnel Services Summary

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

Program Implementation

The FY19 budget requested allows Planning Division staff to continue provision of technical and administrative support to three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees, such as the Community Preservation Committee, the Historical Commission, and the West Concord Advisory Committee. The full-time staff includes the Director of Planning and Land Management, one Town Planner, one Senior Planner and two Administrative Assistants. The Senior Planner and one Administrative Assistant position is partially funded by the Community Preservation Fund, as permitted by statute. Additionally, one Administrative Assistant position is partially funded by the Regional Housing Services Office (RHSO) to provide administrative support.

Planning Division staff also provide technical and administrative support to various other committees as assigned. The Director of Planning and Land Management continues to provide support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work advising the Select Board with regard to the rail trail design of Phases 2B and 2C in Concord (note that Phase 2C is expected to be completed in the spring of 2019). The Director will continue to serve on the Parking Management Group, which includes other town staff from Finance, Police, Public Works and Information Technology and is focused on improving parking management in Concord Center, Thoreau Depot and West Concord. The Director and Senior Planner also support the two MCC cultural districts – Concord Center and West Concord Junction.

The Town Planner provides technical support to the Planning Board and Board of Appeals. The Town Planner coordinates the application review process for development projects, which in FY18 included two Planned Residential Developments, projects at Middlesex School and Concord Academy and the Millbrook Tarry Market. The Town Planner also worked closely with the Director to provide staff support to the Comprehensive Long Range Plan Committee (CLRPC). In FY19, the Town Planner will begin updating the Subdivision Rules & Regulations, facilitate survey for a pedestrian bridge over the Assabet River from the West Concord Commuter Rail Station to 300 Baker Ave., and develop an outline of Best Practices for Site Plan Rules and Regulations.

The Senior Planner works with the RHSO staff to promote affordable housing opportunities and provides technical support to the Historic Districts Commission and the Community Preservation Committee. For FY19, the Senior Planner will be working with the Historical Commission to expand the archeological program for ‘Camp Massachusetts’ (circa 1859 in West Concord), continuing refinement of the Demolition Review process, and working with a consultant in preparing a report to identify potential sites for the Ball-Benson House and Barn.

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

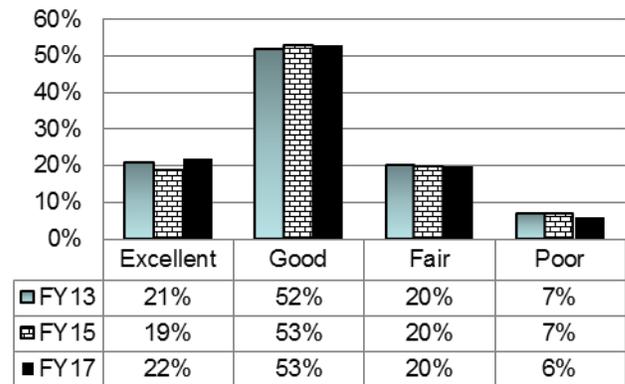
Town Manager Goal: To Preserve the Town's Character

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

Objective: To measure citizen satisfaction with the Planning Department services

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

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



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

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

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

The Committee has been meeting regularly since June 2016. After completing a Strength, Weakness, Opportunity and Threat (SWOT) analysis of the APA's six Sustaining Principles: Livable Built Environment, Harmony with Nature, Resilient Economy, Interwoven Equity, Healthy Community, and Responsible Regionalism, the Committee worked with consulting firm Civic Moxie to begin a robust public outreach program, using workshops, survey, text messages, on-line resources, small group discussion, focus groups, and a variety of other meetings to solicit plan input.. The Committee is now engaged in developing the plan and will present findings and initial recommendations in various public forums in the spring 2018 to receive feedback from residents and will incorporate additions and revisions as needed. The Committee anticipates submitting a final Comprehensive Long Range Plan to the Planning Board for adoption and to Select Board for acceptance in June/July 2018.

Town Manager Goal: To Preserve the Town's Character

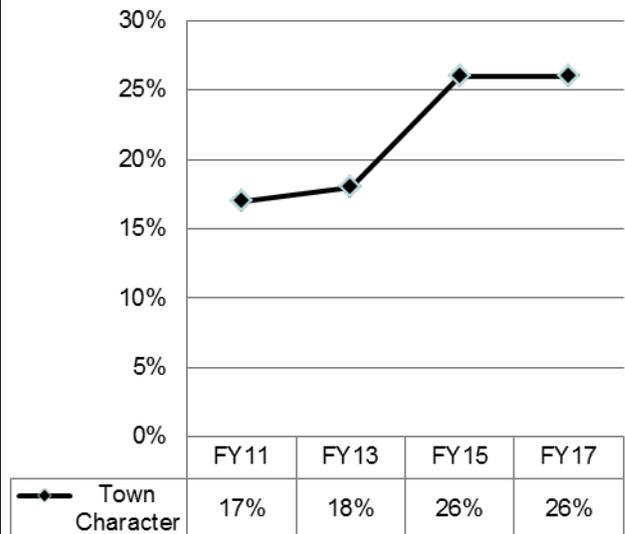
Division Goal: *To align Planning Department goals with the community's increasing desire to preserve the Town's Character.*

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

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

Trend: According to the Citizen Survey the Town's Character is the 2nd highest priority, behind the Schools and ahead of Taxes.

Highest Priority Local Issue
(2nd priority according to FY17 Biennial Citizen Survey)



Mission Statement:

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

Description:

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

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

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

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

Overview

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

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

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

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

Program 1 – Board of Appeals Operations:

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

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

ZONING BOARD OF APPEALS ACTIVITIES

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

Mission Statement:

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

Budget Highlights:

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

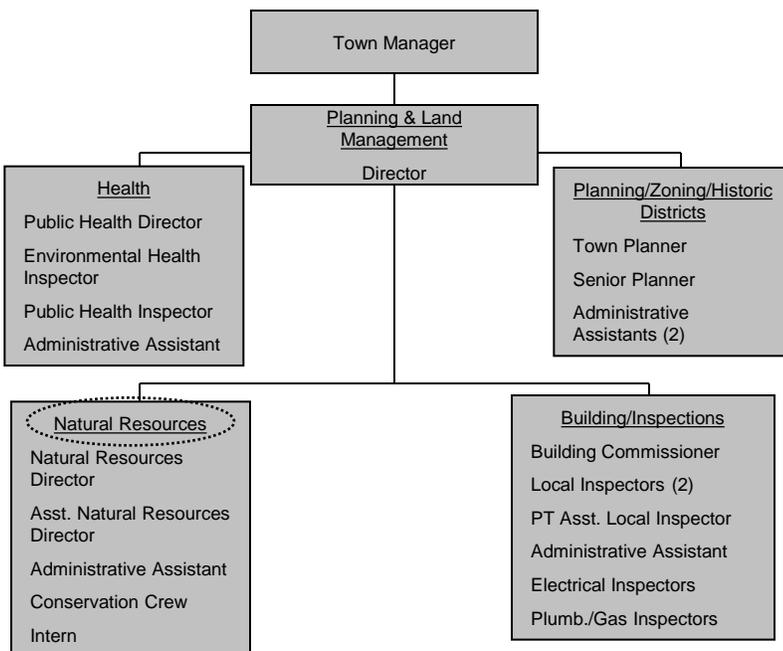
Expenditure Summary

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

Description:

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

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



GENERAL GOVERNMENT: Natural Resources

Item 5B

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

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

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

GENERAL GOVERNMENT: Natural Resources

Item 5B

Personnel Services Summary

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 104,103	1.00	\$ 104,103
	Assistant Natural Resources Director	1.00	73,004	1.00	73,004
	Administrative Assistant	1.00	52,813	1.00	52,973
	Sub Total	<u>3.00 FTEs</u>	\$ 229,920	<u>3.00 FTEs</u>	\$ 230,080
5120	Conservation Crew**	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	500 hrs.	5,000	500 hrs.	5,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Cell Phone Allowance		1,560		1,560
	Total	<u>3.91 FTEs</u>	\$ 253,660	<u>3.91 FTEs</u>	\$ 253,820

Program Implementation

The FY19 budget recommendation includes funding for three full-time staff positions (Natural Resources Director, Assistant Natural Resources Director, and Administrative Assistant), two seasonal positions (Conservation Crew), and a temporary part-time Intern position. Rangers are funded from the Town Manager’s budget.

The majority of full-time staff time is dedicated to administering and enforcing the State Wetlands and Rivers Protection Acts and the Concord Wetlands Bylaw, and providing technical and administrative support to the Natural Resources Commission. In 2017, the NRC held 22 meetings to review permit applications, which included 41 Notices of Intent, six Abbreviated Notices of Resource Area Delineations, and 19 Requests for Determinations of Applicability, for a total of 66 new applications.

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

Natural Resources Division full-time staff also provide support to three active NRC subcommittees: the Conservation Restriction Stewardship Committee, the Heywood Meadow Stewardship Committee, and the Trails Committee. Division staff also provide technical guidance to homeowners, real estate professionals, and other Town departments on wetlands permitting; review many Planning Board and Zoning Board of Appeals applications for potential effects to the environment; and review building permit applications for compliance with wetlands regulations. Division staff manage 15 agricultural agreements over 200 acres of Town lands, and oversee four community gardens. Division staff also review and make recommendations on Conservation Restrictions that are accepted by the NRC and others that are held by private land conservation organizations.

Seasonal, part-time staff assist the Division in managing and maintaining conservation lands and trails. Funding for the Conservation Crew provides for trail maintenance, invasive species control, land management on 1,400 acres of conservation land (including White Pond Reservation) and 26 miles of trails, and mowing 84 acres of open land. Funding for an Intern is intended to assist the Division in continuing its work on land management. Rangers will continue efforts to ensure compliance with Town rules and regulations on conservation lands

Natural Resources Programs

Program 1 – Natural Resources Operations:

Town Manager Goal: To Preserve the Town’s Character

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

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

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

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

No wetland enforcement actions were taken in 2017.

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

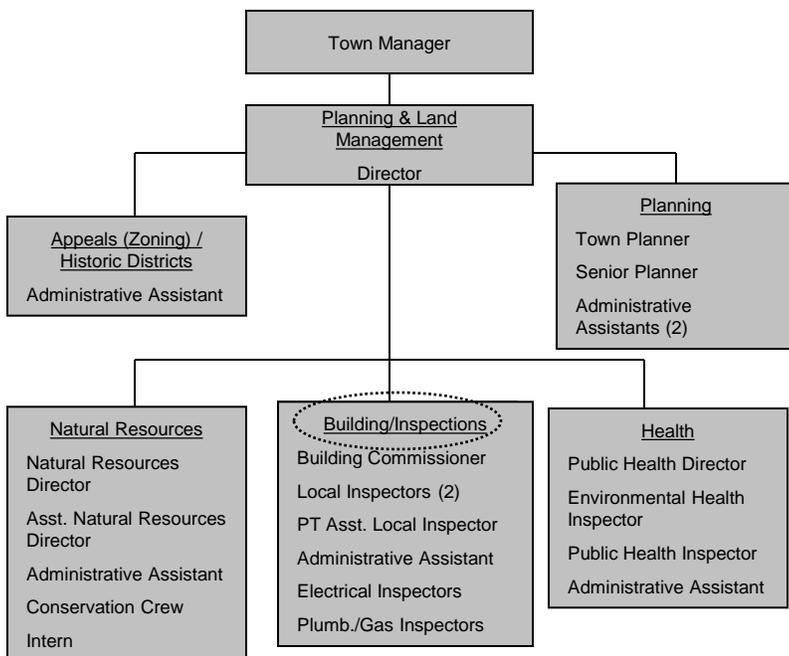
Description:

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

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

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

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



GENERAL GOVERNMENT: Inspections

Item 5C

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

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

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

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 96,661	1.00	\$ 96,850
	Local Inspector	2.00	154,178	2.00	155,812
	Part Time Assistant Local Inspector	0.60	38,913	0.60	38,913
	Administrative Assistant	1.00	67,004	1.00	67,004
	Sub Total	<u>4.60 FTEs</u>	\$ 356,756	<u>4.60 FTEs</u>	\$ 358,579
5115	Plumbing/Gas Inspector	980 hrs.	\$ 51,938	1110 hrs.	\$ 51,086
	Electrical Inspector	980 hrs.	37,485	1110 hrs.	39,200
5158	Cell Phone Allowance	N/A	780	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>5.54 FTEs</u>	\$ 449,659	<u>5.66 FTEs</u>	\$ 452,345

Program Implementation

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

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

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

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

GENERAL GOVERNMENT: Inspections

Item 5C

Program 1 – Inspections Operations:

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

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

<u>Permits Issued</u>							
	2011	2012	2013	2014	2015	2016	2017
New single family home	30	29	55	38	51	43	39
Multi-family attached units	0	0	0	75	6	6	4
Additions and Alterations	686	631	770	759	866	760	719
Commercial	90	73	100	114	115	100	88
Total Building Permits	806	733	925	873	1038	909	850
Electrical	745	730	933	907	751	865	996
Plumbing	470	487	480	546	478	108	524
Mechanical	26	70	91	119	122	542	93
Gas	340	382	416	443	391	428	433
Sign	41	35	54	68	62	29	32
Total (all permits)	2,428	2,899	2,899	2,956	2,824	2,881	2,928
<u>Value of Construction</u>							
	2011	2012	2013	2014	2015	2016	2017
Value in Millions	\$44.0	\$68.8	\$142.6	\$80.4	\$80.7	\$84.7	\$96.7

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

Mission Statement:

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

Budget Highlights:

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

Expenditure Summary

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

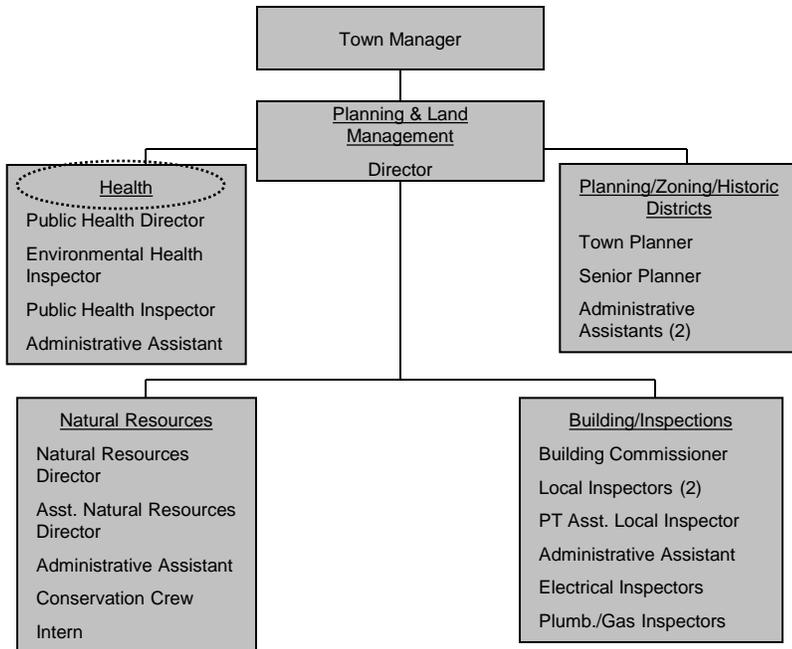
Description:

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

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

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

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



GENERAL GOVERNMENT: Health

Item 5D

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

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

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

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

Program Implementation

The FY19 budget recommendation includes a 1.8% increase in the operating appropriation over that of the FY18 budget.

This budget reflects increased funding for the Public Health Nurse position at \$16,225 to provide 624 hours of nurse staff time or 12 hours/week, compared to FY18 funding of \$15,600.

The FY19 budget continues to fund Healthy Concord initiatives originally identified in 2014/15 for youth substance abuse prevention, mental health and emotional resiliency and other healthy community initiatives; \$7,500 to hire a part time contracted inspector to conduct routine food service inspections; \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products, \$2,000 to participate in regional tick borne illness prevention and education efforts; \$4,800 for water quality testing at public beaches.

The FY19 budget requests continued level funding at \$20,000 for the services of the East Middlesex Mosquito Control Project. These services provide valuable surveillance and response efforts to protect Concord residents from Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV), including treating catch basins with larvicides to prevent mosquito growth. Line items also include \$700 for rabies testing; the Town is legally required to submit samples of animals suspected of carrying rabies that have been in contact with humans to MDPH State lab for testing. Fees pay for courier service to the State lab and veterinarian fees to prepare specimens.

FY19 recommendation includes \$6,700 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

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

Health Programs

Program 1 – Health Operations:

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

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

The Health Division issued the following permits and licenses in 2017, collecting \$150,000 in total fees.

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

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

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

Emerson Hospital Home Care held its annual senior flu clinics at the Harvey Wheeler Community Center and vaccinated approximately 130 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 90 employees were vaccinated.

Mission Statement:

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

Budget Highlights:

- This budget represents approximately a 3.2% *increase* in operating appropriation over that of the FY18 budget.
- The budget anticipates hiring a part-time custodian to clean and maintain the building. This work had been done by an outside contractor.
- The budget anticipates repairs to the antiquated Heating, Ventilation and Air Conditioning System.

Expenditure Summary

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

Description:

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

The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Building Inspections, Health, Natural Resources and Planning Divisions. The building also has two meeting rooms that are used by many town boards and committees. 141 Keyes Road also serves as a polling place for Concord residents in Precinct 1 because of the available parking and the building's accessibility.

There is a public-accessible Geographic Information System (GIS) kiosk located on the first floor, which continues to receive occasional visits by the public.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	4,003	0.70			97,680		
FY2011	4,814	0.80	15%	-12%	93,800	-4%	3%
FY2012	3,730	0.76	9%	-5%	91,982	-6%	-2%
FY2013	4,822	0.85	22%	12%	86,360	-12%	-6%
FY2014	5,612	0.87	25%	3%	84,040	-14%	-3%
FY2015	5,060	0.79	13%	-10%	83,600	-14%	-1%
FY2016	4,142	0.80	15%	2%	81,920	-16%	-2%
FY2017	4,797	0.88	-3%	10%	81,520	-10%	0%

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

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

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

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

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

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY18 budget.

Expenditure Summary

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

Description:

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

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

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

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

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

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

Finance Department Mission Statement:

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

Finance Administration Mission Statement:

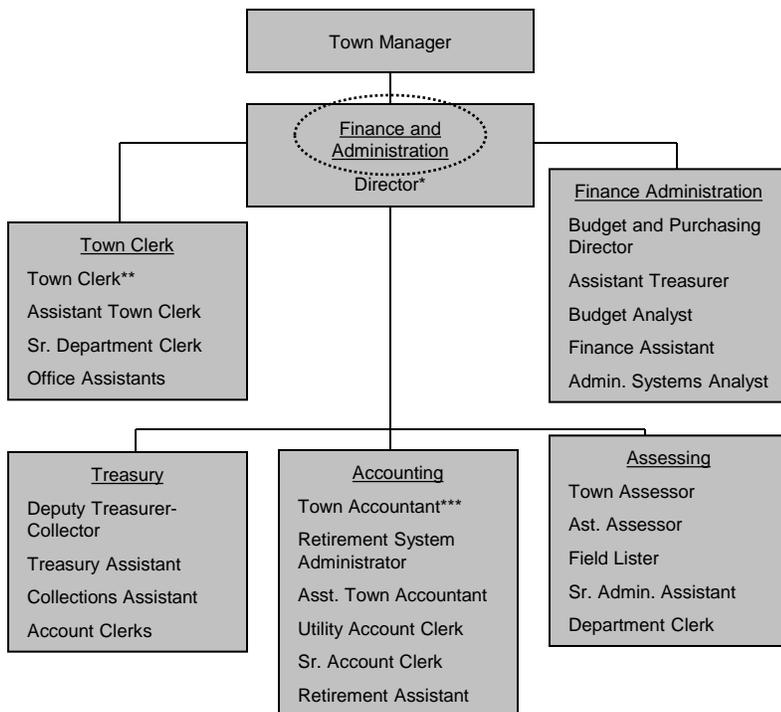
The mission of the Finance Administration Division is to manage the Town’s financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town’s financial situation, and to provide numerous high quality administrative services to the Town’s departments.

Budget Highlights:

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

Expenditure Summary

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



Description:

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

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

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

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

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

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

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

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

Personnel Services Summary

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 150,675	1.00	\$ 150,675
	Budget and Purchasing Director	1.00	103,684	1.00	103,684
	Assistant Treasurer	1.00	80,348	1.00	80,348
	Budget Analyst	1.00	63,737	1.00	66,820
	Finance Assistant	1.00	60,302	1.00	60,302
	Administrative Systems Analyst	0.00	0	1.00	76,661
	Sub Total	<u>5.00 FTEs</u>	\$ 458,746	<u>6.00 FTEs</u>	\$ 538,490
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 1,200
	Total	<u>5.00 FTEs</u>	\$ 462,646	<u>6.00 FTEs</u>	\$ 539,690

Program Implementation

- The proposed FY19 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, Finance Assistant, and Administrative Systems Analyst.
- The Finance Director, who is appointed by the Town Manager with the approval of the Select Board, also serves as Treasurer / Collector. In addition, the Finance Director provides staff support to the Finance Committee and the Trustees of Town Donations.
- With this staff, the Finance Administration Division is responsible for the Town's fiscal management. Activities include fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and procurement management.
- The Assistant Treasurer position, which was first filled in April 2011, assists the Finance Director with various tasks relating to payroll and employee benefits management. The Assistant Treasurer oversees the management of the biweekly Town payroll and works with the Finance Assistant on matters related to payroll preparation and employee benefits administration for both active and retired employees.
- A new position of Administrative Systems Analyst was created and funded in FY19. The responsibilities of the position include assisting in the implementation of new software packages
- Other non-Personnel expenditures reflect level funding of Purchased Services, most of which is used to partially fund the biennial Citizen Survey (\$6,500). There is also \$2,700 proposed for printing and postage costs associated with the survey. Other purchased Services include resources for telephone and telephone maintenance, staff training, book binding, and advertising. Items covered by Supplies are for office supplies, stationery, books and publications. The Other Charges and Expenses category funds membership dues, conference registrations, and travel expenditures.

Town Manager Goal: To ensure quality Town Operational & Financial Management**Division Goal:** *To ensure the long-term financial success of Concord through sound financial management***Objective:** To have a high quality bond rating to be able to borrow at a favorable interest rate**Measure:** Bond Rating

Moody's Investors Service has assigned a Aaa credit rating to the Town of Concord (5/31/17)

Factors that contribute to the Aaa rating:

Analysis: The Aaa rating reflects a solid financial position supported by strong reserve levels, an affluent tax base, moderate debt burden and well-managed long-term liabilities. The stable outlook reflects the Town's sound fiscal management including multi-year forecasting and effective policies. The outlook also incorporates a history of voter approved debt exclusions and general overrides to Proposition 2^{1/2}.

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

Economy and Tax Base

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

Financial Operations, Reserves and Liquidity

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

Debt/Pensions

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

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

Mission Statement:

The mission of the Treasurer-Collector Division is to maximize the Town's financial resources by efficiently administering the collection of all Town receivables in a fair and courteous manner and by effectively managing the Town's bank accounts, short-term investments, and disbursements.

Budget Highlights:

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

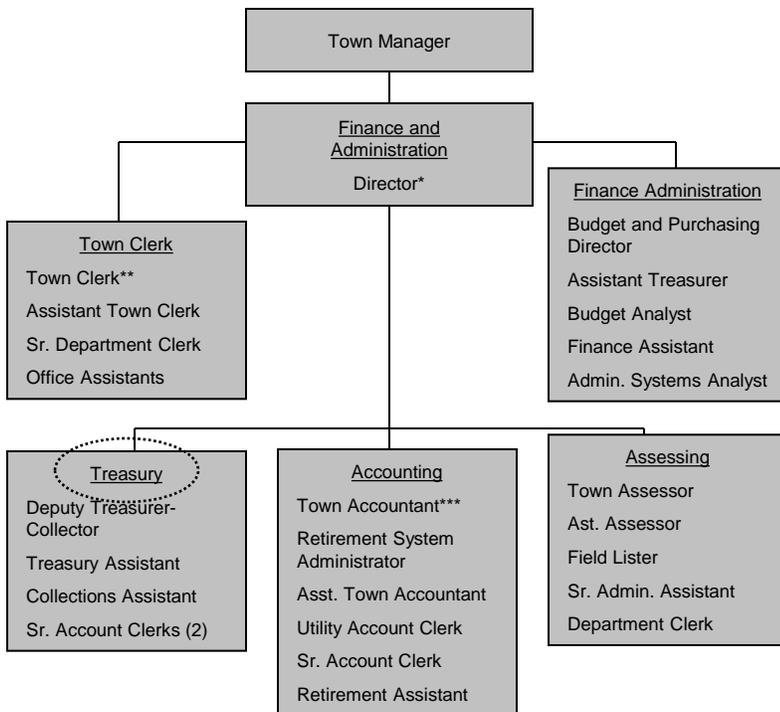
Expenditure Summary

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

Description:

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

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



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

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

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

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

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

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

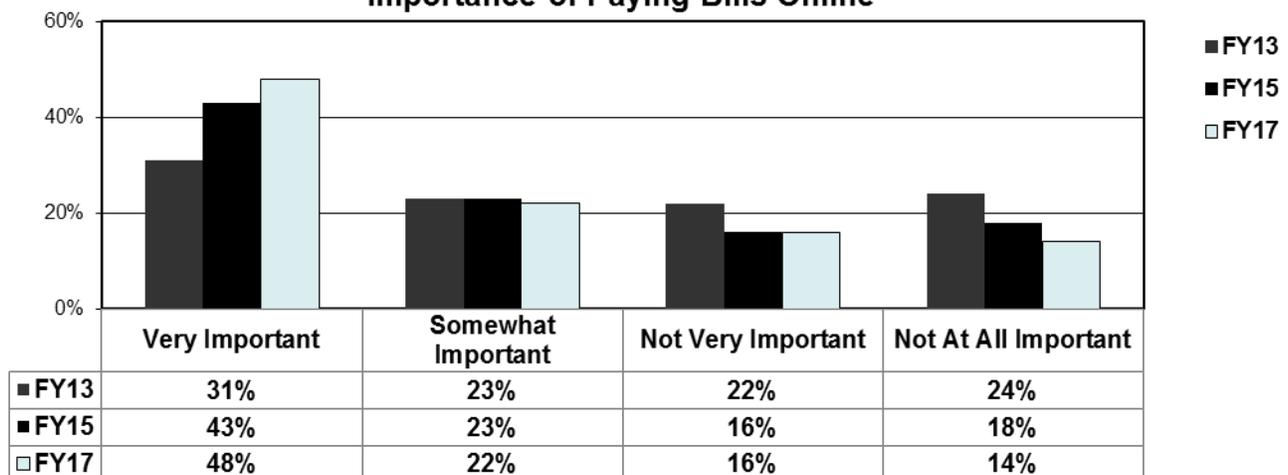
Personnel Services Summary

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

Program Implementation

- The Treasury Division consists of five full-time employees. While the primary collection focus is on the property tax, the Division must be knowledgeable in all phases of Town activities to provide customer support for all funds payable to the Town.
- All Town departments issuing permits or charging fees for services are required to promptly transmit collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$86,000, is budgeted for banking services and lockbox fees. Bank account management is crucial to the control of all Town funds; this function has been greatly enhanced by real-time internet access to pertinent bank account information.
- Postage, another major division expense at \$56,650, covers mailing costs of all Town departments (excluding enterprise funds.)
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, electric billing, and parking violation fees. This payment option continues to expand to other municipal fees collected in various Town departments.

Importance of Paying Bills Online



Discussion: The Citizen Surveys conducted in the fall of 2012 (FY13), 2014 (FY15), and 2016 (FY17) found that there is a movement in the respondents' opinion that being able to pay bills online is becoming more important.

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

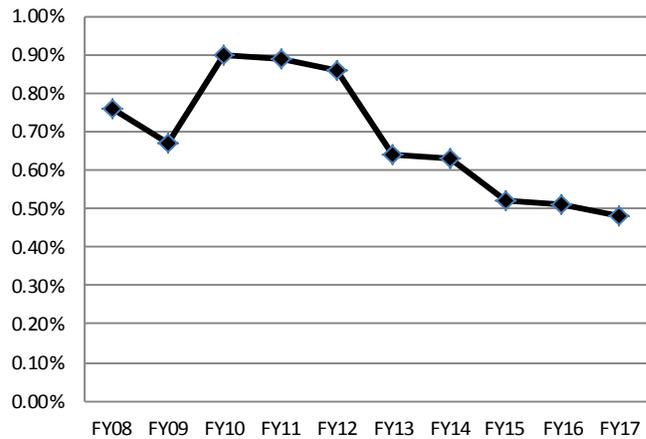
Division Goal: To collect the Town's Property Tax Levy

Measure: Collection Rate

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

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

% of Taxes Uncollected (as of June 30th, 2017)



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

Division Goal: To manage treasury cash investments in a safe, responsible and effective manner

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

Trend: Short-term interest rates remained low throughout the fiscal year.

Cash Management Summary

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

The above chart shows the Town's short-term investment results. General Fund earnings (**in thousands**) and the annual yield from investments. The yield tracks Money Market rates.

Revenue Collection Activities

Collections and Billing Summary

Activity	Volume of Activity in FY17	Billing Responsibilities	Collection Responsibilities
Parking violations	4,956	(Police Department)	X
Subscriptions for curbside refuse and recycling	7,800	X	X
Motor vehicle excise bills	17,873	X	X
Property tax bills	26,800	X	X
Water bills	34,266	(Accounting Division)	X
Electricity bills	61,790	(Accounting Division)	X
Departmental Turnovers processed	5,370	(Town Departments)	X

Mission Statement:

The mission of the Accounting Division is to oversee and process bills paid by the Town, to provide financial reporting services to other Town Departments, and to manage the Town's accounting system so that it conforms to generally accepted accounting principles and complies with State laws and regulations.

Budget Highlights:

- This budget represents a 4.1% decrease in the operating appropriation from that of the FY18 budget.

Expenditure Summary

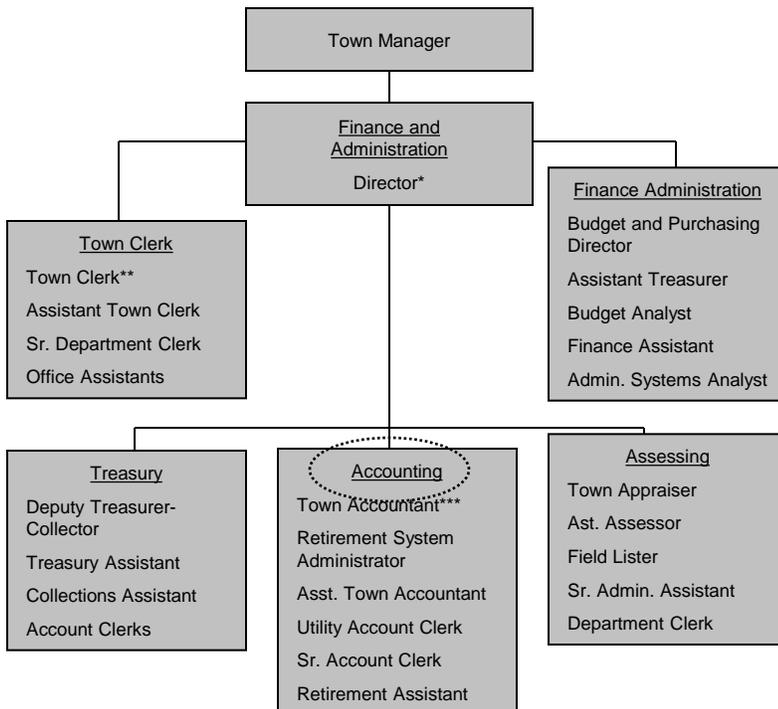
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 154,562	\$ 162,946	\$ 169,270	\$ 162,291
Other Funds	\$ 156,508	\$ 163,327	\$ 282,258	\$ 291,105
Total Expenditures	\$ 311,070	\$ 326,273	\$ 451,528	\$ 453,396

Description:

The Accounting Division of the Finance Department is under the direction of the Town Accountant and is responsible for the following:

- Maintaining the accounting records of the Town;
- Preparing periodic and annual financial statements;
- Reviewing and processing all payment requests approved by the Select Board;
- Maintaining budgetary records;
- Managing the Town's audit;
- Monitoring and maintaining records of all contracts/grants;
- Maintaining the accounts/records of the retirement system;
- Providing billing operations relating to water, sewer, and electrical services.

The Town Accountant also ensures that the accounting system complies with standards set by the State and by the Governmental Accounting Standards Board (GASB).



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

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

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

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

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

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 88,267	1.00	\$ 88,267
	Retirement System Administrator	1.00	84,468	1.00	84,468
	Utility Account Clerk	1.00	54,456	1.00	54,456
	Senior Account Clerk	1.00	51,991	1.00	52,242
	Assistant Town Accountant	1.00	66,474	1.00	66,474
	Retirement Assistant	0.50	29,972	0.50	29,839
	Total	<u>5.50 FTEs</u>	<u>\$ 375,628</u>	<u>5.50 FTEs</u>	<u>\$ 375,746</u>

Program Implementation
<ul style="list-style-type: none"> •The majority of the Accounting Division’s budget is for personnel services. •The staffing of the Accounting Division includes the Town Accountant, Assistant Town Accountant, Senior Account Clerk, Utility Account Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant. •The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (12%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (53%). •The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.

<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To maintain sound accounting records of all funds</p> <p>Objective: To receive a clean opinion with respect to the Town departments audited financial statements for the fiscal year end June 30th in accordance with accounting principals generally accepted in the United States of America.</p> <p>Measure: Outside Audit from Financial Services Firm</p> <p>Trend: The Town has resolved former qualified opinions from outside auditors</p>	Compliance with Accounting Standards				
	FY13	FY14	FY15	FY16	FY17
	Qualified Opinion *	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion
<p>* Due to CMLP statements following state DPU accounting rules rather than Generally Accepted Accounting Principles (GAAP), thus affecting the reports of qualified results. Resolved as of FY14 statements.</p>					

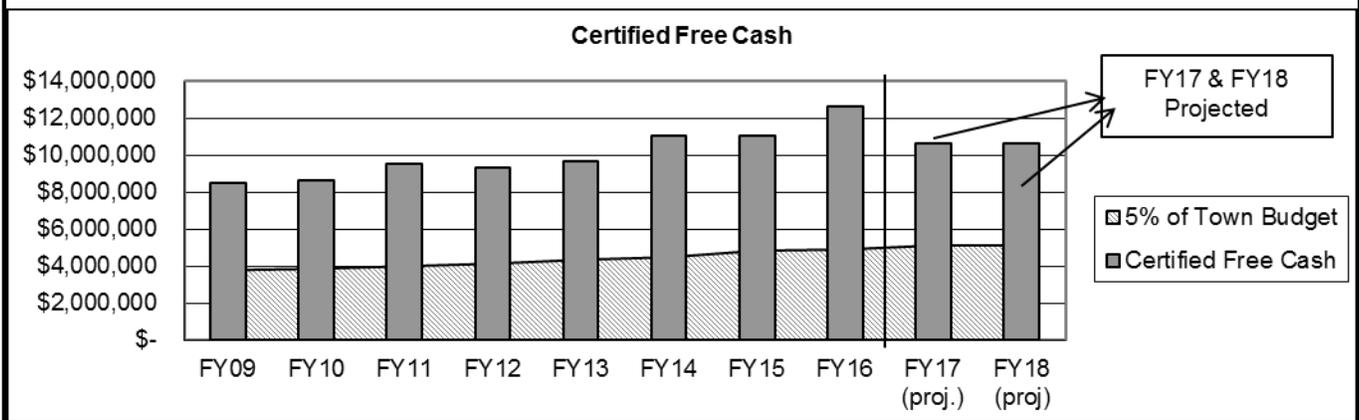
<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p>Measure: Accounting Activity for the last 4 fiscal years</p>	Accounting Department Activity				
		FY14	FY15	FY16	FY17
	Invoices Processed	16,184	18,928	22,926	19,800
	Warrants Produced	55	55	55	55
	Water and Sewer Bills	33,792	33,911	34,093	34,266
	Electric Bills	55,932	55,352	59,878	61,790

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

Division Goal: To maintain accurate accounting records to determine free cash levels on an annual basis.

Measure: Certified Free Cash (note: Certified Free Cash numbers were not available at the printing of this book)

Trend: The Accounting Division maintains records and submits financial information to the Massachusetts Department of Revenue in order for the DOR to certify Free Cash levels. During the last decade the Certified Free Cash level has increased and this allows the Town to better respond to unforeseen events.



Mission Statement:

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

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

Budget Highlights:

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

Expenditure Summary

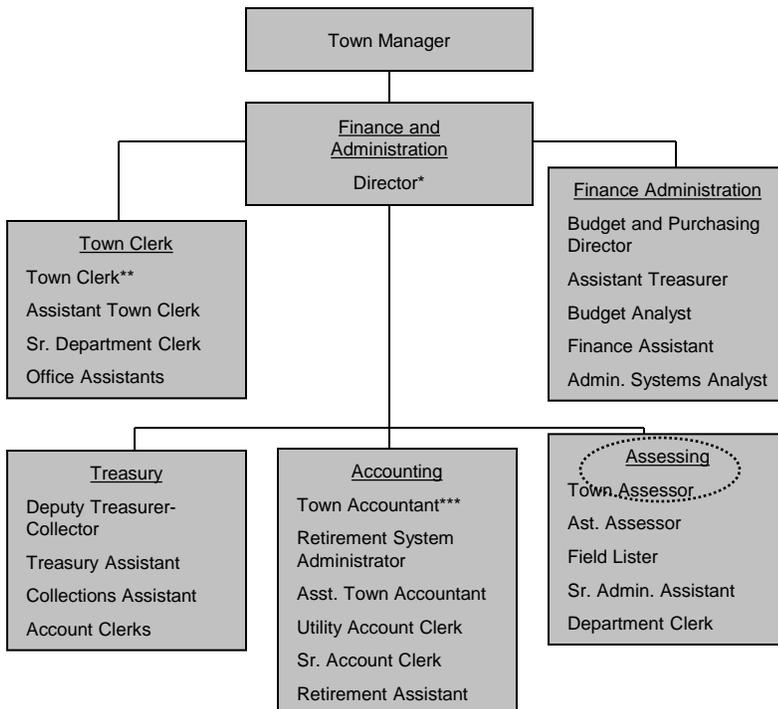
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 408,237	\$ 423,249	\$ 439,328	\$ 420,468
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 408,237	\$ 423,249	\$ 439,328	\$ 420,468

Description:

The Assessors Division is responsible for the following functions:

- Listing and valuing all the real and personal property in the community;
- Maintaining the assessing databases and maps that contain physical/legal property information;
- Recording all changes in property ownership, land subdivisions, and changes in use codes;
- Annually analyzing real estate sales transactions and adjusting values to appropriately reflect market value;
- Processing motor vehicle excise tax bills and abatements.

The 5-member Board of Assessors, appointed by the Town Manager, insures the accuracy of the assessing data-base used for ad valorem taxation, annually determines the "new growth" increase in the levy limit, calculates the tax rate each year, and acts upon abatement applications as well as property tax exemption applications for the elderly, low income, disabled veterans, the blind, and applications for exemption from the Community Preservation Act Surcharge.



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FINANCE & ADMINISTRATION: Assessors

Item 8D

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

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

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

FINANCE & ADMINISTRATION: Assessors

Item 8D

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Assessor	1.00	\$ 114,326	1.00	\$ 114,326
	Assistant Assessor	1.00	\$ 75,557	1.00	\$ 75,557
	Field Lister	0.40	21,582	0.40	21,582
	Senior Administrative Assistant	1.00	66,516	1.00	67,084
	Department Clerk	1.00	56,097	1.00	56,669
	Sub Total	<u>4.40 FTEs</u>	\$ 334,078	<u>4.40 FTEs</u>	\$ 335,218
5120	Limited Status	75 hrs.	\$ 2,250	75 hrs.	\$ 2,250
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.44 FTEs</u>	\$ 338,428	<u>4.44 FTEs</u>	\$ 339,568

Program Implementation

- The Assessors Division is staffed by a Town Assessor, an Assistant Assessor, a part time Field Lister, a Senior Administrative Assistant, and a Sr. Department Clerk.
- Correct property values are dependent on accurate data. State guidelines require that all property must be inspected at a minimum of every ten years, but industry standards recommend a 5 years cycle. In order to maintain the integrity of Concord's data, the Assessors Division continues cyclical inspections every year. Staff completes about 15% of the parcels per year as they follow up on building permits, abatement applications and sales. To augment this effort, the Assessing Division hires outside contractors when needed. Even with the increase in building permits the staff has been able to maintain the inspection schedule and outside contractors have not been needed this year. Also on each 5-year re-certification the Division uses outside contractors to conduct a full field review to ensure the accuracy of the data. All classes of property currently meet the ten year state requirement and are very close to the 5 year industry standard. The majority of condominiums were inspected in FY12, with the remainder being inspected in FY15. Also an inspection of all Commercial and Industrial properties was completed in the first part of FY13. Personal Property is in compliance with the state guideline and is on a three year schedule finishing in FY17, with FY18 being the first year of the current cycle.
- In a re-certification year a full sales analysis and adjustment to values takes place, but there is the added requirement of extensive reports and on-site analysis of the data and records by the DOR.
- This past year (FY18) was a re-certification year and a full sales analysis and adjustments to values were made and were strictly reviewed by the DOR. In an interim year the DOR has limited review of the values and growth numbers before the Town is allowed to process the new values.
- Purchased Services for FY19 include field review, valuation and consulting services (\$35,400), Appraisal Services for (\$15,000) computer software (\$11,550), telephone (\$800), postage (\$500), printing (\$1,200), telephone and office equipment maintenance (\$400), advertising (\$500), and custodial services (\$600).
- The Supplies expense category includes \$2,500 for office supplies, \$100 for envelopes.
- The Other Charges and Expenses category is mainly for staff training and education, allowing the Division to meet the changing, and increasingly technical, requirements of the assessing function, as well as dues, subscriptions and fees. Also included in this category are recording fees (\$300) for recording of liens for Chapter Land and Tax Deferrals. Overall the expense section of the budget has been reduced \$20,000 from Fiscal 2018. The re-certification program is now on a 5 year cycle, so the level funding of this function has been extended, producing the \$20,000 reduction.

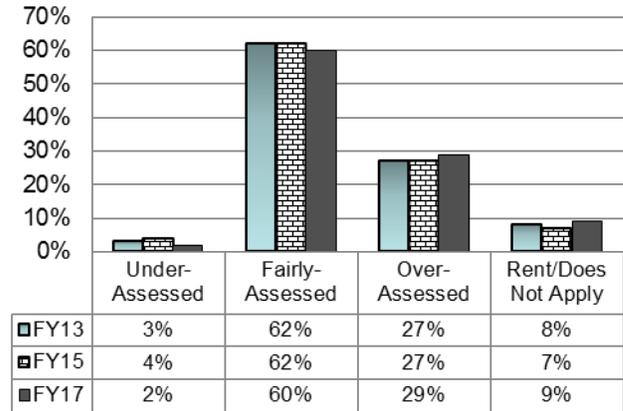
Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To fairly assess property

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

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

Opinion of Property Value Assessments



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

Division Goal: To inspect and value property on a regular basis

Objective: To be on pace to assess every property town wide on a 5 year cycle

Measure: # of visits and measures

Target: 5 year cycle by FY2020

Benchmark: State regulated 9 years

Trend: The fluctuations in Total # of Visits is due to using a vendor to help inspect properties. Going forward the Town will strive to do all inspections in-house maintaining a 5 year schedule

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

- In FY 13 new coding in the assessing computer system was created to better track inspections.
- In FY 13 a decision was made to convert to the industry standard of a 5 year inspection schedule from the DOR 10 year guideline
- The actual inspection rate had slipped to 6 years, because of the abundance of building permits , but is only one year off the five year preferred cycle.
- FY17 Personal property inspections completed a 3 year cycle.
- Fy18 represented the first year of the new cycle for PP
- In FY18 every Improved property in town received a field review as part of the re-certification

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted *	# Filed	# Pending		
FY09	6,567	138	2.1%	65	17	2	11,359,798	135,182
FY10	6,580	144	2.2%	79	20	2	10,381,749	135,897
FY11	6,588	158	2.3%	75	12	2	9,369,217	123,580
FY12	6,571	157	2.3%	119	11	2	14,727,602	199,593
FY13	6,590	63	.96%	37	8	2	6,153,214	86,575
FY14	6,602	53	.80%	21	6	2	9,551,685	138,022
FY15	6,591	57	.86%	22	4	4	2,476,000	35,392
FY16	6,607	56	.85%	30	3	3	4,693,580	65,335
FY17	6,658	45	.68%	29	3	3	4,907,494	69,049

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

Mission Statement:

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

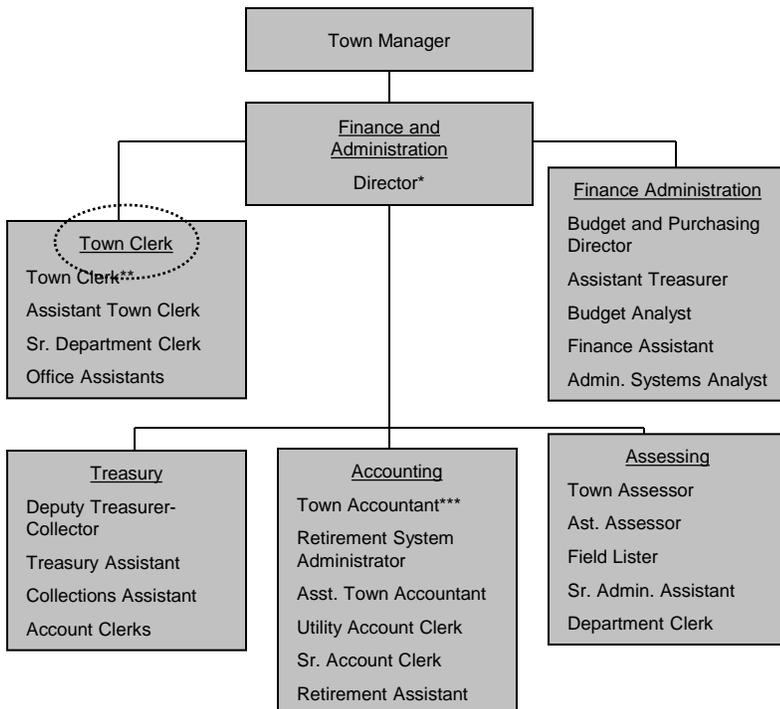
Budget Highlights:

- This budget represents a 0.1% decrease in the operating appropriation from that of the FY18 budget.
- The Town Clerk's Office creates and maintains Cemetery Department deeds and burial records. A modest transfer of \$3,000 from the Cemetery Fund (1.2% of Town Clerk's budget) reflects these activities.
- A line item for records management supplies has been added to track increased activity in records management and preservation within the Finance Department .

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

Description:

- The Town Clerk Division is responsible for numerous activities associated with:
- Recording, amending, preserving, and issuing certified records of vital records (births, deaths and marriages) and records of Town business;
 - Preparing and maintaining minutes and records of Town Meeting proceedings; preparing & processing bylaw amendments for submittal to Attorney General; preparing & distributing other Town Meeting votes to state and local officials;
 - Open Meeting Law administration: meeting postings, and minutes; oath of office; training material distribution;
 - Conflict of Interest law administration ;filing of disclosures, acknowledgments, and certificates of training for all town boards and committees;
 - Issuing a variety of licenses and permits;
 - Providing information to the public on a wide-array of subjects;
 - Election and Census-related activities are reported under the Election and Registrars budgets.



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

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

FINANCE & ADMINISTRATION: Town Clerk

Item 8E

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

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

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

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

Program Implementation
<ul style="list-style-type: none"> •The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions and a part-time Office Assistant (17 hours per week). •The following is included under Purchased Services: telephones, office and election equipment maintenance, and postage. • The following is included under Supplies: office and records management supplies, envelopes, printer toner, and dog licensing supplies,. • The following is included under Other Charges: membership dues for professional associations for the Town Clerk and staff; conference registration and expenses to allow the Town Clerk and staff to attend state and regional conferences; and related travel expenses for conference attendance. Conference attendance is essential to maintain and upgrade professional knowledge and skills, and to retain certification status.

Town Clerk Programs

Program 1 – Town Clerk Operations:

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

Objective: To be a responsible steward of the Town’s resources, and to provide quality administrative services.

Activities by Calendar Year

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

Mission Statement:

The purpose of this funding is to operate, maintain, and upgrade the Town’s information technology to meet current and future needs. The Information Technology Department’s goals are to:

- Maintain a secure and stable operating environment,
- Invest in technologies that improve operating efficiency, and
- Support Town-wide information management needs.

Budget Highlights:

- This budget represents a 7.8% *increase* in the operating appropriation from FY18.
- This budget reflects the requirements to maintain and improve core IT services in support of Town operations.
- Purchased Services includes offsite Helpdesk and Server Management, hosted applications and technical support for projects such as server upgrades.
- In FY19, an additional new position is funded. The IT Services Manager will manage a new IS Technician. This will help meet the demand for IT support from Town Staff.
- The Technology Fund is used to acquire and replace hardware, software and network IT infrastructure components.

Expenditure Summary

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

Description:

The account is divided into three activities:

Financial Systems Operations: Includes the cost of financial information systems and computer applications for both in-house and service bureau systems, such as the financial accounting system, the payroll system, and the property tax billing and collection system.

Photocopiers: Includes the cost of the Town House copiers on the first and second floors.

Information Technology Operations: Includes all of the operational support for the Town Government’s Information Technology. This line item contains the general fund allocation for the Chief Information Officer, IT Department staff positions, telecommunications services and common IT expenses. The CIO is funded 55% by the General Fund, 40% by the Light Fund, 4% by Water Fund, and 1% by the Sewer Fund; other IT staff is funded 75% by the General Fund, 20% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund. The Technology Fund is proposed to decrease from \$230,000 to \$185,000. This funding provides for continued technology refresh of the servers, data storage, networking, telephone system and workstations used by Town Staff. Application software and information security systems which are used Town-wide also constitutes some of the Technology Fund expenses. All uses of the Technology Fund are under the direction of the Chief Information Officer and the Finance Director. Departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available. The Technology Fund decrease is in response to constraints from the guideline process and is below the level recommended by the department.

Major Budgeted Expenses in FY18

Expense Category	Cost	Detail
Financial Systems Operations	\$127,000	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$13,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$771,514	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$185,000	Includes the costs associated with hardware and software upgrades and replacements and a phone system upgrade.

INFORMATION TECHNOLOGY

Item 9

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$228,695	\$267,867	\$ 411,984	\$ 494,864	\$ 487,864
Purchased Services	277,456	335,861	403,100	482,100	403,100
Supplies	22,223	10,373	22,000	18,000	18,000
Other Charges	785	1,428	2,250	2,550	2,550
Capital Outlay	152,452	282,526	230,000	283,000	185,000
Totals	\$681,610	\$ 898,055	\$ 1,069,334	\$ 1,280,514	\$ 1,096,514

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

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

Description of Information Technology Infrastructure

The Town's Information Technology infrastructure includes approximately 60 servers, 385 workstations and laptops, 70 printers, and over 500 telephones across 20 buildings. Data Center operations are centralized with redundant backup facilities. The Town owns and operates its own fiber optic network which is used for voice and data. In addition to the in-house IT staff, vendors provide support for many of the key systems. Some Town systems are hosted at, or processing is performed by service bureaus.

The Town maintains a virtual server environment. All of the Town's major applications can be dynamically relocated between two locations without any disruption over the Town's fiber optic network. In FY17 and FY18, the Town has added two new office building 37 Knox Trail and 55 Church St.. The networks and phone systems have been extended to support both. The focus of both the FY17 & FY18 plans has been the need to improve reliability, security and functionality of many of our systems. Upgrades to e-mail, web, file servers, and billing systems have been performed. For FY19, major new systems, such as for Licensing and Permitting, are planned.

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

Growing use of video security, mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up data traffic, storage consumption, and network end points.

Program Implementation

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

- The Chief Information Officer (CIO) reports to the Town Manager and manages the IT Services Manager, GIS/Applications Program Manager, IS, Technician, and GIS Technician. The IT Services Manager, which was a new position created in FY18, now manages the IS Technician and the outsourced IT help desk. The CIO has Information Technology policy and strategy responsibilities. Since FY14, the CIO has also managed the Telecommunications Division and staff within CMLP; that activity is separately funded by CMLP.
- The GIS Program Manager and Analyst provide a focal point for the Town's Geographic Information. They maintain common data and provide support to other departments' expanding the use of GIS data. In FY17, the GIS Technician was added as a regular part-time position in IT. GIS is a fast growing areas for municipal IT applications.
- IT support to Town staff is provided primarily by the IT Services Manager assisted by the Information Systems (IS) Technician. Together they manage the end-user computing environment. The IT Services Manager and Technician both provides direct IT support. This group has the primary responsibility to assess department workstation needs and manage the refresh program, Help Desk services, application deployments, and suppliers of equipment like large copiers and printers. They select and purchase much of the end-user software used on workstations.
- Since early 2011, the Town has used Purchased Services to provide remote and on-site support of servers, workstations, network devices and the IT help desk. Advantages to the Town of using contracted services include: workforce flexibility and access to advanced tools and technicians with critical but infrequently needed skills. The FY19 budget level funds professional services.

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

Information Technology Programs

Program 1 – Information Technology Operations:

Town Manager Goals: Ensure quality Operational & Financial Management and Maintain the Town’s Infrastructure

Objective: To ensure that IT services are cost-effective and of the highest quality.

Performance Measurement 1: Are the Town networks and applications system meeting availability objectives?

Yes, systems are consistently available and are monitored continuously. The major application systems are classified by criticality, data sensitivity, and performance requirements. Backup and recovery procedures are updated and checked to ensure that service level objectives can be achieved. Any major incidents are reviewed with the Senior Management Team and corrective actions are performed as needed to prevent recurrences. No significant availability incidents occurred in FY17 or the first half of FY18.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes continue to improve the reliability of critical systems. The server infrastructure is capable of running all major systems from either of two different physical locations. The Town has redundant internet connections. In FY18 investments in additional data security and controls were made and the virtual server infrastructure was upgraded. Phone system improvements and server hardware refreshes are planned for FY19.

Performance Measurement 2: Are the Town’s IT users properly supported?

Since 2011, with the implementation of the off-site help desk, the IT department has been able to track and report on problems and incidents. The help desk service includes a staffed call center with telephone, web and e-mail ticket submission for incident reporting. The system provides automated incident reporting and service templates which enable routine and repetitive requests to be consistently addressed. Remote support tools enable technicians to address most issues quickly and without an on-site visit.

Town IT Staff focuses on providing consistent, reliable, readily-available IT support to the Town’s employees. The CIO and IS Technician review the status of the help desk daily and weekly with a focus on reducing recurring issues and improving service quality.

Over 3,600 tickets were generated in calendar year 2017 versus about 3,250 in 2016 and 2750 in the prior year. Average open tickets, a measure of issues, remained steady. This increase can be largely attributed to increased use of automated reporting of events, many of which can be quickly resolved.

Performance Measurement 3: Is the Town’s Information Technology current with new technology?

Approximately \$50,000 of the technology fund is expended on computer workstation upgrades annually. IT maintain the inventory of over 384 workstations (up 4% in the past year). A replacement rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2017, 40 workstations and 16 laptops were replaced. In addition 12 failing or obsolete printers, including 4 large multi-function printer/copiers in key locations. The Town achieved the goal of eliminating workstations over six years old by the end of 2014, except in cases where there is an exceptional business need for such a device. Sufficient funding is proposed to maintain the program. In addition to the workstations all critical IT infrastructure, such as the VMware virtual server and the network hardware and software, is being kept up to date to ensure reliability. The CIO has identified approximately \$500,000 in current technology maintenance and improvement needs to be addressed in the current and proposed fiscal years using Technology Fund resources.

There remain a few application systems that should be replaced due to age or lack of functionality. However, in most cases, the technology in use, while not necessarily the latest, is current and has vendor support. The CIO works with department heads to identify and prioritize application upgrades. The April 2017 Town meeting approved \$1.5 million in Technology improvement funding to support the work the CIO is doing with the Senior Management Team to achieve strategic technology improvement objectives. The Technology Improvement Fund provides resources to make these investments and these projects will start in FY18 and continue over the next few years.

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House and the Assessor's Office Building at 24 Court Lane as operational space for municipal staff, meeting space for staff, boards and committees, and storage space for vital Town records.

Budget Highlights:

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

Expenditure Summary

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

Description:

This budget covers operating expenses of the Town House, located at 22 Monument Square and the Assessors' Office located at 24 Court Lane. Expenses include custodial services as well as ongoing maintenance, repairs, building improvements, and utility costs for the Town House, the Assessors' Office and the Gun House located on Lexington Road.

The Town House provides office space for the Town Manager's Office, the Human Resources Department, and the Finance Department. The attic of the Town House and the basement of both the Town House and Assessors' Office are used for records and equipment storage for the aforementioned offices. These areas also house important components of the building's utility equipment, information and communications technology, as well as some of the Town's public ceremonies supplies.

Town House meeting rooms are used by staff and Town boards and committees throughout the day and evening. A conference room at the Assessors' Office also provides valuable meeting space. The buildings are open for business from 8:30 a.m. to 4:30 p.m., Monday through Friday.

The Town House was constructed in 1851, and is now in its 167th year of operation. In recent years, a combination of capital outlay funds within this account, as well as Community Preservation Act funding and other available funds have been used on various significant improvements to the facility, including the most recent feasibility and design studies for elevator access to the third floor and ADA upgrades to the interior which will allow access to all areas of the building for staff and visitors. The utility data below is for the Town House.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Baseload Electricity Used (kWh)	% Change in Baseload Electricity Use from Base Year	% Change in Baseload Electricity Use from Previous Year
CY2008	6,580	1.06			90,000		
FY2011	6,001	0.94	-11%	6%	81,120	-10%	4%
FY2012	4,388	0.84	-21%	-11%	84,720	-6%	4%
FY2013	4,948	0.80	-24%	-4%	82,400	-8%	-3%
FY2014	5,393	0.78	-26%	-3%	78,800	-12%	-4%
FY2015	4,830	0.71	-33%	-9%	72,800	-19%	-8%
FY2016	4,025	0.72	-32%	2%	71,760	-20%	-1%
FY2017	5,114	0.86	-18%	20%	70,640	-22%	-2%

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

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

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

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

Mission Statement:

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

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

Budget Highlights:

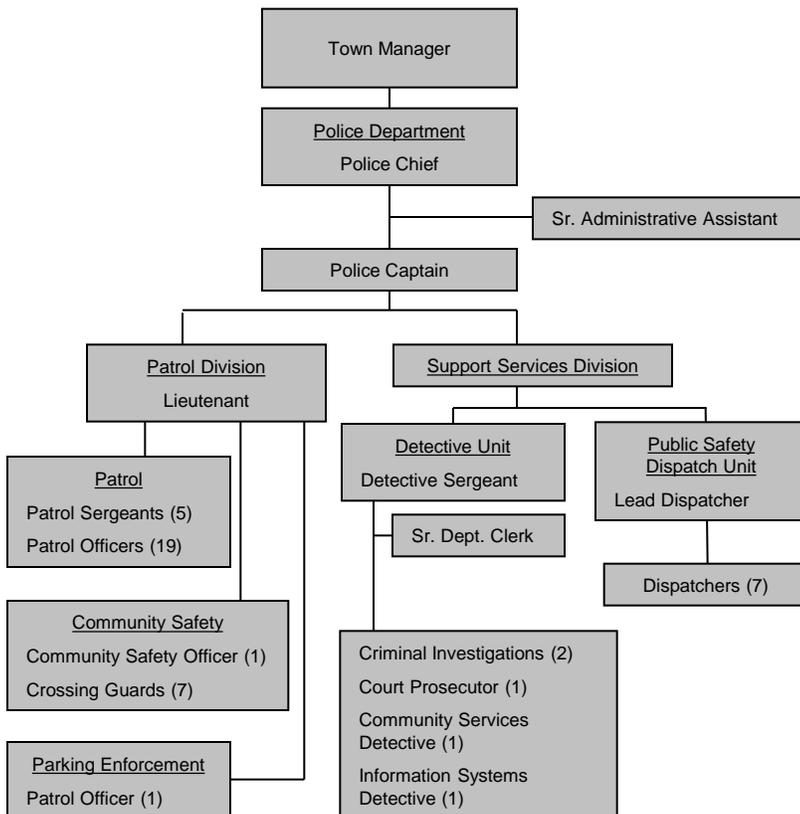
- This budget represents a 0.5% decrease in the operating appropriation from that of the FY18 budget.
- The FY19 capital expenditures total \$165,000 and includes the replacement of three (4) police vehicles (\$140,000), and the upgrade and maintenance of public safety equipment (\$25,000).

Expenditure Summary

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

Description:

The Concord Police Department provides a wide range of services to ensure the community is safe and secure. The Department works in partnership with community stakeholders to identify and solve problems. Services include; but are not limited to, emergency response, preventative patrols, investigations, motor vehicle and parking control/enforcement, school crossing safety, and animal control officer services. The Department utilizes a social worker to assist with mental health and substance abuse issues. The Department also processes a variety of permits, licenses and applications, and provides crime prevention programs, youth and senior services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction. The Department collaborates with the Domestic Violence Services Network (DVSN) and Communities For Restorative Justice (C4RJ). The Public Safety Communications Center is responsible for receiving all 911 calls and dispatching all of the Town's public safety calls for service, and is often the contact for other Town services during non-business hours.



PUBLIC SAFETY: Police Department

Item 11

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,967,796	\$ 4,096,313	\$ 4,301,868	\$ 4,296,624	\$ 4,286,624
Purchased Services	138,187	193,881	42,649	58,624	43,624
Supplies	84,166	72,440	91,065	90,060	85,060
Other Charges	39,892	16,202	11,870	11,900	11,900
Capital Outlay	204,328	142,847	155,000	241,200	165,000
Totals	<u>\$ 4,434,370</u>	<u>\$ 4,521,683</u>	<u>\$ 4,602,452</u>	<u>\$ 4,698,408</u>	<u>\$ 4,592,208</u>

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

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

PUBLIC SAFETY: Police Department

Item 11

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

Program Implementation

The FY19 Police Department recommended budget provides funding for a staffing level of thirty-five (35) uniformed officers and one (1) Senior Administrative Assistant and one (1) Senior Department Clerk.

The Parking Meter Fund (PMF) continues to support one (1) full-time police officer, and administrative support for all parking activities.

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

The FY19 budget allocates additional resources for community policing programs, including the implementation of the two kiosks located in the lobby of the Police Station for the disposal of unwanted medications and unwanted medical sharps.

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

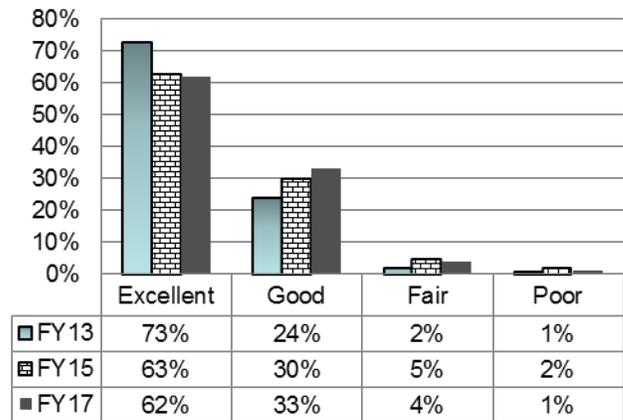
Division Goal: To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

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

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

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

Ratings of Services Provided by the Police Department



Mission Statement:

The mission of the Fire Department is to make Concord a safer place for all to live, work and visit. We will accomplish this through prevention efforts and by providing rapid and effective fire, rescue and emergency medical services to the community.

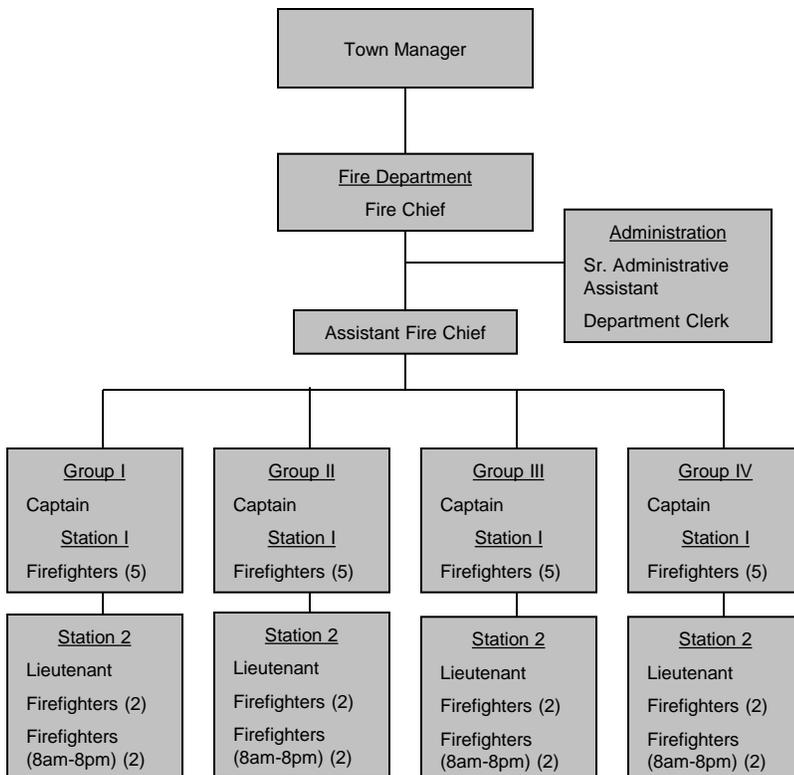
To achieve this mission, the Fire Department's vision is to meet or exceed the expectations of our community by setting a high standard of excellence, guided by the principles of trust, integrity, honesty, loyalty and respect for all.

Expenditure Summary

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

Budget Highlights:

- This budget represents 0.4% decrease in the operating appropriation from that of the FY18 budget.
- FY19 is the first complete year that a new Fire Prevention Lieutenant, who was hired in the winter of 2018, is on staff.
- As of July 2014, four additional firefighters (2 per shift) have been assigned to the West Concord Fire Station to staff the second ambulance referred to in the EMS Strategic Plan from 8AM to 8PM, 7 days a week.
- After more than two years of operating the second ambulance, EMS response times between 8AM and 8PM in West Concord have decreased by an average of 39 seconds, an improvement of nearly 11% from prior to implementation.
- The cost of purchased services in FY18 has been level funded.
- Capital outlay, totaling \$65,000, will replace miscellaneous firefighting equipment, turnout gear and partially fund the replacement of a vehicle.



Description:

The Fire Department provides fire prevention, fire suppression, rescue, medical, and other emergency services to the public. The Fire Department is committed to maintaining a high standard of readiness in all aspects of fire, rescue and EMS emergency response; conducting public education programs on fire safety; and, promoting superior public relations by delivering all services promptly, effectively, and courteously.

Department staffing is organized into 4 groups each led by a Shift Commander (Captain). They are scheduled to provide round-the-clock coverage by staffing the Headquarters Station on Walden Street as well as Station 2 on Main Street, West Concord. A second ambulance is staffed at Station 2, 7 days per week 8am-8pm.

PUBLIC SAFETY: Fire Department

Item 12

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,034,301	\$ 4,054,035	\$ 4,189,039	\$ 4,185,280	\$ 4,177,335
Purchased Services	94,772	98,299	99,403	99,137	92,137
Supplies	83,218	89,010	103,203	109,254	103,254
Other Charges	18,501	21,454	12,208	13,708	13,708
Capital Outlay	110,093	104,518	65,000	95,000	65,000
Totals	\$ 4,340,885	\$ 4,367,316	\$ 4,468,853	\$ 4,502,379	\$ 4,451,434

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

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
F-1	Misc. Equip.	25,000	25,000	25,000	25,000	25,000	25,000
F-2	Car 2 (2007)	-	-	-	-	25,000	-
F-3	Car 3 (2008)	-	-	-	-	-	-
F-4	Utility Pickup (2006)	25,000	-	-	-	-	-
F-5	Turnout Gear	15,000	15,000	15,000	15,000	15,000	15,000
F-6	SCBA	-	-	-	-	15,000	20,000
F-7	SCBA Cylinder	-	-	-	-	-	5,000
F-8	Supply Hose	-	-	-	10,000	-	-
F-9	EMS Equip.	-	25,000	-	-	15,000	30,000
F-10	Fire Alarm Equip.	-	-	-	30,000	-	-
F-11	Community AEDs	-	-	-	-	15,000	-
F-12	Air Compressor	-	-	-	-	-	35,000
F-13	Shift Car	-	-	-	-	-	-
Totals		\$ 65,000	\$ 65,000	\$ 40,000	\$ 80,000	\$ 110,000	\$ 130,000

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

Program Implementation

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

In 2017, the Department conducted inspections (which included state mandatory inspections) and fire drills at schools, daycare facilities, and nursing homes. The Department participated in many community programs, including a Toys drive during the holidays; Concord Family Network annual fire truck wash; Concord Center Christmas tree lighting and shopping night; children visits to the fire station; and regular fire station visits by school groups. In conjunction with the Council on Aging (Senior Services), firefighters installed smoke detectors and carbon monoxide detectors in homes of older residents, and department personnel served lunches at the Harvey Wheeler Community Center. The Fire Department operates one command vehicle, four pumpers (two are rescue pumpers), two brush pumpers, three ambulances (one in reserve), one ladder truck, and four support vehicles.

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

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

.Future initiatives include: Given the growing community / medical infrastructure, large percentage of residents over age 65 and rising number of emergency responses ; we will continue to focus on funding the second ambulance in West Concord for 24 hours daily, up from the current 12 hours daily. This is in accordance with the recommendations set forth in the Concord EMS Strategic Plan (available on the CFD website).

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

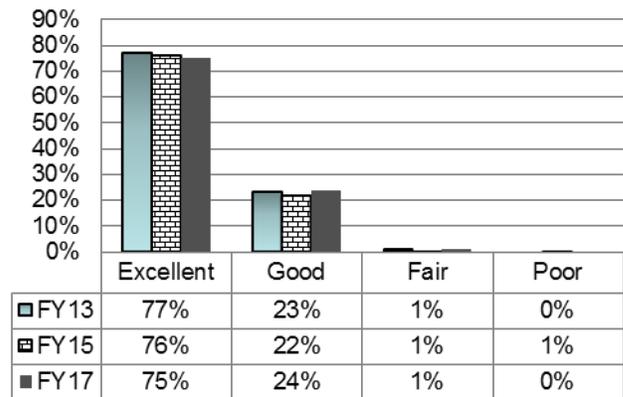
Division Goal: To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

Objective: To measure citizen satisfaction with Fire Department services

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

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

Ratings of Services Provided by the Fire Department



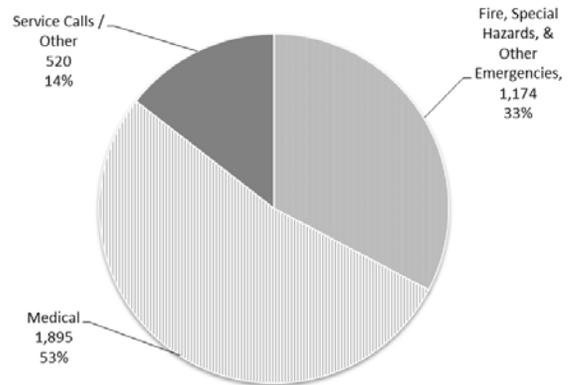
Division Goal: To prepare for the emergency needs of the residents

Objective: To determine the trends in emergency services

Measure: Emergency call breakdown from CY 2016

Trend: The occurrence of calls for most fires remains relatively stable. However, there was an increase in brush fires in 2016. There remains a high volume of special hazard and other emergencies. Additionally, a growing and aging service population has increased the demand for Emergency Medical Service calls. As a result the Town has added 4 additional firefighters and an ambulance (8am-8pm 7 days/week) to address the increased EMS needs.

CFD Emergency Response Calls CY17



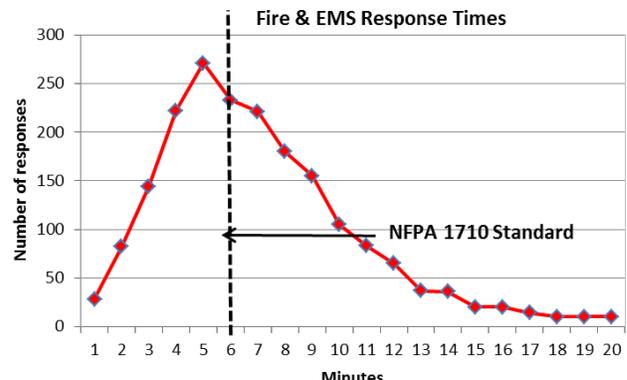
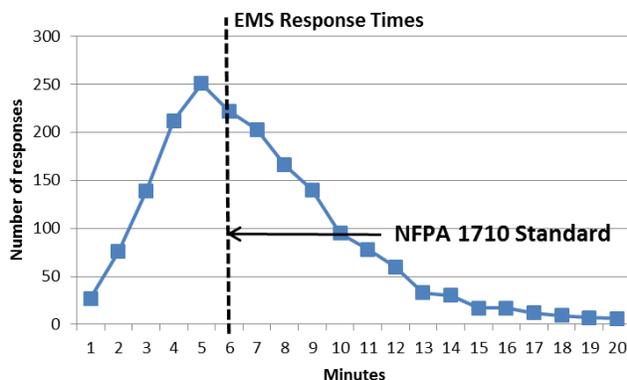
Division Goal: To provide efficient response to fire & medical emergencies

Objective: Arrival of the first fire or medical responders at emergency scene within 6 minutes of receipt of call to scene arrival, 90% of the time.

Measure: Response Time

Benchmark: NFPA 1710 standard of arriving at the scene within 6 minutes 90% of the time

Trend: The median Fire & EMS response time is 5 minutes. The chart below breaks down all of the emergency responses from FY17 and shows the number of responses and the corresponding response times for each.



Mission Statement:

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

Budget Highlights:

- This budget represents a 11.3% decrease in the operating appropriation from that of the FY18 budget.
- The heating system at this Fire Station has recently been replaced with a new highly efficient system.
- An additional shower, bathroom and gear space has been recently provided.
- Funding of \$10,000 in the capital outlay plan is provided for periodic building improvement needs at the West Concord Fire Station.

Expenditure Summary

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

Description:

This budget provides for the building expenses of the West Concord Fire Station (Station 2), located at 1201 Main Street. The Fire Chief has administrative responsibility for this account.

Station 2 was built and fully equipped in 1932 at a total cost of \$46,540, replacing an older fire station in West Concord that was destroyed by fire. Renovations in 1990-91 were funded through a state grant and included a vehicle exhaust removal system and interior upgrades. In recent years, the floor drain system was made compliant with Plumbing and Department of Environmental Protection regulations. On January 4th, 2017 Station 2 sustained a fire that fortunately did not cause injury, but did cause substantial damage to the first floor and moderate damage to the second floor. Crews were displaced to a temporary station for about six months while repairs were made. On July 24, 2017, the station officially reopened. The repaired station has some updates required by code, which included fire doors, an updated fire alarm system. One of the most important new features is a fire sprinkler system. Sprinklers were not required at the time of original construction or at any time that previous renovation work was done, however, through this process it was possible to get a fire sprinkler system installed.

Currently, the building is staffed 24 hours a day with one Lieutenant and two Firefighters per shift. The station has three apparatus bays housing two pumpers (1 staffed), one brush truck, one ambulance, and one station generator.

In July 2014 four additional firefighters (2 per shift) have been assigned to station 2 in order to staff the second ambulance referred to in the EMS Strategic Plan from 8AM to 8PM, 7 days-a-week.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	8,110	1.34			45,410		
FY2011	4,066	0.65	-52%	-27%	44,357	-2%	4%
FY2012	2,341	0.45	-67%	-31%	40,730	-10%	-8%
FY2013	2,952	0.49	-64%	9%	43,850	-3%	8%
FY2014	3,298	0.49	-64%	0%	42,360	-7%	-3%
FY2015	3,355	0.50	-63%	2%	49,473	9%	17%
FY2016	2,436	0.44	-67%	-12%	46,791	3%	-5%
FY2017	2,838	0.49	-63%	10%	47,053	4%	1%

PUBLIC SAFETY: W. Concord Fire Station

Item 13

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

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

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

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and renovating the Police/Fire Station.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY18 budget.
- The FY19 budget includes \$20,000 in capital expenditures for various building improvements and renovations, with \$10,000 allocated for Police Department use and \$10,000 allocated for Fire Department use.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 234,792	\$ 274,880	\$ 284,816	\$ 284,816
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 234,792	\$ 274,880	\$ 284,816	\$ 284,816

Description:

This budget provides for the operation of the Police/Fire Headquarters building on Walden Street. The Police Chief has administrative responsibility for this account.

The Walden Street Public Safety building is used by approximately 80 police and fire employees on a rotating basis twenty-four (24) hours a day, seven (7) days a week. The third floor multi-purpose room continues to be used regularly by town boards and community organizations. This constant use requires attention to preventative maintenance, as well as daily housekeeping.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	14,196	2.31			299,160		
FY2011	21,463	3.35	45%	52%	341,800	14%	25%
FY2012	9,335	1.78	-23%	-47%	334,699	12%	-2%
FY2013	11,241	1.85	-20%	4%	341,240	14%	2%
FY2014	12,943	1.91	-18%	3%	323,840	8%	-5%
FY2015	13,759	2.04	-12%	7%	326,560	9%	1%
FY2016	9,620	1.73	-25%	-15%	312,800	5%	-4%
FY2017	10,334	1.75	-21%	1%	321,120	18%	3%

PUBLIC SAFETY: Police / Fire Station

Item 14

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

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 284,816	100.00%	\$ 284,816	100.00%	0.00%
Totals	\$ 284,816	100.00%	\$ 284,816	100.00%	0.00%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00	\$ -	0.00	\$ -
5115	Limited Status	60 hrs.	\$ 3,000	60 hrs.	\$ 3,000
5130	Overtime	32 hrs.	\$ 1,120	32 hrs.	\$ 1,120
Total		0.00 FTEs	\$ 4,120	0.00 FTEs	\$ 4,120

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
E-1	Building Improv.	20,000	20,000	20,000	20,000	20,000	20,000
Totals		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Mission Statement:

The mission of Emergency Management is to operate and maintain the emergency management system at the highest level of preparedness; to continue training staff and volunteers; and to continue developing the role of the Citizens Emergency Response Team (CERT), in order to maintain amateur radio, community emergency shelter, and Medical Reserve Corp capabilities.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY18 budget.
- This budget will provide for the Town's continued emergency planning and response capability.
- The funding in this budget will also provide fuel and maintenance for the newly installed emergency generator at the Town's emergency shelter.

Expenditure Summary

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

Description:

The Fire Chief directs Concord's Emergency Management Agency (CEMA) in his capacity as the Emergency Management Director. The Director coordinates the implementation of the Town's Comprehensive Emergency Plan in the event of an emergency or natural disaster. CEMA has a staff of two sworn volunteer Deputy Directors, in addition to Town officials and Department Heads. The Emergency Operations Center is located at the Police and Fire Station on Walden Street.

CEMA coordinates the activities of the Local Emergency Planning Committee (LEPC) and Citizens Emergency Response Teams (CERT).

The LEPC, as defined in Federal law, creates response plans for hazardous materials spills within the Town of Concord. LEPC is a committee of dedicated individuals from various backgrounds representing both private and public organizations as well as concerned citizens.

Volunteers are utilized to augment Mass Shelter, Medical Reserve Corp, and Amateur Radio operations. These volunteers support the CEMA mission and enhance overall emergency preparedness. The Medical Reserve Corp is operated in conjunction with the Health Division.

CEMA coordinates an annual preparedness exercise for town staff and works closely with the Massachusetts Emergency Management Agency (MEMA).

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

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

PUBLIC SAFETY: Emergency Management

Item 15

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

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

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

Mission Statement:

The purpose of this funding is to provide animal control services in an efficient and effective manner.

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY18 budget.
- The expenses in this budget item are the costs of advertising for the animal control services, and then subsequent costs of hiring the contractor to provide these services.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 23,428	\$ 24,010	\$ 26,000	\$ 26,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,428	\$ 24,010	\$ 26,000	\$ 26,000

Description:

The Town contracts with a private vendor to provide animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by the Chief of Police.

The Animal Control Officer services include; but are not limited to, enforcing State statutes and Town bylaws; assisting with any legal proceedings associated with animal control duties; responding to all complaints, domestic or wild from the Police Department, twenty-four (24) hours-a-day, seven (7) days-a-week; where appropriate enforcing licensing, comply with animal control laws, and protect the Town's persons and property; transport and shelter detained dogs; collaborating and educating community on all animal, domestic or wild related matters; maintaining records of each animal in the Animal Control Officer's custody. The Animal Control Officer and assistant(s) are on call twenty-four (24) hours a day and can be contacted through the Public Safety Communications Center.

PUBLIC SAFETY: Animal Control Officer

Item 16

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

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 26,000	100.00%	\$ 26,000	100.00%	0.00%
Totals	<u>\$ 26,000</u>	100.00%	<u>\$ 26,000</u>	100.00%	0.00%

Public Works Departmental Mission Statement:

The mission of Concord Public Works is to enhance Concord's quality of life, and through sound management, communication, leadership, innovation, teamwork and vision, provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable cost to Concord's citizens, businesses, institutions and visitors for today and into the future.

Administration Division Mission Statement:

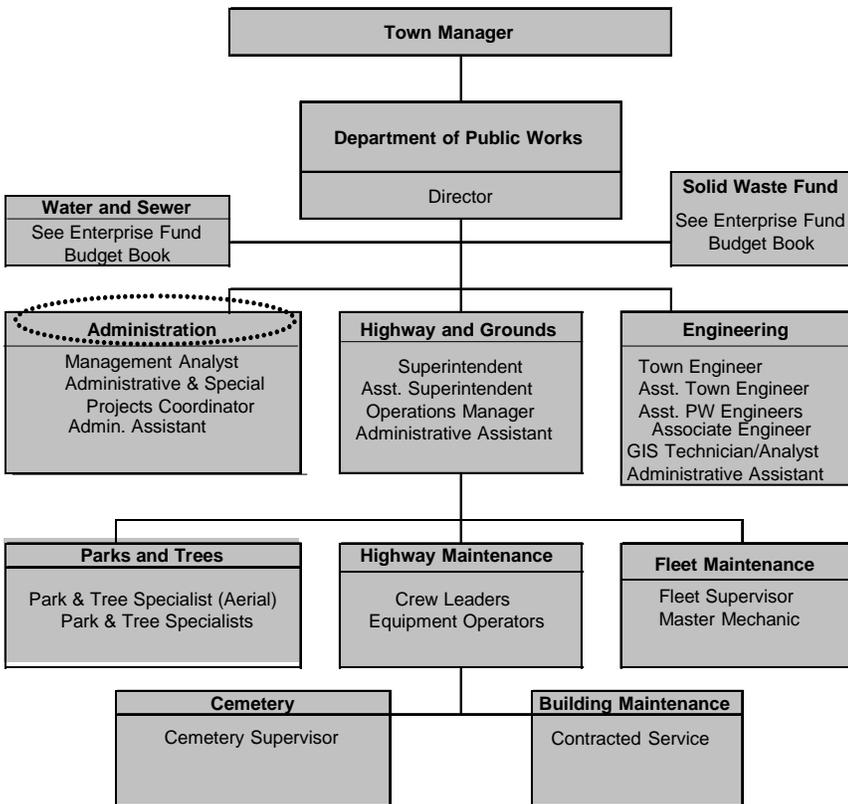
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

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

Expenditure Summary

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



Description:

Concord Public Works includes the following Divisions: Administration, Engineering, Highway, Snow and Ice Removal, Parks and Trees, Cemetery, and the CPW Keyes Road facility. In addition, the Department, through its Director, manages the Water, Sewer, and Recycling and Solid Waste Disposal Enterprises.

The Administration Division provides support for the Director and his staff in carrying out the mission of Concord Public Works.

The Public Works Commission advises the Director of Public Works and others on matters that concern Town water, sewerage, solid waste, drainage and roads.

PUBLIC WORKS: Administration

Item 17A

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

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

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

PUBLIC WORKS: Administration

Item 17A

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

Program Implementation
<p>The Administration budget includes funding for the Director and his immediate staff in support of public works programs as well as for office supplies and expenses. Responsibilities include the integration of all operating, maintenance and capital resources— money, labor, materials, equipment and facilities— in order to deliver public works services in an efficient, effective and responsive manner.</p> <p>The program involves the management of more than \$4.0 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 55 full-time employees (including Water and Sewer employees). With the mission to protect and maintain the public infrastructure in a cost-effective manner, CPW staffers and the services they provide affect every home, business, institution and individual residing in the Town, as well as visitors and people who pass through the Town on a daily basis. CPW functions have a direct impact on the character of Concord, its property values, and its quality of life.</p> <p>The Administration staff is involved in planning, programming, budgeting, organizing and staffing, developing systems, informing and educating the public, and maintaining records to accomplish the following goals:</p> <ul style="list-style-type: none"> ▪ Maintain, protect, and enhance the Town’s public way infrastructure, including streets, curbing, sidewalks, street signs, traffic islands, public shade trees, guardrails, storm drains, catch basins, culverts, and outfalls. ▪ Maintain, protect, and enhance the Town’s active and passive recreation areas, including parks and athletic fields, municipal grounds, and public shade tree inventory. ▪ Operate, maintain, and preserve the Town’s historic cemeteries. ▪ Provide municipal solid waste collection, recycling, and disposal services at competitive prices while maximizing recycling and waste reduction opportunities and striving to implement sustainable public works practices. ▪ Operate maintain, protect, and enhance the Town’s wastewater collection, treatment, and disposal system. ▪ Operate maintain, protect and enhance the Town’s public drinking water system, including its supply, treatment, distribution, and storage system; and promote water conservation. ▪ Provide professional engineering support for Town departments and the public to protect and enhance Concord’s infrastructure. ▪ Provide the vision, leadership and administrative support for achieving excellence in stewardship of public works, utility and environmental assets and resources under CPW care.

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

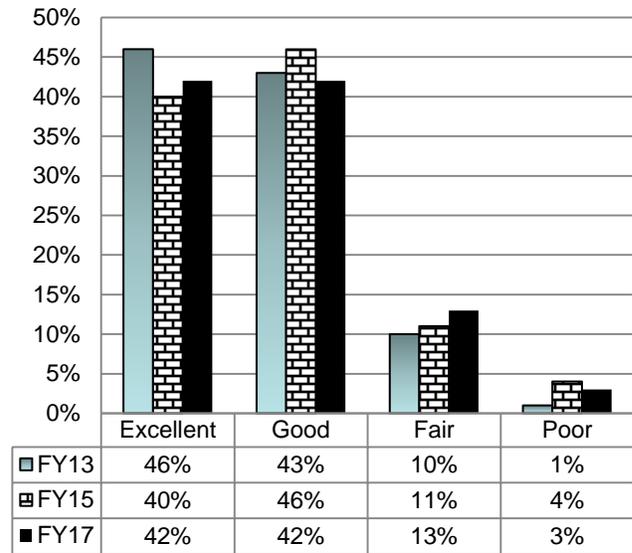
Division Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

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

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

Ratings of Services provided by Concord Public Works



Engineering Mission Statement:

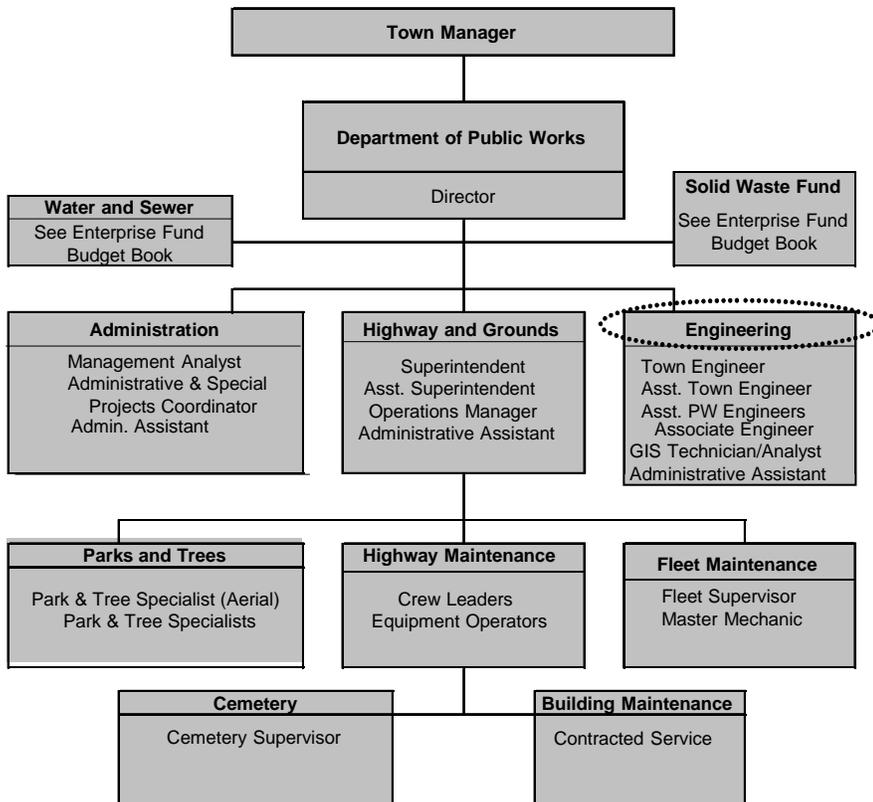
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 3.0% decrease from the operating appropriation of the FY18 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site and \$12,000 for custom Geographic Information System (GIS) application development.
- The Engineering budget is supported in part by transfers from other capital appropriations.
- The Capital Outlay budget includes \$10,000 for traffic signal replacement, \$20,000 for federal/state mandated street sign replacement program, \$25,000 for sustainable infrastructure practices, \$10,000 for NPDES Compliance, and \$20,000 for Public Works GIS application development

Expenditure Summary

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



Description:

The Engineering Division is responsible for planning, designing, bidding, permitting, and providing construction administration for many of the Town's infrastructure improvement projects.

Projects include construction of: roadways, bridges, sidewalks, dams, culverts, traffic signals and drainage systems.

The Division provides a wide range of technical assistance and engineering services to achieve Department and Town goals and objectives.

The Division maintains Town plans and records, as well as infrastructure-related Geographic Information System (GIS) and asset management data.

PUBLIC WORKS: Engineering

Item 17B

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

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

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
I-2	GIS System	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
J-2	Traffic Control Devices	10,000	10,000	10,000	10,000	10,000	10,000
J-7	Sustainable Drainage Improv.	25,000	25,000	25,000	25,000	25,000	25,000
J-8	NPDES Permit Compliance	10,000	10,000	10,000	10,000	10,000	10,000
J-10	Street Sign Replacement	20,000	20,000	20,000	20,000	20,000	20,000
	Totals	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

PUBLIC WORKS: Engineering

Item 17B

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

Program Implementation

Major projects anticipated for FY19 include:

2018/19 Roads Program – In-house design, bidding and construction inspection/administration of the annual Roads Program contract. The program is anticipated to rehabilitate approximately 3.7 miles of roadway, install 45 drainage structures and install 3,600 feet of drain pipe.

Sleepy Hollow Cemetery Roadway Network (Phase II) - In-house design, bidding and construction inspection/administration of Phase II of the Cemetery infrastructure rehabilitation which will rehabilitate 3,750 feet of cemetery roadway, install 10 new drainage structures, 425 feet of new drainage pipe and 250 feet of stone drainage swale.

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

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

Cambridge Turnpike Improvement Project – Continuing consultant management and technical oversight for the final design, permitting, bidding and construction of the Cambridge Turnpike Reconstruction Project. Project is planned to be bid in two phases in 2018: Phase I includes standard road, drainage and sidewalk work; Phase II includes the major structural components (bridge, culverts, retaining walls and deep ground improvements).

Stormwater and Drainage Management - Annual reporting (Year 15) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and development of the Notice of Intent to apply for coverage under the new final 2016 NPDES MS4 permit.

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

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

Performance

Town Manager Goal: To Maintain the Town's Infrastructure

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

Accomplishments during the past year:

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

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

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

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

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

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

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

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

Cambridge Turnpike Improvement Project - Continued consultant management and technical engineering guidance for the design and permitting efforts for the Cambridge Turnpike Reconstruction Project. The project received MEPA certification and Natural Resources Commission approval. Project is scheduled to be bid in the Winter of 2018 .

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

Mission Statement:

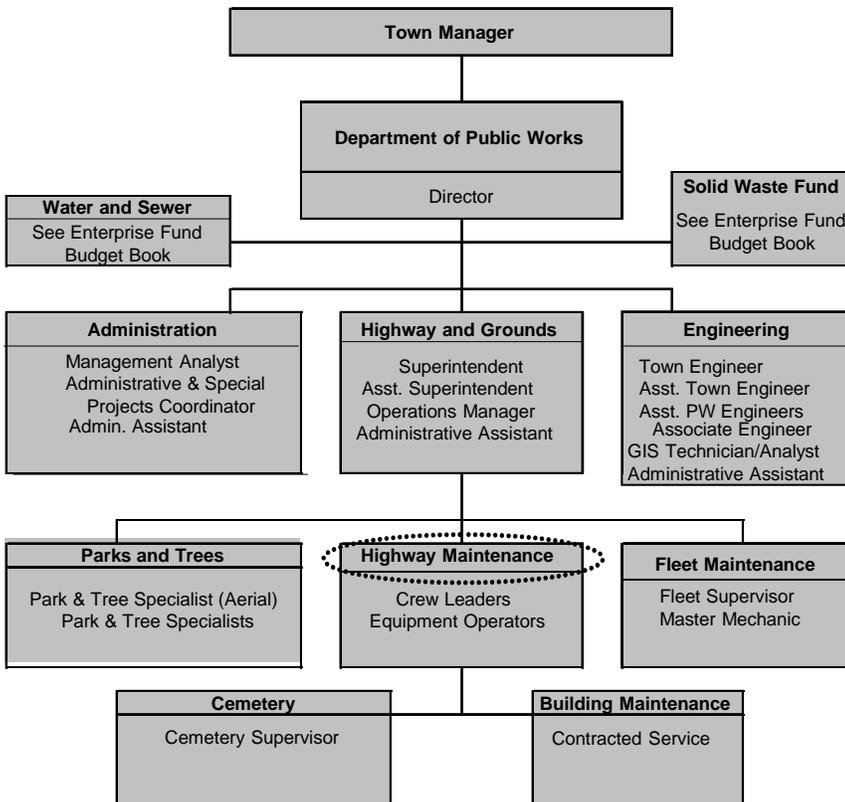
The mission of Highway Maintenance is to maintain and improve the Town's public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 2.3% decrease in the operating appropriation from that of the FY18 budget.
- An Operations Manager position has been created to replace two Public Works Supervisors. The Operations Manager position is shared between the Highway Division and the Parks and Trees Division.
- Purchased Services have been increased to allow for the use of contractual services to support Highway Division operations. These services will be utilized for maintenance of the Bruce Freeman Rail Trail, roadside mowing, bio-retention and detention area maintenance, and catch basin cleaning.
- The budgeted amount for infrared patching has been increased for FY19 to support expanded efforts to patch roads utilizing this technology.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$24,575) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$15,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

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



Description:

The Highway Maintenance Program includes all public ways and associated infrastructure—Concord's streets, curbing, shoulders, sidewalks, guardrails, signs, culverts, outfalls, manholes, catch basins, and street drains. The Program funds the material and equipment repair costs associated with street and sidewalk sweeping, roadside mowing, storm drain and line cleaning, brush clearance, and litter control, along with related support activities including Town celebrations, road races, parades, and elections.

PUBLIC WORKS: Highway Maintenance

Item 17C

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

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

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-3	Guardrail Replacement	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 20,000</u>					

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway and Grounds Superintendent	1.00	\$ 104,475	1.00	\$ 104,475
	Asst. Highway & Grounds Superintendent	0.50	41,120	0.50	40,425
	Operations Manager	0.00	-	0.50	39,424
	Administrative Assistant	1.00	58,235	1.00	55,291
	Public Works Supervisor	1.00	91,434	0.00	-
	Fleet Supervisor	1.00	78,676	1.00	78,676
	Crew Leader	2.00	143,698	2.00	143,698
	Master Mechanic	1.00	64,979	1.00	64,979
	Equipment Operator	7.00	377,974	7.00	377,974
	Sub Total	<u>14.50 FTEs</u>	\$ 960,591	<u>14.00 FTEs</u>	\$ 904,942
	Less: Snow Reimbursement	-2500 hrs.	\$ (75,210)	-2500 hrs.	\$ (73,370)
	Sub Total	<u>13.30 FTEs</u>	\$ 885,381	<u>12.80 FTEs</u>	\$ 831,572
5111	Workers Compensation	N/A	\$ 23,147	N/A	\$ -
5120	Temporary/ Seasonal	1000 hrs.	\$ 15,000	1155 hrs.	\$ 18,480
5130	Overtime - Highway Staff	1420 hrs.	\$ 64,333	1282 hrs.	\$ 55,705
	Overtime - Compost Site	410 hrs.	18,576	410 hrs.	17,816
5131	Overtime - Police	400 hrs.	19,222	400 hrs.	18,607
	Cell Phone Allowance	N/A	1,800	N/A	1,800
	Total	<u>13.78 FTEs</u>	\$ 1,027,459	<u>13.36 FTEs</u>	\$ 943,980

Program Implementation

- The Highway Maintenance Program provides ongoing repair, improvement, and maintenance of approximately 107 miles of Town roads and 58 miles of Town sidewalks as well as the Town’s storm water system consisting of approximately 2,771 catch basins, 216 culverts, 431 outfalls, 1,208 drainage manholes, 3 dams, 15 detention basins, 157 leaching structures, 2 infiltration basins, 8 treatment chambers, 5 bio-retention areas, and over 61 miles of drain lines.
- Roadway and sidewalk maintenance - Maintenance of roads and sidewalks includes many activities such as pothole patching, full depth patching, trench repair, sign repair and installation, and roadside mowing. All Town roads are swept in the spring; sweeping of downtown areas is completed on a weekly basis. Selected sidewalks are also swept in the spring.
- The FY19 Highway budget includes funds for maintenance of the Bruce Freeman Rail Trail. Contractual services will be utilized for mowing and trimming along the trail, tree trimming, and trash and recycling removal at three locations along the trail for 39 weeks out of the year.
- Storm water system maintenance – Continuous maintenance is needed to keep Concord’s storm water system functioning properly. Approximately 25% of the Town’s catch basins are cleaned per year utilizing Town-owned equipment; repairs to catch basins and pipes are ongoing as needed; detention areas and bio-retention areas are monitored and maintained on an ongoing basis as well.

Town Manager Goal: To Maintain the Town’s Infrastructure

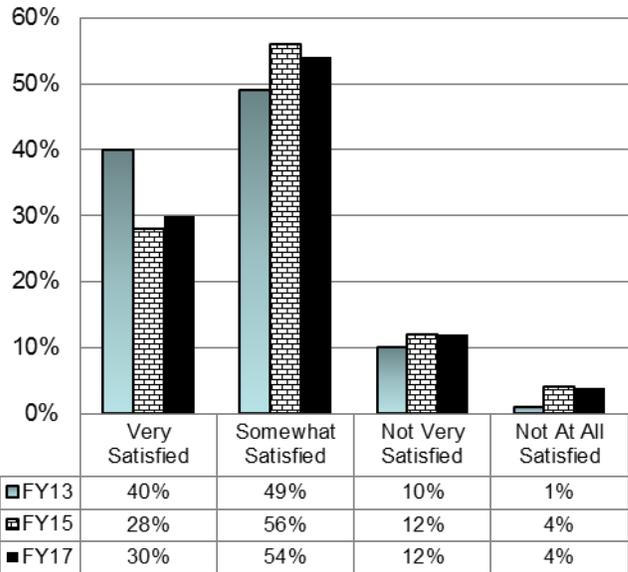
Division Goal: *To ensure the maintenance of town roads.*

Objective: To measure citizen satisfaction with town roads.

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

Trend: Residents have been generally satisfied with the quality and level of services that the Highway Maintenance Division provides for the town. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.

Satisfaction with Maintenance of Town Roads



Performance Measures

Town Manager Goal: To Maintain the Town’s Infrastructure

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

	Municipal Standard*	Concord 2017
Response time – general maintenance	2 weeks	2 (+/-) days
Response time – potholes	24 hours	24 hours
Catch basins rebuilt per shift (3 persons per shift)	0.6 – 1	1
Response time – drainage emergency	24 hours	8 hours
Sweeping program on all Town roads and selected sidewalks	by June 1 each year**	completed before June 1
Cleaning of catch basins & other drain structures	15-20 per day with 2-4 person crew	20 per day with 1-person crew
Sign replacement/installation program	2.73 signs per hour with a 2-person crew	2.5 signs per hour with a 2-person crew

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Tables 29.5, 29.7, 29.8, 30.13, 30.14, 30.15.

** Division goal

Mission Statement:

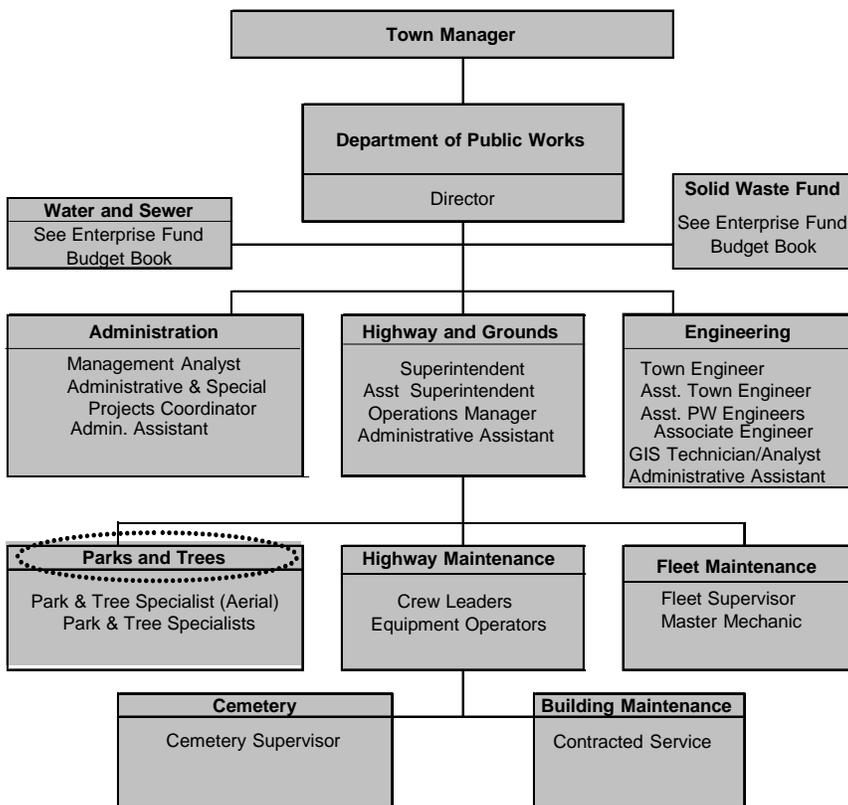
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Expenditure Summary

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

Budget Highlights:

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



Description:

The Parks and Trees Division provides for the preservation and maintenance of nearly 50 acres of active recreation areas, which include:

- Two playgrounds (Emerson and Rideout);
- Various school fields including Sanborn upper and lower fields;
- Four other playing fields (Ripley School, South Meadow, Cousins, and Cushing soccer fields);
- Ten tennis courts, four basketball courts, and three play equipment locations;
- Two multi-use artificial turf playing fields at CCHS.

In addition, Parks and Trees:

- Maintains passive recreation areas, five traffic islands (16 are maintained by volunteers), and outdoor skating rinks as weather and resources permit;
- Landscapes municipal buildings (Town House, Assessors' building, 141, 133, 135 Keyes Road) and cares for public shade and park trees.

PUBLIC WORKS: Parks & Trees

Item 17D

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

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

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

PUBLIC WORKS: Parks & Trees

Item 17D

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

Program Implementation

- The Park and Tree Division provides professional-level services to preserve, maintain, and enhance Concord's athletic fields, parks, recreation areas, and public shade trees.
- Athletic field and park maintenance – Significant effort is needed to properly maintain Concord's athletic fields and parks to keep them in top condition for users. The programs supported by the FY19 budget reflect a proactive and professional approach to grounds maintenance in Concord. Proper turf grass maintenance is achieved through frequent mowing, developing fertilization programs based on the results of soil testing, and maintaining adequate soil moisture levels through responsible irrigation use. Throughout the growing season, irrigation systems are continuously monitored to ensure water is being conserved as much as possible with repairs being performed by Town staff and an outside contractor. Infields are groomed frequently to maintain level playing surfaces that are free of weeds. A fall over-seeding program increases turf density and assists in turf recovery from season-long use.
- Tree maintenance - A public shade tree inventory and management plan project was completed in 2017. Through this project, 23,871 trees were inventoried within the Town's right-of-way, in the three cemeteries, and in selected parks and Town properties. The Park and Tree Division now uses the data collected and the recommendations of the management plan to manage Concord's urban forest. Trees planted under the replacement program receive ongoing care to ensure that they establish properly. The Light Plant shares in the cost of trimming and removal of trees that are close to electric lines.

Major Activities in FY17

Specific major objectives accomplished in 2017 include:

- Removing and replacing sod adjacent to the infield clay at Rideout Field and Emerson Field. All infields were dragged, raked, and leveled for 26 weeks. Soccer and lacrosse fields were lined for both the spring and fall seasons.
- Fertilizing, seeding, aerating, and liming (as needed) 35 acres of athletic fields and 10 acres of parks and Town building lawns.
- Continuing to maintain and operate nine irrigation systems.
- Planting trees to replace public shade trees and park trees.
- Removing or pruning trees as necessary under the direction of the Tree Warden.
- Providing for the daily maintenance of the multi-use fields and bathroom facilities.
- Providing daily and long term maintenance to the Ripley premier youth baseball facility.

Performance Measures

	Industry Standards*	Concord 2017
Response time – tree emergency	24 hours	4 hours
Response time – routine citizen requests	7 days	3 days
Mowing frequency during growing season – parks	weekly	weekly
Acres mowed or maintained per work hour	1.2 acres	1.2 acres
Athletic fields - infield dragging - lining & general maintenance	0.75 hr – 1 person 2.5 labor hrs per field	0.75 hr – 1 person 2.25 labor hrs per field
Street tree maintenance - tree removal - stump removal	13 labor hrs per removal 3.5 labor hrs per removal	12 labor hrs per removal 3 labor hrs per removal

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Tables 19.13, 19.14, 19.22

Mission Statement:

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

Budget Highlights:

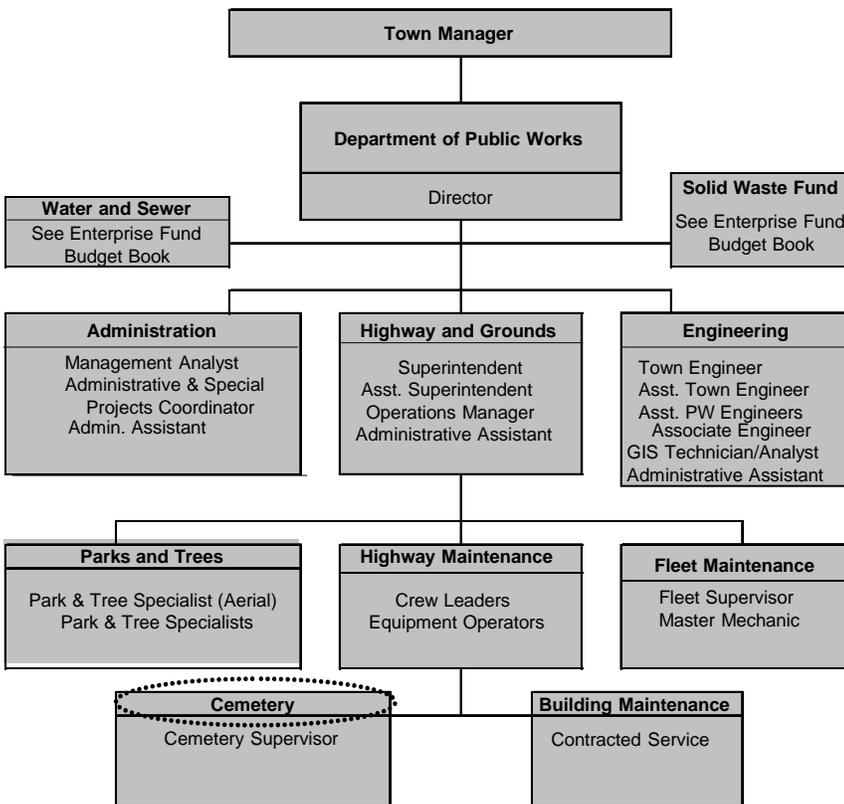
- This budget represents a 3.7% increase in the operating appropriation from that of the FY18 budget.
- The FY19 budget reflects a new one-year landscaping services contract for mowing and spring and fall cleanup needs in Sleepy Hollow Cemetery. The contract can be extended for up to three years with a maximum increase of 2% of the contract value allowed per year.
- The FY19 budget allows for a planned increase in contracted tree trimming and removal services and in supplies for the expanded turf fertilization program to improve the condition of the landscape in the Cemetery.
- The General Fund covers 35% of total operating cost, while the Cemetery Fund covers the remaining 65% along with 100% of capital costs.
- Capital Outlay, funded entirely by the Cemetery Fund, consists of \$10,000 for the continuing grave marker preservation project and \$30,000 for Cemetery master plan improvements.

Expenditure Summary

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

Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery, as well as the two ancient burial grounds at the Mill Dam—Old Hill Burying Ground and South Burial Ground. Cemetery maintenance, preservation and support services include showing and selling burial lots; grounds-keeping including mowing, caring for turf and trees, walls, walks and roadways; readying grounds for Memorial Day and Veterans Day events; arranging for interments; preserving and protecting grave markers, including the Melvin Memorial; and assisting the general public and visitors. Due to their history and special character, Concord's cemeteries attract many tourists as well as residents.



PUBLIC WORKS: Cemetery

Item 17E

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

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

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

* Funded from the Cemetery Fund

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 71,849	1.00	\$ 71,849
	Sub Total	<u>1.00 FTEs</u>	\$ 71,849	<u>1.00 FTEs</u>	\$ 71,849
	1/3 Share of Park & Tree Specialist	695 hrs.	\$ 18,195	695 hrs.	\$ 17,959
	Less: Snow Removal	-300 hrs.	(10,323)	-300 hrs.	(10,323)
	Sub Total	<u>1.19 FTEs</u>	\$ 79,721	<u>1.19 FTEs</u>	\$ 79,485
5120	Temporary Employee	0 hrs.	\$ -	0 hrs.	\$ -
5130	Overtime	350 hrs.	18,065	350 hrs.	18,065
	Total	<u>1.19 FTEs</u>	\$ 97,786	<u>1.19 FTEs</u>	\$ 97,550

Program Implementation
<ul style="list-style-type: none"> • Cemetery maintenance, operation, and support functions are performed under the supervision of the CPW Highway and Grounds Superintendent. The Cemetery Committee provides oversight for all Town cemeteries and burial grounds. The Friends of Sleepy Hollow also support the program through specific fund-raising activities and promotions. • Cemetery operations – Cemetery staff provide dignified, respectful burials throughout the year. Burials are completed, whenever possible, at the most convenient time for the families. The Cemetery staff also respond to many inquiries from the public regarding the purchase of burial lots, locations of graves, and other burial information requests. • Cemetery maintenance – The maintenance of Sleepy Hollow Cemetery is performed by Town staff, a crew from MCI, and an outside contractor for mowing and leaf cleanup services. Mowing and spring and fall cleanups at Old Hill Burying Ground and South Burial Ground are completed by Town staff with assistance from the MCI crew. Gravesites are maintained on an ongoing basis to ensure the grounds of the cemetery are in excellent condition; activities by Town staff include leveling graves with loam, reseeding graves, fertilizing newly planted areas, and caring for planting areas. • The Cemetery Fund has three sources of income: (1) interment fees, (2) interest earned by the Perpetual Care Fund administered by the Trustees of Town Donations, and (3) revenue from the sale of burial lots. There are constraints on raising additional revenue since the Town’s cemetery rates fall in the upper bracket of comparable nearby communities. Outsourcing of mowing and fall/spring cleanup activities has helped to stabilize Cemetery operating costs. • The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY19 will be the eleventh year at the Old Hill Burying Ground), and (2) \$30,000 for Cemetery Master Plan improvements including tree pruning and removal work, road repair and resurfacing, wall, walkway and culvert repairs, building maintenance, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

Cemetery Operations

Town Manager Goal: To maintain the Town’s infrastructure.

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

Cemetery Fund Revenues increased in FY17 and are expected to level off in FY18 and FY19. Operational expenses are expected to increase in FY18 and FY19 reflecting increases in the cost of contracted maintenance services. Budgeted capital costs for FY18 have been maintained at an annual level of \$40,000. The Cemetery Fund balance at the end of FY17 stands at \$398,790.

Cemetery Revolving Fund Detail

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

Snow & Ice Mission Statement:

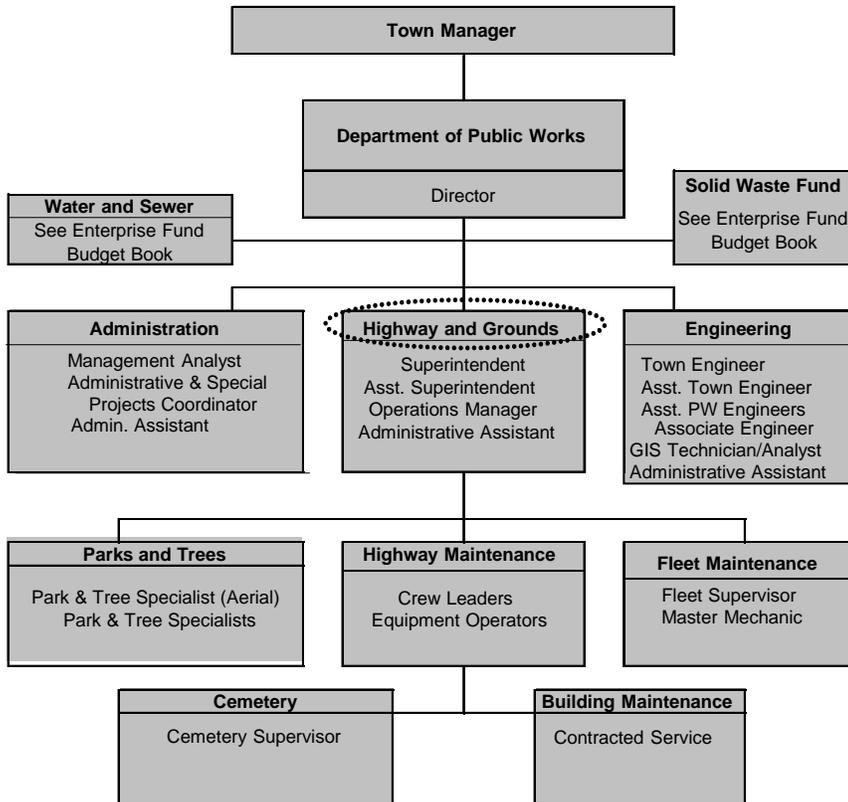
The purpose of this funding is to provide for the costs of maintaining the Town's transportation network including streets, sidewalks, curb ramps and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce,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

Budget Highlights:

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

Expenditure Summary

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



Description:

- The Snow and Ice Removal Program funds the cost of snow and ice control and removal on public roads, sidewalks, and parking areas, as well as on certain private roads.
- The Program plan is based on a Town crew of 25 drivers and support personnel and 13 contract drivers and vehicles.
- Besides plowing, salting/brining and deicing, activities also include hauling snow, clearing at targeted locations, clearing catch basins, and maintaining equipment and support vehicles.
- If there are more snow and ice events than expected during the winter season and this budget goes into deficit, the balance must be raised in the next year's tax levy.
- Refer to Item 103 for a more detailed discussion of how the snow account deficit is handled.

PUBLIC WORKS: Snow & Ice Removal

Item 18

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

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

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

PUBLIC WORKS: Snow & Ice Removal

Item 18

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 75,210	2500 hrs.	\$ 73,370
	Park/Tree Staff	700 hrs.	20,273	700 hrs.	19,128
	Cemetery Staff	300 hrs.	10,323	300 hrs.	10,323
	Water/Sewer Staff	200 hrs.	6,124	200 hrs.	6,124
	Sub Total	<u>1.77 FTEs</u>	\$ 111,930	<u>1.77 FTEs</u>	\$ 108,945
5130	Overtime - Highway Staff	2400 hrs.	110,909	2400 hrs.	105,653
	Overtime - Park/Tree Staff	600 hrs.	26,660	600 hrs.	24,593
	Overtime - Cemetery Staff	250 hrs.	13,159	250 hrs.	12,904
	Overtime - Water/Sewer Staff	600 hrs.	27,558	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 178,286	<u>0.00 FTEs</u>	\$ 170,708
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ 291,816	<u>1.77 FTEs</u>	\$ 281,253

Program Implementation
<ul style="list-style-type: none"> • The Snow and Ice Removal Program has been developed to deliver exceptional winter maintenance services that are efficient, effective, and environmentally responsible. • Salting/De-icing - Concord Public Works carefully follows a restricted salt use policy to keep Town roads as safe as possible without the overuse of chemicals. The use of sand has been eliminated from the normal salting/de-icing program; sand is used only in certain situations if needed. Concord works very hard to ensure salt usage is minimized as much as possible. Selected roads receive an application of salt brine prior to the start of storms to prevent the bonding of snow and ice to the roadway which aids in reducing salt usage. All trucks are calibrated at the beginning of the season to ensure they are applying the correct amount of salt. The fleet of salt spreaders are all now utilizing computerized, closed-loop ground speed controllers; the remaining two trucks were retrofitted at the end of FY17. These controllers adjust the volume of salt applied in relationship to the speed of the truck. Studies have shown a significant reduction in salt usage through better control of the application equipment. • Snow Plowing - The Town is divided into 15 plowing routes, each utilizing 1 to 3 vehicles to complete the necessary plowing. Each route uses a combination of Town vehicles and, during major events, private contractors working together to plow the route. In addition, there are three sidewalk-plowing routes, each covered by a Town-owned sidewalk plow. All three of these sidewalk machines can be equipped with snow blowers. Town parking lots are also plowed during and after each storm event. • Snow Removal - Snow is removed from Concord's three business areas as needed and hauled to the Town's former landfill site and to an area adjacent to the West Concord MCI facility. Most of these removals are now done with Town forces. For efficiency and safety purposes and to minimize traffic and negative impacts on commerce, this activity is normally carried out between the hours of 10:00 p.m. and 7:00 a.m.; during these times traffic detours are in place for motorist safety.

Town Manager Goal: To Maintain the Town’s Infrastructure

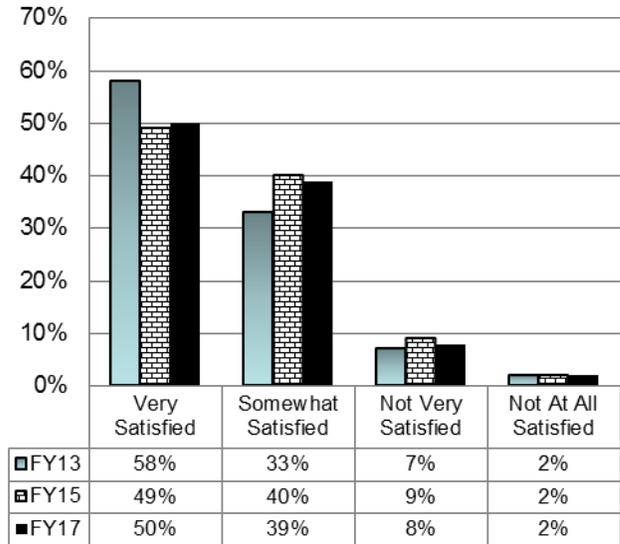
Goal: To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.

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

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

Trend: Residents have been generally satisfied with the quality and level of services of the snow and ice removal services. In FY17 89% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

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

Performance Measures

	Municipal Standard*	Concord FY2017
Salt Spreading	12.5 lane-miles per hr 2-person crew	11.1 lane-miles per hr 1-person crew
Salt Application	250 lbs per lane-mile	Meets standard with computerized ground speed controllers
Plowing	3.39 lane-miles per hr heavy snow	2.96 to 3.7 lane-miles per hr on average

* *Municipal Benchmarks: assessing local performance and establishing community standards* by David N. Ammons, 3rd ed., London, NY: Routledge, Taylor & Francis Group, 2015. Table 30.13

Mission Statement:

The purpose of this funding is to provide for the cost of illuminating public streets for safe travel by vehicular traffic, potentially hazardous spot locations along public roadways, and commercial area sidewalks within the public way.

Budget Highlights:

- This budget represents 22.6 decrease in the operating appropriation from that of the FY18 budget.
- Over the past several years, the number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, but was increased again thereafter to the level of 1,425 on November 2017 as a result of public demand for better lighting in some areas.
- The installation of LED fixtures has resulted in energy and cost savings.

Expenditure Summary

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

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY19. This account also provides funding for decorative lighting on poles and trees during the holiday season between Thanksgiving and New Year's Day, flag lighting for nighttime display, and lighting for passenger loading at the Depot. The installation of LED fixtures has resulted in savings in annual electricity costs.

The Town's street lighting is provided and maintained by the Concord Municipal Light Plant, a department of the Town Government. A Trust Fund pays for the cost of lighting the flagpole in Monument Square; all other lighting costs are paid by the Town's General Fund.

The Town's policy is to provide the minimum amount of street lighting necessary to accomplish program objectives in an equitable manner throughout the Town, consistent with public safety, energy conservation, cost effectiveness, and aesthetic appropriateness. The majority of mercury vapor and sodium fixtures have been replaced with more energy-efficient fixtures, allowing for the maintenance of safe and appropriately illuminated streets.

Street lighting costs to the Town by the Concord Municipal Light Plant are calculated in accordance with the provisions of Massachusetts General Laws, Chapter 164, § 58. All expenses of the Light Plant for a calendar year are divided by the total kilowatt-hours sold for the same calendar year to determine the price per kilowatt-hour for the next calendar year. The Light Plant estimates that the street light rate (including a 1.5% surcharge for undergrounding and a 0.52% surcharge for the CARES program) will be 14.95 cents per kWh for the period July-December 2017 and 16.63 cents per kWh for the period January-June 2018. The amount of \$56,261 for electricity costs plus \$293 in CARES surcharge and \$844 in underground surcharge equals \$57,397.

Streetlight charges for FY18 are estimated as follows:

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

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

PUBLIC WORKS: Street Lighting

Item 19

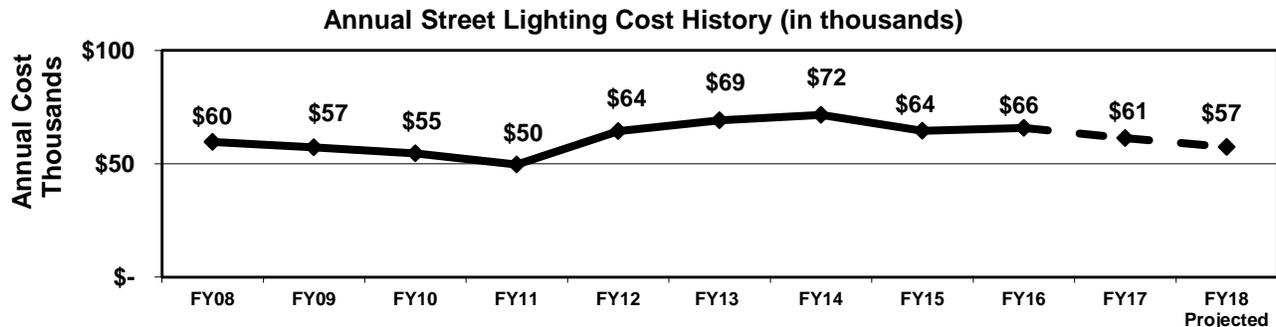
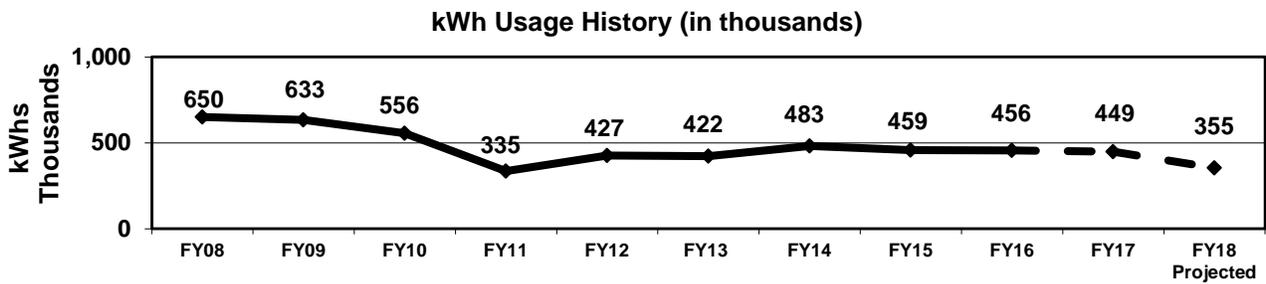
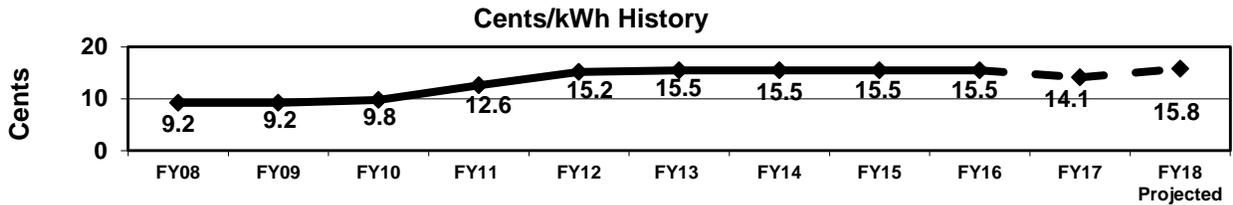
Expenditure Detail

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

Funding Plan

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

Street Lighting Trends



Mission Statement:

The purpose of this funding is to provide for the cost of purchasing and maintaining properly sized and appropriately equipped vehicles and equipment for the efficient and effective delivery of Public Works services.

Budget Highlights:

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

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000

Description:

The Equipment Program funds the replacement of public works vehicles and heavy equipment through appropriations from the Town's General Fund (equipment for Water and Sewer Programs is purchased by the Water and Sewer Enterprise Funds). This replacement plan supports a CPW inventory of 70 vehicles/heavy equipment including four sedans, one light van, 26 trucks ranging in size from ½ ton pickup trucks to 10-wheel dump trucks, two street sweepers, 24 pieces of specialized equipment for roadway/grounds maintenance and snow removal, five sidewalk tractors (two multi-use), two turf tractors, and six trailers.

The FY19 equipment plan includes replacement of the following:

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

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

PUBLIC WORKS: Equipment

Item 20

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

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

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

Mission Statement:

The purpose of this funding is to provide for the costs of improving, protecting, and maintaining the Town’s stormwater/drainage infrastructure consistent with sound engineering and best management practices.

Budget Highlights:

- The budget represents *no change* in the capital appropriation from the FY18 budget.

FY19 preliminary plan includes:

- Drainage collection system rehabilitations on Baker Ave., Baker Ave. Extension, Independence Road, Alcott Road, and Monsen Road in conjunction with the 2018/19 Roads Program.
- Drainage collection system and culvert rehabilitation as part of the Cambridge Turnpike Improvement Project.
- Maintenance of Town compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit.

Expenditure Summary

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

Description:

The Drainage Program funds rehabilitation, replacement, additions, and major repairs to the Town’s stormwater drainage system consisting of approximately 216 culverts, 431 outfalls, 1,208 drainage manholes, 2,771 catch basins, 157 leaching structures, 61.1 miles of drain lines, 15 detention basins, 2 infiltration basins, 5 bioretention areas, 8 treatment chambers and 3 dams.

The drainage program also funds compliance with EPA’s National Pollution Discharge Elimination System Municipal Separate Storm Sewer System Phase II General Permit (NPDES MS4 Permit) . The permit, originally issued in August 2003, requires towns to meet “Minimal Control Measures” to improve water quality within the Commonwealth. These minimum control measures include:

1. Public education and outreach
2. Public involvement and participation
3. Illicit discharge detection and elimination
4. Construction-site stormwater runoff control
5. Post-construction stormwater management in new development and redevelopment
6. Pollution prevention and good housekeeping in municipal operations

PUBLIC WORKS: Drainage

Item 21

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	205,000	205,000	205,000	205,000
Totals	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 205,000	100.00%	\$ 205,000	100.00%	0.00%
Totals	\$ 205,000	100.00%	\$ 205,000	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 102,500
	Totals	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 212,500	\$ 212,500

Recent Funding History	
Fiscal Year	Appropriation
2012	215,000
2013	205,000
2014	205,000
2015	205,000
2016	205,000
2017	205,000
2018	205,000
2019	205,000

Program Implementation**Background:**

In 2002 and 2003, the Town completed an inventory of the Town's drainage collection system and integrated the data into the Town's Geographical Information System (GIS). The Town also completed a town-wide culvert inventory in 2011, which provided location and condition assessment of the Town's culverts. These inventories provide the basis for the development of the Town's 20-year Stormwater/Drainage Management Plan. This plan is intended to provide a cost-effective framework for the upgrade and repair of the Town's stormwater/drainage system and to prevent expensive emergency repairs from occurring in the future through a planned and scheduled maintenance and replacement program.

Staff continue to update the location and condition data of Concord's stormwater/drainage infrastructure in the GIS system. CPW Highway Division staff verify and supplement GIS drainage data during annual catch basin system cleaning operations. The Engineering Division also updates drainage data obtained through ground survey for various capital improvement projects. All updated inventory data are used in prioritizing replacement projects and/or CPW repair projects.

Drainage system maintenance and improvement projects are typically designed and permitted internally by the Engineering Division. The Engineering Division evaluates each project scope to determine whether it should be completed as an internal project by CPW's Highway Division, included in the annual Roads Program bid, or bid as a stand-alone drainage project. The Division also evaluates opportunities for Sustainable Infrastructure retrofits.

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The permit, issued in August 2003, requires Towns to meet six minimum control measures to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. The permit was re-issued by EPA in 2016 with increased requirements for the six minimum control measures.

The Massachusetts Coalition for Water Resources Stewardship (MCWRS), of which Concord is a member, filed a petition for review of the final Massachusetts MS4 permit with First Circuit of the United States Court of Appeals. The expectation is that the Court's interpretation of the municipal stormwater provisions of the federal Clean Water Act will be consistent with that of Massachusetts municipalities. In June 2017 the EPA granted municipalities a stay of the 2016 permit while the Court hears the appeal.

Preliminary Program Plan (FY19):

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

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

Multiple improvements to the Town's drainage system were completed by the Engineering Division in FY18:

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

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

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

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

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

Mission Statement:

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

Budget Highlights:

- This budget represents a 4.5% increase in the capital appropriation from that of the FY18 budget.
- The sidewalk budget also funds ADA compliance maintenance activities and upgrades to the sidewalk network including pedestrian access routes and curb ramps.

Expenditure Summary

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

Description:

The Sidewalk Program funds the rehabilitation and replacement of existing sidewalks including curb ramps and, when funding allows, the construction of new sidewalks. The Town’s sidewalk inventory consists of approximately 58 miles of sidewalks and 809 curb ramps.

Sidewalks are inspected and rated in conjunction with the pavement condition survey every four years, most recently in FY15. Town staff continues to perform in-house ratings on an interim basis for maintenance planning. In addition, the Town-wide inventory of curb ramps completed in FY11 is updated annually to assess compliance with current ADA standards.

Public Works staff develops repair strategies and project scopes based on the sidewalk and curb ramp condition assessments, and the Concord Police Department staff assists in evaluating safety hazards. Preference is given to repairs involving school districts, ADA compliance, and areas with high volumes of pedestrian traffic. Final selections are incorporated in the annual Roads Program project or bid as stand-alone projects. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet the target Sidewalk Condition Index (SCI) range of 80-85.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 110,000	\$ 125,000	\$ 115,000
Totals	\$ 100,000	\$ 100,000	\$ 110,000	\$ 125,000	\$ 115,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 110,000	100.00%	\$ 115,000	100.00%	4.55%
Totals	\$ 110,000	100.00%	\$ 115,000	100.00%	4.55%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-9	Sidewalk - Maintenance	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	Totals	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000

Performance Information

Town Manager Goal: To Maintain the Town's Infrastructure

Division Goal: The goal of the Sidewalk Program is to maintain an overall 80 - 85 Sidewalk Condition Index (SCI), approximately equal to condition of the Town roadway network.

Sidewalk Type Detail	
Type	Miles
Bituminous Concrete	51.3 mi
Stone Dust	2.0
Portland Cement	4.0
Stone Treated	0.3
Brick	0.4
Total Miles	58.0

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2013	78
2014	82
2015	81
2016	79
2017	77

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	32	55%
No Distresses	91-100	10.2	18%
Total		58	100%

Mission Statement:

The purpose of this funding is to provide for the cost of keeping Concord's public roads in good condition, and of protecting the road infrastructure in a cost-effective manner

Budget Highlights:

- FY19 funding level of \$100,000 represents *no change* from the FY18 general fund capital appropriation.
- Total funding from all sources for the Roads Program is \$2,168,900, with an assumed state aid level of \$668,900.
- Major program highlights include the rehabilitation of the Independence/Alcott Neighborhood coordinated with planned water main and drainage improvements.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 100,000	\$ 100,000
Other Funds	\$1,875,340	\$2,021,434	\$ 2,083,909	\$ 2,068,900
Total Expenditures	\$1,965,340	\$2,111,434	\$ 2,183,909	\$ 2,168,900

Description:

Concord's road infrastructure includes approximately 107 miles of public roads functionally classified as arterial roads, collector roads and local streets. Arterial roads provide movement between collector roads, other arterial roads and major highways. They make up approximately 34% of Concord's public roads. Collector roads, used primarily to connect local streets to other collector and arterial roads, make up approximately 7% of Concord's public roadway network. The remaining 59% of our public roads consists of local streets.

The Town's 20-year Roads Program is developed utilizing a pavement management software output, coordinated with planned Town utility replacement projects and finalized on the basis of CPW Engineering Division judgment. The Town's road infrastructure undergoes a comprehensive condition evaluation every four years. Staff continues to perform annual surveys and updates in the intermediate years. CPW's analysis shows that a minimum investment of \$1.5 million annually is required to cost-effectively maintain Concord's roads in good condition. With increases in petroleum costs over the last 7-10 years, the amount of roadway improvements and paving that can be completed for this investment has significantly decreased. Utilizing both Town funds and State aid, the Town has been able to maintain at least this level of effort and investment (adjusted for inflation) since the mid-1990's.

Road rehabilitation contracts and related activities are administered by the CPW Engineering Division. Each spring, the Public Works Commission holds a public hearing to present the planned road rehabilitation activities. Funding is provided by a combination of General Fund appropriation, life-cycle maintenance fees collected in conjunction with right-of-way work permits, General Fund borrowing, and State aid ("Chapter 90").

PUBLIC WORKS: Road Improvements

Item 23

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,965,340	\$ 2,111,434	\$ 2,183,909	\$ 2,268,900	\$ 2,168,900
Total Expenditure	\$ 1,965,340	\$ 2,111,434	\$ 2,183,909	\$ 2,268,900	\$ 2,168,900

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	4.58%	\$ 100,000	4.61%	0.00%
State Aid - Chapter 90	668,909	30.63%	668,900	30.84%	0.00%
Roads Program Borrowing	1,415,000	64.79%	1,400,000	64.55%	-1.06%
Totals	\$ 2,183,909	100.00%	\$ 2,168,900	100.00%	-0.69%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
J-1	Road Improvements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Program Implementation

Development of the annual Roads Program begins with the inspection of the roadway network every four years. A pavement condition index (PCI) based on pavement distresses and their severity is developed for each segment in the Town's roadway network. The most recent inspection was completed in 2014. The PCI, which is a 0-100 rating, is then linked to the Roads Program software utilized by the Engineering Division to prioritize pavement rehabilitation and preventive maintenance repair projects. The software analyzes which type of rehabilitation treatment would be the most economical for each road segment.

The PCI, rehabilitation treatment cost and traffic volume of the roadway are used to calculate the benefit value index (BVI) which prioritizes the Town's rehabilitation projects for a given year. Roads are then selected for rehabilitation based upon a combination of pavement management software output, CPW/Engineering judgment, and coordination with planned Town utility projects.

The Road Program selection process was revised in 2008 to dedicate a minimum of 35% of the total annual funds to neighborhood roads which typically have a much smaller BVI due to their lower traffic volumes. This modification ensures that adequate Roads Program funds will be directed towards residential roads which typically have the worst conditions within the roadway network.

Sound pavement management emphasizes adequate investment in road rehabilitation combined with preventive and routine maintenance. A key tool used in the maintenance of the Town's roadway network is crack sealing (funded in Highway Maintenance, Item 18) as well as localized pavement patching.

The 2018/19 Roads Program will be developed based on the results of the pavement management program analysis, a review of the existing conditions, final approved funding levels, and input received at the April 2018 Public Works Commission public hearing on the Roads Program. At this point approximately 3.7 miles of roadway improvements are planned within the 2017/2018 Roadway Rehabilitation bid.

Performance

Town Manager Goal: To Maintain the Town’s Infrastructure

- The 2017/18 Roads Program improved approximately 3.2 miles of roadway. The current Townwide PCI is 78 (82 PCI for major roadways and 77 PCI for residential roadways) which is below the target 80-85 PCI range. At the requested level of capital funding, the pavement management software predicts that the Townwide and the residential roadway target of 80 will be reached within the current capital plan. Reduced funding would result in a deterioration of road conditions resulting in higher future costs.
- The following table presents the improvements in overall PCI realized in the past years as a result of the Town’s adequately funded, pro-active pavement management strategy. With the current funding amounts, the PCI network average is expected to remain in the target range. Improvement trends can also be seen in the percentages of the Town-wide network of roadways requiring different types of repairs. The “recommended” repairs in the chart below do not take into account the budget constraints for a given year so actual percentages of roads repaired may be significantly different.

Pavement Management History

	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>PCI Network Average</u>	81	82	80	80	81	82	82	80	78
<u>Recommended Repairs</u>									
Rehabilitation	9%	8%	8%	10%	6%	7%	6%	12%	12%
Maintenance	51%	48%	52%	51%	40%	29%	36%	38%	53%
No Maintenance Required	40%	44%	40%	39%	54%	64%	58%	50%	35%

- The recommended funding level for FY19 provides total Roads Program funding of approximately \$2,168,900, consisting of \$100,000 from the General Fund for related engineering design and inspection services, an estimated \$668,900 in Chapter 90 aid, and \$1,400,000 from Local Borrowing Authorization for Roads.

Road Program Funding History & Improvement Plan

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2004		75,000	600,000	351,076	4246067	1,026,076
2005		80,000	650,000	420,872	4501 35369	1,150,872
2006		80,000	900,000	420,683	39125	1,400,683
2007		80,000	700,000	614,176	44466, 48240*	1,394,176
2008		80,000	300,000	526,362	50771	906,362
2009		85,000	700,000	525,144	50771	1,310,144
2010		85,000	1,400,000	521,630	50771	2,006,630
2011		90,000	700,000	537,984	50771	1,327,984
2012		90,000	750,000	689,671	50771	1,529,671
2013		90,000	950,000	685,297	50771	1,725,297
2014		90,000	900,000	678,481	50771	1,668,481
2015		90,000	1,300,000	1,015,069	50771	2,405,069
2016		90,000	1,200,000	675,340	50771	1,965,340
2017		90,000	1,350,000	671,434	50771	2,111,434
2018		100,000	1,415,000	668,909	50771	2,183,909
2019	Plan	100,000	1,400,000	668,900	50771	2,168,900
2020	Plan	100,000	1,500,000	668,900	50771	2,268,900
2021	Plan	100,000	1,500,000	668,900	50771	2,268,900
2022	Plan	110,000	1,500,000	668,900	50771	2,278,900
2023	Plan	110,000	1,500,000	668,900	50771	2,278,900

Town Manager Goal: To Maintain the Town’s Infrastructure

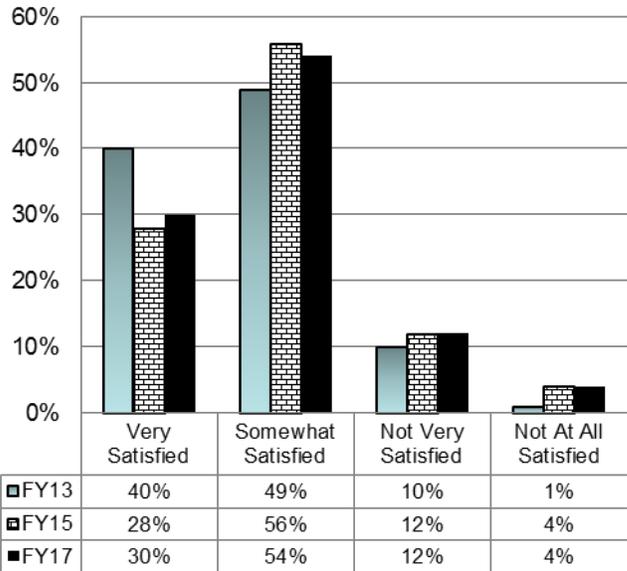
Division Goal: To maintain a Townwide target PCI of 80 for both the major and residential roadway networks.

Objective: To measure citizen satisfaction with town roads

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

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

Satisfaction with Maintenance of Town Roads



Town Manager Goal: To Maintain the Town’s Infrastructure

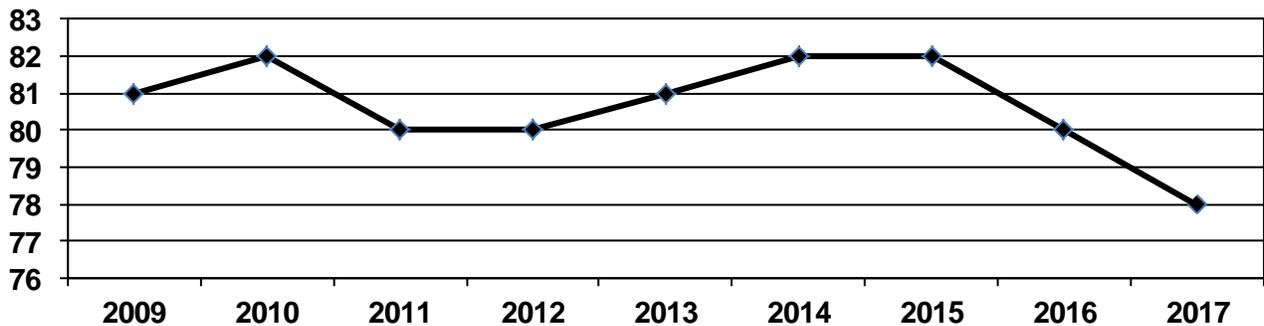
Division Goal: *To maintain quality roads*

Objective: To Maintain a town-wide Pavement Condition Index (PCI between 80-85)

Measure: Pavement Condition Index (via roads program software)

Trend: The pavement condition index (PCI) is a 0-100 rating based on a physical inspection of every segment of the public roadway network which is completed every four years. The inspections log pavement distresses and severity into a database, which is then linked to the Roads Program software utilized by the Engineering Division to prioritize pavement repair projects. The historic PCI trend in the graph above is a weighted average of the pavement condition index of all the individual roadway segments maintained by Concord Public Works. The Town’s current PCI is 78, slightly below the targeted 80-85 range. CPW expects the PCI to increase to within the 80-85 PCI range during the FY 19 period following the scheduled Town-wide roadway assessment.

Historic PCI Trend



PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Mission Statement:

The purpose of this funding is to provide for the costs of operating, maintaining, and repairing the Concord Public Works facilities at 133 and 135 Keyes Road

Budget Highlights:

- This budget represents a 0.5% *increase* in the operating appropriation over that of the FY18 budget.
- The use of contractual custodial services has aided in reducing the 133 / 135 Keyes Road Budget.
- Utility costs (electric, water and natural gas) comprised nearly 43% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to decrease slightly in FY19.
- Capital Outlay consists of \$10,000 for building and site improvements.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 107,854	\$ 102,237	\$ 83,875	\$ 83,106
Other Funds	\$ 68,463	\$ 69,349	\$ 69,227	\$ 70,647
Total Expenditures	\$ 176,317	\$ 171,586	\$ 153,102	\$ 153,753

Description:

The 133/135 Keyes Road account provides for the operation and maintenance of the public works buildings at 133 and 135 Keyes Road. The two-story front section of the 133 building houses the offices of the Director, Administration Division, and Engineering Division. CPW's Highway, Fleet Maintenance, and Park & Tree Programs utilize the garage section of the 133 building. The Water/Sewer program is located at 135 Keyes Road, along with the Highway/Grounds program administrative staff.

133 Keyes Rd Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
FY2011	16,992	2.58	9%	13%	147,200	-7%	-1%
FY2012	12,963	2.39	1%	-7%	144,160	-9%	-2%
FY2013	15,472	2.46	4%	3%	143,080	-10%	2%
FY2014	15,611	2.21	-6%	-10%	149,600	-6%	5%
FY2015	16,291	2.31	-2%	4%	133,680	-16%	-11%
FY2016	11,723	2.04	-14%	-12%	115,040	-28%	-14%
FY2017	13,604	2.24	-5%	10%	120,480	-24%	5%

135 Keyes Rd Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms from Base Year	% Change in Therms from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
FY2011	2,960	n/a	58%	59%	68,923	19%	18%
FY2012	1,576	n/a	-16%	-47%	62,180	5%	-12%
FY2013	2,344	n/a	25%	49%	62,486	21%	16%
FY2014	3,145	n/a	68%	34%	61,238	44%	19%
FY2015	3,562	n/a	90%	13%	58,995	39%	-4%
FY2016	2,579	n/a	38%	-28%	55,148	25%	-10%
FY2017	2,797	n/a	49%	8%	61,005	37%	10%

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail

	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,408	\$ 2,050	\$ -	\$ -	\$ -
Purchased Services	-	-	-	-	-
Capital Outlay	24,254	32,500	10,000	16,250	10,000
133 Keyes Road	66,475	93,321	99,278	97,888	97,888
135 Keyes Road	32,180	43,715	43,824	45,865	45,865
Totals	\$ 176,317	\$ 171,586	\$ 153,102	\$ 160,003	\$ 153,753

Funding Plan

	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 83,875	54.78%	\$ 83,106	54.05%	-0.92%
Water Fund	\$ 51,410	33.58%	\$ 52,601	34.21%	2.32%
Sewer Fund	\$ 12,853	8.40%	\$ 13,151	8.55%	2.32%
Solid Waste Fund	\$ 4,964	3.24%	\$ 4,895	3.18%	-1.39%
Totals	\$ 153,102	100.00%	\$ 153,753	100.00%	0.43%

Personnel Services Summary

		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.00		0.00	\$ -
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
	Total	<u>0.00 FTEs</u>	<u>\$ -</u>	<u>0.00 FTEs</u>	<u>\$ -</u>

Capital Outlay Plan

Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
I-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
	Totals	<u>\$ 10,000</u>					

Program Implementation

A feasibility and concept design effort is planned for FY19 to determine the design, permitting track and projected cost for substantial upgrades to the 133, 135 and 141 Keyes road campus to provide covered equipment storage, administrative space, de-icing material storage and improvements in the fleet maintenance operations.

Mission Statement:

The mission of the Concord Free Public Library is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources, and each other in a tradition of innovation and excellence.



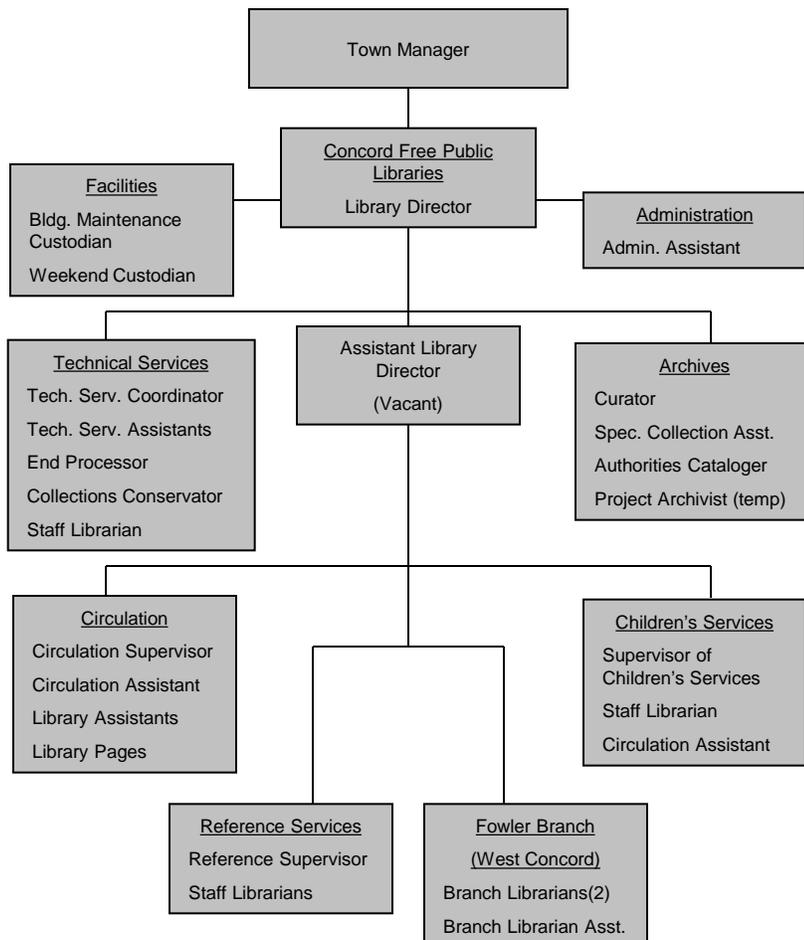
Budget Highlights:

This budget represents a 0.3% *decrease* in the operating appropriation from that of the FY18 budget.

- Salary savings from the restructuring of a vacant Library Assistant position will cover the cost of opening the Main Library on 2 additional Saturdays and 10 additional Sundays to coincide with the school year.
- An amount of \$56,700 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned during the year.
- The General Fund contribution for new Library books and materials is proposed at \$125,075, which represents a 19% increase over FY18. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY19.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 1,953,234	\$ 1,951,574	\$ 2,153,361	\$ 2,141,097
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 1,979,234	\$ 1,977,574	\$ 2,179,361	\$ 2,167,097



Description:

The Library provides, in an accessible and attractive manner, a collection of informational and recreational materials both online and from the main Library in Concord Center and the Fowler Branch in West Concord.

In June 2013 in consultation with Town officials, the Trustees of the Library Corporation purchased an adjacent property at 151 Main Street. The Trustees have retained the services of an architect and are proceeding with a capital campaign based on the results of a recent fundraising feasibility study. It is anticipated that the proposed expansion of the Main Library campus will have an impact on future budget operating costs.

The Trustees of the Concord Free Public Library Corporation own the buildings and grounds, and are responsible for capital improvements. Funding for major building renovations and expansions comes primarily from private contributions. The Town budget funds the staffing and operations of the Library.

HUMAN SERVICES: Library

Item 25

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,501,835	\$ 1,477,724	\$ 1,774,760	\$ 1,750,850	\$ 1,750,850
Purchased Services	173,056	233,295	124,700	123,100	133,100
Supplies	110,312	109,563	105,525	135,075	125,075
Other Charges	1,258	1,637	2,600	2,500	2,500
Capital Outlay	49,971	18,248	15,000	10,000	10,000
Assumption of Lib. Corp. Costs	142,802	137,106	156,776	156,880	145,571
Totals	\$ 1,979,234	\$ 1,977,574	\$ 2,179,361	\$ 2,178,405	\$ 2,167,097

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,153,361	98.81%	\$ 2,141,097	98.80%	-0.57%
State Aid	26,000	1.19%	26,000	1.20%	0.00%
Totals	\$ 2,179,361	100.00%	\$ 2,167,097	100.00%	-0.56%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
M-1	Computer Equipment	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 10,000
	Totals	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 10,000

Main Library Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,015	2.27			469,560		
FY2011	13,415	2.23	-2%	5%	409,200	-13%	6%
FY2012	10,646	2.16	-5%	-3%	408,996	-13%	0%
FY2013	12,619	2.22	-2%	3%	387,960	-17%	-5%
FY2014	15,672	2.44	8%	10%	411,960	-12%	6%
FY2015	13,977	2.17	-4%	-11%	401,760	-14%	-2%
FY2016	10,743	2.07	-9%	-5%	413,520	-12%	3%

HUMAN SERVICES: Library

Item 25

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 131,176	1.00	\$ 131,176
	Assistant Library Director	1.00	88,458	1.00	88,458
	Administrative Assistant	1.00	55,457	1.00	55,457
	Non-Union Sub Total	<u>3.00 FTEs</u>	<u>\$ 275,091</u>	<u>3.00 FTEs</u>	<u>\$ 275,091</u>
	Technical Services Coordinator	1.00	94,447	1.00	94,447
	Curator	1.00	94,797	1.00	94,797
	Supervisor of Children's Services	1.00	88,710	1.00	88,710
	Circulation Supervisor	1.00	84,121	1.00	84,120
	Branch Librarian	1.50	116,790	1.50	109,960
	Head of Reference	1.00	60,779	1.00	65,000
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 539,644</u>	<u>6.50 FTEs</u>	<u>\$ 537,034</u>
	Authorities Cataloger	0.41	25,357	0.41	25,357
	Staff Librarian	3.13	232,233	3.13	231,665
	Special Collections Assistant	0.50	32,469	0.50	32,468
	Technical Services Assistant	2.00	112,376	2.00	112,376
	Branch Library Assistant	1.00	47,586	1.00	42,700
	Circulation Assistant	1.94	98,020	1.94	98,020
	Collections Conservator	0.45	26,375	0.45	26,375
	Sr. Library Assistant	0.00	-	0.00	-
	Library Assistant	5.20	233,848	5.20	229,551
	End Processor	0.45	11,935	0.45	11,792
	Library Page	0.90	19,488	0.90	18,333
Maintenance Custodian	1.25	55,055	1.25	55,055	
Union Nonsupervisory Sub Total	<u>17.23 FTEs</u>	<u>\$ 894,742</u>	<u>17.23 FTEs</u>	<u>\$ 883,692</u>	
5115	Library Page	0.70	\$ 15,250	0.70	\$ 20,564
	Prof. Project Specialist	0.18	\$ 9,363	0.00	\$ -
	Librarian	0.18	\$ 9,590	0.00	\$ -
	Reference Librarian	0.35	\$ 19,180	0.35	\$ 25,051
	Project Archivist	0.00	\$ -	0.00	\$ -
	Senior Worker	0.03	\$ 503	0.03	\$ 521
	Misc. Sub Total	<u>1.43 FTEs</u>	<u>\$ 53,886</u>	<u>1.08 FTEs</u>	<u>\$ 46,136</u>
	Weekend Staff	N/A	\$ 6,500	N/A	\$ 6,500
	Substitute Staffing Positions	N/A	2,500	N/A	-
	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
Total	<u>28.16 FTEs</u>	<u>\$ 1,774,760</u>	<u>27.81 FTEs</u>	<u>\$ 1,750,850</u>	

Program Implementation

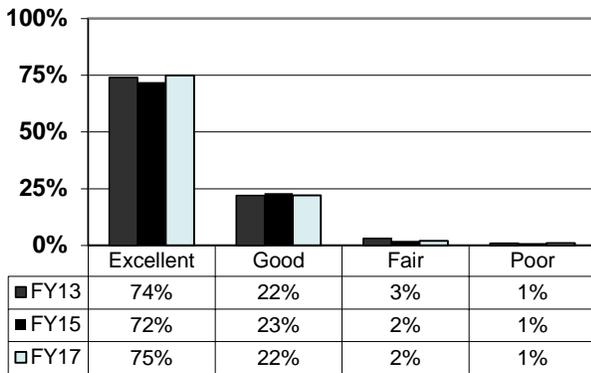
The FY19 budget provides \$15,075 for Library books and materials. This represents a 19% increase over FY18 and is needed in order to meet the requirements for certification in the State Aid to Public Libraries Program.

In accordance with the terms of a 1987 agreement between the Select Board and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$90,000), natural gas (\$20,065), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$145,571.

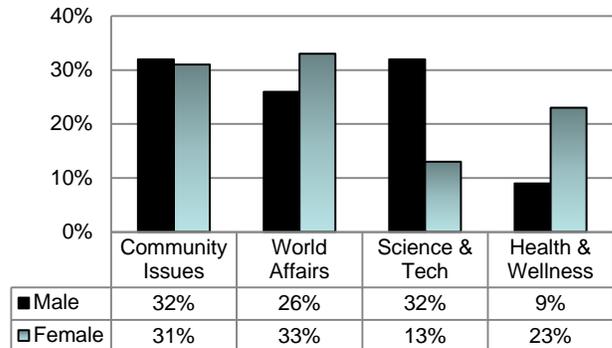
The Concord Municipal Light Plant received a Green Communities grant that provided for a substantial upgrade of library lighting to LED bulbs during FY18. The benefits of this change will begin to be realized with greater energy efficiency and cost savings during FY19. An anticipated savings of 9% on electricity costs has been calculated into the FY19 budget.

Residents can look forward to the continuation of a number of valued services in FY19 including: additional educational lectures, an expansion of digital media collections, and improved services to children and teens. The library’s popular training sessions on using electronic resources will continue and CFPL will increase its publicity and marketing efforts to keep residents informed about available resources.

Rating of Services provided by the Library



Types of Lectures or Events residents would like offered



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

CFPL Performance Measures					
	2013	2014	2015	2016	2017
Direct Circulation	424,987	409,667	414,084	390,131	385,436
E books-Circulation	5,199	8,601	13,298	17,179	19,027
Programs Held					
Adult	67	65	178	169	180
Young Adult	26	30	25	22	39
Children	140	111	187	218	233
Total	233	206	390	409	452
Programs					
Adult	2,579	3,144	3,108	6,539	5,863
Young Adult	539	585	620	772	1,206
Children	2,815	2,093	3,887	4,466	4,383
Total	5,933	5,822	7,615	11,777	11,452

HUMAN SERVICES: Human Services

Item 26A

Mission Statement:

The mission of the Human Services is to enhance the quality of life for residents by meeting their social, economic and physiological needs through community oriented outreach, education, programming and dedicated service.

Budget Highlights:

- The Human Services account represents a 36.7% *increase* in the General Fund operating appropriation over the FY18 budget.
- The increase is primarily due to the Town being responsible for a greater percentage of salaries of the Community Services and Youth Services Coordinators.

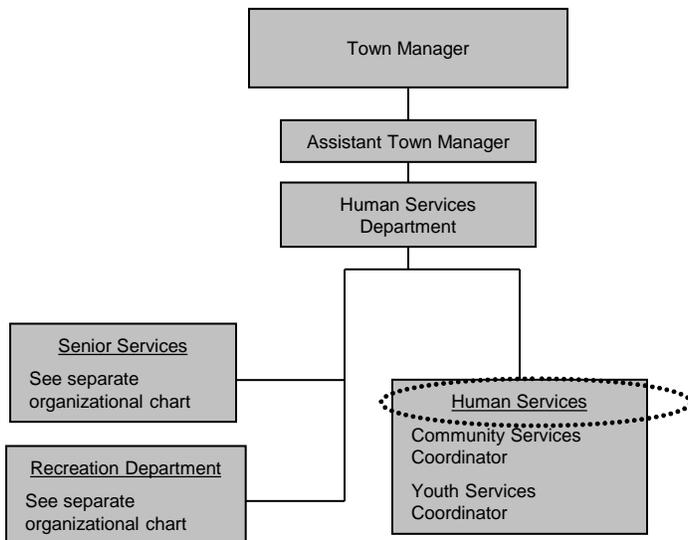
Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 6,845	\$ 27,149	\$ 39,152	\$ 53,516
Other Funds	\$ -	\$ -	\$ 51,151	\$ 39,483
Total Expenditures	\$ 6,845	\$ 27,149	\$ 90,303	\$ 92,999

Description:

Under the direction of the Assistant Town Manager, the Community and Youth Services Coordinators provide important social services to Concord residents. The positions are partially funded by grant monies received from the Concord-Carlisle Community Chest (CCCC). Specific Boards, including the Youth Coordinator Advisory Board and Human Services Counsel, work throughout the year to help staff identify economic trends and successful programming initiatives which may be implemented in our community.

The Department staff work to identify and broadly communicate resources and programs which are currently in place to local families in need. These programs support the social, emotional, and developmental needs of Concord's most venerable population including low income families, people with limited or no mobility, domestic violence and abuse victims, and at-risk youth. The Youth Services Division has a particular focus on middle and high school populations, as this branch serves as a clearinghouse of information for new and existing initiatives to help with physiological needs.



HUMAN SERVICES: Human Services

Item 26A

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,635	\$ 22,555	\$ 86,838	\$ 86,838	\$ 86,838
Purchased Services	\$ 2,147	\$ 1,440	\$ 1,850	3,826	3,826
Supplies	\$ -	\$ 2,899	\$ 850	1,200	1,200
Other Charges	\$ 3,063	\$ 255	\$ 765	1,135	1,135
Capital Outlay	\$ -	\$ -	\$ -	400	-
Totals	\$ 6,845	\$ 27,149	\$ 90,303	\$ 93,399	\$ 92,999

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 39,152	43.36%	\$ 53,516	57.54%	36.69%
Community Chest	\$ 51,151	56.64%	\$ 39,483	42.46%	-22.81%
Totals	\$ 90,303	100.00%	\$ 92,999	100.00%	2.99%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	61,064	1.00	61,064
		<u>1.00 FTEs</u>	<u>\$ 61,064</u>	<u>1.00 FTEs</u>	<u>\$ 61,064</u>
5115	Youth Coordinator	1031 hrs.	25,774	1031 hrs.	25,774
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.49 FTEs</u>	<u>\$ 25,774</u>	<u>0.49 FTEs</u>	<u>\$ 25,774</u>
	Total	<u>1.49 FTEs</u>	<u>\$ 86,838</u>	<u>1.49 FTEs</u>	<u>\$ 86,838</u>

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

Personnel Services Summary					
		FY17 Budgeted		FY18 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	58,182	1.00	59,467
		<u>1.00 FTEs</u>	<u>\$ 58,182</u>	<u>1.00 FTEs</u>	<u>\$ 59,467</u>
5115	Youth Coordinator	992 hrs.	24,800	1031 hrs.	25,774
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.48 FTEs</u>	<u>\$ 24,800</u>	<u>0.48 FTEs</u>	<u>\$ 25,774</u>
	Total	<u>1.48 FTEs</u>	<u>\$ 82,982</u>	<u>1.48 FTEs</u>	<u>\$ 85,241</u>

Program Implementation

The Department of Human Services provides for the comprehensive delivery of prevention, intervention, and support services for Concord citizens and their families. The Human Services staff members serve as the Municipal Agents, identified by the Town, in the coordination and management of various state and federal social service programs. While many of the individual units and divisions, including various staff positions, have been in place for many years, the creation of a centralized Human Services *Department* was not identified as a Town-Wide need until mid FY16. As such, this past year was focused mainly around funding strategies, community outreach efforts, citizen awareness (regarding both departmental services offered and various identified needs which exist within the community) and support network access.

The Youth Services Division has an active group of volunteers who form the Youth Coordinator Advisory Board. The goal is to mirror this groups' mission and charge for the Community Services staff as well perhaps with the creation of an additional board or committee to oversee the Department's charge.

Increased Citizen awareness and referrals to Department programs and offerings have intensified over the past several years. Program and client participation levels have seen an increase of more than 70% since FY13. These statistics have lead to an overall Departmental increase for weekly hours and a larger budget necessary for administrative costs association with serving clients. The Department has identified the need for new and innovative ways to supplement Departmental operations while remaining careful not to overburden current organizations and/or donors with additional requests for assistance.

The Town sees access to social services as vital to the community, most notably for our most venerable populations. Because of this, a funding strategy has been identified which began last fiscal year. The goal, as proposed, is for the Community Services and Youth Services staff positions to become fully funded over the next four years time. This would leave the monies historically granted to the Department through charitable donations, grants or bequests available for alternative programming and community programming. Some of these will include: metal health outreach services, at-risk youth drug and alcohol assessments, peer mentoring group challenges, and programming which surround stress awareness and meditation trainings.

Town Manager Goal: Continue to identify and advocate acceptable funding strategies related to the Human Services Department overall. subdivisions with special focus on Youth and Community Outreach.

Division Goal: Maintain and expand upon implementation strategies related to 5-year financing proposal identified in FY16. Research, identify and apply for various Regional and State grants to supplement community outreach and mental health awareness programming efforts.

Objective: Two positions fully funded by the General Fund by FY21; \$50,000 received each fiscal year via grant, donation or in-kind services for programming related to departmental efforts.

Measure: Budget proposals reflect increases in Human Services Departmental appropriations for identified staff positions; financial reports reflect grant monies received for Departmental efforts.

Trend: The need for social services shall continue rise as knowledge of Concord's available staff, services and programming increases within the community.

Town Manager Goal: Offer a wide variety of social service programming proportional to community needs, interests and current trends.

Division Goal: Assist in the creation and administration of youth at-risk survey in conjunction with Emerson Hospital. Partner with other area non-profits and municipalities for drug prevention task force initiatives; utilize data collected in these offerings to create community-wide strategic master plan for emergency and prevention events/offerings.

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

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

Trend: Substance Abuse, mental health awareness and peer pressure epidemics are visible in all communities throughout the world, Concord is no different. It is the Town's responsibility to respond appropriately to trends—both positive and negative and work to educate citizens on prevention, treatment and advocacy.

Mission Statement:

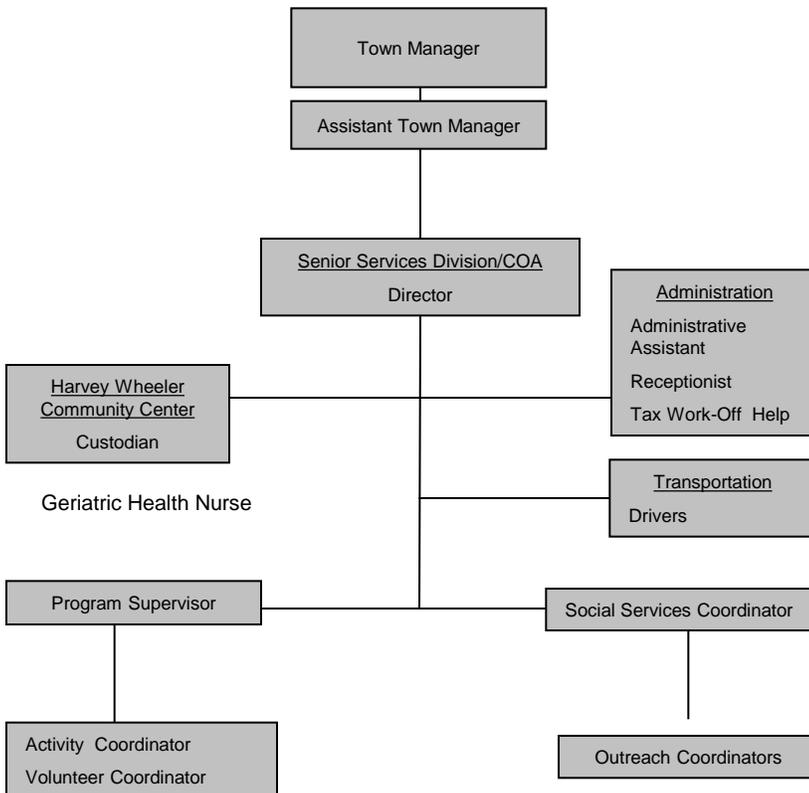
The mission of the Senior Services Division is to improve the quality of life of Concord citizens over the age of 60, by maintaining their dignity, self-esteem, and personal independence. Senior Services works to enhance seniors' role as full participants in the life of the community. The goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing by providing information and referrals and support with outreach, educational, wellness, fitness, social, mental health, recreational, intergenerational and transportation programming.

Budget Highlights:

- This budget represents a 6.2% *increase* in the operating appropriation from that of the FY18 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY19 is expected to be \$45,300, which provides funding for the following positions: Part time Activity Coordinator, a portion of one of the Outreach Coordinator positions and a portion of the Geriatric Health nurse position.
- An anticipated gift from the Community Chest of \$32,970 will be used to fund or partially fund the Outreach Coordinator, Social Service Coordinator and Volunteer Coordinator positions.
- A request is proposed to increase the hours of the Van Drivers to meet increasing demand for transportation services.
- The Van Driver and Outreach budgets are proposed to increase to fund a small wage increase. The Nursing budget is proposed to increased to make the compensation more competitive in the market place.
- A gift of the estate of John Florio contributes \$8,360 towards the services of an Outreach Coordinator.
- Proceeds from the Harvey Wheeler Gift Shop are used to support several special events at the COA.
- This budget reflects a capital request of \$65,000 for a new van.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 334,848	\$ 350,759	\$ 394,414	\$ 483,791
Other Funds	\$ 69,643	\$ 73,311	\$ 87,420	\$ 86,636
Total Expenditures	\$ 404,492	\$ 424,070	\$ 481,834	\$ 570,427



Description:

The Senior Services Division provides a variety of essential services to Concord citizens over the age of 60. These services include information and referral, crisis intervention and counseling, educational programs, transportation, and recreational activities. Senior Services also cooperates with other local and regional elder service providers to ensure the well being of seniors in Concord.

HUMAN SERVICES: Senior Services

Item 26B

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$348,264	\$366,896	\$ 444,356	\$ 463,587	\$ 463,587
Purchased Services	10,881	20,164	16,125	18,525	18,525
Supplies	12,284	28,203	17,075	18,825	18,825
Other Charges	3,063	2,807	4,278	4,490	4,490
Capital Outlay	30,000	6,000	-	65,000	65,000
Totals	\$ 404,492	\$ 424,070	\$ 481,834	\$ 570,427	\$ 570,427

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 394,414	81.86%	\$ 483,791	84.81%	22.66%
EOEA Grant	46,355	9.62%	45,300	7.94%	-2.28%
Community Chest Gift	32,843	6.82%	32,976	5.78%	0.40%
Florio Gift	8,222	1.71%	8,360	1.47%	N/A
Totals	\$ 481,834	100.00%	\$ 570,427	100.00%	18.39%

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
O-2	COA Van	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -

HUMAN SERVICES: Senior Services

Item 26B

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 86,226	1.00	\$ 86,226
	Senior Services Program Supervisor	1.00	57,042	1.00	57,042
	Administrative Assistant	1.00	54,049	1.00	54,831
	Receptionist/Clerk	1.00	38,664	1.00	38,336
	Van Driver	1.00	31,466	1.00	31,466
	Sub Total	<u>5.00 FTEs</u>	\$ 267,447	<u>5.00 FTEs</u>	\$ 267,901
5115	Van Drivers	1250 hrs.	18,126	1840 hrs.	27,600
	Wellness Clinic Coordinator	625 hrs.	26,101	1044 hrs.	27,144
	Activity Coordinators	1250 hrs.	21,950	1409 hrs.	21,493
	Outreach Coordinators	4176 hrs.	73,082	4176 hrs.	80,389
	Social Services Coordinator	900 hrs.	23,400	882 hrs.	24,696
	Volunteer Coordinator	800 hrs.	12,000	800 hrs.	12,000
5130	Overtime	60 hrs.	2,250	60 hrs.	2,364
	Total	<u>9.31 FTEs</u>	\$ 444,356	<u>9.86 FTEs</u>	\$ 463,587

Program Implementation

The FY19 budget recommendation provides funding to cover 5 full-time positions, 8 part-time positions (5 part-time Van Drivers, Activity Coordinator, Volunteer Coordinator and Geriatric Health Nurse).

According to the January 2017 Town Census, there are 4,816 Concord residents over the age of 60 representing 31% of the total population of Concord. In FY17, approximately 1,947 seniors received services through the COA and 177 new seniors began participating in the COA for the first time.

The Outreach/Social Service staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals to Concord seniors and residents who are concerned about their aging parents. In FY17, 499 seniors and their associated family, friends, neighbors and helping professionals used Outreach/Social Services. Over 200 “non seniors” sought advice or assistance with a senior in their life. The Geriatric Health Nurse and a team of dedicated volunteers offer many programs and clinics that promote good health for Concord’s seniors and encourages participation in the many exercise programs that is offered each week; 95 seniors participated in blood pressure clinics, and 61 seniors received the flu vaccine. In addition, 188 seniors came to 4,414 exercise classes. For convenience, Senior Services maintains a large inventory of durable medical equipment, which is available for loan free of charge, and 229 seniors borrowed 615 pieces of equipment in FY17.

The Harvey Wheeler Community Center is the hub of activities: 469 seniors participated in 5,150 recreational opportunities, 243 seniors in 571 cultural events, and 384 seniors in 3,226 educational events. Senior Services operates van service that provides transportation services to those senior residents and 198 seniors used the service, which included 8,005 rides in FY17. In addition, over 100 volunteers offered their time to enhance and expand our offerings and services.

Senior Services puts out a free monthly newsletter detailing our social, recreational and educational offerings and the newsletter and calendar are available on the Town website. Residents may also follow Senior Services’ news on Facebook.

Town Manager Goal: To enhance Residents' Quality of Life

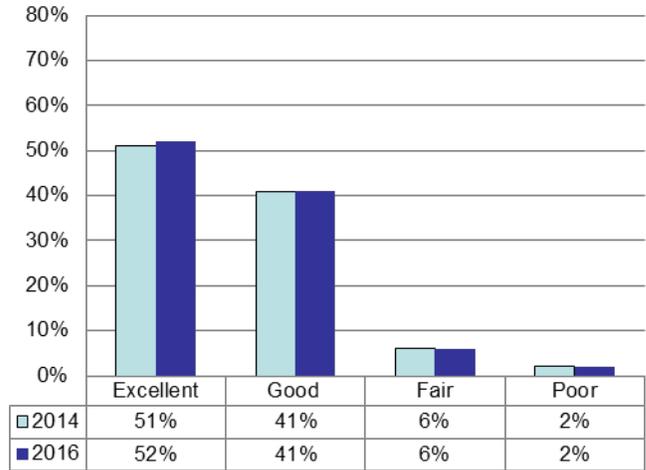
Division Goal: To provide quality services for COA participants

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

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

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

Rating of Services provided by the COA in FY17



Town Manager Goal: To enhance Residents' Quality of Life

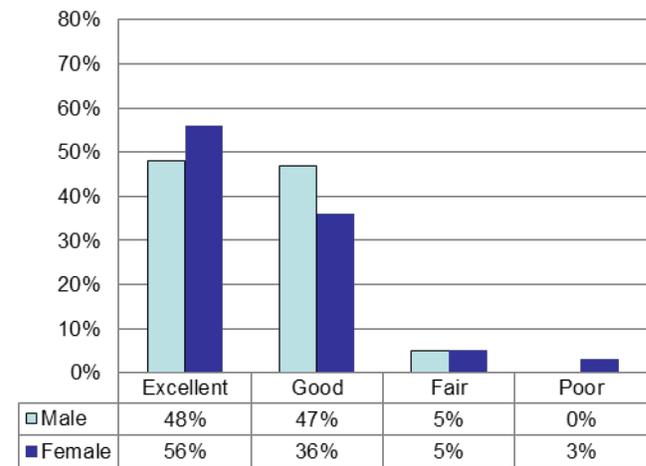
Division Goal: To provide quality services for COA participants

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

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

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

Rating of Services of the COA by Gender in FY17



Mission Statement:

The mission of Recreation Services is to provide high-quality activities designed to meet the year-round recreation interests of the community in an efficient, cost-effective, affordable, and inclusive manner.

All department programs and services are intended to operate on a user fee, non tax support basis.

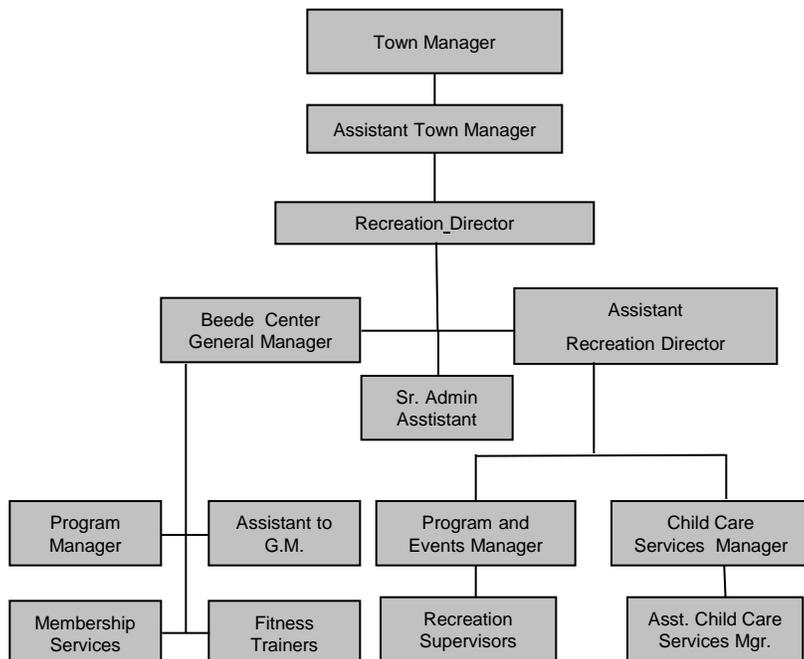
Detail on Recreation Fund activity is available in the FY19 Enterprise Budget Book.

Budget Highlights:

- This budget represents a 32.7% *increase* from the FY18 operating appropriation.
- The FY19 budget is proposed to reflect 100% of the Recreation Director’s salary being funded by the General Fund, instead of partially funded by the Recreation Fund.
- Along with the management of the Beede Swim & Fitness and Recreation Revolving programs and budgets, the Recreation Director has additional responsibilities in managing construction projects at Rideout Playground, Concord Integrated Preschool and Emerson track.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 100,543	\$ 70,093	\$ 76,678	\$ 101,761
Other Funds	\$ 12,279	\$ 24,393	\$ 25,083	\$ -
Total Expenditures	\$ 112,822	\$ 94,486	\$ 101,761	\$ 101,761



Description:

The Department’s services are grouped into major categories:

- Beede Swim & Fitness
- Group Exercise
- Recreational General
- School Year Programs
- Summer Camps
- Sports
- Visitor’s Center
- Special Community Events

HUMAN SERVICES: Recreation Services

Item 26C

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 77,189	\$ 94,486	\$ 101,761	\$ 101,761	\$ 101,761
Purchased Services	36,926	-	-	-	-
Supplies	-	-	-	-	-
Other Charges	-	-	-	-	-
Capital Outlay	11,000	-	-	-	-
Rec. Fund Contribution	-	-	-	-	-
Totals	\$ 125,115	\$ 94,486	\$ 101,761	\$ 101,761	\$ 101,761

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 76,678	75.35%	\$ 101,761	100.00%	32.71%
Recreation Fund	15,050	14.79%	-	0.00%	-100.00%
Swim and Fitness Fund	10,033	9.86%	-	0.00%	-100.00%
Totals	\$ 101,761	100.00%	\$ 101,761	100.00%	0.00%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	\$ 101,761	1.00	\$ 101,761
5157	Car Allowance	N/A	-	N/A	-
	General Fund Sub Total	N/A	\$ 101,761	1.00 FTEs	\$ 101,761

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

See Enterprise Budget Book for the FY19 Recreation Department Presentation

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Harvey Wheeler Community Center as office and program space for both the Senior Services Division/Council on Aging and the Recreation Department Carousel Preschool and After School Care Program and as general meeting space for other Town departments and community groups.

Budget Highlights:

- This budget represents a 2.3% decrease in the operating appropriation over that of the FY18 budget.
- Rental income in FY17 was \$30,042 as the Town continued to make space available to community groups for a nominal charge.
- Replacement of the Red Tile roof on Harvey Wheeler is expected to be complete by the spring of 2018.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 115,300	\$ 120,424	\$ 121,905	\$ 124,342
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 115,300	\$ 120,424	\$ 121,905	\$ 124,342

Description:

The Harvey Wheeler Community Center (HWCC) provides office and programming space for the Senior Services Division/Council on Aging, as well as the Recreation Department Carousel pre-school and after-school programs.

HWCC was also used during evenings and weekends by many different Town departments, non-profit and private groups. Rent is charged for non Town related uses with both a private and non profit rate structure. This income is deposited directly into the General Fund. The building continues to fill an important need in the community for meeting spaces with adequate parking availability.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,152	2.07			114,080		
FY2011	13,458	2.05	-1%	-6%	127,760	12%	9%
FY2012	8,044	1.49	-28%	-27%	112,560	-1%	-12%
FY2013	9,716	1.54	-25%	4%	119,200	4%	6%
FY2014	11,230	1.59	-23%	3%	119,940	5%	1%
FY2015	8,255	1.17	-43%	-26%	74,340	-35%	-38%
FY2016	7,738	1.35	-35%	15%	84,120	-26%	13%
FY2017	7,536	1.24	-40%	-8%	82,800	-27%	-2%

HUMAN SERVICES: Harvey Wheeler Community Center

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 43,556	\$ 46,778	\$ 49,598	\$ 48,184	\$ 48,184
Purchased Services	44,617	49,915	55,857	54,708	54,708
Supplies	5,078	3,989	6,450	6,450	6,450
Other Charges	-	-	-	-	-
Capital Outlay	22,048	19,742	10,000	15,000	15,000
Totals	\$ 115,300	\$ 120,424	\$ 121,905	\$ 124,342	\$ 124,342

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 121,905	100.00%	\$ 124,342	100.00%	2.00%
Totals	\$ 121,905	100.00%	\$ 124,342	100.00%	2.00%

Personnel Services Summary					
Code	Position Title	FY18 Budgeted		FY19 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 44,789	1.00	\$ 45,665
	Sub Total	<u>1.00 FTEs</u>	\$ 44,789	<u>1.00 FTEs</u>	\$ 45,665
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	0 hrs.	\$0
5130	Overtime	60 hrs.	2,309	60 hrs.	\$2,519
	Total	<u>1.02 FTEs</u>	\$ 49,598	<u>1.00 FTEs</u>	\$ 48,184

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
O-1	HWCC Building Improvements	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Totals	\$ 10,000	\$ 15,000				

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center and Rideout Playground restrooms in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational needs of the community.

Budget Highlights:

- This budget represents a 11.0% decrease in the operating appropriation of that of the FY18 budget.
- The decrease is primarily due to the elimination of \$15,100 in expenses for operating the building at 105 Everett Street.
- The routine maintenance of the building is paid for by the Recreation Fund, and is not a General Fund Capital Improvement Program expense.
- This budget also includes \$10,730 to cover the utility costs and building upkeep for the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 96,644	\$ 105,574	\$ 111,701	\$ 99,438
Other Funds	\$ 20,186	\$ 26,045	\$ 21,200	\$ 21,997
Total Expenditures	\$ 116,830	\$ 131,619	\$ 132,901	\$ 121,435

Description:

The Hunt Recreation Center houses the Recreation Department's office and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a ten year period. The facility's locker rooms were renovated in fall of 2005 at a cost of approximately \$100,000. The building has offices, conference and multi-purpose rooms, a large second floor gymnasium, and shower facilities. Adjacent to the building on Emerson Playground is a teaching swimming pool used during summer camp, a children's spray fountain, basketball/tennis courts (which were rehabilitated in Fall 2006), a state-of-the-art running track (resurfaced in July 2017), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

The Hunt Recreation Center operates from 8:00 a.m. to 10:00 p.m. Monday through Friday, 8:00 a.m. to 6:00 p.m. on Saturday, and 8:00 a.m. to 10:00 p.m. on Sunday. The primary summer activity is the day camp that operates Monday through Friday. The summer season also includes a family swim program. The Center is also very busy throughout the year with activities that include the following: girl's basketball, men's and women's basketball, co-ed volleyball, fitness classes, and dances for middle school students. The Center is also home for the Department's Grades 3-to-6 After School program, which operates from September through June. In addition, the Center experiences high public uses as it is used by several community and sports organizations and by Town committees for meetings, is also the polling site for Precinct 5, and is the public hub for all activities that take place on Emerson fields (youth & high school sports, public play, dog walkers, special events, playground users, etc.).

HUMAN SERVICES: Hunt Recreation Center

Item 28

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 54,447	\$ 57,287	\$ 53,598	\$ 54,288	\$ 54,288
Purchased Services	40,695	52,036	47,453	49,917	49,917
Supplies	3,347	6,522	4,500	6,500	6,500
Rideout Fieldhouse	7,603	7,760	12,250	10,730	10,730
105 Everett Street	5,738	6,225	15,100	-	-
Capital Outlay	5,000	1,789	-	3,000	-
Totals	\$ 116,830	\$ 131,619	\$ 132,901	\$ 124,435	\$ 121,435

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 111,701	84.05%	\$ 99,438	81.89%	-10.98%
Recreation Fund	21,200	15.95%	21,997	18.11%	3.76%
Totals	\$ 132,901	100.00%	\$ 121,435	100.00%	-8.63%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 53,598	1.00	\$ 54,288
	Total	<u>1.00 FTEs</u>	<u>\$ 53,598</u>	<u>1.00 FTEs</u>	<u>\$ 54,288</u>

Capital Outlay Plan							
Ref. #	Description	FY18 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed
N-2	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	7,704	1.21			93,360		
FY2011	7,714	1.17	-3%	-3%	75,680	-19%	-1%
FY2012	5,249	0.97	-20%	-17%	78,899	-15%	4%
FY2013	5,922	0.94	-22%	-3%	92,520	-1%	17%
FY2014	6,622	0.94	-23%	0%	91,920	-2%	-1%
FY2015	7,212	1.02	-16%	9%	90,400	-3%	-2%
FY2016	5,594	0.97	-20%	-5%	96,240	3%	6%
FY2017	6,045	1.00	-18%	2%	90,520	-3%	-6%

Mission Statement:

The mission of Veterans Services and Benefits is to provide information, advice, and assistance to veterans in need of service, including assistance regarding benefits to veterans and their dependents.

Budget Highlights:

- This budget represents a 13.8% decrease in the operating appropriation from that of the FY18 budget.
- The decrease is a result of the expected cost of providing benefits to eligible residents.
- The FY19 budget proposes to fund veterans benefits at \$75,000, a decrease of \$20,000 from FY18.
- Funds are also allocated for the wages of the Veterans Agent, as well as office supplies, gasoline, vehicle supplies, and conference/training expenses.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 86,762	\$ 99,958	\$ 125,310	\$ 107,970
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 86,762	\$ 99,958	\$ 125,310	\$ 107,970

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 115, and is administered under State guidelines. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a full-time Director of Veterans Services/Veterans Agent. State law also requires that the Town's Director of Veterans Services/Veterans Agent be a war-era veteran, and be available on a full-time basis to provide assistance.

The purpose of this program is to provide information, advice, and assistance regarding benefits to veterans and their dependents. The Town is reimbursed by the State for 80% of benefits paid under the mandated program. The reimbursement occurs about 12-15 months after the expenditure and is received as State aid revenue rather than as a credit to this appropriation account. Administrative costs, including salary, are not reimbursable.

The Office of Veterans Services serves as a one-stop human service office, with the top priority of providing services that improve the quality of life for every one of the Town's veterans, as well as their families and surviving dependents.

In the past year, the Veterans' Agent has seen a noticeable increase in residents seeking and qualifying for Ch. 115 benefits. The number of qualifying residents is difficult to predict on an annual basis as individuals move into or out of the community. This is an aspect of the State Veterans' Services Program that continues to be closely monitored by the Veterans' Agent.

HUMAN SERVICES: Veterans Services & Benefits

Item 29

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 23,425	\$ 23,450	\$ 29,010	\$ 31,320	\$ 31,320
Purchased Services	924	1,999	250	200	200
Supplies	347	3,426	200	600	600
Other Charges	739	250	850	850	850
Sub Total	\$ 25,435	\$ 29,126	\$ 30,310	\$ 32,970	\$ 32,970
<u>Veterans Benefits</u>					
Other Charges	\$ 61,327	\$ 70,832	\$ 95,000	\$ 75,000	\$ 75,000
Totals	\$ 86,762	\$ 99,958	\$ 125,310	\$ 107,970	\$ 107,970

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 125,310	100.00%	\$ 107,970	100.00%	-13.84%
Totals	\$ 125,310	100.00%	\$ 107,970	100.00%	-13.84%

Personnel Services Summary					
		FY18 Budgeted		FY19 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	1018 hrs.	29,010	1044 hrs.	31,320
	Total	0.49 FTEs	\$ 29,010	0.50 FTEs	\$ 31,320

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

Mission Statement:

The purpose of this funding is to provide the community with efficient and cost-effective services in planning for and carrying-out Concord’s annual, tradition-rich, public ceremonies and celebrations.

Budget Highlights:

- This budget represents a 17.7% *increase* in the operating appropriation from that of the FY18 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$8,619, calculated based upon prior years’ experience as well as FY19 anticipated contractual wage obligations.
- Other event-related expenses include band/musician fees, participant refreshments, honored-citizen related expenses, horse and carriage rentals, etc.
- Flag replacement remains an important element of this account, for the annual purchase of Memorial Day flags and for maintenance of the street flags placed out for various significant days and events during the year. The FY19 proposed budget for the flags is \$2,800.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 20,391	\$ 24,307	\$ 19,228	\$ 22,624
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 20,391	\$ 24,307	\$ 19,228	\$ 22,624

Description:

This budget provides funding for equipment and activities associated with several distinctly separate functions that are related to various Concord ceremonies and celebrations. Committees and volunteers, with the assistance of staff from the Town departments, carry out the related activities. Notable public ceremonies supported by this account include the Veteran’s Day Flag Retirement Ceremony, the Honored Citizen Reception, the Meriam’s Corner Exercise, and Patriots’ Day and Memorial Day events. Net of Public Safety coverage for the various ceremonies and events, a very austere budget remains to cover other Town-wide event-related expenses. The Public Ceremonies and Celebrations Committee reports it to be an increasing challenge to secure sufficient event participants given their limited resources, but this citizen committee does not wish to request additional General Fund support at this time.

HUMAN SERVICES: Ceremonies & Celebrations

Item 30

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 18,277	\$ 20,705	\$ 16,278	\$ 21,044	\$ 20,544
Memorial Day Flags	299	3,602	1,750	2,080	1,080
Street Flags	1,814	-	1,200	1,000	1,000
Totals	\$ 20,391	\$ 24,307	\$ 19,228	\$ 24,124	\$ 22,624

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 19,228	100.00%	\$ 22,624	100.00%	17.66%
Totals	\$ 19,228	100.00%	\$ 22,624	100.00%	17.66%

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

Mission Statement:

The purpose of this funding is to provide for various miscellaneous benefit costs arising from the provisions of the Town's Personnel Bylaws, state statute, and collective bargaining agreements.

Budget Highlights:

- This budget represents no change in the operating appropriation from that of the FY18 budget.
- At the end of FY17, \$50,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2017 was \$188,538.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 97,329	\$ 98,838	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 97,329	\$ 98,838	\$ 100,000	\$ 100,000

Description:

The specific components of this budget are as follows:

Unused Sick Leave:

This benefit is received only upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, section 11.3. Action at the 1992 Annual Town Meeting restricted this payment for non-union employees to those hired prior to July 1, 1992. The collective bargaining agreement with the Public Safety Dispatchers contains this identical provision. Agreements with Police and Fire Unions restrict eligibility to police officers hired prior to January 1, 2011 and to Firefighters hired prior to July 1, 2011. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay. In the Fire Union contract, the maximum payoff is established as 65 days.

While the annual expenditure for this benefit is erratic and unpredictable, the Town's financial statements measure the expected future liability and the budget provision seeks to allow for probable eligible retirements. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account should be maintained for the next five budget years at \$90,000.

Public Safety Medical Disability:

Chapter 41, section 100B of the Mass. General Laws, accepted by Article 10 of the 1976 Annual Town Meeting, permits the Town to indemnify police officers and firefighters who are retired on accidental disability for medical expenses incurred during their retirement. Such expenses must be "the natural and proximate result of the disability for which the police officer or firefighter was retired." Normally, these expenses are items not reimbursable by the Town's Health insurance plans or co-insurance payments.

There are presently 12 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but the Town's past practice suggests that it makes every practical effort to cover eligible expenses. At present, this account is projected to cover only minor expenses such as office visits and prescriptions not covered by the retiree's health insurance plan.

Employee Assistance Program:

The proposed budget funds an annual contract with Corporate EAP Resources, Inc. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, personal development seminars, and one-on-one confidential counseling services.

UNCLASSIFIED: Town Employee Benefits

Item 31

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ 41,513	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	152	148	2,500	2,500	2,500
Employee Assistance Program	7,177	7,177	7,500	7,500	7,500
To Sick Leave Buyback Reserve	90,000	50,000	-	-	-
Totals	\$ 97,329	\$ 98,838	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%
Totals	\$ 100,000	100.00%	\$ 100,000	100.00%	0.00%

General Fund Sick Leave Buy-Back Liability at June 30				
	FY14	FY15	FY16	FY17
Police Union	\$ 263,020	\$ 226,966	\$ 212,632	\$ 208,588
Fire Union	549,154	557,186	549,329	568,263
All Other Town Govt	463,745	423,142	460,670	372,061
Total Town Liability	\$ 1,275,919	\$ 1,207,294	\$ 1,222,630	\$ 1,148,912
CPS Employees	\$ 1,760,537	\$ 1,710,696	\$ 1,603,323	\$ 1,506,372
Total Liability	\$ 3,036,456	\$ 2,917,990	\$ 2,825,953	\$ 2,655,285

Police Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 1/1/92	50%	62.0 Days
1/1/92-12/31/96	40%	49.6 Days
1/1/97-12/31/01	30%	37.2 Days
1/1/02-12/31/10	25%	31.0 Days

Fire Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 7/1/11	50%	65.0 Days

As shown above, this account representing fiscal years FY14 to FY17 is only for the General Fund "Town Liability". The Concord Public Schools (CPS) liability is payable from the annual CPS appropriation. The Total Liability is shown in the Annual Financial Statements. Enterprise Fund Liabilities are paid from those funds.

The payout from FY19 through FY23 from this account is expected to be approximately \$630,000. To cover this expected payout, the Town plans to allocate \$90,000 each year to the Sick Leave Buyback "Reserve", which has an ending balance of \$188,538 on June 30, 2017, as shown below.

General Fund Sick Leave Buyback Reserve					
	Beginning Balance	Uses	Added @ 6/30	Ending Balance	
FY13	\$ 183,043	\$ (6,272)	\$ 90,000	\$ 266,771	
FY14	\$ 266,771	\$ (118,473)	\$ 90,000	\$ 238,298	
FY15	\$ 238,298	\$ (147,938)	\$ 90,000	\$ 180,360	
FY16	\$ 180,360	\$ (57,896)	\$ 90,000	\$ 212,464	
FY17	\$ 212,464	\$ (73,926)	\$ 50,000	\$ 188,538	

Mission Statement:

The purpose of this contingency account is to allow the Finance Committee to meet extraordinary or unforeseen expenditures that may arise during the year.

Budget Highlights:

- This budget represents no change from that of the FY16 budget.
- This account is 0.51% of the appropriation proposed in Article 7, the accounts under the jurisdiction of the Town Manager.
- The six FY17 Reserve Fund requests total \$169,118 and are listed below.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (36,500)	\$ (169,118)	N/A	N/A
Return to Revenue	\$ 188,500	\$ 55,882	N/A	N/A

Description:

The Reserve Fund is an appropriated contingency account that is allocated during the year by vote of the Finance Committee pursuant to petition of the Town Manager on behalf of departments. In accordance with the provisions of Massachusetts General Laws Chapter 40, section 6, it is intended to meet “extraordinary or unforeseen expenditures.”

While the Reserve Fund may be allocated for any Town purpose, the original Reserve Fund budget of each year has not been used for Education operating budgets (except through supplemental appropriations specifically earmarked by Town Meeting vote). This is because the Concord Public School Committee has the legal authority to transfer appropriations within the overall amount appropriated to it by Town Meeting. The Town Manager has no similar authority to make transfers among the 39 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2018 Annual Town Meeting (Article 7).

Requests from town departments are first reviewed by the Finance Director and approved by the Town Manager before being submitted to the Finance Committee for its consideration. During FY17, the Finance Committee approved the following reserve fund transfers:

FY17 Reserve Fund Transfers

Account	Amount	Explanation
Veterans Services and Benefits	\$ 34,000	To provide benefits to additional veterans as specified by State law.
Elections	\$ 11,794	To provide funds for 2 additional local elections.
Park and Trees	\$ 30,798	To provide funds for tornado clean-up
Highway	\$ 46,270	To provide funds for the demolition of 91 Sudbury Road
Legal Services	\$ 30,000	To provide funds for additional legal services.
Town Meeting and Reports	\$ 16,256	To provide funds for audio/video and furniture rental for Town Meeting

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(36,500)	(169,118)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	188,500	55,882	N/A	N/A	N/A

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000		\$ 225,000		0
Totals	<u>\$ 225,000</u>		<u>\$ 225,000</u>		0.00%

Mission Statement:

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's 30 separate appropriation accounts and sub-accounts that include salary funds.

Budget Highlights:

•Proposed funding is intended to provide scale adjustment, step, merit, and collective bargaining costs as well as reclassification and market adjustments pursuant to the plan.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Appropriation	\$ 643,404	\$ 755,708	\$ 796,923	\$ 1,407,895
Less Transfers & Encumbrances	\$ (553,957)	\$ (746,594)	N/A	N/A
Balance Unexpended	\$ 89,447	\$ 9,114	N/A	N/A

Description:

Funding for salary adjustments is appropriated to a single reserve account and then, pursuant to the authorization of Town Meeting, is transferred (after the July 1 start of the fiscal year) to the various operating accounts based upon actual requirements. In accordance with the Town Meeting vote, the Town Manager reports all transfers to both the Board of Selectmen and the Finance Committee. This procedure avoids the need to estimate salary adjustment amounts in each of the 30 separate accounts and sub-accounts that include salary funds.

The FY19 recommendation is projected to be sufficient for approximately a 5.0% overall pay adjustment for non-union staff and for the funding of existing collective bargaining agreements with uniformed police officers, fire fighters, public safety dispatchers, public works, and library employees. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY19 step increase and merit pay plan prior to July 1, 2018.

The FY18 compensation plan allowed for an average 5.0% pay adjustment, with 2.5% for market adjustments and 2.5% for step and merit adjustments up to the allowable amount limited by the salary cap of the specific classification.

Only longevity increments scheduled for existing staff are included in the proposed departmental budgets. All other salary changes for FY18 are proposed for funding from this account.

The budget proposed for FY19 includes an allowance for funding settlements of the collective bargaining agreements with workers at the Police Department, Fire Department, Department of Public Works and Library, and these collective bargaining agreements have not yet been concluded as of the setting of the appropriation amount of the Salary Reserve Fund..

UNCLASSIFIED: Salary Reserve

Item 33

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 643,404	\$ 755,708	\$ 796,923	\$ 1,407,895	\$ 1,407,895
Less:					
Total Transfers	(521,457)	(536,594)	N/A	N/A	N/A
Encumbered	(32,500)	(210,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	89,447	9,114	N/A	N/A	N/A

Note: The Salary Reserve Fund includes funds for outstanding collective bargaining agreements.

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 796,923		\$ 1,407,895		76.67%
Totals	\$ 796,923		\$ 1,407,895		76.67%

Salary Adjustment History - Non-Union Staff			
<u>Beginning Date</u>	<u>Fiscal Year</u>	<u>July 1st Structure Increase</u>	<u>Step / Merit Increase*</u>
7/1/08	FY09	3.0%	2.5%
7/1/09	FY10	2.0%	0.0%
7/1/10	FY11	2.0%	0.0%
7/1/11	FY12	2.0%	2.5%
7/1/12	FY13	1.5%	2.5%
7/1/13	FY14	1.5%	2.5%
7/1/14	FY15	1.5%	2.5%
7/1/15	FY16	1.5%	2.5%
7/1/16	FY17	2.0%	2.5%
7/1/17	FY18	2.5%	2.5%
7/1/18 **	FY19	2.5%	2.5%

* Based upon written performance evaluation
 ** Proposed Salary Adjustment

Mission Statement:

The purpose of this account is to facilitate the acquisition of land by providing resources for appraisals, surveys, and deposits.

Budget Highlights:

- General Fund support of \$10,000 is proposed in FY19.
- The balance of the fund is available for costs related to appraisals, surveys, and deposits in connection with land acquisition.
- This fund can accept gifts from private sources.

Appropriation Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000

Description:

The Land Fund was established by Town Meeting vote on April 7, 1986 (Article 12). The Bylaw states that the Fund receives:

1. Appropriations voted at any Annual or Special Town Meeting;
2. Interest income on any available cash balance in the fund;
3. Gifts from private sources.

This budget account shows the appropriations voted by the Town, supported either by the property tax levy or by transfer from the available fund balance. An appropriation of \$10,000 is proposed for FY19.

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,000	N/A	\$ 10,000	N/A	N/A
Totals	\$ 15,000	N/A	\$ 10,000	N/A	N/A

Land Fund History								
	FY13	FY14	FY15	FY16	FY17	FY18 Budgeted	FY19 Proposed	
<u>Fund Source</u>								
Beginning Balance	\$ 15,071	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 7,296	\$ 22,432	
Return to Fund	-	-		9,889				
Sale of Land	-	-						
Tax Levy	10,000	10,000	15,000	15,000	15,000	15,000	10,000	
Gifts	-	-						
Interest Earned	17	2	19	129	196	136	150	
Total Available	\$ 25,088	\$ 11,766	\$ 15,021	\$ 40,039	\$ 50,735	\$ 22,432	\$ 32,582	
<u>Fund Uses</u>								
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land Purchase	-	-	-	-	-	-	-	
Options	-	-	-	-	-	-	-	
Appraisal, Legal, Surveying, etc.	23,324	11,764	-	4,500	43,439	-	-	
Total Used	\$ 23,324	\$ 11,764	\$ -	\$ 4,500	\$ 43,439	\$ -	\$ -	
Ending Balance	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 7,296	\$ 22,432	\$ 32,582	

Mission Statement:

The purpose of this funding is to provide for the cost of employee group insurance programs. The Town participates in a Joint Purchasing Group with 16 area towns and school districts. The Group Plan is self-funded and rates are set to cover expected claims, reinsurance cost for large claims, and administrative costs negotiated with Tufts, Harvard Pilgrim, and Fallon Health Plans.

Budget Highlights:

- This budget represents a 15.1% *increase* in the appropriation from that of the FY18 budget.
- This budget covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- About 70% of active Town and CPS employees select Town health insurance coverage.
- Pursuant to a July 2011 state law, a revised health plan design was implemented on June 1, 2012. A 3-year Mitigation Plan was agreed upon to set up a fund a Health Reimbursement Account to offset a portion of higher out-of-pocket costs incurred by plan participants.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Use for Group Insurance	\$4,073,876	\$4,350,000	\$ 4,800,000	\$ 5,526,100
Transfer to OPEB Trust Fund	\$ 555,000	\$ 300,000		\$ -
Transfer to Insurance Reserve	\$ 21,124		\$ -	\$ -
Total General Fund	\$4,650,000	\$4,650,000	\$ 4,800,000	\$ 5,526,100
Other Funds	\$ 432,697	\$ 458,531	\$ 510,000	\$ 344,900
Total Expenditures	\$5,082,697	\$5,108,531	\$ 5,310,000	\$ 5,871,000

Description:

This budget provides for the Town's share of the cost of employee group insurance programs. It covers both Town government **and** Concord Public School employees. The Town offers health, dental and basic life insurance programs on a contributory basis. State law requires that the Town's contribution rate can be **no less than 50%**. This is the rate the Town contributes for retirees, but the contribution rate for active employees is slightly higher depending on the plan option. Overall, the Town contributes approximately 55% of the cost for active employees. The Town also provides supplemental life insurance and a disability income protection plan on a group basis but, in accordance with state law, no Town contribution is paid for these programs.

New Health Plan Design effective June 1, 2012

Legislation passed by the state legislature and signed by the Governor on July 12, 2011, Chapter 69 of the Acts of 2011, accompanied by detailed procedural regulations (801 CMR 52.00) provided a new process enabling changes in the design of municipal employee group health insurance plans outside of collective bargaining requirements. Local government was given the authority to design health plans with provisions for deductibles and co-pays of a dollar value no greater than those in the Tufts Navigator Plan offered through the state's Group Insurance Commission (GIC). Local governments were also given an expedited path to join the state GIC if local analysis of that option was the choice of local authorities and met certain savings thresholds. The state law further required that a Mitigation Plan valued at least at 25% of the first-year projected savings must be funded by the employer as a condition of implementation.

The Town and Schools (CPS and CCRSD) successfully worked with our joint Town of Concord and Concord-Carlisle Regional School District Insurance Advisory Committee and through voluntary collective bargaining with the eleven town and school collective bargaining units. Pursuant to the objectives of the new state law, a new set of group health insurance plans was implemented on June 1, 2012 along with a 3-year Mitigation Plan to address the impacts of higher out-of-pocket expenses that will be incurred by subscribers.

As a result of the savings from the revised plan design, the General Fund appropriation remained level at \$4,650,000 from FY11 to FY17. In recent years, health insurance inflation has required a budget increase.

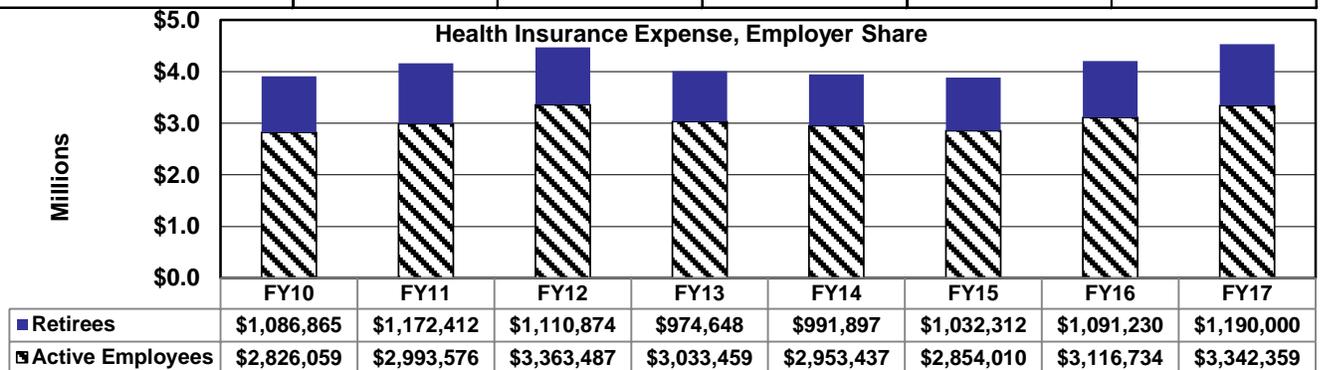
JOINT (TOWN-CPS): Group Insurance

Item 35A

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 3,116,734	\$ 3,342,359	\$ 3,670,000	\$ 4,035,000	\$ 4,035,000
Health Insurance - Retired	1,091,230	1,190,000	1,290,000	1,490,000	1,490,000
Health Insurance - Ret. (MGL 32, 9A1/2)	8,839	3,503	15,000	-	-
Life Insurance	15,487	15,689	20,000	20,000	20,000
Dental Insurance	257,619	261,027	285,000	285,000	285,000
Other Prof. Services	2,869	7,600	15,000	16,000	16,000
Medicare Part B Penalty Reimbursement	14,795	10,876	15,000	25,000	25,000
Health Plan Mitigation Fund	-	-	-	-	-
Transfer to Insurance Reserve Fund	20,124	-	-	-	-
Transfer to OPEB Trust Fund	555,000	277,477	-	-	-
Total Expenditure	\$ 5,082,697	\$ 5,108,531	\$ 5,310,000	\$ 5,871,000	\$ 5,871,000

Note: OPEB information is presented in Item 35B

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,800,000	90.40%	\$ 5,304,870	90.36%	10.52%
Light Fund	308,000	5.80%	325,378	5.54%	5.64%
Water Fund	70,000	1.32%	107,553	1.83%	53.65%
Sewer Fund	17,000	0.32%	26,889	0.46%	58.17%
Recreation Fund	53,000	1.00%	27,144	0.46%	-48.78%
Swim & Fitness Center Fund	56,000	1.05%	72,171	1.23%	28.88%
Retirement	6,000	0.11%	6,995	0.12%	16.58%
Totals	\$ 5,310,000	100.00%	\$ 5,871,000	100.00%	10.56%



Mission Statement:

The purpose of this funding is to provide resources to cover the Net OPEB Obligation (NOO) associated with Other Post-Employment Benefits (OPEB). The NOO is the Annual Required Contribution (ARC) after subtracting current contributions and factoring in several adjustments.

Budget Highlights:

- This budget represents a \$147,000 increase in General Fund allocation over the FY18 budgeted amount.
- In FY19, an amount of \$1,617,000 has been proposed from the General Fund.
- The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) will continue to fully fund their portion of the Cumulative Unfunded OPEB Obligation in the amount of \$131,000.
- The projected FY19 NOO (net of “pay-as-you go” contributions) is \$2,320,105 or \$572,105 greater than the funding plan of \$1,748,000.
- The discount rate was decreased from 7.50% to 7.25% with the June 30, 2016 OPEB Actuarial Valuation Report.

Funding Summary

Transferred to OPEB Trust	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund Appropriation	\$1,150,000	\$1,400,000	\$ 1,470,000	\$ 1,617,000
Enterprise Funds	\$ 75,000	\$ 80,000	\$ 141,000	\$ 131,000
Transfer from Group Ins. (#31A)	\$ 555,000	\$ 300,000	\$ -	\$ -
Total Funding	\$1,780,000	\$1,780,000	\$ 1,611,000	\$ 1,748,000

Description:

During the last decade, health care costs have risen at a much greater pace than inflation. As a result, the amount of the Town’s liability for its retirees’ health insurance benefits has correspondingly increased. Prior to FY10, the Town budgeted funds to pay only for the annual benefits for current retirees, spouses, and survivors. However, these “pay-as-you-go” contributions did not take into account the accrued liability associated with future health care benefits for active employees or the funded past liability for current retirees, spouses, and survivors.

Since this liability is a nationwide issue, the Governmental Accounting Standards Board (GASB) issued Statement No.45, in June 2004, to provide accounting guidance and financial statement standards. The actuarial costs of health care benefits received or to be received by the Town’s active employees and the Town’s retirees, spouses, and survivors.

To comply with GASB 45, the Town conducted an Actuarial Study based on data as of June 30, 2017. The Actuarial Accrued Liability (AAL) as of the most recent date was approximately \$41.8 million.

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

The charts on the opposite page show the Annual Net OPEB Obligation, Annual Funding Plan, and the Cumulative Unfunded Liability. For FY19, the Annual NOO is projected to be \$2.32 million, which is comprised of the liability associated with the various funds. As presented in the Annual Funding Plan for FY19, the General Fund budget proposes an appropriation of \$1,617,000 to begin to pay down its obligation, and the Enterprise Funds plan to fully pay for their obligations totaling \$131,000.

As of June 30, 2017, the Actuarial Value of Assets (AVA) was \$11.6 million to offset the AAL of \$41.8 million, resulting in an Unfunded Actuarial Accrued Liability (UAAL) of \$30.2 million. The Town has a funding plan to pay off the UAAL by the year 2039.

JOINT (TOWN-CPS): Other Post Employment Benefits**Item 35B**

The table below shows the change in Annual Net OPEB Obligation (NOO) . This liability equals the adjusted Annual Required Contribution (ARC) after subtracting "pay-as-you-go" contributions that covers the existing health care benefits for current retirees. The total Annual NOO is projected to be \$2.32 million in FY19.

Annual Net OPEB Obligation (NOO) (Liability net of "pay as you go" Contributions)					
	FY15 Actual	FY16 Projected	FY17 Projected*	FY18 Projected*	FY19 Projected*
General Fund	\$ 1,427,854	\$ 1,736,251	\$ 1,801,550	\$ 1,734,483	\$ 2,148,368
Light Fund	38,057	80,811	105,744	102,343	131,751
Water Fund	21,680	24,507	22,160	22,986	27,383
Sewer Fund	5,356	6,009	5,433	5,636	6,734
Swim & Fitness Center Fund	27,183	33,153	1,645	177	5,869
Totals	\$ 1,520,130	\$ 1,880,731	\$ 1,936,532	\$ 1,865,625	\$ 2,320,105

The Town has begun to set funds aside to cover the OPEB liability. Charges to the Enterprise funds have covered their full NOO.

Payments To OPEB Annual Funding Plan					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Projected
General Fund	\$ 900,000	\$ 1,264,226	\$ 1,400,000	\$ 1,470,000	\$ 1,617,000
Trans. from Group Ins. (#35A)	\$ 800,000	\$ 555,000	\$ 300,000	\$ -	\$ -
Light Fund	11,000	15,509	30,000	80,000	100,000
Water Fund	17,000	19,981	20,000	25,000	25,000
Sewer Fund	5,000	5,031	5,000	6,000	6,000
Swim & Fitness Center Fund	38,000	41,498	25,000	30,000	-
Totals	\$ 1,771,000	\$ 1,901,245	\$ 1,780,000	\$ 1,611,000	\$ 1,748,000

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

Cumulative Unfunded OPEB Obligation at June 30					
	FY15 Actual	FY16 Actual	FY17 Projected*	FY18 Projected*	FY19 Projected*
General Fund	\$ 7,391,340	\$ 7,308,365	\$ 7,409,915	\$ 7,674,398	\$ 8,205,766
Light Fund	(60,065)	5,237	80,981	103,324	135,075
Water Fund	(41,908)	(36,582)	(34,423)	(36,437)	(34,054)
Sewer Fund	(12,040)	(11,862)	(11,429)	(11,793)	(11,059)
Swim & Fitness Center Fund	(30,045)	(38,390)	(61,744)	(91,567)	(85,698)
Totals	\$ 7,247,282	\$ 7,226,768	\$ 7,383,300	\$ 7,637,925	\$ 8,210,030

* FY15, FY16, and FY17 Projections are based on an OPEB Actuarial Valuation Report dated June 30, 2017

Mission Statement:

This account funds property insurance coverage for all Town-owned property, liability coverage for Town officials, and special risk coverage for police and fire personnel. The objective is to provide affordable and comprehensive management of the Town's risks.

Budget Highlights:

- The General Fund share of this budget is proposed to be a 10% *increase* in the appropriation of that of the FY18 budget.
- Various MIIA discounts (of about 10%) have been received in recent years, but their continuation lacks predictability and, therefore, are not assumed in this proposed budget.
- Premium budget of \$507,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 222,024	\$ 157,398	\$ 250,000	\$ 275,000
Transfer to Insurance Reserve	\$ 2,976	\$ 92,602		
Other Funds	\$ 191,796	\$ 199,552	\$ 220,000	\$ 242,000
Total Expenditures	\$ 416,796	\$ 449,552	\$ 470,000	\$ 517,000

	\$ in thousands	% of total
Town Appropriation	\$265.0	52.2%
Public Schools (K-8)	72.6	14.3%
CCRS	41.8	8.2%
Light Fund	64.9	12.8%
Water Fund	37.4	7.3%
Sewer Fund	13.2	2.6%
Swim & Fitness Ctr.	9.7	1.9%
All Other	2.4	0.7%
Total	\$507	100.0%

Description:

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

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$220 million) and approximately 260 vehicles of all kinds, from police cars to school buses to backhoes, against damage or loss. Coverage includes any construction projects that are undertaken during the year. Excess umbrella liability coverage of \$5 million is also purchased.

The Town is advised by an insurance consulting firm on an as-needed basis in order to guarantee the Town meets all insurance requirements and is able to respond to fluctuating market changes. The insurance program is managed by the Deputy Town Manager.

Property and Liability insurance is currently purchased through the Massachusetts Interlocal Insurance Association (MIIA). The total annual premium budget for the current year is \$507,000. The budget estimate for FY19 anticipates minor price or coverage change.

JOINT (TOWN-CPS): Property and Liability Insurance

Item 35C

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 413,820	\$ 351,950	\$ 460,000	\$ 507,000	\$ 507,000
Damages to Pers. & Prop.	-	5,000	5,000	5,000	5,000
Insurance Advisor	-	-	5,000	5,000	5,000
Transfer to Ins. Res. Fund	2,976	92,602			
Total Expenditure	\$ 416,796	\$ 449,552	\$ 470,000	\$ 517,000	\$ 517,000

Insurance Premium Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 71,516	\$ 86,188	\$ 100,000	\$ 110,000	\$ 45,000
General Liability, Umbrella, Pub. Officer. School Board	102,627	100,730	135,000	145,000	65,000
Property Insurance	125,830	129,569	158,000	175,000	78,000
Pollution Liability	69,759	-	-	-	-
Police and Fire Medical	42,275	33,651	65,000	75,000	75,000
All Other	1,813	1,813	2,000	2,000	2,000
Total Expenditure	\$ 413,820	\$ 351,950	\$ 460,000	\$ 507,000	\$ 265,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,000	53.19%	\$ 275,000	53.19%	10.00%
Other Sources:					
CMLP	59,000	12.55%	64,900	12.55%	10.00%
Water	34,000	7.23%	37,400	7.23%	10.00%
Sewer	12,000	2.55%	13,200	2.55%	10.00%
Swim and Fitness	8,800	1.87%	9,700	1.88%	10.23%
CPS	66,000	14.04%	72,600	14.04%	10.00%
CCRSD	38,000	8.09%	41,800	8.09%	10.00%
Other	2,200	0.47%	2,400	0.46%	9.09%
Totals	\$ 470,000	100.00%	\$ 517,000	100.00%	10.00%

Mission Statement:

This account covers the cost of personnel claims for both Town and School (K-8) unemployment and workers' compensation insurance. Charges attributable to Enterprise departments are directly charged and do not appear here as allocable expenses.

Budget Highlights:

Unemployment Compensation

- Eligible individuals receive a weekly benefit amount of approximately 50% of their average weekly wage, up to the maximum set by law. As of October 2017, the maximum weekly benefit amount is \$769 per week.

Workers Compensation

- "Administrative services" is for a claims administration service contract.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 185,032	\$ 200,000	\$ 200,000	\$ 210,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 185,032	\$ 200,000	\$ 200,000	\$ 210,000

Description:

Unemployment Compensation

This account covers the cost of claims for both Town and School (K-8) personnel involving layoff from service, layoff from subsequent employment, resignation due to a spouse's relocation, and under-employment. Employers pay a varying percent of covered payroll to the Commonwealth's Division of Unemployment Assistance. Public employers are also given the choice of paying this payroll tax or choosing the "reimbursement method." Concord has chosen this alternative method, which means that it pays for actual claims incurred.

The budget recommendation allows for a continuation of the level of claims experienced in recent years. While we are not foreseeing any circumstance requiring extensive staff reductions, claims can arise from a variety of situations. The most common situations are termination for performance reasons and layoff from a subsequent employer.

Workers' Compensation

This account covers medical expenses for Town and School employees injured on the job. Salary continuation costs are charged to each department's budget. Our cost experience over the years has been highly favorable. The School Department (for CPS employee coverage only, not CCRSD) and the Town administration have jointly retained consulting services, claims administration services, and stop-loss reinsurance coverage.

Stop-Loss" coverage with an insured ceiling of \$2 million per year and a specific retention level of \$600,000 per accident has been acquired for the current year (July 1, 2017 to June 30, 2018) for \$38,065.

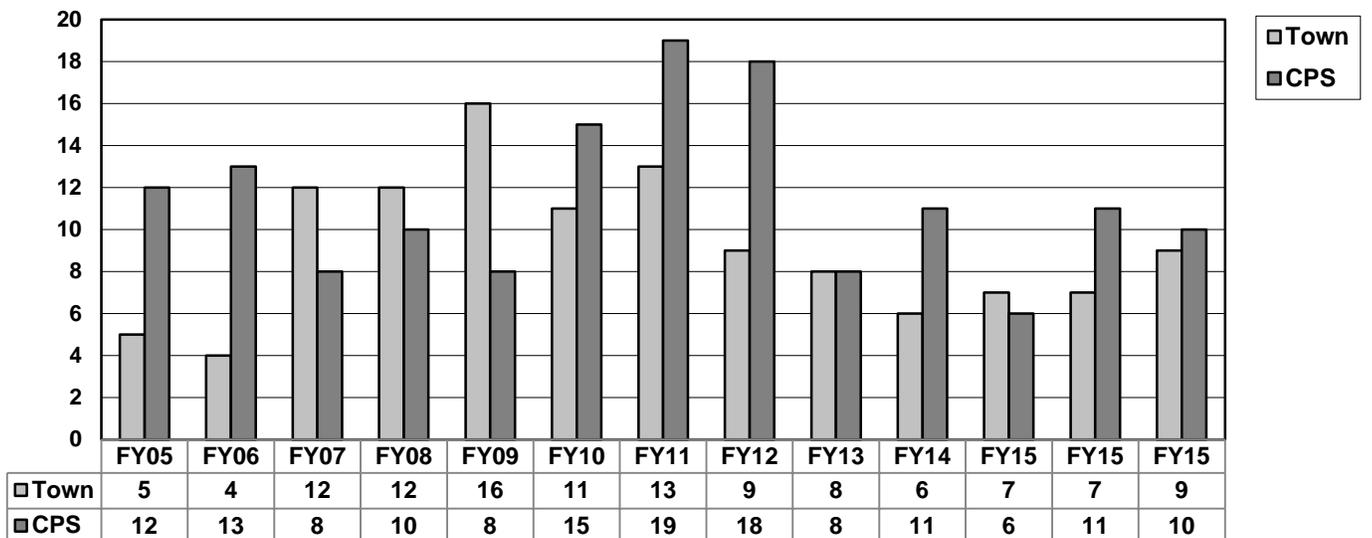
JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 36

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 53,495	\$ 95,421	\$ 100,000	\$ 110,000	\$ 110,000
<u>Workers Comp.</u>					
Admin. Services	\$ 44,298	\$ 22,389	\$ 15,000	\$ 25,000	\$ 25,000
Reinsurance/Stop-loss	34,281	35,770	35,000	35,000	35,000
Medical Expenses	\$ 52,958	\$ 46,421	50,000	40,000	40,000
Total Expenditure	\$ 185,032	\$ 200,000	\$ 200,000	\$ 210,000	\$ 210,000

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 210,000	100.00%	5.00%
Totals	<u>\$ 200,000</u>	100.00%	<u>\$ 210,000</u>	100.00%	5.00%

Unemployment Compensation History

Number of Recipients



Mission Statement:

The purpose of this funding is to provide for the cost of the Town's required annual payment to the Concord Contributory Retirement System, determined pursuant to a funding schedule based upon a biennial actuarial valuation. The Concord Retirement System is one of 106 Boards functioning as part of a statewide defined benefit pension system operated for all eligible employees of Massachusetts state and local government, in lieu of the federal Social Security system.

Budget Highlights:

- This budget represents a 10.3% *increase* over the appropriation from that of the FY18 budget.
- At the most recent biennial actuarial valuation date of January 1, 2017, the Funding Schedule projects full funding status as of 2030.
- The valuation for January 1, 2015 lowered the assumed rate of return to 7.25%, a reduction of 0.25% which increased the actuarial accrued liability by \$4.1 million.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$3,220,000	\$3,317,000	\$ 3,667,000	\$ 3,777,010
Other Funds	\$ 559,937	\$ 616,485	\$ 521,038	\$ 748,774
Total Expenditures	\$3,779,937	\$3,933,485	\$ 4,188,038	\$ 4,525,784

Description:

The Concord Retirement Board administers a defined benefit contributory retirement plan established under Massachusetts General Laws, Chapter 32, that is partially funded by employee contributions and is supervised by the Public Employee Retirement Administration Commission (PERAC), Commonwealth of Massachusetts.

Employer groups covered by the System include the Town of Concord (including the Concord Public School Department, CPS), the Concord-Carlisle Regional School District (CCRS) and the Concord Housing Authority (CHA).

The Retirement System covers substantially all municipal employees working at least 25 hours per week, except for teaching personnel (who are members of the State Teachers Retirement System, a single statewide system for which the employer cost is covered by the state budget).

Employees contribute varying rates dependent on the date of membership in the system. New members since July 1, 1996 contribute 9% of regular compensation. Overtime and other forms of "bonus" pay are excluded both for employee contribution purposes and from the calculation of retirement benefits. *State legislation enacted in the 2011 session (Chapter 176) makes substantial changes affecting new hires on and after April 2, 2012, but the impact of these changes on pension liabilities will be gradual and in the near term not significant.

Results of Actuarial Valuation				
	At 1/1/15	At 1/1/16	At 1/1/17	Δ% (2016 to 2017)
Obligations (AAL)	\$156,552,000	\$167,011,000	\$174,389,000	4.4%
Assets (AVA)	\$126,816,000	\$137,855,000	\$148,500,000	7.7%
Unfunded AAL	\$29,735,000	\$29,156,000	\$25,889,000	- 11.2%
Funded Ratio	81%	83%	85%	N/A
Earning Rate Assumed	7.25%	7.25%	7.25%	N/A
Amortization Increase*	2%	2%	2%	N/A
Funding Year Projected**	2030	2030	2030	N/A
Asset Market Value	\$133,074,000	133,690,000	145,339,000	8.7%

AAL = Actual Accrued Liability; AVA = Actual Value of Assets

* Max permitted = 4%; ** Max permitted = 2040; Governing Statute: 5.22F of M.G.L Ch. 32.

JOINT (TOWN-CPS): Retirement

Item 37

Uses				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Required Employer Share to Pension Fund	\$ 3,901,380	\$ 4,449,269	\$ 4,703,076	\$ 4,873,262
Transfer to (from) Town Pension Reserve Fund	\$ (121,443)	\$ (515,784)	\$ (515,038)	\$ (347,478)
Total Uses	\$ 3,779,937	\$ 3,933,485	\$ 4,188,038	\$ 4,525,784

Funding Sources				
	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
<u>General Fund Appropriation</u>	\$ 3,220,000	\$ 3,317,000	\$ 3,667,000	\$ 3,777,010
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 392,481	\$ 423,095	\$ 347,354	\$ 572,244
Water Fund	\$ 72,280	\$ 86,179	\$ 82,117	\$ 98,164
Sewer Fund	\$ 18,070	\$ 21,545	\$ 20,529	\$ 24,541
Swim & Fitness Fund	\$ 77,106	\$ 85,666	\$ 71,038	\$ 53,825
Subtotal Enterprises	\$ 559,937	\$ 616,485	\$ 521,038	\$ 748,774
Total Sources	\$ 3,779,937	\$ 3,933,485	\$ 4,188,038	\$ 4,525,784

Performance Highlights (amounts in thousands)						
Date of Actuarial Valuation and Data Provided	(1) Actuarial Value of Net Assets Available for Plan Benefits	(2) Actuarial Accrual Liability	(3) Percentage Funded: (1)÷(2)	(4) Unfunded Actuarial Accrued Liability (2)-(1)	(5) Annual Covered Payroll	Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll
January 1, 1994	\$ 27,603	\$ 38,207	72.25%	\$ 10,604	\$ 11,011	96.30%
January 1, 1996	\$ 33,678	\$ 42,701	78.87%	\$ 9,023	\$ 11,655	77.42%
January 1, 1998	43,221	51,392	84.10%	8,171	13,676	59.75%
January 1, 2000	56,251	59,720	94.19%	3,469	14,807	23.43%
January 1, 2002	56,748	67,763	83.74%	11,014	16,776	65.65%
January 1, 2004	63,067	76,564	82.37%	13,496	17,996	74.99%
January 1, 2006	75,974	83,989	90.46%	8,015	18,925	42.35%
January 1, 2008	90,963	94,681	96.07%	3,718	21,295	17.46%
January 1, 2010	90,445	106,054	85.28%	15,609	24,097	64.78%
January 1, 2012	94,996	123,798	76.73%	28,802	25,221	114.20%
January 1, 2014	115,340	142,405	80.99%	27,065	27,514	98.37%
January 1, 2015	126,817	156,552	81.01%	29,735	29,283	101.54%
January 1, 2016	137,855	167,011	82.54%	29,156	29,941	97.38%
January 1, 2017	148,500	174,390	85.15%	25,890	31,626	81.86%

Program Implementation

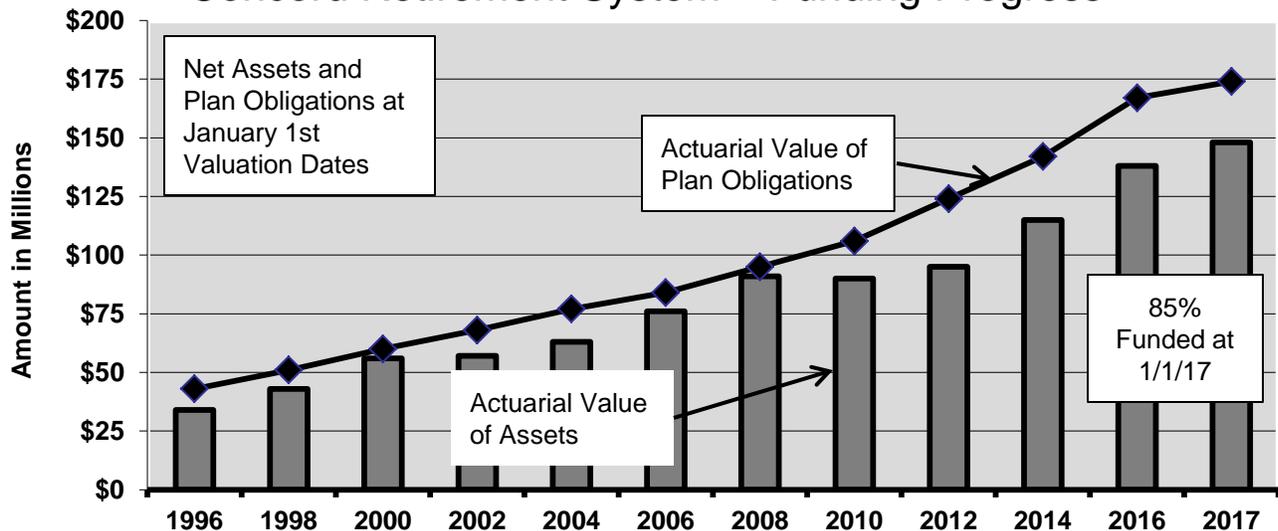
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by the other four members. The system is administered with the assistance of the Town’s Finance Department; the Town Treasurer is custodian of the System’s assets. The Board is supervised by a state agency, the Public Employee Retirement Administration Commission (PERAC).

The System is “unfunded” in that, since its inception in 1937, and continuing until 1992, the employer contribution had been related solely to pension payments for current retirees. A “funded” system would require that, upon retirement, assets had been accumulated on behalf of each member sufficient, with continued investment earnings, to meet pension obligations for the projected life of the beneficiary. The “unfunded liability” of a system is a measure of the shortfall between projected actuarial obligations and accumulated assets. A pension system can be fully funded at one point in time and then be underfunded later even while making required funding plan payments if the investment yield falls below the actuarial projection. Concord’s assumed annual investment yield for the purpose of calculating its future obligations is 7.25%.

Recognizing the adverse fiscal implications of a funding shortfall, the Town of Concord commenced in 1978 a program of funding its accumulated past service liability. At January 1, 1993, assets amounting to \$5,492,405 were transferred from the special “Pension Reserve” fund to the Retirement System in connection with the formal adoption of a twenty-year funding plan to amortize the remaining unfunded liability. As of January 1, 2016, the Retirement System was 85% funded.

Plan obligations include the impact of acceptance by the 1998 Town Meeting of a state law governing cost of living adjustments (COLA) to retirees. The COLA statute provided for a pension increase equal to the social security percentage increase each year, or 3%, whichever is less, on the first \$12,000 of annual pension payment. The 1999 State Legislature enacted a further revision, permitting the granting of a full 3% COLA adjustment on the first \$12,000 per year, without regard to whether the federal Social Security adjustment was lower than 3%. This revision was accepted by a 2000 Town Meeting vote. The Concord Retirement Board’s Funding Plan assumes a 3% annual COLA on the first \$12,000 (a \$1,000 per month COLA base; a maximum \$360 annual COLA increase).

Concord Retirement System – Funding Progress



*Net Assets and Plan Obligations shown according to **January 1st** valuation dates.

Additional Retirement System Information

In addition to the system's assets, the Town continues to maintain a Pension Reserve Fund that had a market value of \$9.65 million on January 1, 2017. With the retirement system's assets which had a market value of \$145.33 million, these combined assets increase by 8.46% during calendar year 2016.

The Pension Fund contribution required from the employers for FY19 is \$5,667,902. The Cost of Benefits required to be funded in FY19 is estimated at \$6,612,276. This difference of \$944,374 between the required appropriation and the Cost of Benefits amount (which is a measure of projected benefit outlays) may be drawn from the Retirement System's Pension Reserve Fund ("PRF" shown in the table below, which is different from the Town's Pension Reserve Fund shown in the accompanying Expenditure Detail).

The Pension Fund is the portion of the System's total assets from which the employer share of retirement allowance is payable (the employee contributions are held in the Annuity Fund). FY16-18 costs and projected FY19 costs are:

	FY16	FY17	FY18	FY18
Pension Fund – Cost of Benefits	\$5,343,220	\$5,689,153	\$6,276,635	\$6,612,276
Less cost payable only by CHA	11,311	0	0	0
Less PRF transfer	805,421	531,776	800,942	944,374
Net Funding (all employers)	\$4,526,488	\$5,157,377	\$5,475,693	\$5,667,902

Net funding is apportioned among the employer groups in accordance with the share of annualized covered payroll as of the preceding September 30th (in accordance with state law). The shares for FY17-19 are:

	FY17		FY18		FY19	
Town (including CPS)	\$4,449,269	86.27%	\$4,703,076	85.89%	\$4,873,262	85.98%
CCRS D	666,849	12.93%	723,339	13.21%	741,362	13.08%
Housing Authority (CHA)	41,259	0.80%	49,281	0.90%	53,278	0.94%

Performance Information: The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2016, system receipts were derived as follows:

Employee Contribution	\$3,054,669
Employer Contribution	5,157,377
Commonwealth Contribution (COLA)	76,877
Investment Earnings (Losses)	11,409,997
Other	<u>941,323</u>
Total	\$20,640,243

Concord's funded ratio at January 1, 2018 ranked 11th out of 106 retirement boards as reported on PERAC's website as of January 29, 2018.

Mission Statement:

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

Budget Highlights:

- The General Fund Cost for the Town's share of Medicare coverage is increased 2.8%, to \$698,046, reflecting both a higher payroll base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service and are replaced.
- Social Security coverage applies to those town and school employees not members of the town's retirement system under state law, MGL, CH 32. The General Fund cost for FY19 is projected to decrease by 1.1% from \$184,553 to \$182,503.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
General Fund	\$ 708,553	\$ 731,944	\$ 810,000	\$ 814,713
Other Funds	\$ 142,947	\$ 143,747	\$ 158,450	\$ 154,902
Total Expenditures	\$ 851,500	\$ 875,691	\$ 968,450	\$ 969,615

Description:

Medicare Tax:

Federal legislation enacted in 1986 extended mandatory Medicare coverage to employees of state and local governments who were hired on or after April 1, 1986. Covered employees are required to pay withholding tax of 1.45% on regular earnings, matched by an equal 1.45% from the employer. This budget covers the employer share for both the Town and CPS employees. The escalating cost is related directly to the rate of employee turnover. Since inception of this tax, the covered percentage of the gross payroll has risen to 89% in FY16 and is projected to reach 90% in FY18 (see chart below for a Town-CPS break-out of these costs).

Social Security Tax:

Pursuant to legislation enacted by Congress in 1990 and effective July 1, 1991, town and CPS non-certified employees who are not members of the Town's retirement system are required to be covered by Social Security. The Town and the employee each pay the Social Security tax of 6.2%. From January 1, 2011 to December 31, 2012, the employee tax was reduced to 4.2% by an act of Congress, but the employer share remains unchanged at 6.2%. Membership in the Town's retirement system requires a minimum 25-hour per week permanent position. Thus most part-time employees are covered by Social Security. Departments placing particular emphasis on part-time employment include: Recreation (including the Beede Swim & Fitness Center), Library, Concord Public Schools. Employees required to pay the Social Security tax also lose exemption from the requirement to pay the Medicare tax even if initially hired by the Town prior to April 1, 1986.

Medicare Tax

% of Payroll Covered	FY12	FY13	FY14	FY15	FY16	EST FY17	EST FY18
Town	78%	79%	80%	82%	85%	86%	87%
CPS	89%	90%	91%	92%	92%	93%	94%

Social Security Tax

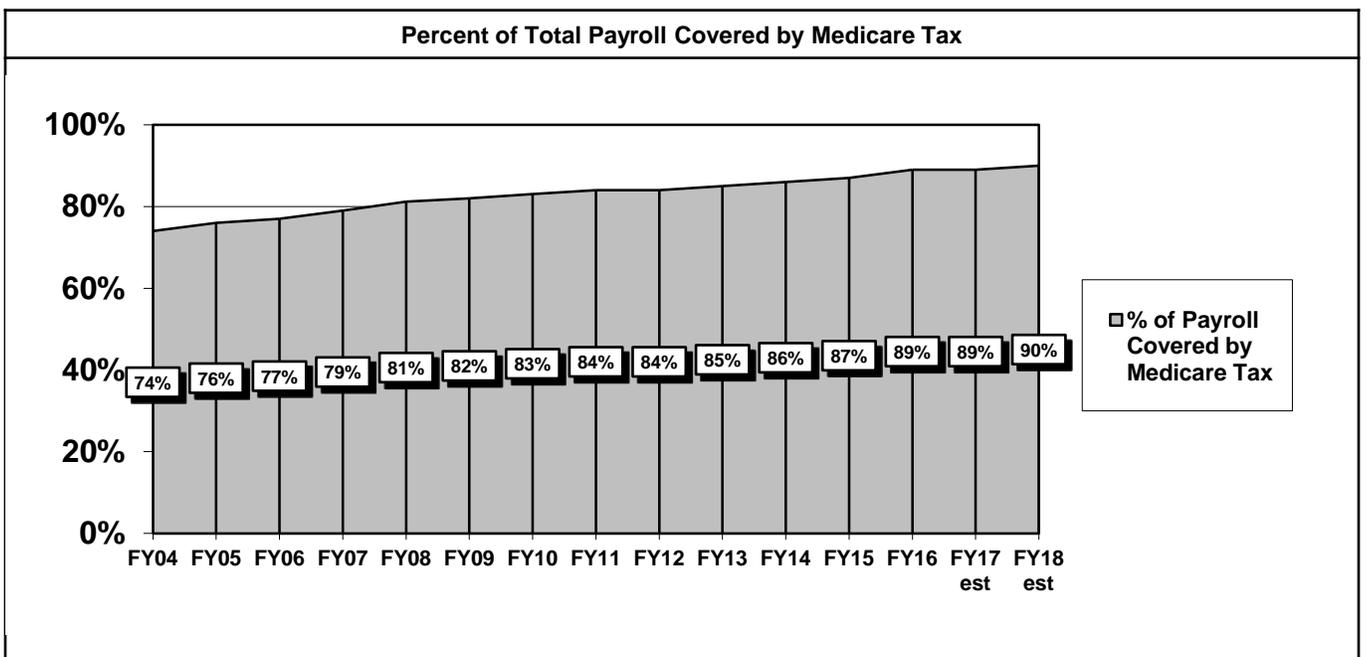
% of Expense	FY15 Actual	FY16 Actual
Town – General Fund	25%	25%
Recreation	23%	21%
Swim & Fitness	10%	11%
CPS	40%	39%
Other	2%	4%

JOINT (TOWN-CPS): Social Security/Medicare

Item 38

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 684,105	\$ 717,978	\$ 776,200	\$ 787,112	\$ 787,112
Social Security Tax	167,395	157,713	192,250	182,503	182,503
Total Expenditure	\$ 851,500	\$ 875,691	\$ 968,450	\$ 969,615	\$ 969,615

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 810,000	83.64%	\$ 814,713	84.02%	0.58%
Light Fund	42,500	4.39%	44,805	4.62%	5.42%
Water Fund	13,250	1.37%	13,925	1.44%	5.09%
Sewer Fund	5,000	0.52%	3,940	0.41%	-21.20%
Recreation Fund	53,000	5.47%	54,758	5.65%	3.32%
Swim and Fitness Center	37,000	3.82%	28,245	2.91%	-23.66%
Solid Waste Disposal Fund	1,500	0.15%	1,572	0.16%	4.80%
Parking Meter Fund	1,300	0.13%	1,016	0.10%	-21.85%
Gift Fund	3,600	0.37%	5,612	0.58%	55.89%
Retirement Admin. Fund	1,300	0.13%	1,029	0.11%	-20.85%
Totals	\$ 968,450	100.00%	\$ 969,615	100.00%	0.12%



Mission Statement:

The mission of the Finance Director in managing the Debt Service account is to achieve the lowest possible interest cost while meeting the Town's capital financing requirements and maintaining the Town's credit rating.

Budget Highlights:

- In June 2017, Moody's Investor Services reviewed Concord's fiscal management and reaffirmed the Town's credit rating of Aaa, the highest rating category. Concord has maintained this rating since 1987.
- With a credit rating of Aaa, the Town is deemed to be among the most credit worthy of municipalities and can borrow funds at favorable rates.
- The debt service shown in this section does not include the assessment to the Concord – Carlisle Regional School District for payment to cover the borrowing for the new Concord – Carlisle High School.

Expenditure Summary

	FY16 Actual	FY17 Actual	FY18 Budgeted	FY19 Proposed
Within the Levy Limit	\$3,495,018	\$3,730,000	\$3,778,950	\$3,994,645
Excluded Debt	2,704,865	4,007,828	3,607,508	3,384,870
Total Expenditure	\$6,199,883	\$7,737,828	\$7,386,458	\$7,379,515

Funding Summary

General Fund, within Levy	\$4,290,005	\$6,327,950	6,601,458	6,918,241
Stabilization Funds	1,500,000	1,000,000	785,000	275,000
Exempt Debt Reserve				186,274
Thoreau MSBA Grant	409,878	409,878	-	-
Total Funding	\$6,199,883	\$7,737,828	\$7,386,458	\$7,379,515

Description:

This budget provides for principal and interest repayment on the Town's tax-supported long-term debt, short-term note interest for cash flow and construction financing needs, and costs associated with debt issuance. All debt is issued as "General Obligation" based on the full faith and credit of the Town, but debt issued on behalf of the Town's enterprises (Water, Sewer, Light) is supported fully by the respective enterprise revenue. This budget, however, shows only the General Fund debt service (principal and interest repayment) and costs.

Capital financing and debt management policy for debt supported by property taxation within the levy limit is subject to the following guidelines:

- The total General Fund budget allocation for capital needs should be in the range of 7-8%;
- One-third of capital needs should be met from current resources; the cost of borrowing (principal and interest repayment, together with related issuance costs and short-term interest expense) should not exceed approximately 5% of the current General Fund resource budget;
- A rapid debt repayment schedule should be maintained for tax-supported debt, with a goal (for "within the levy limit" debt) of 65% repayment within five years and 90% repayment within ten years.

These guidelines serve several important purposes:

- Capital investment needs are not "squeezed out" of the budget by the demands of current operations;
- The appetite for meeting capital needs through potentially excessive borrowing is controlled;
- Rapid repayment schedules serve to hold down the amount expended in the form of interest costs; and new capacity for debt issuance is continually made available, thereby enabling newly recognized capital needs to be addressed annually; rapid principal repayment serves as a key foundation element of the Town's Aaa credit rating.

Debt supported through a ballot vote to exclude such debt from the property tax levy limit ("excluded debt"), is above the base 7-8% budget policy allocation and may be structured for a longer repayment depending on the nature of the project. Revenue-supported debt (water, sewer, light) is subject to guidelines which relate to the useful life of the project and the current interest rate environment. Generally, debt issued for longer periods and/or with a slower repayment schedule incurs a higher interest rate.

JOINT (TOWN-CPS): Debt Service

Item 39

Expenditure Detail					
	Previous Fiscal Years			FY19 Proposed	
	FY16 Actual	FY17 Actual	FY18 Budgeted	Department Request	Town Manager's Proposed
i. Long-Term Debt					
Town - Principal	\$ 2,305,000	\$ 2,435,000	\$ 2,729,299	\$ 2,748,179	\$ 2,748,179
Town - Interest	246,988	316,725	286,501	505,670	505,670
Subtotal	\$ 2,551,988	\$ 2,751,725	\$ 2,751,725	\$ 3,253,849	\$ 3,253,849
School - Principal	850,000	770,000	770,000	595,021	595,021
School - Interest	90,113	113,375	113,375	108,275	108,275
Subtotal	\$ 940,113	\$ 883,375	\$ 883,375	\$ 703,296	\$ 703,296
Refunding Savings	\$ -	\$ -	\$ -	\$ -	\$ -
Within the Levy Limit Total	\$ 3,492,101	\$ 3,635,100	\$ 3,635,100	\$ 3,957,145	\$ 3,957,145
Town - Excluded Principal	180,895	82,529	83,228	319,897	319,897
Town - Excluded Interest	22,594	18,560	16,566	72,397	72,397
Subtotal	\$ 203,489	\$ 101,089	\$ 99,794	\$ 392,294	\$ 392,294
School - Excluded Principal	1,520,000	3,000,000	2,672,877	2,318,905	2,318,905
School - Excluded Interest	981,376	906,738	834,836	673,670	673,670
Subtotal	\$ 2,501,376	\$ 3,906,738	\$ 3,507,713	\$ 2,992,575	\$ 2,992,575
Excluded Debt Total	\$ 2,704,865	\$ 4,007,827	\$ 3,607,508	\$ 3,384,869	\$ 3,384,870
Long-Term Debt Total	\$ 6,196,966	\$ 7,642,927	\$ 7,242,608	\$ 7,342,014	\$ 7,342,015
II. Short-Term Debt					
BAN Interest - within levy limit		54,900	135,000	30,000	30,000
III. Issuance Costs					
Issuance costs within levy limit	2,917	40,000	8,850	7,500	7,500
Grand Total	\$ 6,199,883	\$ 7,737,827	\$ 7,386,458	\$ 7,379,514	\$ 7,379,515

Funding Plan					
	FY18 Budgeted	% of Budget	FY19 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,778,950	51.16%	\$ 3,994,645	54.13%	5.71%
Gen. Fund - Debt Exclusion	2,822,508	38.21%	3,109,869	42.14%	10.18%
General Fund Total	\$ 6,601,458	89.37%	\$ 7,104,515	96.27%	7.62%
Stabilization Fund Allocation	785,000	10.63%	275,000	3.73%	-64.97%
Thoreau MSBA Grant	-	0.00%	-	0.00%	
Totals	\$ 7,386,458	100.00%	\$ 7,379,515	100.00%	-0.09%

SECTION II: Town Government Accounts

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