

Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

Date: November 30, 2018

To: Concord Select Board
Concord Public School Committee
Concord-Carlisle Regional School Committee
Mr. Christopher Whelan, Town Manager
Dr. Laurie Hunter, Superintendent of Schools

From: Tom Tarpey, Chair, Concord Finance Committee
Dean Banfield, Vice-Chair, and Chair, Guidelines Subcommittee

Re: FY 2020 Final Budget Guideline

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2019 (FY 2020). The Guideline was adopted with full consideration of the operating budget needs identified by each of the three primary budgeting entities, funding recommendations and requests for non-operating budgets, assumptions regarding non-property tax-revenues, employment of unused property tax levy limit capacity, and ultimately the net impact to taxpayers.

In establishing the Guidelines, the Finance Committee also aims to maintain operating cost increases within a range chosen to meet the goal of financial sustainability over the long term. These goals include: 1. keeping increases from depleting excess levy limit capacity to the extent that general overrides are required; 2. Maintenance of Free Cash reserve; 3. Maintenance of the highest attainable bond rating; 4. Avoidance of burdening taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Finance Committee Guideline directs \$2,921,000 of incremental funds to the operating budgets, a 3.58% increase over FY 2019 General Fund operating budget levels (see FY 2020 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY20 General Fund Budget spending plan of \$110,451,861, which would be an increase of 3.76% over the adopted FY19 budget. To support this budget, the Finance Committee will be recommending the allocation of funds from available reserves as follows:

- \$1,000,000 from Free Cash, for Property Tax Relief; and
- \$36,000 from Emergency Services Stabilization Fund, for the School Resource Officer.

The overall increase in the tax bill to existing taxpayers for FY 2020 is projected to be 3.29%, exclusive of Exempt Debt (a total of 3.79% inclusive of exempt debt). This guideline projects a tax levy totaling \$95,608,792, and an unused levy limit of \$3,446,962 (which is 3.74% under the projected levy limit). The Finance Committee believes that retaining a modest unused levy

capacity is important for the town's ability to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses.

Several overriding factors and concerns were considered by the Finance Committee at the outset of the guidelines process:

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. Income levels of individual taxpayers vary greatly. Continued property tax increases are particularly likely to cause a hardship for taxpayers on fixed and/or low incomes. There remains an overall concern that even moderate tax increases when sustained for a number of years could have an impact on the makeup of Concord's population.
- The U. S. economic outlook has been healthy according to the key economic indicators, but has recently showed signs of weakness. The most critical indicator is Gross Domestic Product (GDP), which measures the nation's productive output. The GDP growth rate is expected to fall back to the ideal range of 2 to 3 percent. There are signs of uncertainty in the Massachusetts economy, but Concord continues to see by increases in building permits and some local excise taxes. However, there is potentially a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern about the level at which local aid to cities and towns will be funded by the State. Further, there is much uncertainty on the national level especially regarding the recently enacted Tax Reform legislation and its impact on the economy.
- Growth in Concord's assessed real estate valuations between FY 2018 and FY 2019 saw an overall increase of 4.92% (based on the FY 2019 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.88% of total valuation, increased 5.33%. Market valuation changes were not consistent across the housing stock; thus, some taxpayers will experience larger increases while others will see reductions.
- New residential development in Concord impacts population growth as well as the mix and demand for town government and school services. Historically, new development has played an important role in providing additional income to the town. The exact timing and impact of currently contemplated projects is not completely measurable at this time. New Growth, which adds additional tax revenue to the Town, is conservatively projected to add \$1,100,000 to the tax rolls in FY 2020.
- Long-term employee costs due to contractual pay increases and obligations for pensions and Other Post Employment Benefits (OPEB) will have an impact on budgets and will remain a principal obligation requiring careful management of contractual negotiations and additions to the roster of employees.

Based on information provided to date, the Finance Committee anticipates the Town Government and the Concord Public Schools (CPS) **will not** be able to prepare FY 2020 budgets that maintain core services and meet critical operating priorities within the recommended Budget Guideline. However, the Concord-Carlisle Regional School District (CCRS) will submit a

budget that does comply with the Guideline. The Finance Committee is hopeful that the Town Government and the Concord Public Schools (CPS) will be able to review its requests, and make budgetary adjustments or employ more creative service delivery methods in order to be able to provide current service levels within the approved Guideline.

The Finance Committee will continue, as always, to monitor the economic climate as well as the assumptions incorporated in its calculation of funds available for the FY 2020 Operating Budgets. We will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2020 budget finalization proceeds, leading up to Town Meeting in April 2019.

FY20 Operating Budget Guidelines & Total Budget Plan

Budget Year				Guideline		Percent
	FY2017	FY2018	FY2019	Increase	FY2020	Increase
Town	\$ 22,014,013	\$ 23,064,013	\$ 24,228,513	\$ 1,071,000	\$ 25,299,513	4.42%
CPS	\$ 35,660,111	\$ 36,810,111	\$ 38,246,895	\$ 1,000,000	\$ 39,246,895	2.61%
CCRS ^D *	\$ 17,035,005	\$ 17,935,005	\$ 19,146,874	\$ 850,000	\$ 19,996,874	4.44%
sub-total: Guidelines	\$ 74,709,129	\$ 77,809,129	\$ 81,622,282	\$ 2,921,000	\$ 84,543,282	3.58%
Other Accounts	\$ 14,816,197	\$ 16,958,762	\$ 16,865,734		\$ 17,770,201	
Non-Appropriated	\$ 1,048,210	\$ 1,272,676	\$ 1,055,094		\$ 1,268,481	
Excluded Debt Service	\$ 7,676,046	\$ 7,168,991	\$ 6,905,383		\$ 6,869,897	
sub-total: Non-Guidelines	\$ 23,540,453	\$ 25,400,429	\$ 24,826,211		\$ 25,908,579	4.36%
Total: Budget Plan	\$ 98,249,582	\$ 103,209,558	\$ 106,448,493		\$ 110,451,861	3.76%

** Note that the CCRSD figure includes OPEB, health insurance and pension payments within the CCRSD Operating Budget, which for the Town Government & CPS are included in "other accounts" and not within the Guidelines Budget. This difference reflects the fact that the CCRSD is a separate governmental entity, and therefore direct comparisons are not advisable.*

Over the three most recent fiscal years (FY 2017, FY 2018 and FY 2019), the average annual increase in the total operating budget has been 3.40%. During this period the most significant factor driving the budget increases has been salaries. Other factors also driving increases include contributions for unfunded liabilities for OPEB ("Other Post-Employment Benefits", the town's share of retiree health insurance), and increases in debt expense driven primarily by construction of the new high school. For both CPS and CCRSD, special education continues to be a major cost factor that can be unpredictable, but both systems continue to build in-district capacity which helps mitigate the most costly solution of out placement.

Key Assumptions of FY 2020 Operating Budget Guideline

- **Town Government:** Funding of Town salary adjustments remains a key priority as the Town is increasingly faced with competition for many key employees from both other municipalities and the private sector. The staffing of the second ambulance in West Concord (8:00am-8:00pm) begins its sixth year as of July 1, 2019. As the mitigation fund created in

connection with the Concord Mews development to help defray the staffing cost of this service has been drawn down, the Town Operating Budget has assumed this additional cost. The Town's intention was to staff the second ambulance 24/7 by FY 2019, however, this did not happen. This remains a high priority for inclusion in the FY20 budget, but is highly unlikely to fit within the constraints of the FY20 Guideline. The Town's budget, at a minimum, will need to incorporate recent Town Meeting actions including funding Sustainability Initiatives, a new School Resource Officer position approved under Article 9 of the 2018 Special Town Meeting, as well as the operational costs associated with the purchase and acquisition of the Gerow property and beach at White Pond. The Town Manager has proposed other funding priorities, such as the ambulance mentioned above, additional park maintenance staff, additional IT support for the Library and Public Safety, and various other spending in response to service requests.

- **Concord Public Schools (CPS) and Concord-Carlisle High School (CCRSD):** Budget requests at both CPS and CCRSD represent smaller percentage increases than last year's requested increases. Both districts benefitted during the budgeting process from a full review and zero-based budget development. Once again, contractual salary obligations represent the largest component of both budgets. At both CPS and CCRSD, contract terms with the Teacher's Union in both districts have been negotiated previously. Increases are reflected in the FY 2019 Budget, but a new contract is due to be negotiated with CPS teachers for FY 2020. Fully funding the OPEB ARC at CCRSD remains a significant challenge for the FY 2020 budget. More importantly, regular drawdowns from the Excess and Deficiency account (the District's equivalent of Free Cash) have drawn the attention of bond rating agencies and put the District at risk of a bond rating drop.

- **Minuteman Vocational High School:** The budget plan for FY 2020 estimates Concord's assessed share of the Minuteman High School budget at \$772,162, plus an additional amount of \$300,603 in Exempt Debt Service for the new school facility. As Concord continues to send more students, and some towns have withdrawn from the Minuteman District, this amount has increased from \$599,179 in FY 2018 and \$595,792 in FY2019 to this year's estimate.

- **The Group Insurance Account,** covering employee and retiree health insurance costs for Town government and CPS employees is projected to increase significantly this coming year after remaining fairly constant since 2012. This large increase is due to a higher than expected Loss-Claims Ratio, the rapidly increasing cost of prescription medication and lack of available Fund Balance to mitigate the rate increase. As of June 1, 2018, the Town included in its health insurance offerings, a High Deductible Plan with Health Savings Account. The premium on these plans are 18 to 21% less than the current offerings, which results in savings to both the Town and to employees, as well as a likely decrease in the overall OPEB Liability. (see FY 2020 Operating Budget Guidelines & Total Budget Plan, page 14, line 1)

- This year the **increase** in Concord's contribution to the **OPEB** is \$80,850, based upon the most recent Actuarial Valuation (6/30/17, as the current valuation was not available at the time this memorandum was drafted). The Town's funding level meets its Annual Required Contribution (ARC) (see discussion under On-going Issues below). The CCRSD has an OPEB Trust Fund separate from the Town and it is funding close to its ARC on an annual basis. This year will be another challenging year for CCRSD and its OPEB commitment. The Finance

Committee is supportive of CCRSD's commitments to fund the annual ARC and took this into account when setting the Guideline this year.

- **State Aid** is anticipated to remain stable and reimbursement is generally expected to be similar to what was received as a result of the FY 2019 budget (FY 2020 Operating Budget Guidelines & Total Budget Plan, page 11, lines 10 - 19).
- **Circuit Breaker Reimbursement** from the State for high cost Special Education student placement is subject to appropriation by the State legislature annually and the ability of the State budget to continue to meet this funding goal is an important element in our long-term fiscal forecasting. The Circuit Breaker reimbursement percent is 72% for FY19. There is no reason to expect the State to increase the reimbursement rate in FY20, and based upon current enrollment, that equates to an estimated 68% reimbursement rate. FY20 estimates based on a 68% reimbursement rate are: CCRSD: \$850,000; and CPS: \$800,000.
- The **Tax Levy** in FY 2020 on new growth (new construction and renovations/additions expected to be in place by June 30, 2019, as valued by the Board of Assessors and added to the tax roll for FY 2020) is reasonably projected to be \$1,100,000, which is below the record levels of \$1,412,859 for FY 2017 and \$1,321,330 for FY18. While there is significant development either under review or under consideration at this time, it is not likely that it will result in New Growth in an amount higher than currently being projected.
- The FY 2020 guideline assumes \$0 in funding from the **High School Debt Stabilization Fund** created by the Town to help offset Concord's share of the levy for excluded debt of CCRSD, as the balance in this fund was fully expended in FY19
- Current Unused Levy Capacity for FY 2020 is anticipated to decrease by \$568,716 to \$3,446,962 (see Levy Limit Calculation, page 18) if the operating budget guidelines are adopted by the Town. Any part, or all, of the Unused Levy Capacity may be levied in FY 2020 or future years without a town-wide ballot.

Free Cash Requirements

Based on FY 2018 financial results compared to the budget, including Town revenues, State Aid and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately \$11.6M, representing, 11.25% of the prior year's budget. Should this amount be certified by the Department of Revenue, it will exceed policy guideline by approximately \$1.3M; however, the FY 2020 Budget does assume a \$1M draw on Free Cash to reduce the Tax Rate. This draw would reduce Free Cash to approximately \$10.6M, or 10.27%, or approximately \$300,000 higher than the policy guidelines. The may recommend that this amount be set aside in a Stabilization Fund to help offset a future middle school construction project. To ensure ongoing financial flexibility and the importance of maintaining the Town's Aaa "Triple-A" Bond Rating, the Finance Committee has in recent years recommended maintaining Free Cash reserves at a 10% level. Amounts in excess of this target have been used for transfer to debt stabilization funds and/ or for special appropriation, in the recent past.

Property Tax Impact

The impact of the FY 2020 Operating Budget Guideline on the Property Tax Levy is projected at a 5.09 % increase, with an estimated 3.79% increase to Existing Taxpayers, and a 1.30% increase coming from New Growth (see Property Tax Data, page 19). The components of the increase are as follows:

FY2020 Preliminary Guideline			
	Percent	Amount	Description
Base	3.29%	\$ 2,790,322	(FY20 Base - FY20 New Growth) - FY19 Base
Debt Exclusion	<u>0.50%</u>	<u>\$ 426,883</u>	<u>FY20 Debt Exclusion</u> - FY19 Debt Exclusion
	3.79%	\$ 3,217,205	Change in Tax Levy coming from Existing Taxpayer
New Growth	<u>1.30%</u>	<u>\$ 1,100,000</u>	FY20 New Growth
	5.09%	\$ 4,317,205	Change in Total Tax Levy

Based on the current FY 2019 median single family residential home assessed value of \$881,550 and the tax rate for FY 2019 of \$14.19 per thousand, the FY 2019 median tax bill is projected to increase by about \$521, to \$12,509. (\$59.07 per each \$100,000 of assessed value).

The estimated tax bill impact will continue to evolve as more information is received about projected revenues and New Growth, and as the final FY2020 budgets are developed. The Finance Committee intends, over the next several months, to review all assumptions and recommendations driving the estimated impact of the tax levy on taxpayers for FY2020, the results of which will be included in the *Report of the Finance Committee* to be issued prior to the first session of the Annual Town Meeting on April 8, 2019.

On-going Issues:

Need for Substantial Capital Expenditure

At the time of issuance of these Guidelines, two large projects are on the horizon: construction of a Concord Middle School and Site Reconstruction of the Keyes Road Campus. In addition, the need for additional and renovated municipal office space, and renovations at both the Walden Street Public Safety Complex and the West Concord Fire Station will be detailed in the upcoming Municipal Facilities Study. The timetable for commencement of any and all of these projects is yet unclear; however, the Finance Committee would like residents to be cognizant of these upcoming funding requests.

Controlling future tax increases:

The Finance Committee remains concerned with the annual rate at which taxes continue to increase. Specifically, the Finance Committee believes that the current rate of increase is not likely sustainable and over time could cause significant dislocation and adversely affect the current levels of economic diversity within the Town. Although future tax increases will also be driven in part by increases in Town government and School expenses, evolving economic conditions, population changes and increasing demand for services, the major concern of the Finance Committee continues to be the rate at which salaries are contractually obligated to increase over the next few years (see discussion of Contractually mandated salary increases below).

The Finance Committee maintains a Five-Year Forecast Model and uses this model to simulate the impact of various assumptions on both the current Guideline recommendations and future Tax Levy increases. The Finance Committee has been increasingly concerned about whether the continued increases in Real Estate Taxes, which exceed increases in personal income, property values or the Consumer Price Index, are sustainable over the longer term for a diverse population, especially for those on fixed incomes or who are less affluent. The Town works hard to maintain a conservative approach to budgeting and has benefited in recent years from revenues that have exceeded expectations. The increase on Existing Taxpayers has risen steadily from 2.5% in FY2014, to 3.2% for FY2015, to 3.5% in FY2016. In FY2017, the increase dropped to 1.62% and then back up to 2.78% in FY2018, and up again 2.56% in FY2019. The Finance Committee projects the increase for FY2020 to Existing Taxpayers to be 3.79%, including a 0.5% increase for Exempt Debt Service, should the approved Guideline be accepted, which is unknown at the time of issuance of this memorandum.

Minuteman Vocational High School:

The FY2020 Budget for Minuteman Vocational High School is based upon the newly configured membership and inclusion of the first part of the debt service associated with the new 628-student school building, currently under construction with an anticipated opening of Fall 2019. In FY2020, the highly successful Academy Model continues, whereby rigorous academic courses will be paired with robust technical/ vocational courses organized around a career theme.

The annual cost to Concord, apart from a new facility, has increased significantly as our rolling 4-year average, on which our annual assessment is based, has increased from 15.75 in FY19 to 19 in FY20. Concord's Assessed Share of the FY2020 Minuteman Budget is estimated at \$772,162 for Operations plus an additional amount of \$300,603 for Exempt Debt Service, for a total Assessment of \$1,072,765.

Pension and OPEB:

An ongoing challenge for the Town is the financing of unfunded future liabilities for the employer share of pensions and retiree health insurance.

OPEB

Operating Budget allocations for funding of the Town's OPEB obligations, covering Town and CPS employees and Retirees, began in FY2012 with a budgeted allocation of \$150,000 toward an OPEB Trust Fund created by the 2009 Town Meeting and with planned annual incremental funding increases of \$250,000 in order to reach the Annual Required Contribution (ARC). The base funding amount for FY2020 is \$1,697,850, an increase of \$80,850. This amount approximately represents the required ARC, as measured by the most recent actuarial analysis of the Town's future liability. This budgeted amount will be contributed to the Town's OPEB Trust Fund, which also covers the future liability for Concord Public School retirees. Changes to Actuarial Assumptions, including future increases in medical costs and decreases in the discount rate at which this level can be expected to generate a Trust Fund that will grow at a rate needed to support future liabilities, may require adjustments to future annual contribution.

CCRSB has more recently established an OPEB Trust Fund. The District did not fund its OPEB liability at the ARC in FY 2019, and is not anticipated to do so again in FY 2020. Taking steps to reach full annual funding at the ARC level is strongly encouraged by the Finance Committee. Having both entities fully funding the required OPEB ARC would represent a significant commitment and one that illustrates the strong and effective financial leadership of the Town and the Regional School District.

Pensions

The Town's most recent Pension System Actuarial Valuation effective January 1, 2018 reports a funded ratio of **87%** with an approved funding schedule designed to reach 100% funding by 2029, one year earlier based upon a slight change in actuarial assumptions, while keeping the annual budget impact at a manageable 3% annual rate of increase for the employer share financed from the General Fund. The Committee notes that the Town's Pension Fund supports Town employees, as well as the non-teaching staff of CPS and CCRSD. The Employer share of teacher pensions is paid by the State government, as part of the annual state budget.

Debt Obligations and repayment:

The Town needs to remain aware of the ongoing burden its existing and planned debt issuances will have on future tax levels and rates (see "Unfunded Long-term Liabilities and Outstanding Bonded Debt", page 25). This includes the bonded debt associated with the new Concord-Carlisle High School building, for which \$32,500,000 of bonded debt was issued in the spring of 2014, \$30,000,000 of bonded debt was issued in the spring of 2015 and a final \$2.5 million of long-term bonds were issued in the spring of 2016. The resulting property tax impact of this \$92.5 million project is consistent with the financing plan impact presented to the Town at the November 2011 Special Town Meeting. Utilization of Concord's High School Debt Stabilization Fund helped to offset the impact of this debt to Concord taxpayers through FY19; however, this fund has been fully exhausted, and there will be no offset in FY20. The annual financing cost for CCRSD debt repayment will represent approximately 3.7% of the Concord FY20 median tax bill, with the debt fully repaid by 2038.

Contractually mandated salary increases:

Salaries represent well over half of the Town's and School's budgets, and contractually mandated increases have had a negative impact on the ability of these entities to address many of the issues and other needs they have identified. This is particularly acute at CPS, where salary costs alone represent nearly 80% of operating expenses and where recent contracts have included salary and benefit increases substantially above National and Regional cost of living increases. As a result of the contract executed in 2016 at CPS, significant increases were seen in FY2019. Contract talks are just getting underway for the next 3-year agreement, and therefore the impacts are unknown. Maintaining a reasonable level of escalation will be important in establishing long term fiscal sustainability.

The Finance Committee appreciates the high level of cooperation and collaboration provided by the Town Manager, the Superintendent of Schools and their respective staffs in the development of the Guideline Recommendation. While the recommended Guideline does not fully fund the requested budgets, the Finance Committee is hopeful that each entity will work diligently and creatively toward compliance. Moving forward, the Finance Committee encourages the Town Government, School Administration, Select Board and School Committees to continue to demonstrate fiscal discipline and to work creatively in controlling costs and developing budgets that are sustainable and continue to meet the needs of the town's citizens.

Attached Documents Include:

<u>Page Number</u>	<u>Document</u>
10	FY20 Operating Budget Guidelines, Total Budget Plan
15	Tax Levy for Excluded Debt
16	FY20 Debt Service for CCRSD
17	Levy Limit Calculation
18	Property Tax Data: Fiscal Years 2009 – 2020
19	Tax Bill on Single Family Home
20	Percent Increase in Tax Levy to Existing Taxpayers
21	Single Family Residential Median Value and Tax Bill
22	Levy Limit History
23	Unused Levy Capacity, FY09 – 20
24	Unfunded Liabilities and Outstanding Bonded Debt at June 30, 2018

FY 2020 Operating Budget Guidelines Total Budget Plan

Revenue	Actual			Final Appropriation FY2018	Current Year		FY20 Budget		
	FY2016	FY2017	FY2018		FY19 Budget As Appropriated 10/01/18	Final Guideline 10/31/18	Dollar Change	Percent Change	Percent of Total Budget
1 Property Tax	\$ 81,319,099	\$ 84,050,189	\$ 87,807,057	\$ 87,807,057	\$ 91,291,587	\$ 4,317,205	4.73%	86.56%	
2 State Aid	\$ 4,263,339	\$ 4,794,495	\$ 4,923,642	\$ 4,923,642	\$ 5,266,476	\$ 105,330	2.00%	4.86%	
3 Local Receipts	\$ 8,179,698	\$ 7,437,047	\$ 7,219,859	\$ 7,219,859	\$ 7,890,851	\$ 90,912	1.15%	7.23%	
4 Available Funds	\$ 4,057,278	\$ 2,925,378	\$ 3,259,000	\$ 3,259,000	\$ 1,999,579	\$ (510,079)	-25.51%	1.35%	
total: Revenue	\$ 97,819,414	\$ 99,207,108	\$ 103,209,558	\$ 103,209,558	\$ 106,448,493	\$ 4,003,368	3.76%	100.00%	

	Actual		Final FY2018	FY19 Budget As Appropriated 10/01/18		FY20 Budget		
	FY2016	FY2017		As Appropriated 10/01/18	Final Guideline 11/30/18	Dollar Change	Percent Change	Percent of Total Budget
A. Property Tax Calculation								
5 Prior Year Levy Limit	\$ 75,539,516	\$ 78,712,008	\$ 82,116,773	\$ 85,491,022	\$ 88,864,251	\$ 3,372,229	3.94%	85.21%
5A New Growth Adjustment	\$ -	\$ 23,518	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
6 Proposition 2 1/2 Increase	\$ 1,888,488	\$ 1,968,388	\$ 2,052,919	\$ 2,137,276	\$ 2,221,606	\$ 84,329	3.94%	2.16%
7 New Growth	\$ 77,428,004	\$ 80,703,914	\$ 84,169,692	\$ 87,628,298	\$ 91,085,857	\$ 3,457,559	3.94%	88.37%
8 Override	\$ 1,284,004	\$ 1,412,859	\$ 1,321,330	\$ 1,235,953	\$ 1,100,000	\$ (135,953)	-10.93%	1.06%
9 Debt Exclusions	\$ 78,712,008	\$ 82,116,773	\$ 85,491,022	\$ 88,864,251	\$ 92,185,857	\$ 3,321,606	3.74%	89.43%
additions to levy limit	\$ 6,220,712	\$ 6,676,046	\$ 6,383,991	\$ 6,443,014	\$ 6,869,897	\$ 426,883	6.63%	6.22%
maximum allowable levy:	\$ 84,522,842	\$ 88,382,941	\$ 91,875,013	\$ 95,307,265	\$ 99,055,754	\$ 3,748,489	3.94%	95.56%

Projected Property Tax Use:	Actual		Final FY2018	FY19 Budget As Appropriated 10/01/18		FY20 Budget		
	FY2016	FY2017		As Appropriated 10/01/18	Final Guideline 11/30/18	Dollar Change	Percent Change	Percent of Total Budget
base	\$ 81,319,099	\$ 84,050,189	\$ 87,807,057	\$ 91,291,587	\$ 95,608,792	\$ 4,317,205	4.73%	86.56%
debt exclusion	\$ 75,508,265	\$ 77,784,021	\$ 81,423,066	\$ 84,848,573	\$ 88,738,895	\$ 3,890,322	4.59%	80.34%
Unused Levy Capacity	\$ 5,810,834	\$ 6,266,168	\$ 6,383,991	\$ 6,443,014	\$ 6,869,897	\$ 426,883	6.63%	6.22%
	\$ 81,319,099	\$ 84,050,189	\$ 87,807,057	\$ 91,291,587	\$ 95,608,792	\$ 4,317,205	4.73%	86.56%
	\$ 3,203,743	\$ 4,332,752	\$ 4,067,956	\$ 4,015,678	\$ 3,446,962	\$ (568,716)	-14.18%	3.34%
	4.07%	5.28%	4.76%	4.52%	3.74%			

FY 2020 Operating Budget Guidelines Total Budget Plan

	Actual		Actual FY2017	Final FY2018	FY19 Budget As Appropriated		FY20 Budget		
	FY2016	FY2017			10/01/18	11/30/18	Dollar Change	Percent Change	Percent of Total Budget
B. State Aid									
10 Chapter 70 (Education Aid)	\$ 2,705,857	\$ 3,030,314	\$ 3,229,888	\$ 3,429,247	\$ 3,497,832	\$ 68,585	2.00%	3.17%	
11 Charter Tuition Reimbursement	\$ 5,407	\$ 1,620	\$ 893	\$ 1,054	\$ 1,075	\$ 21	2.00%	0.00%	
15 Unrestricted General Government Aid (Lottery)	\$ 1,069,450	\$ 1,115,436	\$ 1,158,938	\$ 1,199,501	\$ 1,223,491	\$ 23,990	2.00%	1.11%	
16 Veteran's Benefits	\$ 32,509	\$ 60,752	\$ 63,727	\$ 48,919	\$ 49,897	\$ 978	2.00%	0.05%	
17 Exemptions: Vets, Elderly, Surviving Spouse & Blind	\$ 25,594	\$ 3,012	\$ 29,780	\$ 32,863	\$ 33,520	\$ 657	2.00%	0.03%	
18 State Owned Land	\$ 424,522	\$ 419,471	\$ 415,310	\$ 529,254	\$ 539,839	\$ 10,585	2.00%	0.49%	
18A State Owned Land, Correctional Facilities	\$ -	\$ 163,890	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%	
19 Libraries, offset item	\$ -	\$ -	\$ 25,106	\$ 25,638	\$ 26,151	\$ 513	2.00%	0.02%	
total: State Aid	\$ 4,263,339	\$ 4,794,495	\$ 4,923,642	\$ 5,266,476	\$ 5,371,806	\$ 105,330	2.00%	4.86%	

	Actual		Actual FY2017	Final FY2018	FY19 Budget As Appropriated		FY20 Budget		
	FY2016	FY2017			10/01/18	11/30/18	Dollar Change	Percent Change	Percent of Total Budget
C. Local Receipts									
<i>Local Excise Taxes</i>									
20 Motor Vehicle Excise	\$ 2,937,836	\$ 3,029,693	\$ 3,033,586	\$ 3,095,601	\$ 3,174,229	\$ 78,628	2.54%	2.87%	
21 Hotel/ Motel Room Excise	\$ 334,372	\$ 472,779	\$ 450,000	\$ 700,000	\$ 735,000	\$ 35,000	5.00%	0.67%	
22 Meals Excise	\$ 360,185	\$ 353,568	\$ 350,000	\$ 385,000	\$ 404,250	\$ 19,250	5.00%	0.37%	
23 Jet Fuel Excise	\$ 203,899	\$ 115,668	\$ 110,001	\$ 150,000	\$ 153,000	\$ 3,000	2.00%	0.14%	
24 Farm Animal & Machinery	\$ 1,489	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%	
sub-total: Local Excise Taxes	\$ 3,837,781	\$ 3,971,708	\$ 3,943,587	\$ 4,330,601	\$ 4,466,479	\$ 135,878	3.14%	4.04%	
<i>Fines and Forfeitures</i>									
25 Tax Penalties & Interest	\$ 104,483	\$ 92,995	\$ 90,000	\$ 90,000	\$ 91,800	\$ 1,800	2.00%	0.08%	
26 Tax Title Interest	\$ 33,817	\$ 57,110	\$ 25,000	\$ 30,000	\$ 30,000	\$ -	0.00%	0.03%	
27 Tax Deferral Interest	\$ 1,566	\$ 3,972	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%	
28 Court Fines	\$ 118,112	\$ 86,930	\$ 85,000	\$ 90,000	\$ 90,000	\$ -	0.00%	0.08%	
sub-total: Fines and Forfeitures	\$ 257,978	\$ 241,007	\$ 200,000	\$ 210,000	\$ 211,800	\$ 1,800	0.86%	0.19%	
<i>Uses of Money & Property</i>									
29 Rental- Nextel Tower	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ -	0.00%	0.02%	
30 Rental- Other Wireless Towers	\$ 197,530	\$ 197,949	\$ 199,000	\$ 200,000	\$ 200,000	\$ -	0.00%	0.18%	
31 Rental- Ripley Building	\$ 21,686	\$ 24,530	\$ 22,750	\$ 22,750	\$ 22,750	\$ -	0.00%	0.02%	
32 Rental- Harvey Wheeler	\$ 32,272	\$ 30,042	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.00%	0.03%	
33 Rental- Marshall Farm	\$ 13,332	\$ 13,902	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%	
34 Rental- McGrath Farm	\$ 16,800	\$ 16,926	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%	
35 Rental- Miscellaneous	\$ 1,847	\$ 2,031	\$ 750	\$ -	\$ -	\$ -	0.00%	0.00%	
36 Investment Earnings	\$ 158,037	\$ 395,884	\$ 361,272	\$ 500,000	\$ 578,234	\$ 78,234	15.65%	0.52%	
sub-total: Uses of Money & Property	\$ 464,004	\$ 703,764	\$ 636,272	\$ 775,250	\$ 853,484	\$ 78,234	10.09%	0.77%	

<i>Licenses & Permits</i>									
37	Building Permits	\$ 1,007,159	\$ 671,925	\$ 650,000	\$ 750,000	\$ 750,000	\$ -	0.00%	0.68%
38	Other Health & Inspections	\$ 374,693	\$ 304,406	\$ 325,000	\$ 325,000	\$ -	\$ -	0.00%	0.29%
39	Alcoholic Beverages	\$ 92,225	\$ 93,750	\$ 90,000	\$ 90,000	\$ -	\$ -	0.00%	0.08%
40	Miscellaneous	\$ 49,093	\$ 75,364	\$ 40,000	\$ 50,000	\$ -	\$ -	0.00%	0.05%
	sub-total: Licenses & Permits	\$ 1,523,170	\$ 1,445,445	\$ 1,105,000	\$ 1,215,000	\$ -	\$ -	0.00%	1.10%
<i>Departmental Fees</i>									
41	Town Clerk	\$ 107,298	\$ 109,642	\$ 100,000	\$ 100,000	\$ -	\$ -	0.00%	0.09%
42	Planning	\$ 16,346	\$ 6,669	\$ 10,000	\$ 10,000	\$ -	\$ -	0.00%	0.01%
43	Collector-Treasurer	\$ 68,738	\$ 48,498	\$ 60,000	\$ 60,000	\$ -	\$ -	0.00%	0.05%
44	Fire, Ambulance	\$ 699,575	\$ 688,938	\$ 700,000	\$ 700,000	\$ -	\$ -	0.00%	0.63%
45	Public Safety	\$ 85,488	\$ 110,052	\$ 90,000	\$ 90,000	\$ -	\$ -	0.00%	0.08%
46	Library, Late Fines	\$ 34,940	\$ 37,219	\$ 35,000	\$ 35,000	\$ -	\$ -	0.00%	0.03%
47	School Department, Miscellaneous	\$ 26,285	\$ 15,272	\$ 25,000	\$ 25,000	\$ -	\$ -	0.00%	0.02%
48	School Department, Kindergarten Tuition	\$ 120,885	\$ 144,080	\$ 115,000	\$ 125,000	\$ -	\$ (125,000)	-100.00%	0.00%
49	School Department, Medicaid Reimb & e-Rate	\$ 42,829	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	0.00%	0.03%
50	Miscellaneous	\$ 27,097	\$ 37,197	\$ 25,000	\$ 25,000	\$ -	\$ -	0.00%	0.02%
	sub-total: Departmental Fees	\$ 1,229,481	\$ 1,197,567	\$ 1,190,000	\$ 1,200,000	\$ -	\$ (125,000)	-10.42%	0.97%
<i>All Other Revenue</i>									
51	Payments in Lieu of Taxes (PILOT)	\$ 23,751	\$ 20,612	\$ 20,000	\$ 20,000	\$ -	\$ -	0.00%	0.02%
<i>Federal Government Housing Authority</i>									
52	Premium on Sale of Bonds & Notes	\$ 362,178	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
53	41A Redemptions	\$ 19,336	\$ 12,146	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
54	61A Roll Back Tax	\$ 66,113	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
55	Supplemental Tax on New Construction	\$ 53,926	\$ 127,428	\$ 75,000	\$ 100,000	\$ -	\$ -	0.00%	0.09%
56	SREC- Willard School Solar	\$ 20,724	\$ 17,370	\$ -	\$ 15,000	\$ -	\$ -	0.00%	0.01%
57	Miscellaneous Non-Recurring	\$ 321,256	\$ -	\$ 50,000	\$ 25,000	\$ -	\$ -	0.00%	0.02%
	sub-total: All Other Revenue	\$ 867,284	\$ 177,556	\$ 145,000	\$ 160,000	\$ -	\$ -	0.00%	0.14%
	total: Local Receipts	\$ 8,179,698	\$ 7,437,047	\$ 7,219,859	\$ 7,890,851	\$ 90,912	\$ -	1.15%	7.23%

D. Available Funds	Actual FY2016	Actual FY2017	Final FY2018	FY19 Budget		FY20 Budget		Percent Change	Percent of Total Budget
				As Appropriated 10/01/18	Dollar Change	Final Guideline 11/30/18	Dollar Change		
58	Municipal Light Plant (Electric Fund) PILOT	\$ 472,400	\$ 465,500	\$ 474,000	\$ -	\$ (11,000)	\$ -	-2.39%	0.41%
58A	State Aid to Libraries			0	0				
58B	Dog Inoculation Reserve			0	0				
59	Thoreau School MSBA Grant	\$ 409,878	\$ 409,878	\$ -	\$ -	\$ -	\$ -	0.00%	0.91%
60	Free Cash, Appropriated to Reduce Tax Rate	\$ 950,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	0.00%	
61	Free Cash, Appropriated for Expenditures	\$ 625,000	\$ -	\$ 1,000,000	\$ 25,000	\$ (25,000)	\$ -	-100.00%	
62	CCRSO Prior Year Debt Reserve			0	0				
62A	Exempt Debt Service Reserve			186,274	\$ 186,274	\$ -	\$ (186,274)	-100.00%	
63	Bond Premium Amortization			1095	\$ 1095	\$ -	\$ (1,095)	-100.00%	
64	Elementary School Debt Stabilization Fund			0	\$ -	\$ -	\$ -		
65	High School Debt Stabilization Fund	\$ 1,500,000	\$ 1,000,000	\$ 785,000	\$ -	\$ (275,000)	\$ -	-100.00%	
66	Emergency Services Stabilization Fund	\$ 100,000	\$ 50,000	\$ -	\$ 48,000	\$ (12,000)	\$ (12,000)	-25.00%	0.03%
67	Transportation Network Surcharge Fees	\$ -	\$ -	\$ -	\$ 3,210	\$ 290	\$ 290	9.03%	0.00%
	total: Available Funds	\$ 4,057,278	\$ 2,925,378	\$ 3,259,000	\$ 1,999,579	\$ (510,079)	\$ 1,489,500	-25.51%	1.35%

Expenditures		Budget FY2016	Budget FY2017	Final FY2018	FY19 Budget As Appropriated 10/01/18	FY20 Budget Final Guideline 11/30/18	Dollar Change	Percent Change	Percent of Total Budget
Non-Guidelines, within General Operating Budget									
1	Group Insurance, inc. dental, Part B Penalty	\$ 4,650,000	\$ 4,650,000	\$ 4,800,000	\$ 5,374,837	\$ 5,966,069	\$ 594,232	11.00%	5.40%
2	OPEB Trust Fund	\$ 1,150,000	\$ 1,400,000	\$ 1,470,000	\$ 1,617,000	\$ 1,697,850	\$ 80,850	5.00%	1.54%
3	Retirement Assessment	\$ 3,220,000	\$ 3,317,000	\$ 3,667,000	\$ 3,777,010	\$ 3,839,225	\$ 62,215	1.65%	3.48%
x 4	Payroll Tax (Social Security & Medicare)	\$ 740,000	\$ 765,000	\$ 810,000	\$ 814,713	\$ 800,000	\$ (14,713)	-1.81%	0.72%
x 5	Other Fixed & Mandated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
x 6	Unemployment Comp & Workers Comp	\$ 200,000	\$ 200,000	\$ 200,000	\$ 210,000	\$ 210,000	\$ -	0.00%	0.19%
7	Property & Liability Insurance	\$ 225,000	\$ 250,000	\$ 250,000	\$ 275,000	\$ 288,750	\$ 13,750	5.00%	0.26%
x 8	Refunding Savings, Required Levy	\$ 114,217	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
x 9	Minuteman Regional High School Assessment	\$ 407,041	\$ 423,444	\$ 599,179	\$ 595,792	\$ 772,162	\$ 176,370	29.60%	0.70%
x 10A	Debt Service, Non-Excluded, Town	\$ 3,605,000	\$ 3,730,000	\$ 3,860,000	\$ 4,025,363	\$ 4,196,145	\$ 170,782	4.24%	3.80%
x 10B	Debt Service, Non-Excluded, CCRSD Assessed	\$ -	\$ 80,753	\$ 102,583	\$ 102,809	\$ -	\$ (102,809)	-100.00%	0.00%
x 11A	Debt Service, Excluded, Town	\$ 4,206,283	\$ 4,007,828	\$ 3,607,507	\$ 3,354,151	\$ 3,221,181	\$ (132,970)	-3.96%	2.92%
x 11B	Debt Service, Excluded, Minuteman Regional	\$ -	\$ -	\$ -	\$ 146,887	\$ 300,603	\$ 153,716	104.65%	0.27%
x 11C	Debt Service, Excluded, CCRSD Assessed	\$ 3,514,429	\$ 3,668,218	\$ 3,561,484	\$ 3,404,345	\$ 3,348,113	\$ (56,232)	-1.65%	3.03%
x 12A	Appropriations from Free Cash (Art. 51, 2017 ATM)	\$ 625,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	0.00%	0.00%
x 12B	Appropriations from Free Cash (Art. 30, 2017 ATM)	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	0.00%	0.00%
x 12C	Dog Inoculation Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
x 12D	28-ATM-2018, 2229 Main Street	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ (25,000)	-100.00%	0.00%
x 12E	08-STM-2018, Town Manager Recruitment	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ (20,000)	-100.00%	0.00%
x 12F	10-STM-2018, Transportation Network Fees Approp.	\$ -	\$ -	\$ -	\$ 3,210	\$ -	\$ (3,210)	-100.00%	0.00%
x 12G	13-STM-2018, BFRT Grant of Easement	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ (25,000)	-100.00%	0.00%
13	sub-total: Non-Guidelines within Budget	\$ 22,656,970	\$ 22,492,243	\$ 24,127,753	\$ 23,771,117	\$ 24,640,098	\$ 868,981	3.66%	22.31%
14	Non-Guidelines, Non-Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
15	State Assessments	\$ 497,843	\$ 495,310	\$ 503,896	\$ 502,439	\$ 527,561	\$ 25,122	5.00%	0.48%
16	State Offset Items	\$ 310,772	\$ -	\$ 25,106	\$ 25,638	\$ 26,920	\$ 1,282	5.00%	0.02%
17	Snow & Ice Deficit (from Prior Year)	\$ 543,663	\$ 552,900	\$ 178,656	\$ -	\$ 214,000	\$ 214,000	0.19%	0.19%
	Overlay for Abateements & Exemptions	\$ -	\$ -	\$ 565,018	\$ 527,017	\$ 500,000	\$ (27,017)	-5.13%	0.45%
	sub-total: Non-Guidelines, not appropriated	\$ 1,352,278	\$ 1,048,210	\$ 1,272,676	\$ 1,055,094	\$ 1,268,481	\$ 213,387	20.22%	1.15%
18	Total: Non-Guideline Accounts	\$ 24,009,248	\$ 23,540,453	\$ 25,400,429	\$ 24,826,211	\$ 25,908,579	\$ 1,082,368	4.36%	23.46%
19	Total: Available for Guidelines	\$ 73,810,166	\$ 75,566,655	\$ 77,809,129	\$ 81,622,282	\$ 84,543,282	\$ 2,921,000	3.58%	76.54%
20	dollar increase over prior year					\$ 2,921,000			
21	percent increase over prior year					3.58%			

Guideline Accounts	Budget		Final FY2018	FY19 Budget As Appropriated 10/01/18		FY20 Budget Final Guideline 11/30/18		Percent Change	Percent of Total Budget
	FY2016	FY2017		FY2016	FY2017	Dollar Change	Percent Change		
Town Government									
22 Personal Services	\$ 15,721,241	\$ 16,468,178	\$ 17,285,653	\$ 17,983,494					
23 O&M	\$ 3,458,772	\$ 3,470,835	\$ 3,683,360	\$ 3,897,019					
24A 05-STM-2018, White Pond Operations				\$ 30,000					
24B 09-STM-2018, School Resource Officer				\$ 48,000					
24C 11-STM-2018, Legal Services				\$ 100,000					
25 Capital Outlay	\$ 1,709,000	\$ 1,800,000	\$ 1,870,000	\$ 1,945,000					
26 Reserve Fund	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000					
sub-total: General Fund	\$ 21,114,013	\$ 21,964,013	\$ 23,064,013	\$ 24,228,513		\$ 25,299,513			
27 Emergency Services Stabilization Fund	\$ 100,000	\$ 50,000	\$ -	\$ -		\$ -			
total: Town Government	\$ 21,214,013	\$ 22,014,013	\$ 23,064,013	\$ 24,228,513		\$ 25,299,513	\$ 1,071,000	4.42%	22.91%
28 Concord Public Schools	\$ 34,542,735	\$ 35,660,111	\$ 36,810,111	\$ 38,246,895		\$ 39,246,895	\$ 1,000,000	2.61%	35.53%
29 Concord-Carlisle Regional School District	\$ 16,556,221	\$ 17,035,005	\$ 17,935,005	\$ 19,146,874		\$ 19,996,874	\$ 850,000	4.44%	18.10%
30 Total: Operating Budgets	\$ 72,312,969	\$ 74,709,129	\$ 77,809,129	\$ 81,622,282		\$ 84,543,282	\$ 2,921,000	3.58%	76.54%
31 Total Budget Plan:	\$ 96,322,217	\$ 98,249,582	\$ 103,209,558	\$ 106,448,493		\$ 110,451,861	\$ 4,003,368	3.76%	100.00%
32 Operating Surplus at Fiscal Year End (with actual revenues):	\$ 1,497,197	\$ 957,526	\$ -	\$ 0		\$ 0			

Tax Levy for Excluded Debt

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Final
	BUDGET	BUDGET	BUDGET			PROJECTED			Fiscal Yr
Debt Issued:									
Concord-Carlisle H.S.	3,666,016	3,701,479	\$3,404,345	\$3,348,113	\$3,338,310	\$3,255,506	\$3,179,483	\$3,104,286	2038
Alcott School	624,369	603,253	573,280	553,215	530,320	512,068	347,850	334,840	2025
Thoreau School	1,196,325	729,439	645,630	605,695	605,695	534,068	498,310	461,630	2026
Willard School	2,088,247	2,033,958	1,774,760	1,712,485	1,712,485	1,622,285	1,577,025	1,525,725	2029
Minuteman Regional	101,089	100,863	146,887	300,603	300,000	300,000	300,000	300,000	2026
Wastewater Plan, Phase 1			99,794	99,794	99,794	99,794	99,794	99,794	2026
subtotal	\$7,676,046	\$7,168,992	\$6,644,696	\$6,619,905	\$6,586,604	\$6,323,720	\$6,002,462	\$5,826,275	
CCHS not yet issued:									
New CCHS	0	0	0						
Bus Depot			260,687	251,000	244,000	235,250	226,500	217,750	2028
Landfill remediation	0	0	0		115,519	114,516	111,731	108,975	2029
	\$7,676,046	\$7,168,992	\$6,905,383	\$6,870,905	\$6,946,124	\$6,673,486	\$6,340,693	\$6,153,000	
<i>less Exempt Debt Reserve</i>			(186,274)	0	0	0	0	0	
<i>less HS Stabilization Fund</i>	(1,000,000)	(785,000)	(275,000)	0	0	0	0	0	
<i>less: Premium</i>			(1,095)	(1,008)	(921)				
<i>less MSBA Thoreau grant</i>	(409,878)	0	0	0	0	0	0	0	
NET from property tax levy	\$6,266,168	\$6,383,992	\$6,443,014	\$6,869,897	\$6,945,203	\$6,673,486	\$6,340,693	\$6,153,000	

FY20 Debt Service - CCRSD

assessment ratio of 75.25% / 24.75% - actual resident enrollment of Oct. 1, 2018

**Based on October 1, 2018
Enrollment Reports**

	Bond Issue	Principal	Interest	Total	Appropriation basis
A. Former High School Building (FY18 is final year of debt service)					
	● Dec. 15, 2007 (\$2,445m)	\$0	\$0	0	A \$0
B. New High School (EXCLUDED)					
	● Bond issue, June 4, 2013 \$32.5 million at 3.00% TIC 25 year maturity	\$1,300,000	\$764,091 (a)	\$ 2,064,091	\$2,064,091
	● Bond Issue March 15, 2015 \$30.0 million at 2.87% TIC 23 year maturity	\$1,350,000	\$787,189 (b)	\$ 2,137,189	\$2,137,189
	● Bond Issue March 1, 2016 \$2.5 million @ 2.4065% TIC 22 years maturity	\$115,000	\$55,800	\$ 170,800	\$170,800
					B
				\$ 4,372,080	\$4,372,080
C. CCRSD MULTIPURPOSE (c) (EXCLUDED)					
	● Bond Issue December 2018 @ assumed 4.50% TIC 10 years maturity	\$131,000	\$58,950	\$ 189,950	C \$189,950
					C
					\$ 4,562,030
					\$3,432,927
					\$1,129,102
					NET (Lines A-5)
					Concord share @ 75.25%
					Carlisle share @ 24.75%

NOTES:

- a) Net of amortized premium of \$90,394
- b) Net of amortized premium of \$129,436.48
- c) Includes Landfill and \$110k High School Building - Final amount of borrowing will

LEVY LIMIT CALCULATIONS

Levy Limit Calculations

FY2018 Revised 11.30.17

\$ 82,116,773	FY2017 Projected Levy Limit		
2,052,919	plus 2 1/2%		
<u>\$ 84,169,692</u>			
1,321,330	New Growth		
<u>\$ 85,491,022</u>	FY2018 Projected Levy Limit		
6,383,991	FY2018 debt exclusion		
<u>\$ 91,875,013</u>	Maximum allowable levy		
	projected tax levy	\$87,807,057	
	Unused Levy Limit	4,067,956	4.76%

FY2019 Final 11.30.18

\$ 85,491,022	FY2018 Projected Levy Limit		
2,137,276	plus 2 1/2%		
<u>\$ 87,628,298</u>			
1,235,953	estimated New Growth		
<u>\$ 88,864,251</u>	FY2019 Projected Levy Limit		
6,443,014	FY2019 debt exclusion		
<u>\$ 95,307,265</u>	Maximum allowable levy		
	projected tax levy	\$91,291,587	
	Unused Levy Limit	4,015,678	4.52%

FY2020 Estimate 11.30.18

\$ 88,864,251	FY2019 Projected Levy Limit		
2,221,606	plus 2 1/2%		
<u>\$ 91,085,857</u>			
1,100,000	estimated New Growth		
<u>\$ 92,185,857</u>	FY2019 Projected Levy Limit		
6,869,897	FY2019 debt exclusion		
<u>\$ 99,055,754</u>	Maximum allowable levy		
	projected tax levy	\$95,608,792	
	Unused Levy Limit	3,446,962	3.74%

Property Tax Data: Fiscal Years 2009-2020

Assessment Date	Fiscal Year	Median single family parcel value			Average single family value		Tax Bill	Total Tax Levy		New Growth Levy		Net Levy		% over prior total levy
		Value	Value	Value	Value	Value		Value	Value	Value	Value	Value	Value	
Jan. 1, 2008	(a)	2009	707,100	8,414	11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	61,700,890	+4.7%	
Jan. 1, 2009		2010	656,700	8,596	13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	64,728,688	+3.3%	
Jan. 1, 2010		2011	657,750	8,676	13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	65,728,097	(0.1)%	
Jan. 1, 2011	(a)	2012	677,900	9,206	13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	68,259,412	+2.6%	
Jan. 1, 2012		2013	669,850	9,425	14.07	9,425	838,804	11,802	71,123,429	1,183,336	69,940,093	69,940,093	+1.2%	
Jan. 1, 2013		2014	680,400	9,832	14.45	9,832	847,681	12,249	74,135,633	1,220,624	72,915,009	72,915,009	+2.5%	
Jan. 1, 2014	(a)	2015	732,600	10,469	14.29	10,469	901,857	12,888	77,341,746	835,499	76,506,247	76,506,247	+3.2%	
Jan. 1, 2015		2016	\$798,000	\$11,108	\$13.92	\$11,108	\$969,130	\$13,490	\$81,319,099	\$1,284,004	\$80,035,095	\$80,035,095	+3.5%	
Jan. 1, 2016		2017	\$819,400	\$11,529	\$14.07	\$11,529	\$987,566	\$13,895	\$84,050,189	\$1,412,859	\$82,637,330	\$82,637,330	+1.62%	
Jan. 1, 2017	(a)	2018	\$838,900	\$11,988	\$14.29	\$11,988	\$1,014,301	\$14,494	\$87,807,057	\$1,321,330	\$86,485,727	\$86,485,727	+2.90%	
Jan. 1, 2018		2019	\$881,550	\$12,509	\$14.19	\$12,509	\$1,065,176	\$15,115	\$91,291,587	\$1,235,953	\$90,055,634	\$90,055,634	+2.56%	
Jan. 1, 2019		2020		\$12,983		\$12,983		\$15,688	\$95,608,792	\$1,100,000	\$94,508,792	\$94,508,792	+3.79%	

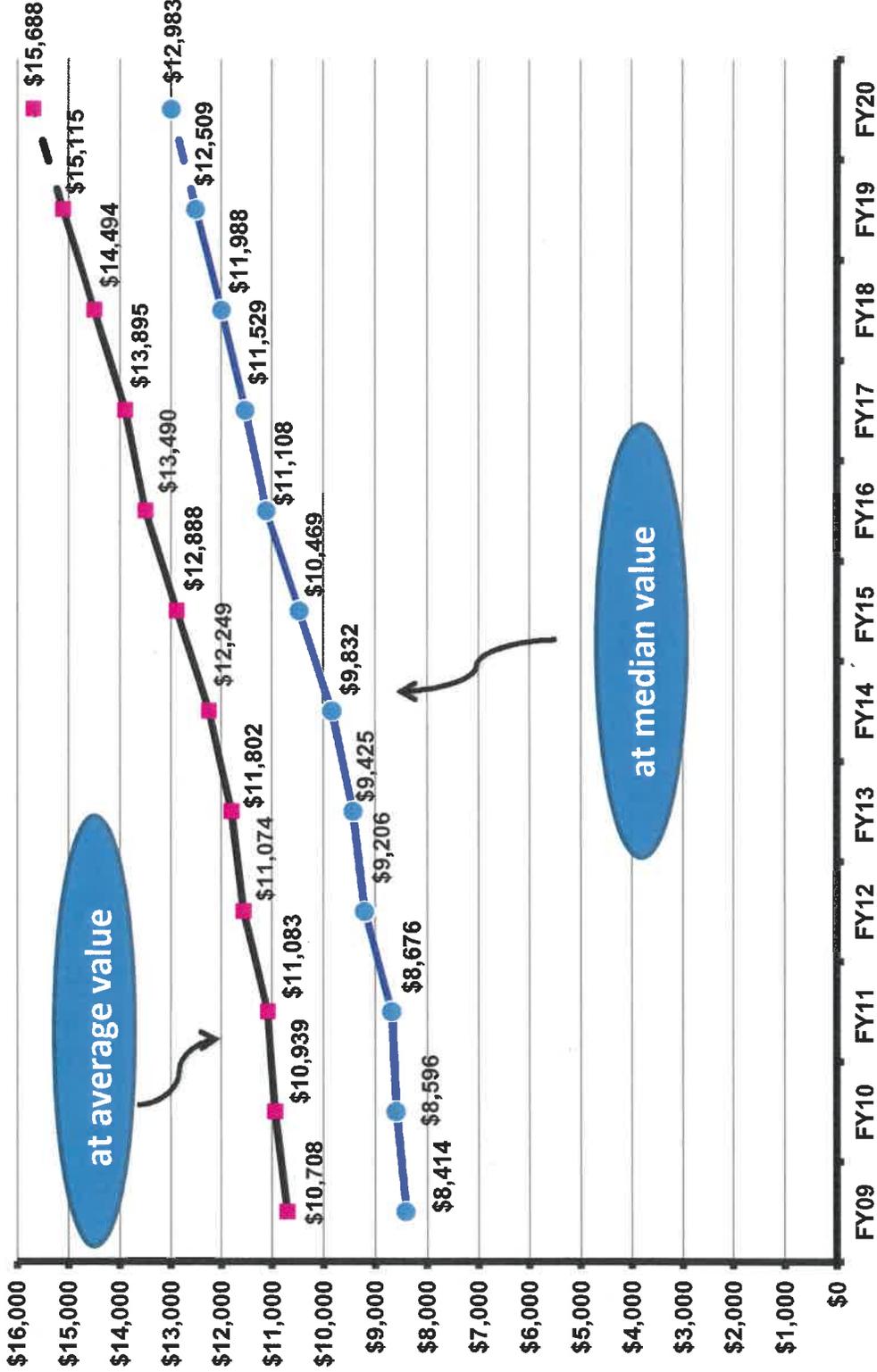
estimate
notes: (a) valuation certification year, Mass. Dept. of Revenue on-site review

Operating overrides and debt exclusion levy impact

Fiscal Year	Voted Operating Override levy	% incr. in levy	Change from prior year		Total change in tax levy
			Debt Exclusion Levy	Change from prior year	
2009	none		3,982,522	955,533	3,702,188
2010	none		4,512,636	530,114	3,148,928
2011	none		4,015,430	(497,206) *	747,828
2012	none		4,069,862	54,432 *	2,577,600
2013	none		4,088,721	18,859 *	2,000,432
2014	none		4,801,422	712,701 *	3,012,204
2015	none		5,444,595	643,173 *	3,206,113
2016	none		\$5,810,834	\$366,239 *	\$3,977,353
2017	none		\$6,266,168	\$455,334 *	\$2,731,090
2018	none		\$6,383,991	\$117,823 *	\$3,756,868
current year	none		\$6,443,014	\$59,023	\$3,484,530
estimate	none		\$6,869,897	\$485,906 *	\$4,317,205

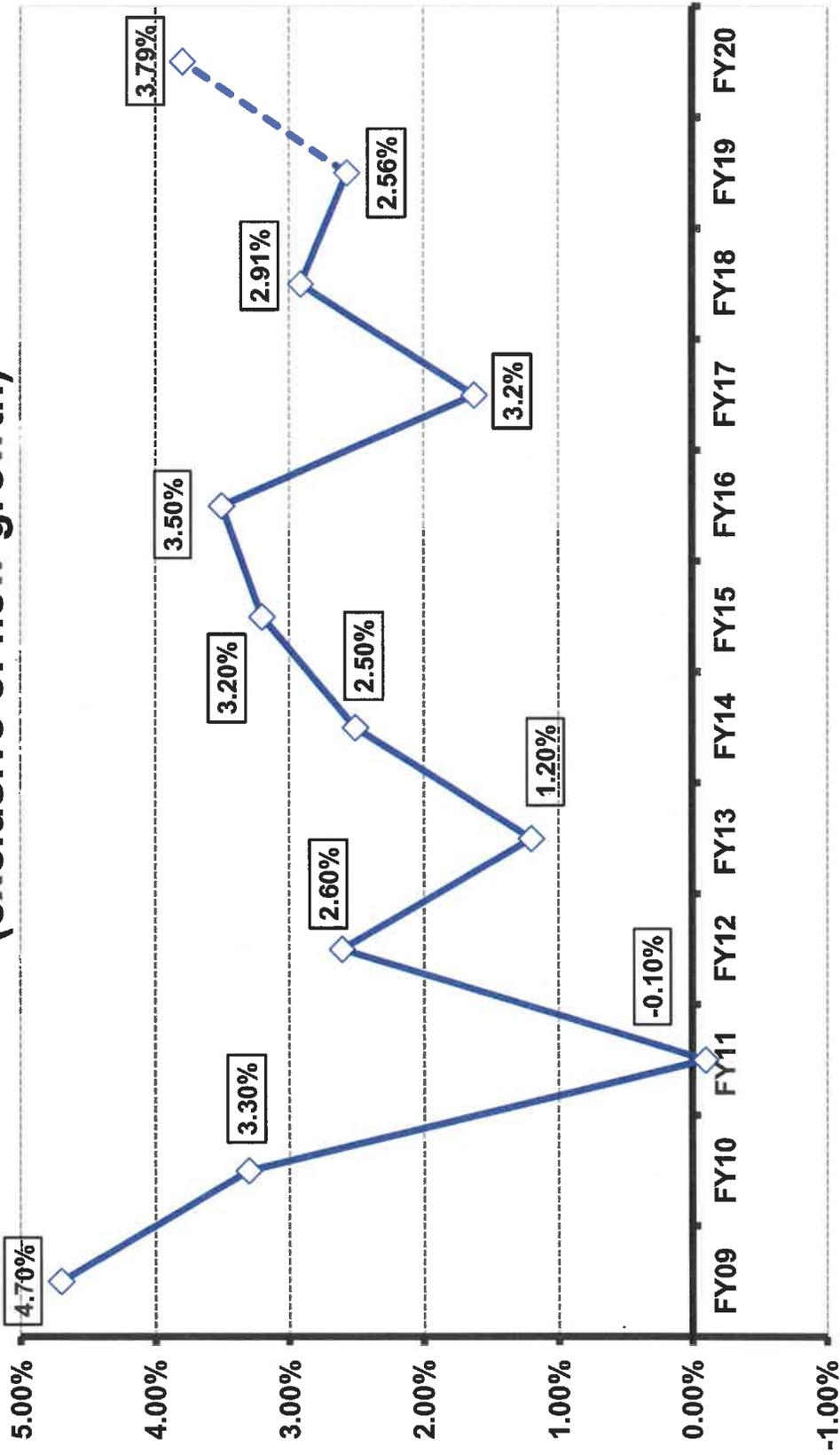
* FY11 is net of \$1,000,000 appropriated from the Debt Stabilization Fund and \$431,796 Thoreau MSBA grant allocation.
 FY12 is net of \$700,000 appropriated from the Debt Stabilization Fund and \$427,413 Thoreau MSBA grant allocation.
 FY13 is net of \$475,000 appropriated from the Debt Stabilization Fund and \$409,878 Thoreau MSBA grant allocation.
 FY14 is net of \$965,000 appropriated from Debt Stabilization Funds (Elementary and High School) and \$409,878 Thoreau MSBA grant allocation.
 FY15 Adopted budget is net of \$500,000 appropriated from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation.
 FY16 Adopted budget is net of \$1,500,000 appropriated from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation.
 FY17 Adopted is net of \$1,000,000 proposed from Debt Stabilization Funds (High School) and \$409,878 Thoreau MSBA grant allocation (final).

Tax bill on Single Family parcel

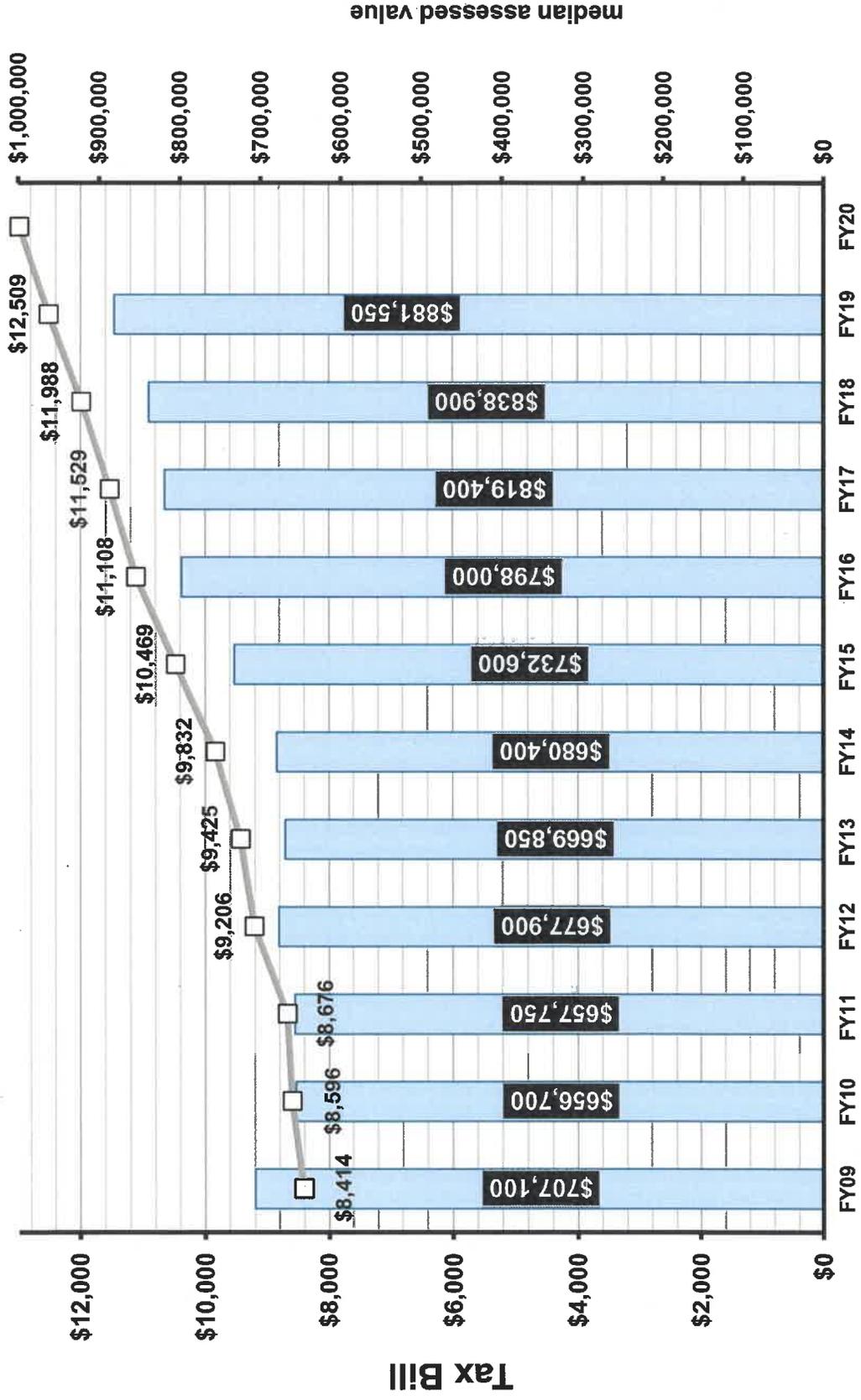


Overall Percent Increase to Existing Taxpayers
(impact on individual taxpayers will vary)

**% increase in tax levy to existing taxpayers
(exclusive of new growth)**



Single Family Residential Median Value and Tax Bill

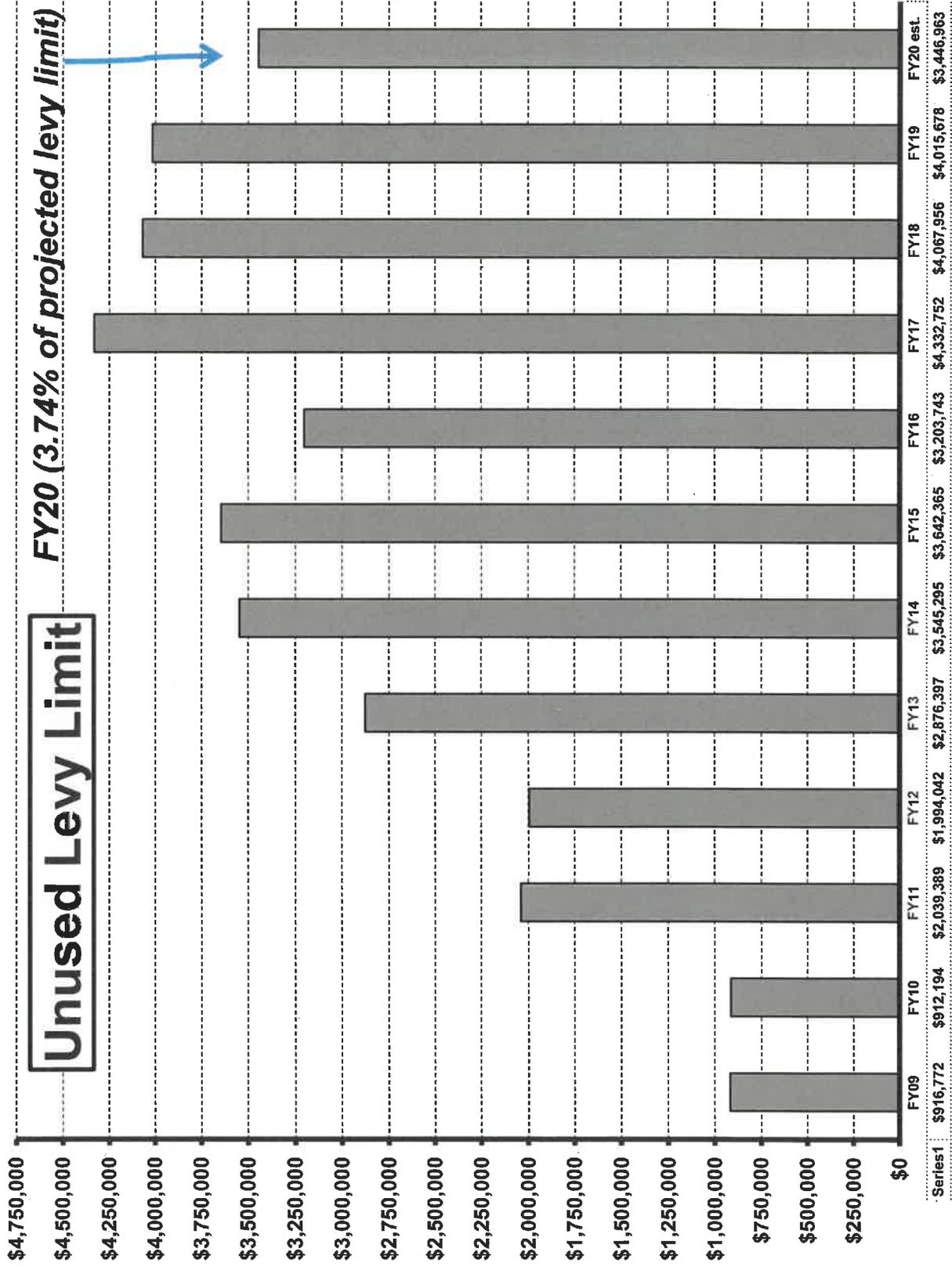


Levy Limit History

	Adjustments, prior years new growth	Allowed 2.5% increase in LL	New growth	Operating Override voted	Total allowed change in LL	NEW GROWTH measures			Levy Limit	actual or projected levy	Unused Levy Limit	Unused as % of LL
						as % of total LL change	as % of prior limit					
FY07		\$1,291,989	\$894,270	\$657,538	\$2,843,797	31.45%	1.73%	\$54,523,353	\$53,363,359	\$1,159,994	2.13%	
FY08		\$1,363,084	\$1,368,514		\$2,731,598	50.10%	2.51%	\$57,254,951	\$55,919,464	\$1,335,487	2.33%	
FY09		\$1,431,374	\$947,751		\$2,379,125	39.84%	1.66%	\$59,634,077	\$58,717,305	\$916,772	1.54%	
FY10	\$3,237	\$1,490,933	\$1,068,881		\$2,563,051	41.70%	1.79%	\$62,197,127	\$61,284,933 *	\$912,194	1.47%	
FY11		\$1,554,928	\$817,300		\$2,372,228	34.45%	1.31%	\$64,569,356	\$62,529,967	\$2,039,389	3.16%	
FY12		\$1,614,234	\$863,585		\$2,477,819	34.85%	1.34%	\$67,047,175	\$65,053,133	\$1,994,042	2.97%	
FY13	\$4,307	\$1,676,287	\$1,183,336		\$2,863,930	41.32%	1.76%	\$69,911,105	\$67,034,708	\$2,876,397	4.11%	
FY14		\$1,747,778	\$1,220,624		\$2,968,402	41.12%	1.75%	\$72,879,506	\$69,334,211	\$3,545,295	4.86%	
FY15	\$2,462	\$1,822,049	\$835,499		\$2,660,010	31.41%	1.15%	\$75,539,516	\$71,897,151	\$3,642,365	4.82%	
FY16		\$1,888,488	\$1,284,004		\$3,172,492	40.47%	1.70%	\$78,712,008	\$75,508,265	\$3,203,743	4.07%	
FY17	\$23,518	\$1,968,388	\$1,412,859		\$3,381,247	41.79%	1.79%	\$82,116,773	\$77,784,021	\$4,332,752	5.28%	
FY18	\$0	\$2,052,919	\$1,321,330		\$3,374,249	39.16%	1.61%	\$85,491,022	\$81,423,066	\$4,067,956	4.76%	
FY19		\$2,137,276	\$1,235,953		\$3,373,229	36.64%	1.45%	\$88,864,251	\$84,848,573	\$4,015,678	4.52%	
FY20 est.	\$0	\$2,221,606	\$1,100,000		\$3,321,606	33.12%	1.24%	\$92,185,858	\$88,738,895	\$3,446,963	3.74%	

Notes:

* FY10 Willard School Note Paydown of \$100,000 (May 2010) was made from available funds in the debt service appropriation supported by the "within limit" tax levy, not as excluded debt levy.



Unfunded Liabilities and Outstanding Bonded Debt at June 30, 2018

Direct debt and other long-term liabilities	General Fund		Enterprise & Other		Total
1. Town Debt Outstanding	\$ 36,822,780	\$	15,392,944	\$	52,215,724
2. Unfunded Pension ^(a)	13,214,364		1,646,374		14,860,738
3. Unfunded OPEB ^(b)	<u>31,384,020</u>		<u>3,209,227</u>		<u>34,593,247</u>
TOTAL DIRECT	\$ 81,421,164	\$	20,248,545	\$	101,669,709
Concord share of overlapping jurisdiction, Concord-Carlisle RSD					
4. CCRSD Debt, @ 75.25% ^(c) - \$72,845,000	\$ 54,815,863	\$		\$	54,815,863
5. CCRSD Unfunded Pension ^(c) - \$2,385,748	2,285,602				2,285,602
6. CCRSD Unfunded OPEB ^{(b)(c)} - \$17,003,448	<u>12,533,242</u>				<u>12,533,242</u>
TOTAL OVERLAPPING					
TOTAL COMBINED	\$ 151,055,870	\$	20,248,545	\$	171,304,415

Notes:

(a) per GASB 67 & 68 actuarial report at January 1, 2018 reporting date

(b) June 2018 actuarial valuation

(c) Using assessment ratio applicable to FY20 assessment, 75.25%