



TOWN OF CONCORD
MASSACHUSETTS

**Town Manager's Proposed
Enterprise Budgets
FY2019**

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



Town Government Mission Statement:

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

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

- See Town Manager's Budget Book.

2: Enhance Residents' Quality of Life

- Beede Swim & Fitness Center (swimming programs, fitness facilities, personal training).
- Recreation Programs (before and after school day care, summer camps, preschool, sports, group exercise, and social activities).
- Curbside Collection program for residents' trash and recycling needs.
- Telecommunications Division, which provides broadband services for residents and businesses.

3: Preserve the Town's Character

- See Town Manager's Budget Book.

4: Promote Sustainability of Resources

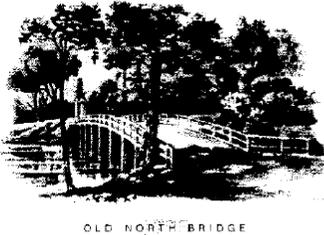
- Electricity from renewable energy sources which equals approximately 23% of the kilowatt hours of all purchased power. The Light Plant Board's goal is to increase the percentage of renewable energy to 30% by 2020.

5: Ensure Quality Operational & Financial Management

- See Town Manager's Budget Book.

6: Maintain the Town's Infrastructure

- A well-maintained Water System consisting of over 130 miles of pipe.
- A Sewer System that serves 1,866 residential and commercial customers (34% of the community) and consists of 33 miles of collection mains.
- Placement by the Concord Municipal Light Plant of power cables underground to protect the power grid, Concord Municipal Light Plant (approximately 50% of the Town's power lines are now underground).
- Investments in the Beede Center facility, which includes funds for new fitness equipment.



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CHRISTOPHER WHELAN, TOWN MANAGER

Town Manager's Budgetary Priorities

March 12, 2018

The Honorable Select Board:

In the FY19 Town Manager's Proposed Enterprise Budget Book, I have identified six general goals that the programs and services of the Town Government should strive to achieve. These goals set the priority of what is to be funded in this budget. The goals are as follows:

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

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

Enhance Residents' Quality of Life

The Town of Concord strives to offer community-oriented recreation programs and facilities that help to enhance residents' quality of life. This Enterprise Budget Book presents information about the Recreation Department which hosts a variety of programs including summer camps, after-school day care, and fitness/sports programs. Likewise, the Beede Swim & Fitness Center is a well-maintained facility in which members have access to several pools, fitness areas, and personal trainers.

Promote Sustainability of Resources

The Concord Municipal Light Plant has taken the lead in ensuring that the Town is a "Green Community" through sustainable energy practices. The 2017 Power Portfolio includes 23% of electricity purchased from renewable sources. Additionally, the Light Plant has implemented a Conservation and Renewable Energy Surcharge (CARES) that provides assistance to customers for more energy efficient fixtures and appliances.

Maintain the Town's Infrastructure

Maintaining the Town's infrastructure is done through the careful planning and practices of the Light, Water, and Sewer Enterprises. All of these enterprises provide quality services at a reasonable cost while investing in their infrastructure. According to the 2016 Town Residential Survey, 87% of residents polled indicated that electricity rates were a "good bargain" or "reasonably priced". Also 85% responded that water prices were either a "good bargain" or "reasonably priced". Similarly, 78% indicated that sewer rates were either a "good bargain" or "reasonably priced".

Sincerely,

Christopher Whelan
Town Manager

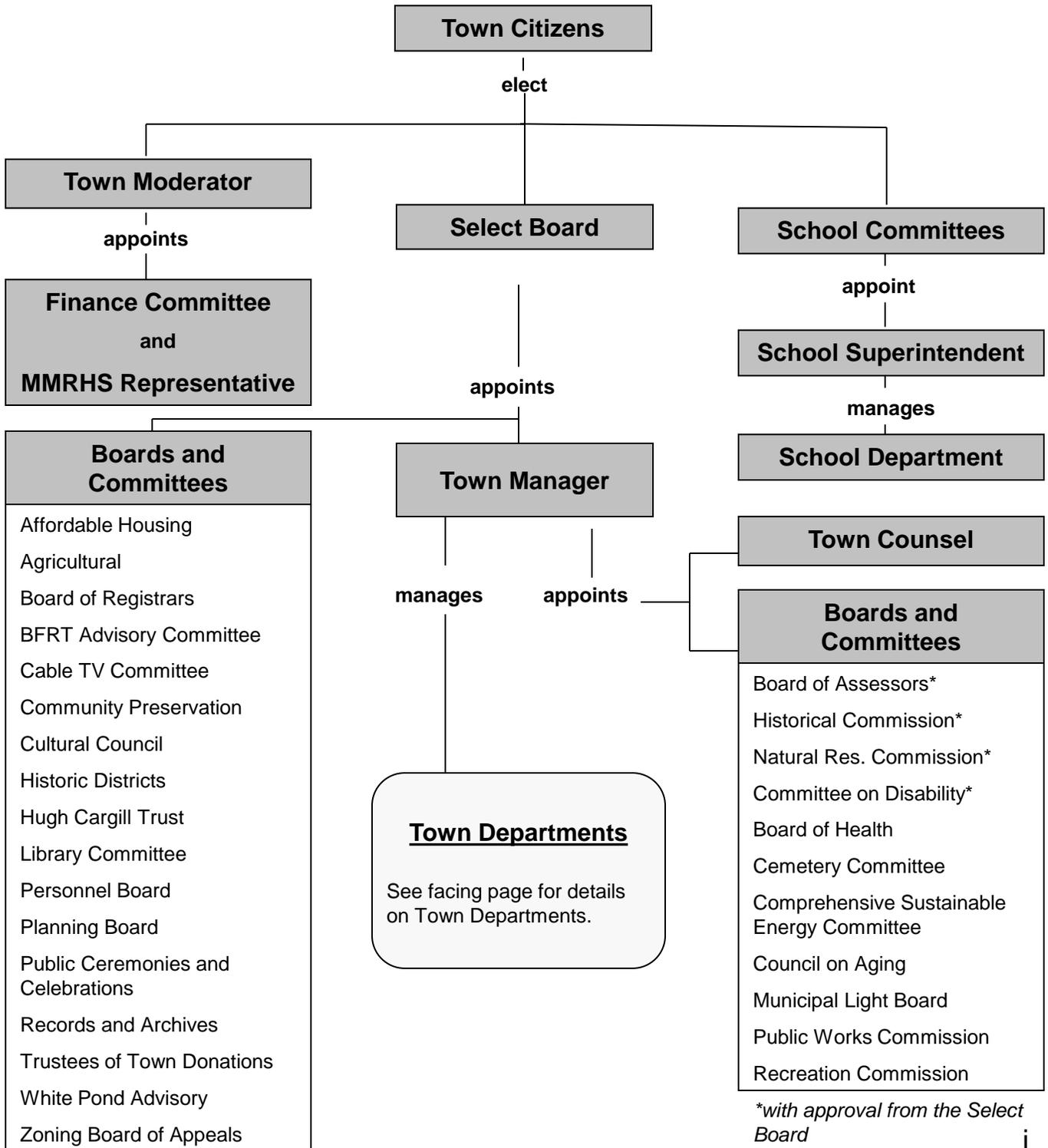
Town of Concord – FY19 Proposed Enterprise Budget

Town Government Mission Statement:

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

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

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

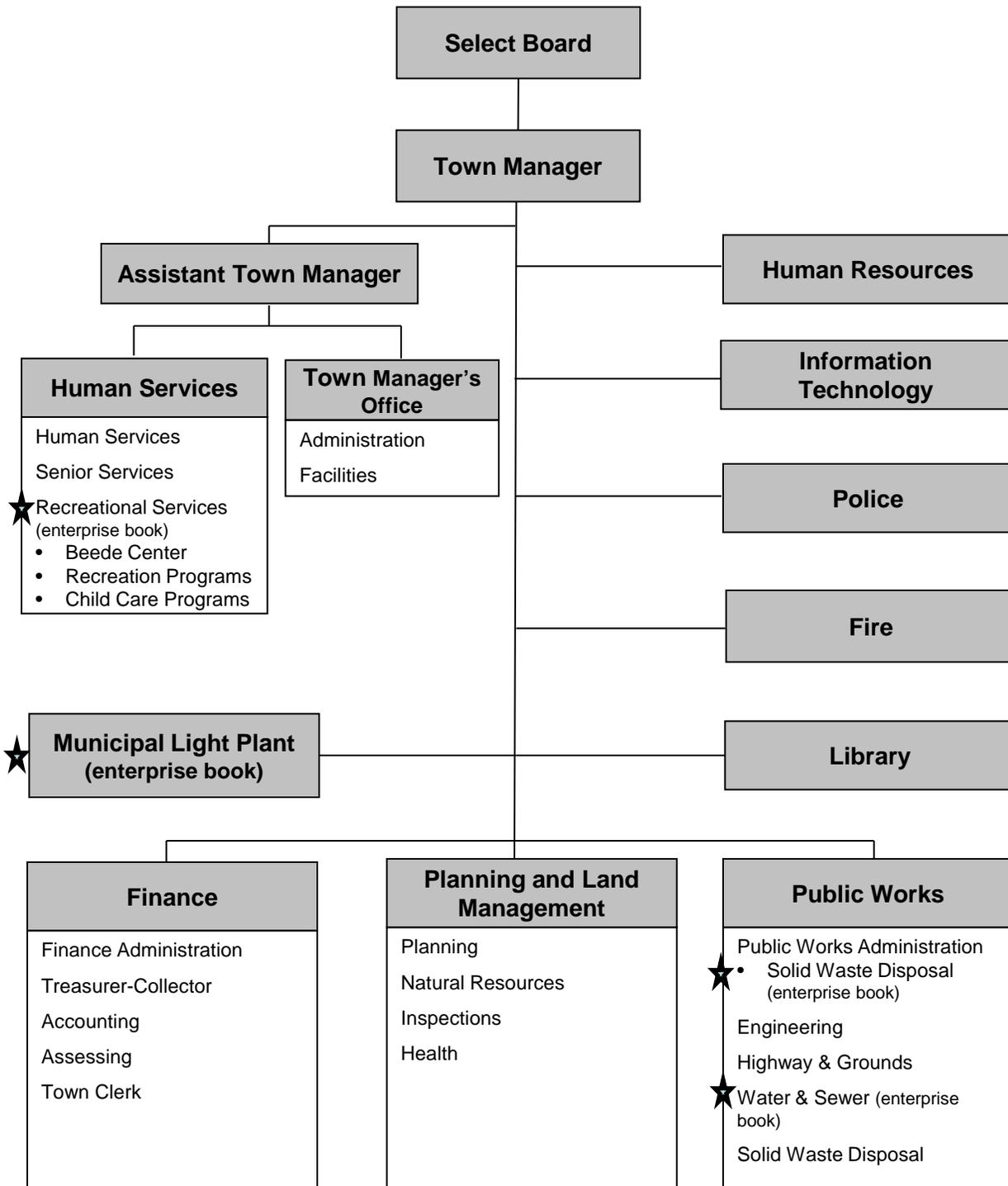


**with approval from the Select Board*

The Town Manager oversees all Town Departments, including the enterprise, revolving, and special revenue funds.

This Enterprise Budget Book includes information about the Concord Municipal Light Plant, the Water Division, the Sewer Division, the Beede Swim & Fitness Center, Solid Waste Disposal Program, and the Recreation Program.

**Town of Concord, Massachusetts
Organization Chart**



Budget Book Guide

Section I – Letter of Transmittal

The Letter of Transmittal is an introduction to the budget book by the Town Manager. Included in the letter is summary information about each of the four enterprise funds (Light, Water, Sewer, and Swim and Fitness), the one special revenue fund (Solid Waste Disposal), and the (Recreation) revolving fund. The letter highlights some of the major changes budgeted for the coming year.

Section II – Introduction

This Introduction provides a general description of the Town's management practices for the four enterprise funds (Light Fund, Water Fund, Sewer Fund, and Beede Center Fund) and special revenue fund (Solid Waste Fund and the revolving fund (Recreation Fund).

Section III – Light Fund

The Light Fund presentation provides the charts and narratives necessary to understand the operations and plans of the Concord Municipal Light Plant. At the end of Light Fund section, there is an operational overview of the new Telecommunications Division.

Section IV – Water Fund

The Water Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Municipal Water Services Division.

Section V – Sewer Fund

The Sewer Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Municipal Sewer Services Division.

Section VI – Solid Waste Fund

The Solid Waste Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Solid Waste Disposal Division.

Section VII – Swim and Fitness Fund

The Swim and Fitness Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Beede Swim and Fitness Center.

Section VIII – Recreation Fund

The Recreation Fund presentation provides the charts and narratives necessary to understand the operations and plans of Concord's Recreation Department.

Section IX – Appendix

The Appendix contains information describing the budgeting process (including a calendar of events), as well as relevant excerpts from the most recent Audited Financial Statements and a glossary of terms used throughout the book.

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