



TOWN OF CONCORD MASSACHUSETTS

Town Manager's Proposed Budget FY2020

For the Fiscal Year
July 1, 2019 - June 30, 2020



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February 1, 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 Budget Goals**1: Preserve the Health and Safety of Residents and Visitors and Protect their Property**

- Police Services (see pages 170-173) & Fire Services (see pages 174-177)
- Enhanced Emergency Medical Services with additional Fire Fighters in West Concord (see pages 174-177)

2: Enhance Residents' Quality of Life

- Human Services Division to assist with the social needs of the community (see pages 230-233)
- Healthy Communities Initiative (see pages 136-139)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Senior Services Division (see pages 234-237)
- Library Services at Main Library and Fowler Branch (see pages 226-229)
- Veterans Services & Benefits (see pages 244-245)

3: Preserve the Town's Character

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection (see pages 122-139)
- Building Inspections services to manage increased development (see pages 132-135)

4: Promote Sustainability of Resources

- Sustainability Director as part of the Resource Sustainability Fund (see pages 102-105)
- Historical electricity and natural gas use for municipal buildings (see page 104)
- Individual Building Energy Reports included in each building account
- Use of renewable energy by Concord Municipal Light Plant (see Enterprise Budget Book)

5: Ensure Quality Operational & Financial Management

- Town Manager: Quality & Cost Effectiveness of Town Services (see page 93)
- Finance Department's fiscal management : AAA Bond Rating (see page 147), Free Cash Level (see page 6), Unused Levy Capacity (see page 11), Stabilization Funds (see page 22), Tax Collection Rate (see page 151)
- Town Clerk: Effectively Managing Town Records & Elections (see pages 160-163)
- Human Resources: Managing Town Personnel Issues & Improve Management with HRIS (see pages 94-97)

6: Maintain the Town's Infrastructure

- Concord Public Works programs for roads, sidewalks, and drainage (see pages 186-223)
- Facilities budget to support municipal buildings (see pages 98-101)
- Updated Information Technology systems to improve Town services (see pages 164-167)



TOWN OF CONCORD

TOWN MANAGER'S OFFICE
 22 MONUMENT SQUARE - P.O. BOX 535
 CONCORD, MASSACHUSETTS 01742

TELEPHONE (978) 318-3000
 FAX (978) 318-3002

CHRISTOPHER WHELAN, TOWN MANAGER

February 1, 2019

The Honorable Select Board:

I herewith submit for your review the Town Manager's Proposed General Fund Budget for Fiscal Year 2020 (July 1, 2019 - June 30, 2020) in accordance with the requirements of the Town Charter. With the presentation in this Budget Book, I am pleased to report that this proposed FY20 General Fund Budget is financially sound while funding key priority programs.

Throughout the fall of 2018, the Finance Committee deliberated on the appropriate funding levels for the Town Government, Concord Public Schools (CPS) and the Concord-Carlisle Regional School District (CCRSD) and set a guideline level of \$25,299,513 for Town Government, \$39,246,895 for CPS and \$19,996,874 for CCRSD. For the Town Government, I am proposing that the appropriation (Article 6 on the 2019 Annual Town Meeting Warrant) be at the guideline amount. At the request of the Town's auditors, this year's presentation is slightly different in that it includes transfers from the Enterprise Funds and other accounts: the transfers have always been part of the total Town Government budget but have not been included in the appropriation article. The proposed CPS budget (Article 11) is \$39,390,163 or \$143,268 above the guideline and the proposed CCRSD operating assessment (Article 15) is \$19,996,874 or at the guideline. The assessment for the Minuteman Vocational School District is \$1,066,841.

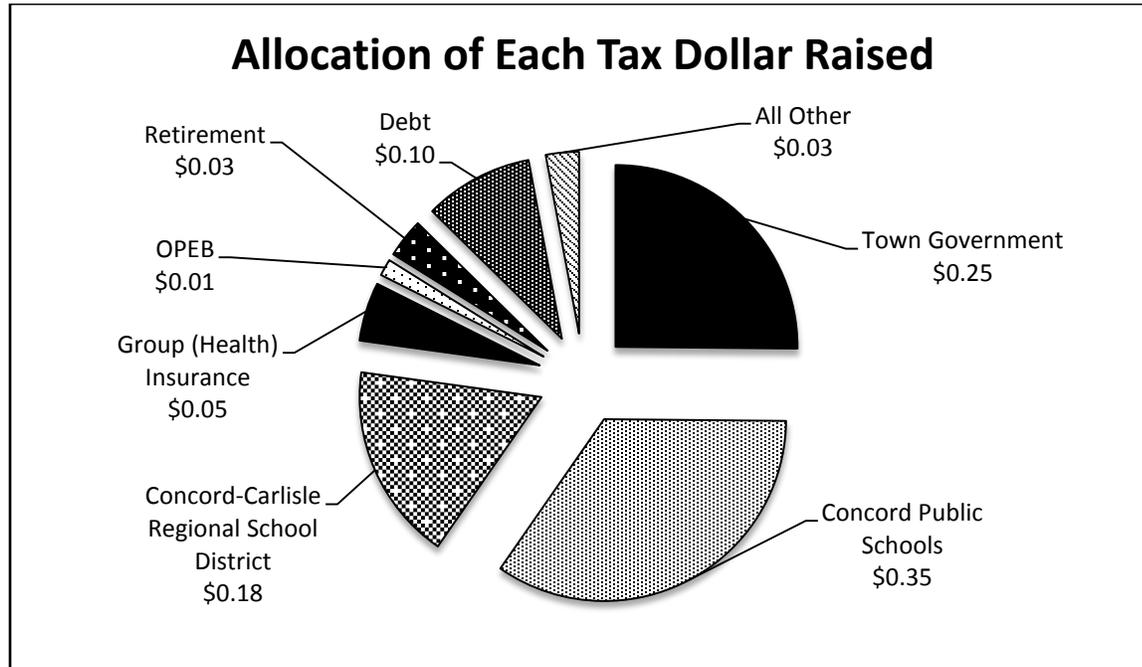
	FY19 Budget	FY20 Proposed	Change (FY19 to FY20)	
			Amount	Percent
Town Government ¹	\$24,050,513	\$25,299,513	\$1,249,000	5.19%
with Transfers	\$26,927,191	\$28,706,648	\$1,779,457	6.61%
Concord Public Schools	\$38,246,895	\$39,390,163	\$1,143,268	2.99%
Concord-Carlisle RSD	\$19,146,874	\$19,996,874	\$850,000	4.44%
 Subtotal	 \$84,320,960	 \$88,093,685	 \$3,772,725	 4.47%
 All Other Accounts ²	 \$24,902,362	 \$26,045,291	 \$1,142,929	 4.58%
<hr/> Total Budget Plan	<hr/> \$109,223,322	<hr/> \$114,138,976	<hr/> \$4,915,654	<hr/> 4.50%

¹ With the October 2018 STM appropriation, the FY19 Budget is \$24,228,513 and the increase is \$1,071,000 or 4.42%.

² For FY20, All Other Accounts consists of Group Insurance (\$5,966,069), OPEB (\$1,697,850), Retirement (\$3,965,861), Town and CPS Debt Service (\$4,196,145), Town, CPS, CCRSD, and MMRSD Assessed Excluded Debt Service (\$6,867,289), Accounts not subject to Appropriation (\$1,284,481), Minuteman Vocational School District Assessment (\$768,846), Social Security / Medicare (\$800,000), Other Fixed & Mandated Accounts (\$498,750).

Total General Fund Budget

The total appropriated budget for Town programs and services, which includes all the operations that are not supported by fee-for-service activities such as those of the Concord Municipal Light Plant, is proposed to be \$114,138,976. For each tax dollar raised to fund the Total General Fund Budget, here are the proposed uses:



Revenues

Property taxes account for 83.9% of the revenues needed to fund the Total General Fund Budget. Other sources include State Aid (4.7%), Motor Vehicle Excise (2.8%), Other Local Revenue (3.8%), Transfers (3.0%), Investment Earnings (0.5%), and Other (1.3%).

The impact of the proposed budget on the property tax bill of existing taxpayers will be on average an increase of 3.71%, though each bill may vary due to a specific property's assessment. This means that for the median property with a current assessed value of \$881,550 the tax bill will increase by \$465 to \$12,974.

Reserves and Financial Stability

A main financial objective is to make sure that the Town finances are sound and that our Aaa credit rating, the highest possible credit rating from Moody's Investors Service, remains intact. In addition to the budgeting practice of conservatively projecting anticipated revenues, two key criteria demonstrate the Town's continued financial stability: Certified Fee Cash and Unused Levy Capacity.

Certified Free Cash – Each year, the State certifies the level of reserves, also known as Certified Free Cash, which are maintained for cash flow purposes, unexpected events, and economic downturns. The Town’s policy is that Free Cash should be at least 5% of the next year’s budget. As of June 30, 2018, Certified Free Cash was a healthy \$11,683,672 or 10.7% percent of the current year budget. The FY20 budget will maintain this level of Free Cash, while still providing a \$1 million allocation for Town operations to reduce the tax levy.

Unused Levy Capacity – The unused levy capacity, the amount that the projected tax levy is below the allowable Proposition 2 ½ levy limit, is projected to be \$3,271,011 in FY20. This means that the Town has some flexibility in future budgets since we are not at the upper ceiling of the levy limit as determined by an increase of 2 ½ from the previous levy limit plus an allowance for new growth.

Debt

With the construction of three new elementary schools and a new regional high school within the past fifteen years, the amount of debt that the Town has taken on has grown. The proposed FY20 debt service cost is as follows: \$4,196,145 for routine, within the levy limit, Town and CPS projects such as road repairs and building renovations; \$3,221,181 for Town and CPS excluded debt projects mostly for new elementary schools; \$3,348,113 for the CCRSD excluded debt assessment for the new high school; \$297,994 for the MMRSD excluded debt assessment for the new high school;

Retirement

From recent anecdotal stories in the media, some municipal retirement systems throughout the country seem to be in trouble. In Concord, this isn’t the case. Our policy of adequately funding the employer contribution for the retirement system – \$3,965,861 proposed for FY20 or an increase of 5.0% from the previous year – has placed the Town’s retirement system in good shape. As of the January 1, 2018 Actuarial Valuation, Concord had an Net Pension Liability of \$17.3 million (down from \$32.2 million in the previous year), and the funded ratio was 90.5%, making Concord ranked among the top funded public retirement systems in the State.

Health Insurance

For the past few decades, health care cost and associated health care premiums have risen at a pace greater than inflation. This increase has placed some stress on Town finances as the Town needs to allocate resources to pay for the employer’s portion of health care premiums for current employees and current retirees (budgeted under title of Group Insurance) and fund the employer’s portion of the future health care liability incurred by past and current employees and retirees (budgeted under the title of OPEB). Several factors have helped keep these increasing costs manageable. The Town is a member of Minuteman Nashoba Health Group, which is a joint purchasing consortium of 17 area towns that pools risks and self-funds health care plans to keep costs down. As compared to other Massachusetts municipalities, the percent of Concord’s employer contribution for health care premiums is on the lower side: approximately 55% for active employees and 50% for retirees. In addition, a 2011 State health care reform law enabled the Town to negotiate plan design changes with the stipulation that

25% of the first-year savings were placed in a fund to mitigate subscriber out-of-pocket cost. Nevertheless, the FY20 allocation from the Town for both Group Health and OPEB is projected to be \$7,663,919, more than 6.7% of the proposed Town Government budget.

Town Government Budget

I am proposing a FY20 Proposed General Fund Portion of the Town Government Budget of \$25,299,513, which is an increase of \$1,249,000 above the 2018 Annual Town Meeting appropriation of \$24,050,513 and \$1,071,000 above the combined 2018 Annual Town Meeting and October 2018 Special Town Meeting appropriation of \$24,228,513. After having assessed the FY20 Town Government financial needs, I am proposing funding the following items.

<u>Item</u>	<u>Amount</u>	<u>Comment</u>
Salaries	\$900,000	To fund union contracts and provide parity for non-union employees
TM Clerk	\$26,000	To fund a Receptionist / Clerk for the Town Manager’s Office
Sustain. Dir.	\$41,000	To fund General Fund portion for hiring the Sustainability Director
Park Maintainer	\$50,000	To fund a Parks Maintainer for White Pond and Gerow Park
White Pond	\$20,000	To fund start-up operations at White Pond
IT Technician	\$72,000	To fund technical services for Library and Police Department
4 Firefighters	\$90,000	To fund 4 Firefighters to staff Ambulance at West Concord 24 – 7
COA Staff	\$30,000	To fund increased hours and wages of Senior Services staff
Miscellaneous	\$20,000	To fund miscellaneous increases due to inflation
Total	\$1,249,000	

Salaries

The Town has negotiated or is in negotiations for Collective Bargaining Agreements (CBAs) with unions representing employees in the Police Department (including Dispatchers), Fire Department, Library, Highway Division, Park & Tree Division and Cemetery Division. With the ratification of a CBA, the Town is required to pay the agreed-upon wages. For non-union employees, the Town has some discretion in establishing annual salary and wage increases. To maintain parity with the union employees, I am proposing a structure increase of 2.5% and a step/merit increase of 2.5% for non-union employees.

On July 1, 2019, the salary and wage expenditure baseline for union employees is projected to be \$8.8 million and for non-union employees \$8.5 million. With the addition of overtime of \$1.0 million, the baseline at the beginning of FY20 of personnel costs is 18.4 million. To fund FY20 increases, an amount of \$900,000, or 4.8% of the total baseline, is proposed.

Receptionist / Clerk at the Town Manager’s Office / Human Resources Department

With the added responsibilities in the Town Manager’s Office related to the Public Information Officer, Sustainability Director, and the Minuteman Media Network, I am proposing that a part-time Receptionist / Clerk be funded in the amount of \$26,000 to assist with the workload.

Sustainability Director

With the passage of Article 51 of the 2017 Annual Town Meeting, an amount of \$100,000 was appropriated for the first year salary of a new Sustainability Director and this person was hired in December 2017. Accordingly, approximately \$59,000 of the \$100,000 was spent in FY18 and \$41,000 in FY19. For the FY20 budget, the \$41,000 that was allocated in FY19 from the special appropriation now needs to be incorporated into the General Fund budget request.

Parks Maintainer

The recent purchase of White Pond and Gerow Park land creates the need to properly maintain these properties. Accordingly, I am proposing hiring a Parks Maintainer with a salary of \$50,000 to assist in managing these areas, as well to help out with other parks throughout the Town.

White Pond Operations

To get the White Pond Beach operations up and running for this upcoming summer season, I am anticipating that start-up money will be needed prior to when revenue will be generated from beach membership and parking permits. In additions to the \$30,000 authorized with Article 5 of the October 2018 Special Town Meeting, I am recommending an additional \$20,000 be appropriated for this purpose.

IT Technician for the Library and Police Department

The technical complexity of the regular operations at the Library and the Police Department / Dispatch Center has grown over the years. Library staff and patrons are increasingly dependent on electronic files and searchable databases. Care needs to be taken make sure that the critical dispatch function is maintained in an uninterrupted manner. I am proposing that technical support in the amount of \$72,000 be provided to these two departments.

Four Firefighters to staff the 2nd Ambulance (24 – 7) at the West Concord Fire Station

In July 2014, the Town hired four firefighters to staff a 2nd Ambulance to operate out of the West Concord Fire Station from the hours of 8AM to 8PM with the plan to eventually extend this service throughout the day and night. With the FY20 budget, I am recommending hiring four additional firefighters for the 8PM to 8AM shift. This enhanced emergency medical response capability is urgently needed for the health and wellbeing of our residents and visitors.

The money to fund the FY20 wages and gear-related costs for these new hires is proposed to come from two sources: \$90,000 from the General Fund and \$245,340 from the Emergency Response Stabilization Fund. Over the next four years, the amount allocated by the General Fund will gradually increase, so that by the end of this period all the personnel-related costs for the four firefighters will be borne by the General Fund.

Senior Services (COA) Staff

Due to the aging of Concord's population, there is an increasing need for additional services for our seniors. I am proposing to raise the Senior Services budget by \$30,000 so that a part-time Social Services Coordinator can move to full-time and the Nurse and Activities Coordinator can increase their hours.

Miscellaneous Expenses

To offset the increasing cost of most items purchased by the Town, I am recommended that an additional \$20,000 be distributed among our departments. Instead of cutting into existing budgets, these resources are to be used to pay for higher utility costs and more expensive supplies.

Conclusion

The FY20 General Fund Budget continues Concord's proud tradition of being financially sound while providing funds for important programs and services. I would like to thank all of the Department Heads and their staff members who worked with us throughout this budget process. In addition, I would like to recognize the efforts of Budget and Purchasing Director Jon Harris and Finance Director Kerry Lafleur who, with the help of Budget Analyst Brandon Roberts, were principally responsible for this coherent and comprehensive document.

Sincerely,



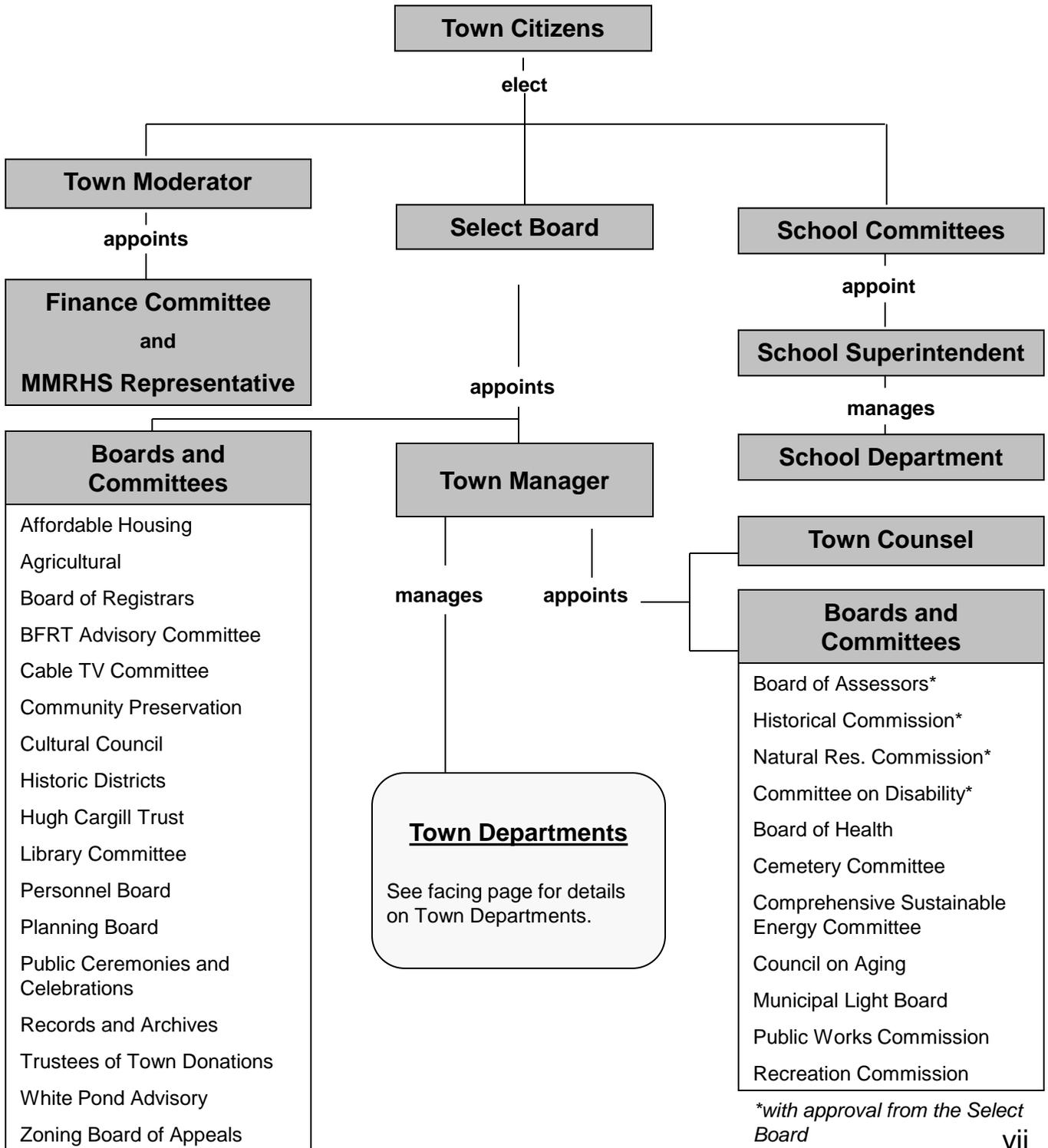
Christopher Whelan
Town Manager

Town Government Mission Statement:

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

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

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



The Town Manager oversees Town Departments, including the enterprise, revolving, and special revenue funds. These other funds include the Concord Municipal Light Plant, the Water Division, the Sewer Division, the Beede Swim & Fitness Center, Solid Waste Disposal, and the Recreation Fund.

More detail on the above departments is available in the Enterprise Budget Book, which will be printed in the spring of 2019.

**Town of Concord, Massachusetts
Organization Chart**

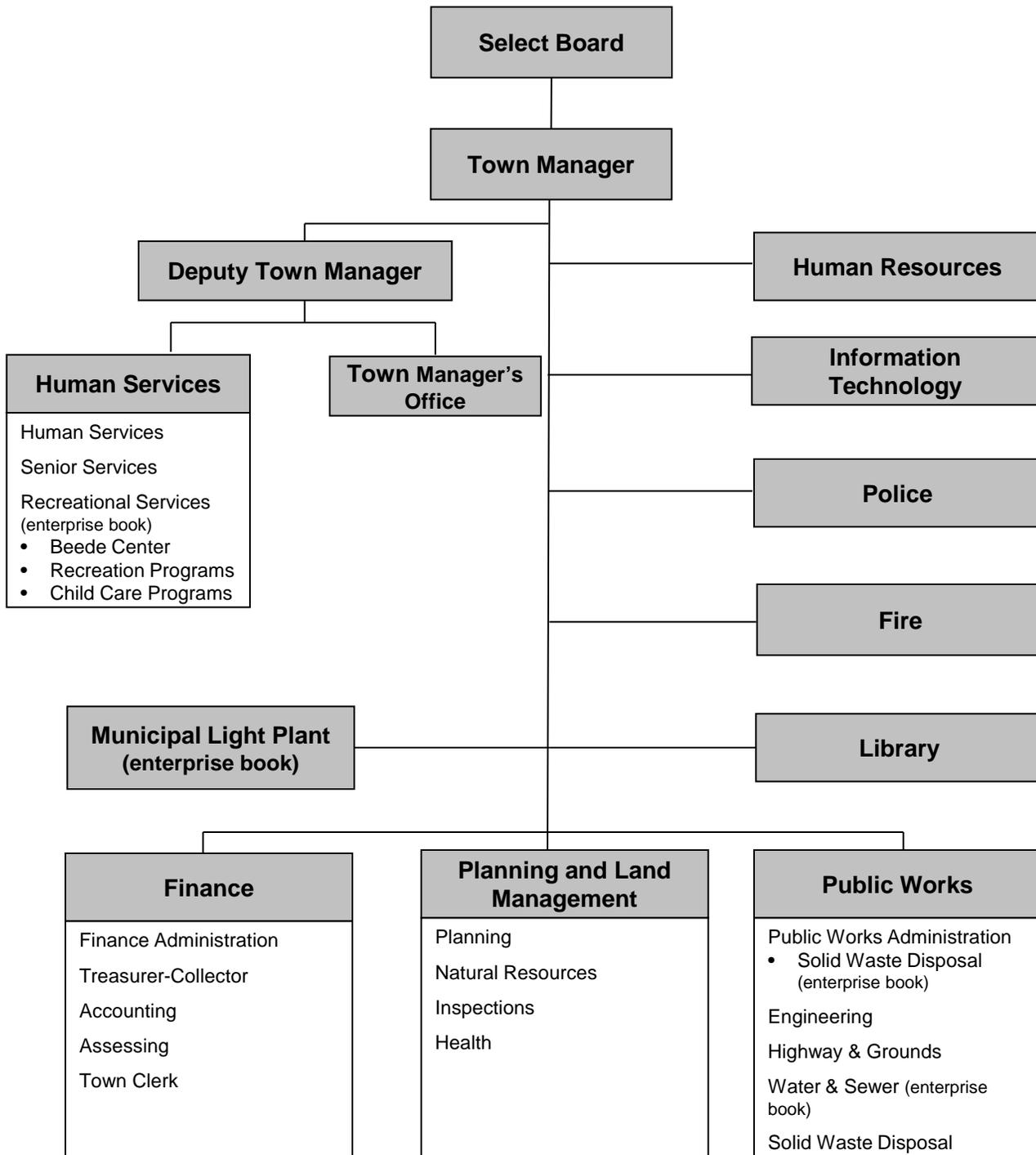


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- Community Profile 302
- Financial Policies 305
- Fund Descriptions 320
- Basis of Accounting & Basis of Budgeting 322
- Glossary 323



Section I

Financial Summary

Section I Highlights**1: Overview**

- Proposed appropriations are as follows (see page 8):
 - Town Government: \$28,706,648
 - Concord Public Schools: \$39,390,163
 - Concord-Carlisle Regional School District: \$19,996,874
- Town Credit Rating: Moody's Aaa (see page 2)
- FY18 Free Cash: \$11,683,672 (see pages 6 - 7)

2: Property Taxes

- Property Taxes fund 84.0% of the FY20 proposed budget (see page 1)
- FY20 Property Tax Levy for existing taxpayers is projected to increase by 3.71% over FY19 (see page 10)
- FY20 Unused Levy Limit is projected to be \$3,271,011 (see page 11)
- The FY19 Tax Rate is \$14.19 per \$1,000 assessed valuation (see page 12)
- A tax bill for the median valued home of \$881,550 is projected to increase by 465, from \$12,509 in FY19 to \$12,974 in FY20 (see page 14)

3: Resources

- 83.9% of the budgeted resources come from Property Taxes. State Aid (4.8%), Other Receipts (4.3%), Motor Vehicle Excise (2.8%), Interfund Transfers (4.3%), Stabilization Funds (0.0%) and Debt Service Reserve (0.0%) make up the remainder of the resources for FY20 (see page 16)

4: Other Resources

- Other Resources provides information on Stabilization Funds, CPA Funds, the Parking Meter Fund, and other funds that support the goals of the Town (see page 20)

5: Expenses

- Total proposed expenses are budgeted at \$114,138,976, a 4.50% increase from FY19 (see page 29)
- Town, CPS, CCRSD & MMRSD Operating Budgets are proposed to be \$88,862,531 (see page 26)
- Joint accounts (Insurance, Retirement, Social Security, Medicare) are proposed to be \$20,345,856 (see page 28)
- Other obligations (Minuteman, High School Debt Exclusions) are proposed to be \$3,646,108 (see page 29)
- Unappropriated accounts (State Assessments, Snow Deficits, Overlay) are proposed to be \$1,284,481 (see page 29)

6: Capital Outlay

- Capital outlay expenditures from Town departments is proposed to be \$1,945,000 (see page 48)
- Borrowing for Capital Projects is proposed to be \$4,850,000 (see page 49)

7: Debt

- As of June 30, 2018, total outstanding principal is \$54,911,021 (see page 60)
- The FY20-24 Debt Authorization Plan details the proposed projects for the next 5 years (see pages 66-67)
- The Total Debt Service for FY20 is projected to be \$9,507,208 (see pages 64 to 65)

8: Major Liabilities

- As of June 30, 2018, the total major General Fund Liabilities totaled \$75,277,318. Of this amount, \$34,086,830 was for debt, \$13,214,364 for pension, and \$27,976,124 for OPEB (see page 76).
- As of the January 1, 2018 actuarial valuation, the employee pension system has been funded at 90.6% with an unfunded accrued liability of \$17,302,058 (see page 79)
- As of the June 30, 2018 actuarial valuation, Concord has a projected Funded Ratio of 31.8% for OPEB (see page 80)

Section Overview:

This Budget Summary contains charts, schedules, and narratives that describe the Budget and the Town’s finances in general. The level of detail used in this summary section aims to allow the reader to grasp the “big picture” relating to the Town’s recent-past, present, and near-future.

The sub-sections found in this summary are:

- **Overview** 1 to 9
- **Property Taxes** 10 to 15
- **Resources** 16 to 19
- **Other Resources** 20 to 25
- **Expenses** 26 to 47
- **Capital Outlay** 48 to 59
- **Debt** 60 to 75
- **Unfunded Liabilities** 76 to 81

The Town Manager’s Budget

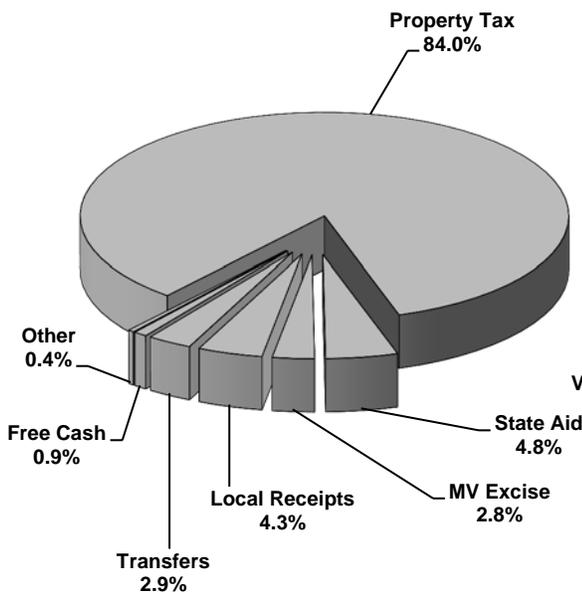
The Town Manager’s Proposed FY20 Budget totals:

\$114,089,976

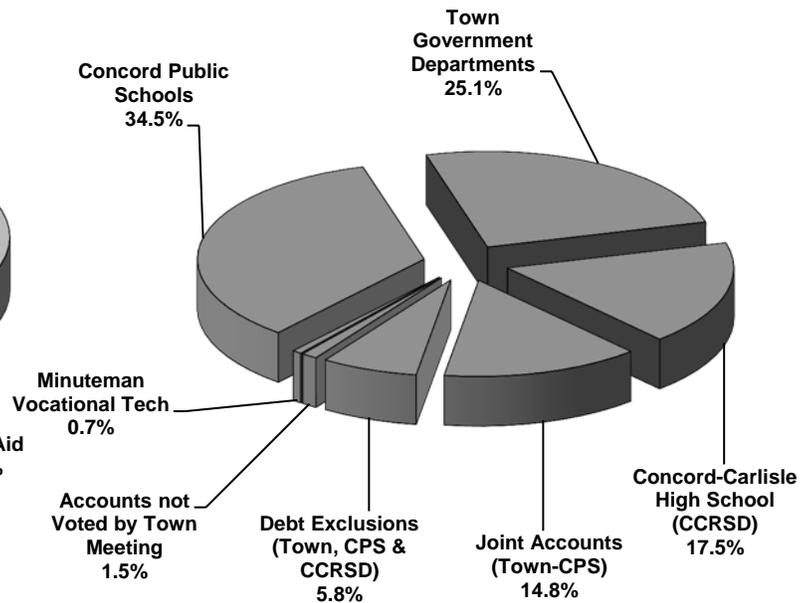
This level of appropriation is at the Finance Committee’s FY20 Budget Guidelines.

*See the Appendix for the Finance Committee Guidelines.

FY20 General Fund Resources
Totaling \$114,089,976



FY20 General Fund Expenses
Totaling \$114,089,976



Fiscal Balance:

This FY20 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$114,089,976.

Budget Level and Credit Rating:

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

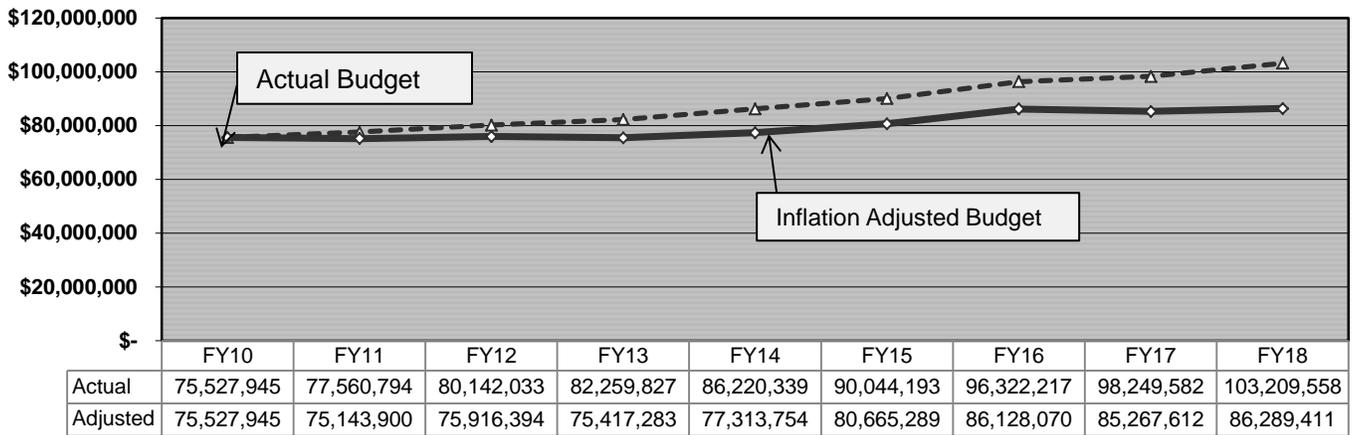
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

The chart on the lower half of the page provides information about the credit rating earned by the Town.

Fiscal Stability

In spite of the economic turmoil during the last several years, the Town Government has maintained its fiscal stability. The budget in real terms (adjusted for inflation) is fairly level. In addition, Moody's Investors Service has continued to reaffirm the Town's Aaa credit rating, the highest possible rating category.

Financial History: Actual vs. Adjusted Town Appropriations – FY10 to FY18
(in year 2009 dollars)



Discussion: The graph above shows the actual amount of the Town Budget (minus transfers from other funds) and that amount adjusted for inflation. From 2010 to 2014, the adjusted Town Budget increased on an annual average of 0.59%, whereas from 2015 to 2018, that adjusted average annual increase was 2.83%.

*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.7. Percent Change From Preceding Period in Prices for Gross Domestic Product (Annual), <https://apps.bea.gov/iTable/iTable.cfm?reqid=19&step=3&isuri=1&1921=survey&903=11#reqid=19&step=3&isuri=1&1921=survey&1903=11>

Town Credit Rating History

Concord's credit rating is a measure of the Town's overall fiscal health. Since November 1987, the Town has earned a Aaa credit rating from Moody's Investors Service. This is the highest possible rating category and is a testament to the Town's strong financial management. As a result of the Aaa rating, the Town can borrow funds at more favorable interest rates.

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
The Town's Credit Rating (Moody's)	Aaa								

The opposite page provides information about the General Fund balance. Data for FY17 and FY18 are actual amounts and for FY19 and FY20 are projections. The FY18 and FY19 column is derived from the "Schedule A" report filed with the Massachusetts Department of Revenue.



SECTION I: Financial Summary

Overview

General Fund Balance Analysis	FY17	FY18	FY19	FY20
"Schedule A" basis of reporting	Actual	Actual	Budgeted	Proposed
Revenues				
Taxes	\$88,001,006	\$92,465,586	\$97,750,330	\$101,033,414
Charges for Services	\$1,433,137	\$1,421,231	\$1,200,000	\$1,075,000
Licenses, Permits, and Fees	\$1,174,569	\$1,648,385	\$1,215,000	\$1,215,000
Revenues from Other Governments	\$4,881,425	\$5,127,799	\$5,123,363	\$5,517,676
Miscellaneous Revenues	<u>\$436,096</u>	<u>\$710,337</u>	<u>\$435,250</u>	<u>\$435,250</u>
Current Revenues	\$95,926,233	\$101,373,338	\$105,723,943	\$109,276,340
Expenditures				
Salary and Wages	-\$45,980,712	-\$47,654,034	-\$50,034,923	-\$51,344,200
Expenditures	-\$32,158,184	-\$32,861,089	-\$35,051,760	-\$36,542,303
Capital Outlay	-\$1,945,879	-\$3,610,796	-\$1,945,000	-\$1,945,000
Debt Service	-\$6,632,623	-\$6,254,849	-\$7,379,514	-\$7,417,326
Unclassified	<u>-\$9,365,931</u>	<u>-\$10,299,708</u>	<u>-\$12,774,020</u>	<u>-\$13,483,011</u>
Current Expenses	-\$96,083,329	-\$100,680,476	-\$107,185,217	-\$110,731,840
Net Revenues / Expenditures	-\$157,096	\$692,862	-\$1,461,274	-\$1,455,500
Other Financing Sources (Uses)				
Transfer from Other Funds	\$2,492,421	\$2,299,188	\$1,461,274	\$1,455,500
Transfers to Other Funds	-\$1,981,340	-\$1,485,000	\$0	\$0
Other Financing Uses	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	\$511,081	\$814,188	\$1,461,274	\$1,455,500
Total Excess (Deficiency)	\$353,985	\$1,507,050	\$0	\$0
Fund Balance (Beginning of Year)	\$22,352,728	\$22,706,713	\$24,213,763	\$24,213,763
Fund Balance (End of Year)	\$22,706,713	\$24,213,763	\$24,213,763	\$24,213,763
Fund Balance Analysis				
Designated for Thoreau Debt Service	\$0	\$0	N/A	N/A
Reserved for Expenditures	\$4,700,000	\$1,025,000	N/A	N/A
Reserved for Encumbrances	\$5,614,823	\$6,693,423	N/A	N/A
Snow and Ice Deficit	-\$178,656	\$0	N/A	N/A
Unreserved Fund Balance	<u>\$12,570,534</u>	<u>\$13,774,720</u>	<u>N/A</u>	<u>N/A</u>
	\$22,706,701	\$21,493,143	N/A	N/A
Free Cash Analysis				
Unreserved Fund Balance	\$12,570,534	\$13,774,720	N/A	N/A
Minus: Receivables	-\$668,248	-\$611,550	N/A	N/A
Minus: Deferred Revenue	-\$930,172	-\$1,413,916	N/A	N/A
Minus: Miscellaneous	<u>-\$173,178</u>	<u>-\$65,581</u>	<u>N/A</u>	<u>N/A</u>
Certified Free Cash	\$10,798,936	\$11,683,672	N/A	N/A

Fund Balance:

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

Availability of Fund Balance

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

Fund Balance

An accounting distinction is made between the portions of fund equity that are spendable and nonspendable. These are broken up into five categories:

1. **Nonspendable fund balance** – includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds (e.g., funds in which the corpus cannot be spent).
2. **Restricted fund balance** – includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include funds which have a restriction through debt covenants, grantors, contributors, or laws or regulation from other governments. The grant from the Massachusetts School Building Authority (MSBA) to mitigate the debt service cost of the Thoreau School is placed in this category.
3. **Committed fund balance** – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority, the Concord Town Meeting. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally. Examples are the School Construction Stabilization Funds and Special Revenue Funds such as the Solid Waste Fund.
4. **Assigned fund balance** – comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body, the Concord Town Meeting, or by an official or body to which the governing body delegates the authority, the Concord Town Manager. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund. For the general fund, this amount includes funds encumbered as authorized by the Town Manager or his designee for a specific purpose.
5. **Unassigned fund balance** – is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

SECTION I: Financial Summary

Overview

Fund Balance by Category (as of June 30, 2018)

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
Nonspendable			
Permanent funds	\$ -	\$ 3,397,005	\$ 3,397,005
Total Nonspendable	-	3,397,005	3,397,005
Restricted			
Pension fund	10,323,885	-	10,323,885
Community preservation	-	2,532,867	2,532,867
Parking	-	298,458	298,458
Cemetery	-	358,332	358,332
PEG Access	-	1,111,637	1,111,637
Receipts reserved for appropriation	-	300,165	300,165
53G Review	-	9,647	9,647
Miscellaneous grants and contributions	-	75,224	75,224
School lunch	-	212,192	212,192
Gifts	-	1,228,209	1,228,209
Recreation	-	1,117,159	1,117,159
Other revolving	-	687,473	687,473
Federal grants	-	11,357	11,357
State grants	-	617,864	617,864
Solid waste	-	539,398	539,398
Sawyer gift fund	-	134,289	134,289
Capital project funds	-	5,246,782	5,246,782
Permanent funds	-	3,151,428	3,151,428
Other special revenue funds	-	119,771	119,771
Total Restricted	10,323,885	17,752,252	28,076,137
Committed			
55 Church St. property acquisition	9,970	-	9,970
Affordable housing units at Junction Village	1,000,000	-	1,000,000
Information technology improvements	1,491,300	-	1,491,300
2229 Main Street	1,500	-	1,500
Redevelopment plan for 2229 Main Street	25,000	-	25,000
Concord public schools buses	31,563	-	31,563
High school debt stabilization	276,287	-	276,287
Emergency response stabilization	675,482	-	675,482
Insurance reserve fund	1,663,697	-	1,663,697
School capital stabilization	43,334	-	43,334
School technology stabilization	712	-	712
Receipts reserved for appropriation	-	12,607	12,607
Total Committed	5,218,845	12,607	5,231,452
Assigned			
For encumbrances			
Computer capital improvements	277,063	-	277,063
Salary reserve	347,950	-	347,950
Resource sustainability	223,025	-	223,025
Human resources	100,093	-	100,093
Finance	394,984	-	394,984
Planning and land management	221,883	-	221,883
Other general government	608,107	-	608,107
Vehicles and equipment	154,623	-	154,623
Building and capital improvements	111,417	-	111,417
Emergency management	48,446	-	48,446
Other public safety	183,263	-	183,263
Education	1,497,651	-	1,497,651
Building and capital improvements	119,407	-	119,407
Engineering services	260,113	-	260,113
Public shade trees	408,430	-	408,430
Highway maintenance	380,599	-	380,599
Sidewalk improvements	297,898	-	297,898
Drainage improvements	233,184	-	233,184
Other public works	145,123	-	145,123
Senior services	99,570	-	99,570
Other health and human services	42,522	-	42,522
Library books	230,879	-	230,879
Other culture and recreation	9,028	-	9,028
Fringe benefits	245,714	-	245,714
Other employee benefits	52,451	-	52,451
Exempt debt	186,274	-	186,274
For next year's expenditures	1,000,000	-	1,000,000
Total Assigned	7,879,697	-	7,879,697
Unassigned			
General fund	13,007,688	-	13,007,688
General stabilization	4,308	-	4,308
Total Unassigned	13,011,996	-	13,011,996
Total Fund Balance	\$ 36,434,423	\$ 21,161,864	\$ 57,596,287

Free Cash:

The narrative and chart below present information about Free Cash, the undesignated Fund Balance available to be appropriated by Town Meeting. The Finance Committee has set a policy to keep the used Free Cash balance at or above 5% of the total ensuing Town budget.

Strong Reserves

The Town's Free Cash exceeds the minimum amount of 5% of the next year's budget. As a result of this policy and other sound management practices, Moody's Investors Service has affirmed Concord's Aaa credit rating on the Town's outstanding debt, as of May 31, 2018.

Free Cash

All municipal governments should maintain reserves which can be used for special purposes or in case of emergencies. Credit rating agencies look at the reserves as a measure to determine whether a city or town is being managed well. As a policy, the Finance Committee has stated that the reserves should be at least 5% of the next year's total Town budget. In recent years, the Finance Committee has sought to maintain a 10% level.

These reserves are officially the Undesignated General Fund Balance, commonly referred to a "Free Cash". They represent the amount of fund balance which the Town has not currently designated for any specific purpose. Each year, the State examines the Town's balance sheet and certifies the amount that the Town has in available reserves or Free Cash. All or part of this amount can be appropriated in the next fiscal year, if the Town Meeting chooses to do so.

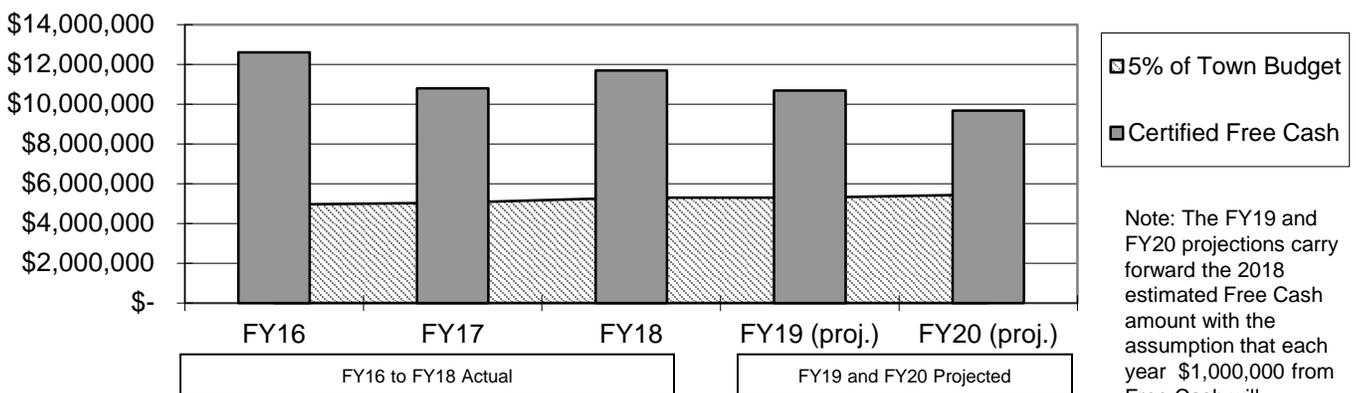
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which are designated for other purposes.

Over the past decade, Free Cash has generally increased from year-to-year as a result of the Town conservatively estimating revenues (i.e., the Town usually collects more revenue than budgeted), and effectively controlling expenses (i.e., the Town spends less money than budgeted).

The chart below shows the annual amount of certified Free Cash identified by the bars and the floor representing 5% of the next year's Town budget identified by the shaded area.

Free Cash at June 30, 2018 is \$11.68 million.

Certified Free Cash (Actuals for FY16 to FY18, and Projected for FY19 to FY20)



Note: The FY19 and FY20 projections carry forward the 2018 estimated Free Cash amount with the assumption that each year \$1,000,000 from Free Cash will appropriate to reduce the tax rate.

SECTION I: Financial Summary

Overview

Uses of Free Cash:

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

Prudent Uses

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

Town Meeting has appropriated Free Cash for various purposes. An appropriation is routinely approved to reduce the annual property tax levy. For FY20, \$1,000,000 is proposed for this purpose.

In addition, Town Meeting has voted to apply a portion of the Free Cash reserves to create stabilization funds to offset prospective rises in property taxes due to the increased debt service to pay for the construction of public school buildings. At the 2008 Annual Town Meeting, an amount of \$2.5 million was allocated from Free Cash to lower the tax levy impact of debt service payments for the Alcott, Thoreau, and Willard Elementary School Bonds.

At the Special Town Meeting on November 7, 2011, Concord citizens voted to establish a \$2 million stabilization fund from Free Cash to be used to offset future property tax increases resulting from additional debt service associated with the cost for construction of the new Concord-Carlisle High School. Further allocations to this fund were made in the three ensuing years.

It should be noted that the projections for FY19 and FY20 do not take into account likely increases in Free Cash due to the conservative estimation of revenues and expenditures: estimated revenues may be lower than the actual amounts received and budgeted expenditures may not be entirely used. According, the downward trend for projected Free Cash in FY19 and FY20 do not reflect the positive results anticipated from operations for those years.

Availability of Free Cash for Appropriation			Use of Free Cash for Appropriation					
Certification Year (As of June 30th)	Free Cash Available for Appropriation	Percent of Next Year's Budget (from cert. date)	Fiscal Year	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriation from Free Cash	Appropriated for Willard School Borrowing	Total Free Cash Use
2006	5,730,609	8.6%	2008	500,000				500,000
2007	8,003,063	11.5%	2009	600,000	2,500,000			3,100,000
2008	7,371,061	10.0%	2010	600,000			440,000	1,040,000
2009	8,471,337	11.2%	2011	600,000		34,430 ⁽¹⁾		634,430
2010	8,635,340	11.1%	2012	850,000		24,822 ⁽²⁾		874,822
2011	9,567,656	11.9%	2013	850,000	2,000,000			2,850,000
2012	9,357,662	11.3%	2014	850,000	750,000			1,600,000
2013	9,664,489	11.2%	2015	850,000	750,000			1,600,000
2014	11,084,916	12.3%	2016	950,000	750,000	\$ 625,000 ⁽³⁾		2,325,000
2015	11,040,933	11.5%	2017	1,000,000				1,000,000
2016	12,605,955	12.8%	2018	1,000,000		1,000,000 ⁽⁴⁾		2,000,000
2017	10,798,936	10.4%	2019	1,000,000				1,000,000
				proposed				
2018	11,683,672	10.7%	2020	1,000,000				1,000,000

Note: Free Cash is certified by the State as of each June 30th. Once this is done, certified free cash becomes available for Town Meeting appropriation.

(1) 375th Celebration (\$20,000, 57ATM2010) and Old Calf Pasture Restoration (\$14,430, 58ATM2010)

(2) FY12 Supplemental Assessment for MMRSD (\$24,822, 10ATM2011)

(3) CPS Busses (\$600,000, 24ATM2015) and White Pond Management (\$25,000, 29ATM2015)

(4) Junction Village (\$1,000,000, 30ATM2017)

SECTION I: Financial Summary

Overview

Budget - All Accounts , FY16 - FY19 Budgeted, FY20 Proposed

FY20 Proposed Expenditure Plan		Change from FY19 Budget							
Line #		FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	Dollar Change	Percent Change	Percent of Total
	Town Government								
1	personal services	\$ 15,721,241	\$ 16,468,178	\$ 17,285,653	\$ 17,983,494	\$ 19,238,126	\$ 1,254,632	6.98%	16.86%
2	O & M	3,458,772	3,470,835	3,683,360	3,897,019	3,891,386	(5,633)	-0.14%	3.41%
3	capital outlay	1,709,000	1,800,000	1,870,000	1,945,000	1,945,000	0	0.00%	1.70%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.20%
5	Total General Fund	\$ 21,114,013	\$ 21,964,013	\$ 23,064,013	\$ 24,050,513	\$ 25,299,513	\$ 1,249,000	5.19%	22.17%
6	Transfers Appropriation	2,458,662	2,612,366	2,691,707	2,876,678	3,407,135	530,457	18.44%	2.99%
7	Total Town Government	\$ 23,572,675	\$ 24,576,379	\$ 25,755,720	\$ 26,927,191	\$ 28,706,648	\$ 1,779,457	6.61%	25.15%
8	Concord Public Schools	\$ 34,542,735	\$ 35,660,111	\$ 36,810,111	\$ 38,246,895	\$ 39,390,163	\$ 1,143,268	2.99%	34.51%
9	Concord-Carlisle RSD	\$ 16,556,221	\$ 17,035,005	\$ 17,935,005	\$ 19,146,874	\$ 19,996,874	\$ 850,000	4.44%	17.52%
10	Minuteman Voc Tech RSD	\$ 407,041	\$ 423,444	\$ 599,179	\$ 595,564	\$ 768,846	\$ 173,282	29.10%	0.67%
11	Total Operating Budgets	\$ 75,078,672	\$ 77,694,939	\$ 81,100,015	\$ 84,916,524	\$ 88,862,531	\$ 3,946,007	4.65%	77.85%
JOINT TOWN & CPS ACCOUNTS									
12	Group Insurance	\$ 4,650,000	\$ 4,650,000	\$ 4,800,000	\$ 5,526,100	\$ 5,966,069	\$ 439,969	7.96%	5.23%
13	OPEB Trust	1,150,000	1,400,000	1,470,000	1,617,000	1,697,850	80,850	5.00%	1.49%
14	Retirement	3,220,000	3,317,000	3,667,000	3,777,010	3,965,861	188,851	5.00%	3.47%
15	Social Security/Medicare	740,000	765,000	810,000	814,713	800,000	(14,713)	-1.81%	0.70%
16	Other Fixed & Mandated	425,000	450,000	450,000	485,000	498,750	13,750	2.84%	0.44%
17	Town & CPS Debt Service	3,605,000	3,730,000	3,860,000	4,018,382	4,196,145	177,763	4.42%	3.68%
18	Town & CPS Excluded Debt Service	4,206,283	4,007,828	3,607,507	3,109,869	3,221,181	111,312	3.58%	2.82%
19	Refunding savings, required levy	114,217							
20	subtotal	\$ 18,110,500	\$ 18,319,828	\$ 18,664,507	\$ 19,348,074	\$ 20,345,856	\$ 997,782	5.16%	17.83%
21	CCRSD Debt Service		80,753	102,583	102,809	0	(102,809)	-100.00%	0.00%
22	CCRSD Excluded Debt Service	3,514,429	3,668,218	3,561,484	3,679,345	3,348,113	(331,232)	-9.00%	2.93%
23	Minuteman Excluded Debt Service				147,115	297,995	150,880	0.26%	0.26%
24	subtotal	\$ 3,514,429	\$ 3,748,971	\$ 3,664,067	\$ 3,929,269	\$ 3,646,108	\$ (283,161)	-7.21%	3.19%
25	Appropriation of Free Cash	625,000		1,200,000		0	0		
26	TOWN MEETING VOTE	\$ 97,328,601	\$ 99,763,738	\$ 104,628,589	\$ 108,193,867	\$ 112,854,495	\$ 4,660,628	4.31%	98.87%
27	State assessments & offsets	\$ 497,843	\$ 495,310	\$ 529,002	\$ 502,439	\$ 554,481	\$ 52,042	10.36%	0.49%
28	Snow/ice & other deficits	310,772	0	178,656	0	230,000	230,000	0.20%	0.20%
29	Overlay	543,663	552,900	565,018	527,016	500,000	(27,016)	-5.13%	0.44%
30	subtotal	\$ 1,352,278	\$ 1,048,210	\$ 1,272,676	\$ 1,029,455	\$ 1,284,481	\$ 255,026	24.77%	1.13%
31	TOTAL BUDGET PLAN	\$ 98,680,879	\$ 100,811,948	\$ 105,901,265	\$ 109,223,322	\$ 114,138,976	\$ 4,915,654	4.50%	100.00%

SECTION I: Financial Summary

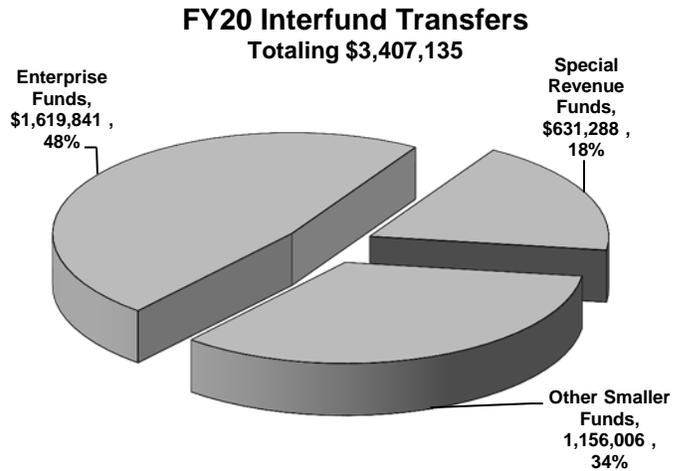
Overview

FY20 Proposed Financing Plan Change from FY19 Budget

	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	Dollar Change	Percent Change	Percent of Total
State Aid and Local Receipts								
32 State Aid	\$ 4,272,640	\$ 4,642,015	\$ 4,923,642	\$ 5,240,838	\$ 5,427,676	\$ 186,838	3.57%	4.76%
33 Motor Vehicle Excise Tax	2,850,000	2,875,000	3,033,586	3,095,601	3,174,229	78,628	2.54%	2.78%
34 Investment Earnings	100,000	150,000	361,272	500,000	598,000	98,000	19.60%	0.52%
35 Other Local Revenue	3,723,200	3,607,000	3,825,000	4,482,619	4,294,300	(188,319)	-4.20%	3.76%
Subtotal	\$ 10,945,840	\$ 11,274,015	\$ 12,143,500	\$ 13,319,058	\$ 13,494,205	\$ 175,147	1.32%	11.82%
Transfers Appropriation								
36 Interfund Transfers	\$ 1,718,886	\$ 1,838,549	\$ 1,917,077	\$ 2,081,731	\$ 2,300,129	\$ 218,398	10.49%	2.02%
37 Other Credits	739,776	773,817	774,630	794,947	1,107,006	312,059	39.26%	0.97%
38 Subtotal	\$ 2,458,662	\$ 2,612,366	\$ 2,691,707	\$ 2,876,678	\$ 3,407,135	\$ 530,457	18.44%	2.99%
Other Transfers and Appropriations								
39 Free Cash	\$ 625,000	\$ 1,000,000	\$ 1,000,000	\$ 1,736,000	\$ 1,455,500	\$ (280,500)	-16.16%	1.28%
40 CMLP (Light Fund)	472,400	465,500	474,000	461,000	452,000	(9,000)	-1.95%	0.40%
41 Debt Stabilization Fund	1,500,000	1,000,000	785,000	275,000	0	(275,000)	-100.00%	0.00%
42 Thoreau School MSBA grant	409,878	409,878	0	0	0	0	0.00%	0.00%
43 Free Cash to Reduce Tax Levy	950,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0.00%	0.88%
44 Other					3,500	3,500	100.00%	0.00%
45 subtotal	\$ 3,957,278	\$ 2,875,378	\$ 3,259,000	\$ 1,736,000	\$ 1,455,500	\$ (280,500)	-16.16%	1.28%
Property Taxes								
46 property tax base	\$ 74,224,261	\$ 76,371,162	\$ 80,101,736	\$ 83,612,620	\$ 87,814,846	\$ 4,202,226	5.03%	76.94%
47 new growth	1,284,004	1,412,859	1,321,330	1,235,953	1,100,000	(135,953)	-11.00%	0.96%
48 total within the Levy Limit	\$ 75,508,265	\$ 77,784,021	\$ 81,423,066	\$ 84,848,573	\$ 88,914,846	\$ 4,066,273	4.79%	77.90%
49 debt service excluded from Levy Limit	5,810,834	6,266,168	6,383,992	6,443,013	6,867,289	424,276	6.59%	6.02%
50 total property tax	\$ 81,319,099	\$ 84,050,189	\$ 87,807,058	\$ 91,291,586	\$ 95,782,135	\$ 4,490,549	4.92%	83.92%
51 TOTAL RESOURCES	\$ 98,680,879	\$ 100,811,948	\$ 105,901,265	\$ 109,223,322	\$ 114,138,976	\$ 4,915,653	4.50%	100.00%

Fund Relations

The narrative and chart to the right present information about how the Town's funds (e.g. General Fund and Other Funds) interact within the annual budget structure. This interaction occurs through interfund transfers that pay for personnel and services from the General Fund departments. These Other Funds include Concord's four Enterprise Funds, five Special Revenue Funds, and a grouping of Other Smaller Funds. In FY20, the proposed total interfund transfer is budgeted to be \$3,407,135 (Page 8, Line 6).



FY20 Fund Relations

The Town's fund structure is interconnected as "Non-General Fund" funds make transfers to pay for personnel and services from General Fund departments.

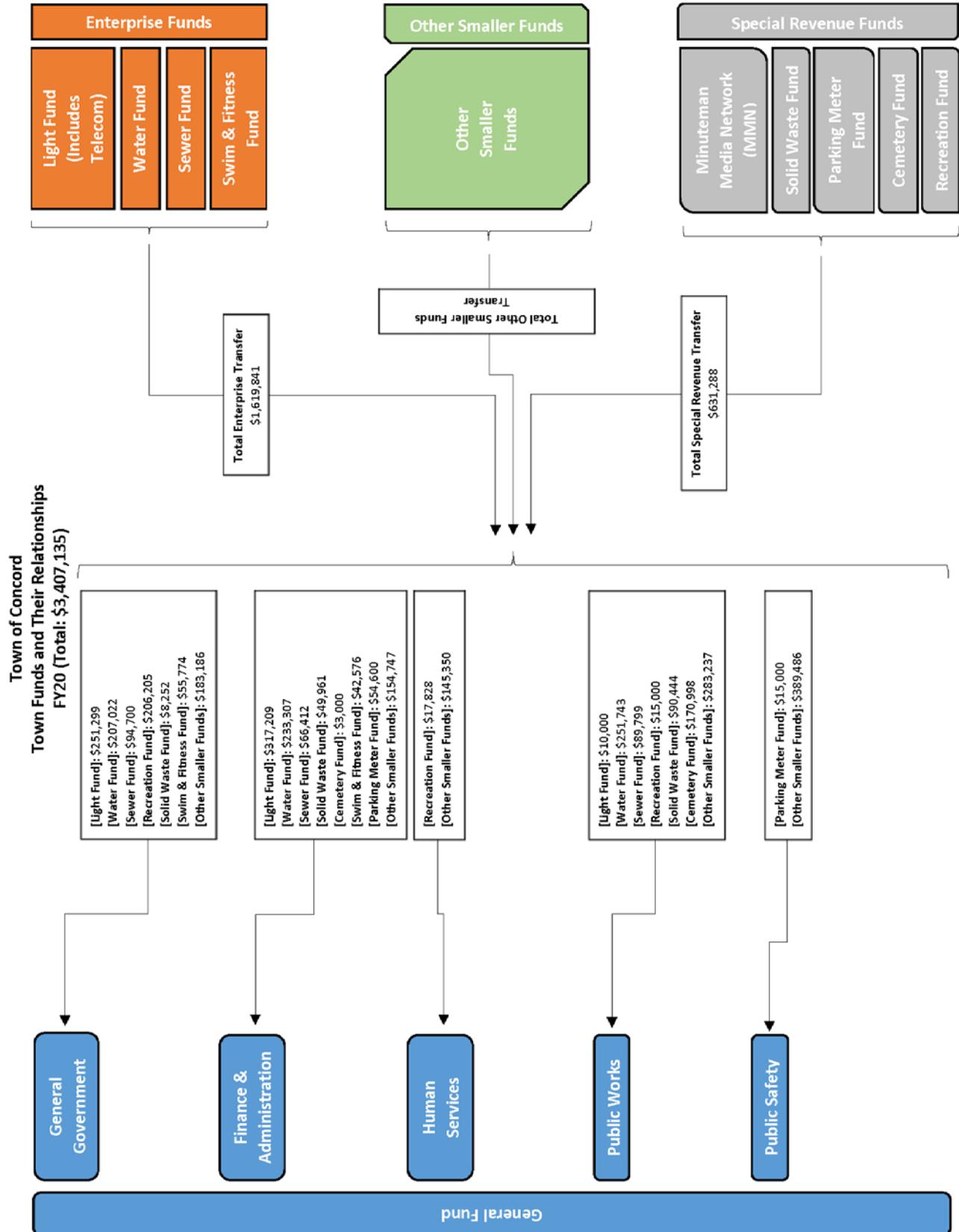
In FY20, the proposed transfers of funding between Town funds is budgeted to total \$3,407,135. This total is proposed to be paid to the General Fund from the Enterprise Funds (\$1,619,841), Special Revenue Funds (\$631,288), and Other Smaller Funds (\$1,156,006). The Other Smaller Funds are considered miscellaneous funding sources and include proposed funding from Retirement, Town Trustees, Sustainability Fund, Schools, Community Chest, state and federal grants, Regional Housing Services Office, stabilization funds, and other sources.

The chart to the right details these transfers further by showing where portions of funding originate from based on the above three groupings. For example, the General Government section of the General Fund is proposed to be funded with transfers from the Light Fund (\$251,299), Water Fund (\$207,022), Sewer Fund (\$94,700), Recreation Fund (\$206,205), Solid Waste Fund (\$8,252), Swim & Fitness Fund (\$55,774), Parking Meter Fund (\$54,600), and Cemetery Fund (\$3,000) as well as from Other Smaller Funds (\$183,186). This \$1,006,438 is proposed to be transferred to various divisions in the General Government portion of the General Fund. These transfers are further broken down by the division: Town Manager's Office (\$277,416), Human Resources (\$175,674), Facilities Maintenance (\$38,543), Visitors Center (\$79,500), 37 Knox Trail (\$19,561), 55 Church Street (\$91,006), Parks & Playgrounds (\$67,922), Registrars (\$2,755), Planning (\$99,197), Natural Resources (\$60,247), and Health (\$94,617).

Within the Town Manager's Office's budget, the Light Fund is proposed to pay a total of \$115,994 (as seen on Page 91), which is 16.51% of the total budget, for personnel and services rendered. The budget includes expenses relating to personnel and supplies needed for a fully function executive level office. The Light Plant pays for a portion of those expenses based on pre-determined personnel and non-personnel expense sharing calculations. For example, the Light Plant in FY20 is proposed to fund 17.15%, or \$107,721, of personnel expenses. This is calculated from 20% of the Town Manager's, Public Information & Communications Manager's, Administrative Manager's, and Senior Administrative Assistant's proposed salaries; 10% of the Deputy Town Manager's proposed salary; and 20% of all other personnel expenses. In addition, the Light Fund is also proposed to pay for 20% of all other related expenses, which includes Purchased Services, Supplies, and Other Charges. This totals \$8,273. This transfer of funding, \$115,994, is utilized to pay for the services provided by the Town Manager's Office.

SECTION I: Financial Summary

Overview



SECTION I: Financial Summary

Property Taxes

Property Taxes:

The total projected property tax levy for FY20 is:

\$95,782,135

This represents 83.9% of the total resources supporting the FY20 budget.

It also represents an increase of 4.92% over the FY19 tax levy of \$91,291,586.

This, however, *does not* mean that the property tax rate will increase by 4.92%, as \$1,100,000 of the increase is due to projected New Growth (see chart on page 11 for a further break-out of the components of the total levy).

The resulting impact on the property tax levy on existing taxpayers is projected to be:

+ 3.71%

Property Tax Highlights

The FY20 property tax levy on existing taxpayers is projected to increase by 3.71% over the FY19 levy.

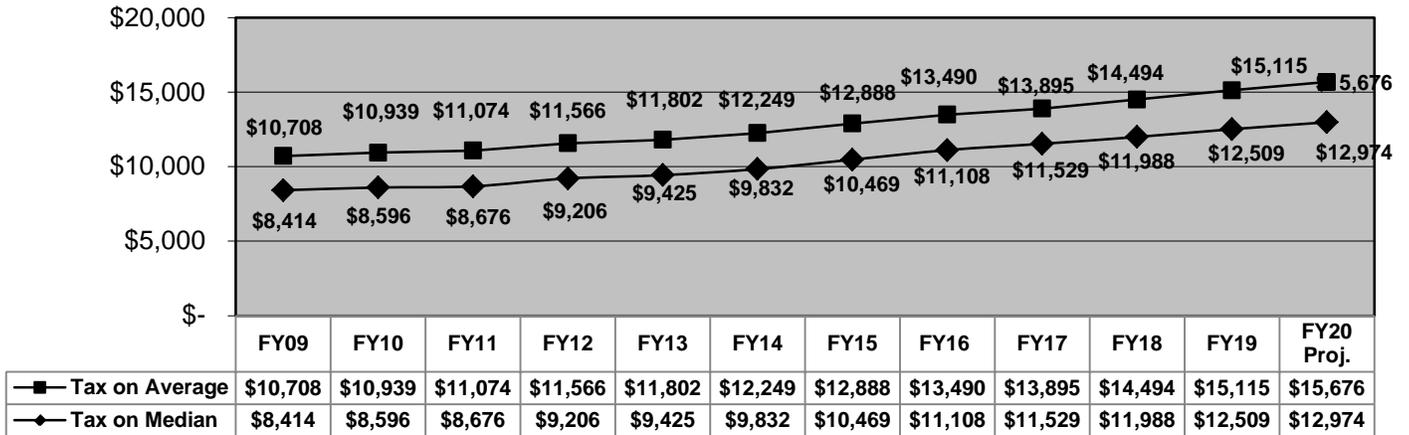
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY20 is projected to increase by \$465 from \$12,509 in FY19 to \$12,974 in FY20 (based on a median assessed value of \$881,550).

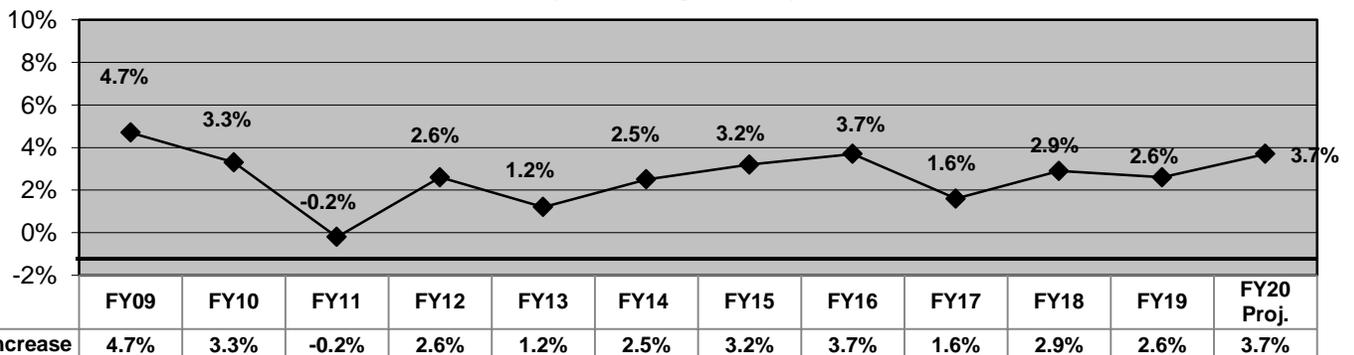
Or...

- The tax bill per \$100,000 of assessed value will increase by \$53, from \$1,419 in FY19 to an estimated \$1,472 in FY20.

Average and Median Tax Bills on Single Family Parcels



Average Tax Revenue Increases (Borne by Existing Taxpayers)



Property Tax Details:

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

For FY20, the first number shown is the FY19 Levy Limit of \$88,864,251. As authorized by Prop 2½, the FY17 Levy Limit is multiplied by 2.5% to get \$2,221,606. The levy projected from new building construction (New Growth) is estimated to be \$1,100,000, the sum of these numbers is the new FY20 Levy Limit of \$92,185,857. After adding the levy for payment due on excluded debt of \$6,867,289, the maximum allowable levy equals \$99,053,146.

With the proposed FY20 level of spending requiring a tax levy of \$95,782,135, the result is a levy under the limit and an unused tax levy capacity projected at \$3,271,011.

Proposition 2½

Since 1982, Massachusetts Law has limited property tax increases by municipalities. The law restricts municipalities from increasing their property tax levy limit by more than 2½% each year, and is thus known as Proposition 2½.

It should be noted that property tax revenues resulting from “new growth” do not count towards the limit. This is because Proposition 2½ is intended to limit tax increases on existing taxpayers, while allowing the municipality to expand its services to meet additional needs posed by new growth.

Property Tax Levy Limit Calculation

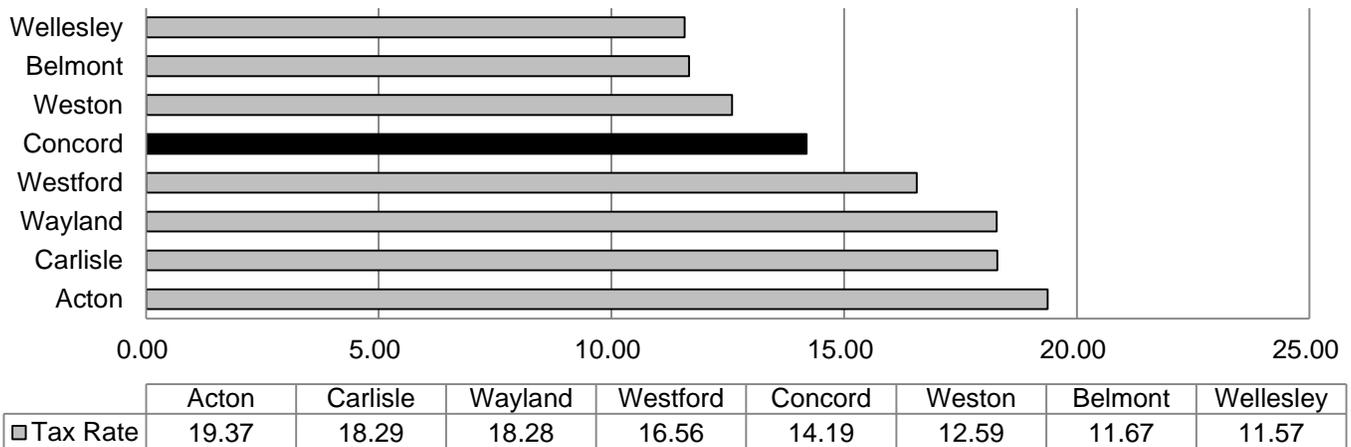
	FY18 Actual	FY19 Actual	FY20 Projected
Previous Levy Limit	\$ 82,116,773	\$ 85,491,022	\$ 88,864,251
New Growth Adjustment			-
Plus 2.5%	<u>2,052,919</u>	<u>2,137,276</u>	<u>2,221,606</u>
Subtotal	84,169,692	87,628,298	91,085,857
New Growth	1,321,330	1,235,953	1,100,000
Levy Limit	85,491,022	88,864,251	92,185,857
Excluded Debt Levy	<u>6,383,992</u>	<u>6,443,013</u>	<u>6,867,289</u>
Maximum Allowable Levy	\$ 91,875,014	\$ 95,307,264	\$ 99,053,146
Tax Levy	\$ 87,807,058	\$ 91,291,586	\$ 95,782,135
Unused Levy Limit	\$ 4,067,956	\$ 4,015,678	\$ 3,271,011

	FY19 Tax Rates		FY19 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Acton	19.37	19.37	636,271	0.73%
Belmont	11.67	11.67	4,003	0.00%
Burlington	10.48	27.22	11,517,758	9.32%
Carlisle	18.29	18.29	1,938,475	6.57%
Concord	14.19	14.19	4,015,676	4.21%
Lexington	14.12	27.33	66,068	0.04%
Lincoln	14.03	18.44	6,859	0.02%
Needham	12.39	24.42	1,528,769	1.07%
Newton	10.45	19.94	15,067	0.00%
Sudbury	17.91	24.30	215,982	0.25%
Wayland	18.28	18.28	5,955,053	7.95%
Wellesley	11.57	11.57	38,904	0.03%
Westford	16.56	16.56	538,178	0.68%
Weston	12.59	12.59	9,130,624	10.62%

The table presented above provides data on the FY19 tax rates and unused levy capacity for neighboring municipalities. A lower tax rate makes the relative property tax burden less and a higher unused levy capacity shows that the municipality is not taxing at the maximum amount as determined by Proposition 2 ½.

Source: Massachusetts Department of Revenue, Division of Local Services, 1/9/19

Comparable Municipalities with Uniform Tax Rates



The chart presented above shows the FY19 tax rates of neighboring communities that have a uniform tax rate (e.g., a tax rate that is the same for residential, commercial, and industrial property).

Property Tax Rate

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average single family value	Tax Bill	impact on existing taxpayers			
							Total Tax Levy	New Growth Levy	Net Levy	% over prior total levy
Jan. 1, 2007	2008	\$735,650	\$10.72	\$7,886	\$944,487	\$10,125	\$58,946,453	\$1,368,514	\$57,577,939	2.70%
Jan. 1, 2008	2009 (a)	707,100	11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	4.67%
Jan. 1, 2009	2010	656,700	13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	3.32%
Jan. 1, 2010	2011	657,750	13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	-0.11%
Jan. 1, 2011	2012 (a)	677,900	13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	2.58%
Jan. 1, 2012	2013	669,850	14.07	9,425	838,804	11,802	71,123,429	1,183,336	69,940,093	1.18%
Jan. 1, 2013	2014	680,400	14.45	9,832	847,681	12,249	74,135,633	1,220,624	72,915,009	2.52%
Jan. 1, 2014	2015 (a)	732,600	14.29	10,469	901,857	12,888	77,341,746	835,499	76,506,247	3.20%
Jan. 1, 2015	2016	798,000	13.92	11,108	969,130	13,490	81,319,099	1,284,004	80,035,095	3.48%
Jan. 1, 2016	2017	819,400	14.07	11,529	987,566	13,895	84,050,189	1,412,859	82,637,330	1.62%
Jan. 1, 2017	2018 (a)	838,900	14.29	11,988	1,014,301	14,494	87,807,057	1,321,330	86,485,727	2.90%
Jan. 1, 2018	2019	881,550	14.19	12,509	1,065,176	15,115	91,291,586	1,235,953	90,055,633	2.56%
estimate	2020			\$12,974	\$15,676		\$95,782,135	\$1,100,000	\$94,682,135	3.71%

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	
	2007	\$657,538	1.23%	\$2,702,361	\$215,818	\$2,792,633
	2008	none		3,026,989	324,628	2,880,733
	2009	none		3,982,522	955,533	3,702,188
	2010	none		4,512,636	530,114	3,148,928
	2011	none		4,015,430	(497,206) *	747,828
	2012	none		4,069,862	54,432 *	2,577,600
	2013	none		4,088,721	18,859 *	2,000,432
	2014	none		4,801,422	712,701 *	3,012,204
	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		6,383,992	117,824 *	3,756,868
current year	2019	none		6,443,013	59,021 *	3,484,529
estimate	2020	none		\$6,867,289	\$424,276	\$4,490,549

* 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).
 * FY18 Adopted is net of \$785,000 appropriated from HS Debt Stabilization Fund
 * FY19 Adopted is net of \$225,000 proposed from HS Debt Stabilization Fund and \$186,272 from Exempt Debt Reserve (created out of necessity from 2017 Bond Refunding Issue)

Proposed FY20 General Fund Budgets Property Tax impact

incremental and total tax levy and budget changes

	FY19	Proposed FY20		
		<i>plus</i>	at proposed level	%Δ
Town Government operations	\$24,050,013	\$1,249,000 =	\$25,299,013	5.19%
Concord Public Schools (K-8)	\$38,246,895	\$1,143,268 =	\$39,390,163	2.99%
CCHS assessment:				
without debt exclusion	\$19,146,874	\$850,000 =	\$19,996,874	4.44%
debt, non-exempt	\$102,802	(\$102,802)	\$0	
debt, exempt	<u>\$3,679,345</u>	<u>(\$331,232)</u>	<u>\$3,348,113</u>	
total assessment	\$22,929,021	\$415,966	\$23,344,987	
Sum for General Fund Operating Budgets:		<u>3,242,268</u>		
<u>Projected Tax rate Impact</u>		3.71%		
Tax Bill at median \$881,550 value	\$ 12,509	+ 465 =	\$ 12,974	
Tax Bill per \$100,000 a.v.	\$ 1,419	+ 53 =	\$ 1,472	

SECTION I: Financial Summary

Property Taxes

Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2019

Fiscal Year	Total Assessed Value	Levy Ceiling	Levy Limit	Actual Levy		Uniform Tax Rate	Actual Tax Rates			Unused Levy Limit		
				Within Limit	Debt Exclusion		Residential	Open Space	Commercial	"CIP" ratio	\$	as % of Limit
1980	\$371,034,400			\$13,060,411		\$35.20						
1981	\$383,133,677			\$15,248,720		\$39.80						
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	100.0	\$536,405	3.43%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	100.9	\$871,027	5.37%
1984	\$784,563,443	\$19,614,086	\$17,006,633	\$15,465,780		\$19.71	19.25	16.36	22.63	114.8	\$1,540,853	9.06%
1985	\$801,293,191	\$20,032,330	\$17,780,870	\$15,648,020		\$19.53	19.13	16.26	22.00	112.6	\$2,132,850	12.00%
1986	\$822,949,238	\$20,573,731	\$18,605,674	\$16,125,650		\$19.59	19.25	16.36	21.71	110.8	\$2,480,024	13.33%
1987	\$1,464,903,743	\$36,622,594	\$19,600,366	\$17,296,129		\$11.81	11.47	9.75	13.95	118.1	\$2,304,237	11.76%
1988	\$1,510,487,280	\$37,762,182	\$20,651,135	\$18,392,726		\$12.18	11.89	10.11	14.04	115.3	\$2,258,409	10.94%
1989	\$1,547,164,362	\$38,679,109	\$21,574,623	\$19,908,672		\$12.87	12.61	10.72	14.60	113.4	\$1,665,951	7.72%
1990	\$2,188,108,438	\$54,702,711	\$22,609,017	\$21,603,000		\$9.87	9.72	8.27	10.82	109.6	\$1,006,017	4.45%
1991	\$2,185,289,176	\$54,632,229	\$23,486,987	\$23,083,329		\$10.56	10.21	8.68	12.87	121.9	\$403,658	1.72%
1992	\$1,863,767,794	\$46,594,195	\$24,325,878	\$24,324,345		\$13.05	12.62	10.73	15.91	121.9	\$1,533	0.01%
1993	\$1,831,121,461	\$45,778,037	\$25,229,582	\$24,770,829		\$13.53	13.27	11.28	15.57	115.1	\$458,753	1.82%
1994	\$1,842,884,146	\$46,072,104	\$26,148,398	\$25,639,506	\$435,498	\$14.15	13.98	11.89	15.57	110.0	\$508,892	1.95%
1995	\$1,853,888,132	\$46,347,203	\$27,110,678	\$26,562,285	\$504,753	\$14.60	14.49	12.32	15.62	107.0	\$548,393	2.02%
1996	\$2,246,615,332	\$56,165,383	\$28,513,798	\$27,531,054	\$279,059	\$12.40	12.42	10.56	12.40	100.0	\$982,744	3.45%
1997	\$2,273,535,628	\$56,838,391	\$29,574,375	\$28,652,539	\$544,685	\$12.84	12.86	10.93	12.84	100.0	\$921,836	3.12%
1998	\$2,288,809,124	\$57,220,228	\$30,582,585	\$29,804,080	\$545,529	\$13.26					\$778,505	2.55%
1999	\$2,704,003,171	\$67,600,079	\$32,061,277	\$31,406,074	\$772,688	\$11.90					\$655,203	2.04%
2000	\$2,742,122,055	\$68,553,051	\$33,421,403	\$32,453,928	\$725,749	\$12.10					\$967,475	2.89%
2001	\$2,783,643,972	\$69,591,099	\$34,827,754	\$34,225,525	\$681,370	\$12.54					\$602,229	1.73%
2002	\$3,974,434,046	\$99,360,851	\$38,958,156	\$38,226,458	\$842,228	\$9.83					\$731,698	1.88%
2003	\$4,408,301,807	\$110,207,545	\$42,171,555	\$41,782,825	\$713,204	\$9.64					\$388,730	0.92%
2004	\$4,411,852,520	\$110,296,313	\$45,336,664	\$45,161,214	\$1,560,304	\$10.59					\$175,450	0.39%
2005	\$5,117,100,515	\$127,927,513	\$48,886,984	\$48,293,261	\$1,854,324	\$9.80					\$593,723	1.21%
2006	\$5,207,535,371	\$130,188,384	\$51,679,906	\$50,786,544	\$2,486,543	\$10.23					\$893,362	1.73%
2007	\$5,309,253,831	\$132,731,346	\$54,523,353	\$53,363,359	\$2,702,361	\$10.56					\$1,159,994	2.13%
2008	\$5,498,736,316	\$137,468,408	\$57,254,951	\$55,919,464	\$3,026,989	\$10.72					\$1,335,487	2.33%
2009	\$5,264,591,702	\$131,614,793	\$59,634,076	\$58,717,305	\$3,931,336	\$11.90					\$916,771	1.54%
2010	\$5,026,552,229	\$125,663,806	\$62,197,127	\$61,284,932	\$4,512,636	\$13.09					\$912,195	1.47%
2011	\$5,045,140,030	\$126,128,501	\$64,569,355	\$62,529,967	\$4,015,430	\$13.19					\$2,039,388	3.16%
2012	\$5,090,058,629	\$127,251,466	\$67,047,174	\$65,053,133	\$4,069,863	\$13.58					\$1,994,041	2.97%
2013	\$5,054,970,094	\$126,374,252	\$69,911,104	\$67,034,708	\$4,088,721	\$14.07					\$2,876,396	4.11%
2014	\$5,130,493,662	\$128,262,342	\$72,879,506	\$69,334,221	\$4,801,422	\$14.45					\$3,545,285	4.86%
2015	\$5,412,298,562	\$135,307,464	\$75,539,516	\$71,897,151	\$5,444,595	\$14.29					\$3,642,365	4.82%
2016	\$5,841,889,295	\$146,047,232	\$78,712,008	\$75,508,265	\$5,810,834	\$13.92					\$3,203,743	4.07%
2017	\$5,973,716,402	\$149,342,910	\$82,116,773	\$77,784,021	\$6,266,168	\$14.07					\$4,332,752	5.28%
2018	\$6,144,650,600	\$153,616,265	\$85,491,022	\$81,423,066	\$6,383,992	\$14.29					\$4,067,956	4.76%
2019	\$6,447,033,517	\$161,175,838	\$88,864,251	\$84,848,573	\$6,443,013	\$14.19					\$4,015,678	4.52%

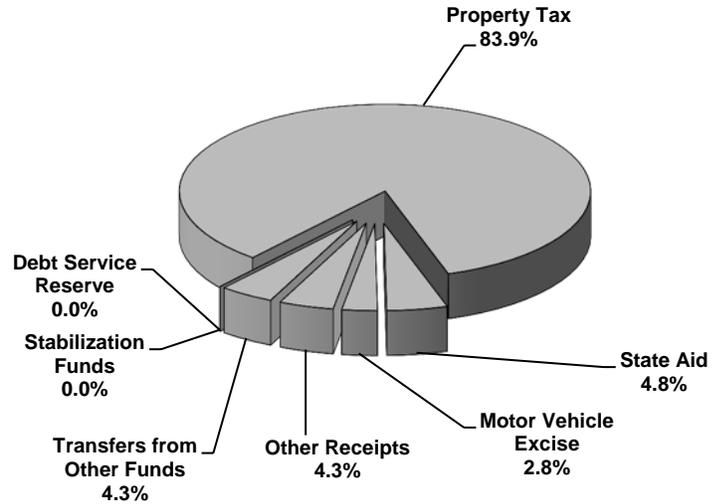
Financial Resources:

The General Fund budget is financed with funds generated from property taxes, local motor vehicle excise taxes, state aid, transfers from other local sources, investment earnings on temporarily available cash balances, and other local fees and charges.

The Resources section contains the following:

- Resource Category Descriptions 16
- Property Tax Detail 17
- State Aid and Local Receipts Detail 18-19

FY20 General Fund Resources
Totaling \$114,138,976



Property Tax – Property taxes constitute about 83.9% of the total annual resources of the Town budget and may be levied only up to a calculated levy limit (which is certified by the state Department of Revenue). This limit can only increase by 2.5% from the previous year’s levy limit. However, taxes generated from “new growth”, the increased property values resulting from new construction and change of property use, is added to the annual limit. In addition, any override or debt exclusion amount approved by a majority vote of the electorate is added to the annual levy limit (Page 17).

State Aid – The types of funds provided to Concord by the state government are listed in the Resource Detail – General Fund schedule (Page 18 under State Aid).

Motor Vehicle Excise Tax – These resources are raised from a tax on each individual vehicle garaged in the Town, according to a schedule of depreciated value set by statute and administered by the State Registry of Motor Vehicles (Page 18 Under Local Excise Taxes).

Other Receipts– A detail of these resources can be found under State Aid and Local Receipts in the following categories: Local Excise Taxes, Licenses and Permits, Fines and Forfeitures, Rentals, Fees, and Other Revenues. (Pages 18 – 19)

SECTION I: Financial Summary

Resources

PROPERTY TAX DETAIL - GENERAL FUND (FY14 - FY18 Actuals, FY19 Budgeted, and FY20 Projected)

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Projected
Property Tax:							
66. Base	68,113,587	71,061,652	74,224,261	76,347,645	80,101,736	83,612,620	87,814,846
67. New Growth	1,220,624	835,499	1,284,004	1,436,376	1,321,330	1,235,953	1,100,000
68. Within levy limit	\$69,334,211	\$71,897,151	\$75,508,265	\$77,784,021	\$81,423,066	\$84,848,573	\$88,914,846
Debt Exclusion:							
69. Concord-Carlisle High School	(4,213)	(10,456)	196,161	189,624	179,233	0	0
70. New CCHS building	1,556,056	1,869,297	3,318,268	3,508,314	3,472,251	3,404,344	3,348,113
Harvey Wheeler CC renovations	110,837	107,389	103,694	0	0	0	0
71. CPS Bus Depot					158,661	141,026	251,000
72. Alcott School - Bond, Sept. '04 (\$7m), refunded	509,863	496,519	439,838	432,645	418,265	406,960	393,715
73. Alcott School - Ph 2 bond, Mar. '07 (\$2.35m)	211,132	204,980	198,829	191,724	176,240	166,320	159,500
74. Thoreau School - Bond, Sept. '06 (\$10m)	807,628	786,172	588,300	670,755	219,710	200,190	178,135
75. Thoreau School - Bond, Sept. '07 (\$6.8m)	573,769	558,589	541,037	525,570	500,537	445,440	427,560
76. Thoreau school - Bond, Mar. '09 (\$140k)	0	0	0	0	0	0	0
77. Willard School Design - Bond Spr. '08 (\$1.84m)	215,734	210,285	204,383	198,269	181,563	191,110	0
78. Willard School - Bond, Mar. '09 (\$11.9m)	979,864	955,980	937,245	918,750	898,438	580,262	796,110
79. Willard School - Bond, Jan. '10(\$12.9m)	1,013,547	1,000,005	986,463	972,475	954,300	935,680	916,375
80. Phase 1, WPAT State Loan	101,450	101,332	101,212	101,089	99,794	99,794	99,794
81. Willard constr. - Bond, June '11 (\$400k est)	100,633	74,381	0	0	0	0	0
82. Thoreau advance refunding, May '15	0	0	105,282	0	0	0	0
83. MMRHS, New building	0	0	0	0	0	146,887	297,995
84. subtotal, debt exclusion	\$6,176,300	\$6,354,473	\$7,720,712	\$7,709,215	\$7,258,992	\$6,718,013	\$6,868,297
<i>less:</i>							
85. Elementary School Debt Stabilization							
85A. Bond Premium							
85B. CCRSB PY Debt Reserve							
86. Thoreau School MSBA grant							
87. High School Debt Stabilization							
88. Net debt exclusion	\$4,801,422	(\$500,000)	(1,500,000)	(1,000,000)	(875,000)	(275,000)	0
	\$4,801,422	\$5,444,595	\$5,810,834	\$6,266,168	\$6,383,992	\$6,443,013	\$6,867,289
89. TOTAL PROPERTY TAX	\$74,135,633	\$77,341,746	\$81,319,099	\$84,050,189	\$87,807,058	\$91,291,586	\$95,782,135

FY20 PROJECTED TAX LEVY INCREASE

	FY19	FY20	Percent Increase
Property Tax - Base	\$83,612,620	\$87,814,846	5.03%
Property Tax - Net Debt Exclusion	\$6,443,013	\$6,867,289	6.59%
Total for Existing Taxpayers	\$90,055,633	\$94,682,135	5.14%
Property Tax - New Growth	\$1,235,953	\$1,100,000	-11.00%
Total Property Tax	\$91,291,586	\$95,782,135	4.92%

SECTION I: Financial Summary

Resources

State Aid and Local Receipts

FY16 - FY18 Actuals, FY19 Budgeted, FY20 Proposed

	FY16	FY17	FY18	FY19	FY20	FY19 Budgeted to FY20 Proposed		Percent of Total
	Actual	Actual	Actual	Budgeted	Proposed	Amount	Percent	
State Aid								
4602 EARLY VOTING	\$0	\$0	\$3,428	\$0	\$0	\$0	0.00%	0.00%
4611 LOSS OF TAXES STATE LAND	\$424,522	\$419,471	\$415,310	\$415,310	\$539,839	\$124,529	29.98%	4.00%
4613 ABATEMENTS TO VETERANS	\$9,900	\$0	\$38,404	\$29,780	\$33,520	\$3,740	12.56%	0.25%
4614 ABATEMENTS TO SURVIVING SPOUSE	\$10,591	\$0	\$18,101	\$0	\$0	\$0	0.00%	0.00%
4615 ABATEMENTS TO THE BLIND	\$962	\$0	\$1,663	\$0	\$0	\$0	0.00%	0.00%
4616 ABATEMENTS TO THE ELDERLY	\$4,141	\$3,012	\$3,012	\$0	\$0	\$0	0.00%	0.00%
4620 SCHOOL AID CH. 70	\$2,705,857	\$3,030,314	\$3,229,888	\$3,310,635	\$3,553,702	\$243,067	7.34%	26.34%
4623 CHARTER SCHL TUTION ASSESSMENT REIMB.	\$5,407	\$1,620	\$808	\$893	\$1,075	\$182	20.39%	0.01%
4666 CORRECTIONAL INSTITUTIONAL AID	\$205,013	\$163,890	\$151,203	\$0	\$0	\$0	0.00%	0.00%
4667 VETERANS BENEFITS	\$32,509	\$60,752	\$54,499	\$63,727	\$49,897	(\$13,830)	-21.70%	0.37%
4673 UNRESTRICTED GEN GOVT AIDE	\$1,069,450	\$1,115,436	\$1,158,938	\$1,187,911	\$1,223,491	\$35,580	3.00%	9.07%
LIBRARY OFFSET RECEIPT	\$0	\$0	\$0	\$0	\$26,151	\$26,151	0.00%	0.19%
TOTAL - STATE AID	\$4,468,352	\$4,794,495	\$5,071,826	\$5,008,256	\$5,427,676	\$419,420	8.37%	40.22%
Local Excise Taxes								
4150 MOTOR VEHICLE EXCISE	\$2,937,836	\$3,029,693	\$3,159,258	\$3,095,000	\$3,174,229	\$79,229	2.56%	23.52%
4162 FARM EXCISE	\$1,489	\$472,779	\$0	\$0	\$0	\$0	0.00%	0.00%
4166 ROOM OCCUPANCY	\$334,372	\$115,668	\$667,462	\$550,000	\$800,000	\$250,000	45.45%	5.93%
4167 JET FUEL	\$203,899	\$353,568	\$166,260	\$115,000	\$153,000	\$38,000	33.04%	1.13%
4168 LOCAL MEALS TAX	\$360,185	\$198	\$380,083	\$380,000	\$404,250	\$24,250	6.38%	3.00%
4324 MV LESSOR SURCHARGE	\$0	\$0	\$292	\$0	\$0	\$0	0.00%	0.00%
TOTAL - LOCAL EXCISE TAXES	\$3,837,781	\$3,971,906	\$4,373,354	\$4,140,000	\$4,531,479	\$391,479	9.46%	33.58%
Licenses and Permits								
4411 LICENSES PERMITS	\$1,430,945	\$1,042,484	\$1,508,147	\$1,125,000	\$1,125,000	\$0	0.00%	8.34%
4412 ALCOHOLIC BEVERAGES	\$92,225	\$93,750	\$99,225	\$90,000	\$90,000	\$0	0.00%	0.67%
TOTAL - PERMITS	\$1,523,170	\$1,136,234	\$1,607,372	\$1,215,000	\$1,215,000	\$0	0.00%	9.00%
Fines and Forfeitures								
4171 PENALTY INTEREST-PROP. TAXES	\$769	\$343	\$1,018	\$0	\$91,800	\$91,800	0.00%	0.68%
4172 REAL ESTATE INTEREST	\$93,325	\$83,613	\$95,120	\$90,000	\$0	(\$90,000)	-100.00%	0.00%
4173 TAX TITLE INTEREST	\$33,817	\$57,110	\$51,818	\$30,000	\$30,000	\$0	0.00%	0.22%
4174 MV EXCISE INTEREST	\$10,388	\$7,349	\$6,602	\$0	\$0	\$0	0.00%	0.00%
4175 DEF. REAL ESTATE INTEREST	\$1,566	\$3,972	\$13,055	\$0	\$0	\$0	0.00%	0.00%
4771 TOWN BYLAW FINES	\$425	\$400	\$0	\$0	\$0	\$0	0.00%	0.00%
4775 COURT FINES	\$38,967	\$0	\$3,810	\$90,000	\$90,000	\$0	0.00%	0.67%
4777 DISTRICT COURT FINES	\$1,422	\$10,150	\$0	\$0	\$0	\$0	0.00%	0.00%
4778 CIVIL FINES RMV	\$77,298	\$76,780	\$48,736	\$0	\$0	\$0	0.00%	0.00%
TOTAL - FINES	\$257,977	\$239,718	\$220,159	\$210,000	\$211,800	\$1,800	0.86%	1.57%
Rentals								
4359 WIRELESS RENTAL FEES	\$220,030	\$220,449	\$228,373	\$222,500	\$222,500	\$0	0.00%	1.65%
4360 RENTALS - HWCC	\$33,280	\$32,073	\$33,787	\$30,000	\$30,000	\$0	0.00%	0.22%
4361 MILLBROOK TARRY	\$400	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%
4362 RIPLEY RENTAL	\$21,686	\$24,530	\$23,143	\$22,750	\$22,750	\$0	0.00%	0.17%
4363 MARSHALL FARM RENT	\$13,332	\$13,902	\$0	\$0	\$0	\$0	0.00%	0.00%
4364 MCGRATH FARM RENT	\$16,800	\$16,926	\$0	\$0	\$0	\$0	0.00%	0.00%
4365 37 KNOX TRAIL RENT	\$440	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%
4830 INTEREST ON INVESTMENTS	\$158,041	\$395,884	\$735,487	\$400,000	\$598,000	\$198,000	49.50%	4.43%
TOTAL - RENTALS	\$464,008	\$703,764	\$1,020,790	\$675,250	\$873,250	\$198,000	29.32%	6.47%

SECTION I: Financial Summary

Resources

State Aid and Local Receipts

FY16 - FY18 Actuals, FY19 Budgeted, FY20 Proposed

	FY16	FY17	FY18	FY19	FY20	FY19 Budgeted to FY20 Budgeted		Percent of Total
	Actual	Actual	Actual	Budgeted	Budgeted	Amount	Percent	
Fees								
4271 AMBULANCE FEES COASTAL	\$699,575	\$688,938	\$687,529			\$0	0.00%	0.00%
4320 FEES	\$1,725	\$2,025	\$2,075			\$0	0.00%	0.00%
4321 ADMIN DETAIL FEES	\$31,335	\$32,337	\$22,780			\$0	0.00%	0.00%
4322 FALSE ALARM FEES	\$8,550	\$18,875	\$11,450			\$0	0.00%	0.00%
4323 FIREARM IDENTIFICATION FEE	\$2,250	\$2,838	\$3,200			\$0	0.00%	0.00%
4327 FIRE ALARM MONITOR FEE	\$23,900	\$31,800	\$30,600			\$0	0.00%	0.00%
4328 SUBDIVISION APPLICATION FEES	\$4,400	\$6,669	\$5,900			\$0	0.00%	0.00%
4329 COLLECTORS FEES	\$14,200	\$13,550	\$13,775			\$0	0.00%	0.00%
4330 COLLECTORS COSTS	\$33,347	\$24,785	\$24,425			\$0	0.00%	0.00%
4331 CONSTABLE FEES	\$70	\$90	\$85			\$0	0.00%	0.00%
4333 FEES (TOWN CLERK)	\$107,298	\$109,642	\$108,387			\$0	0.00%	0.00%
4335 CABLE TV FRANCHISE	\$2,965	\$0	\$2,813			\$0	0.00%	0.00%
4337 COBRA FEES	\$171	\$185	\$145			\$0	0.00%	0.00%
4338 BAD CHECK FEES	\$2,644	\$2,766	\$3,070			\$0	0.00%	0.00%
4339 FILING FEES	\$8,850	\$12,590	\$11,700			\$0	0.00%	0.00%
4347 BUILDING REVIEW FEE	\$8,240	\$9,240	\$15,155			\$0	0.00%	0.00%
4360 RENTALS	\$15,268	\$8,296	\$14,750			\$0	0.00%	0.00%
4370 MISCELLANEOUS REVENUE	\$42,107	\$27,479	\$40,942			\$0	0.00%	0.00%
4376 HEALTH SERVICES OVERHEAD	\$11,583	\$9,491	\$15,334			\$0	0.00%	0.00%
4414 FIRE ALARM	\$12,350	\$12,835	\$15,876			\$0	0.00%	0.00%
4567 SCHOOL MEDICAID PAYMENTS		\$0	\$0			\$0	0.00%	0.00%
4772 LIBRARY BOOK FINES	\$34,940	\$37,219	\$37,150			\$0	0.00%	0.00%
4857 TUITION - INTEGRATED PRESCHOOL	\$120,885	\$144,080	\$118,420			\$0	0.00%	0.00%
TOTAL - FEES	\$1,186,653	\$1,195,729	\$1,185,562	\$1,200,000	\$1,075,000	(\$125,000)	-10.42%	7.98%
Other Revenue								
4141 41A REDEMPTION	\$19,336	\$12,146	\$54,327	\$0	\$0	\$0	0.00%	0.00%
4161 61B ROLLBACK	\$66,113		\$21,013	\$0	\$0	\$0	0.00%	0.00%
4181 PILOT-HOUSING AUTHORITY	\$20,190	\$19,705	\$20,174	\$20,000	\$20,000	\$0	0.00%	0.15%
4182 PILOT-FISH WILDLIFE	\$3,561	\$907	\$5,499	\$0	\$0	\$0	0.00%	0.00%
4190 SUPPLEMENTAL PROPERTY TAX	\$53,926	\$127,428	\$112,070	\$100,000	\$100,000	\$0	0.00%	0.74%
4369 SREC REVENUE	\$20,724	\$17,370	\$13,191	\$15,000	\$15,000	\$0	0.00%	0.11%
4371 POLICE FIRE IOD	\$0	\$0	\$27,214	\$0	\$0	\$0	0.00%	0.00%
4375 MISC REVENUE NON-RECURRING	\$302,119	\$4,883	\$1,025	\$25,000	\$25,000	\$0	0.00%	0.19%
4378 REFUND PRIOR YEAR	\$2,258	\$7,257	\$4,953	\$0	\$0	\$0	0.00%	0.00%
4387 E-RATE REVENUE	\$42,829	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%
4940 PREMIUM FROM SALE OF BONDS	\$362,178	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%
TOTAL - OTHER	\$893,233	\$189,696	\$259,464	\$160,000	\$160,000	\$0	0.00%	1.19%
Total								
STATE AID	\$4,468,352	\$4,794,495	\$5,071,826	\$5,008,256	\$5,401,525	\$393,269	7.85%	40.11%
LOCAL RECEIPTS	<u>\$8,162,822</u>	<u>\$7,437,047</u>	<u>\$8,666,701</u>	<u>\$7,600,250</u>	<u>\$8,066,529</u>	<u>\$466,279</u>	6.14%	59.89%
TOTAL REVENUE	\$12,631,174	\$12,231,542	\$13,738,527	\$12,608,506	\$13,468,054	\$859,548	6.82%	100.00%

Overview:

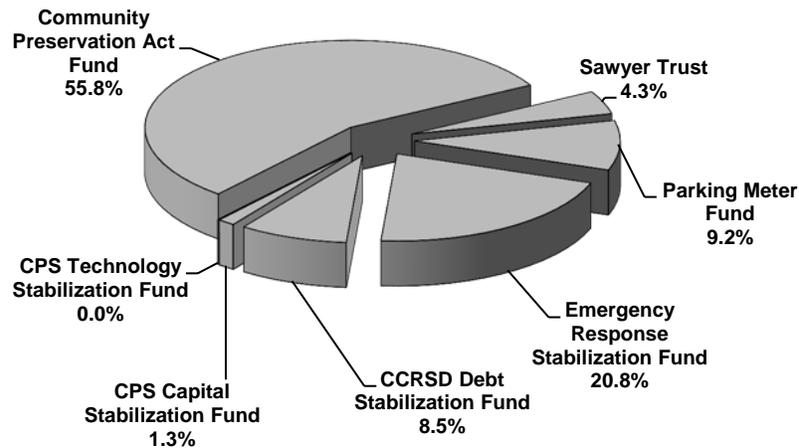
To augment current General Fund revenues and earmark funds for future expenditures, the Town has established several stabilization funds and the Sawyer Trust Fund.

With the adoption of the Community Preservation Act in 2004, the Town places a 1.5% surcharge on all real estate tax bills with an exemption for qualified low and moderate income owner-occupied residents, and an exemption for the first \$100,000 of taxable value of residential real property. When funds are available, the State matches the amount raised by the Town's 1.5% surcharge.

The Parking Meter Fund was established in 1975 to use revenues from parking meters and parking violation fines for the purchase and maintain parking meters and regulate and enforce parking activities.

Available Resources (as of June 30, 2018)

\$1.8 Million for CPA Projects
 \$1.0 million from Stabilization Funds
 \$298,458 for Parking-Related Projects
 \$139,746 for Sawyer Trust Building Projects



Other Resources

Stabilization Funds (which can be used with a two-thirds affirmative vote of Town Meeting)

- Concord Public Schools Capital Needs Stabilization Fund – As of June 30, 2018, the fund has an unencumbered total of \$43,334.
- Concord Public Schools Technology Stabilization Fund – As of June 30, 2018, the fund has a remaining balance of \$711.
- High School Debt Stabilization Fund – As of June 30, 2018, the fund has a total of \$276,287, to off-set the debt service cost associated with the construction of the new Concord-Carlisle Regional High School.
- Emergency Response Stabilization Fund – As of June 30, 2018, the fund has \$675,482 to be used to mitigate the impact of the Concord Mews development in West Concord on public safety services.

Sawyer Trust Fund -- For use at the discretion of the Town Manager, the \$1.7 million Sawyer Trust gift has a balance of \$139,746 as of June 30, 2018 for energy conservation initiatives in Town-owned buildings.

Community Preservation Act Funds – As of June 30, 2018, the amount available to fund Community Preservation Act (CPA) is \$1,811,419. These funds can be appropriated by Town Meeting for the purposes of funding community housing, historic preservation, open space, and recreation projects, as well as covering associated administration costs. By statute, the Town must designate at least 10% of annual revenues of the Community Preservation Fund either to be appropriated to or reserved for future spending for each of three categories: community housing, historic preservation, and open space purposes.

Parking Meter Revolving Fund – With revenues derived from the collection of parking meter deposits and the payment of parking violation fines, the Parking Meter Fund has a balance of \$298,458 as of June 30, 2018. This fund is replenished continually with revenue from meter collections and violation payments, and in FY18 revenues totaled \$404,653. With the authorization of the Police Chief, FY18 expenditures equaled \$373,701.

Stabilization, Trust, and Escrow Funds as of June 30, 2018**Concord Public Schools Capital Needs Stabilization Fund**

This fund was established at the 2006 Annual Town Meeting with the net proceeds (\$487,956) from the sale of Town land at Strawberry Hill Road to fund the Burke land purchase (Old Bedford Road, at Ripley). Subsequent additions totaling \$360,000 were made by the 2010 Town Meeting (\$260,000) and the 2011 Town Meeting (\$100,000) from unexpended CPS appropriations encumbered by the School Committee at June 30, 2009 and June 30, 2010 respectively. An amount of \$925,000 was appropriated from this Fund by Article 24 of the 2015 Annual Town Meeting for the public school bus depot. There is a Fund balance of \$43,334.04 as of June 30, 2018.

Concord Public Schools Technology Stabilization Fund

This fund was established by vote at the 2010 Annual Town Meeting and added to at the 2011 Annual Town Meeting, from unexpended CPS appropriations encumbered by the School Committee at June 30, 2009 (\$25,000) and June 30, 2010 (\$50,000) respectively. An amount of \$75,000 was appropriated from this Fund by vote of Article 11 of the 2014 Annual Town Meeting for public school technology projects. There is a Fund balance of \$711.62 as of June 30, 2018.

High School Debt Stabilization Fund

This fund was established by vote at the April 24, 2012 Special Town Meeting, funded by a \$2.0 million appropriation from Free Cash effective immediately upon the vote. Subsequent transfers from Free Cash have been voted at the 2013, 2014 and 2015 annual town meetings (\$750,000 each year). As a result of withdrawals from this stabilization fund, the balance as of June 30, 2018 is \$1,055,687 to be used to mitigate the property tax impact of the construction cost of the new high school. There is a Fund balance of \$276,287.32 as of June 30, 2018.

Emergency Response Stabilization Fund

This fund was established by vote at the 2012 Annual Town Meeting, funded by a \$1.0 million appropriation from Free Cash effective immediately upon the vote. The Free Cash appropriation was offset by the receipt of the same amount from the developer of Concord Mews as a required Mitigation Payment. In accordance with state law, the Mitigation Payment was recorded as General Fund revenue during FY12; the payment was not legally permitted to be applied and expended directly.

An amount of \$350,000 was drawn from the fund in the period from FY15 through FY17 to be applied to Fire Department costs for the initiation of a second ambulance services out of the West Concord Station. Additionally, \$50,00 had been appropriated by Article 29 of the 2012 Town Meeting for application to emergency access to the Concord Mews site. There is a Fund balance of \$675,482.48 as of June 30, 2018.

Sawyer Trust Fund

Special Town Meeting vote of Nov. 5, 2012 accepted this \$1.7 million gift and assigned the custody and investment of the fund to the Trustees of Town Donations. Interest, dividends and gains recorded to date and added to the fund total of \$70,002. To date, the Trustees have transferred \$1,787,815 to the Town Treasury at the request of the Town Manager. There have been 68 separate projects undertaken for the improvement of energy and resource conservation in Town government buildings and facilities. A total of \$139,746.14 remains in the fund as of June 30, 2018.

SECTION I: Financial Summary

Other Resources

Status of Stabilization and other special funds at June 30, 2018

Fund #	FUND TITLE	Legal Basis	Initial Funding		Date	Balance at June 30, 2018	FY18 Transactions & Activity (12 months)					Balance at June 30, 2018
			Amount				Additions	Interest and Dividends	realized and unrealized gains	Funds used		
86	Elementary School Debt Stabilization	Article 20 of 2008	\$2,500,000.00		7/1/08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
85	Concord Public Schools Capital Needs	Article 32 of 2006	\$487,955.59		3/31/08	\$42,657.35	\$0.00	\$676.69	\$0.00	\$0.00	\$0.00	\$43,334.04
80	Concord Public Schools Technology	Article 25 of 2010	\$25,000.00		12/7/10	\$700.31	\$0.00	\$11.31	\$0.00	\$0.00	\$0.00	\$711.62
83	General Stabilization Fund					\$4,241.04	\$0.00	\$67.23	\$0.00	\$0.00	\$0.00	\$4,308.27
78	High School Debt	Art. 2, Apr. 24, 2012 Special Town Mtg.	\$2,000,000.00		6/29/12	\$1,055,687.01	\$0.00	\$5,600.31	\$0.00	\$785,000.00	\$0.00	\$276,287.32
79	Emergency Response	Article 29 of 2012	\$1,000,000.00		6/29/12	\$664,933.64	\$0.00	\$10,548.84	\$0.00	\$0.00	\$0.00	\$675,482.48
	SUBTOTAL: STABILIZATION FUNDS		\$6,012,955.59			\$1,768,219.35	\$0.00	\$16,904.38	\$0.00	\$785,000.00	\$0.00	\$1,000,123.73
Trustees	Sawyer Trust	Art. 4, Nov. 5, 2007 Special Town Mtg.	\$1,730,437.58		1/3/08	\$214,563.89	\$0.00	\$232.39	\$0.00	\$74,585.36	\$0.00	\$139,746.14
General Fund reserved	Thoreau School MSBA grant escrow (General Fund restricted fund balance)	*	\$6,336,666.00		6/7/10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
						\$1,982,783.24						\$1,139,869.87

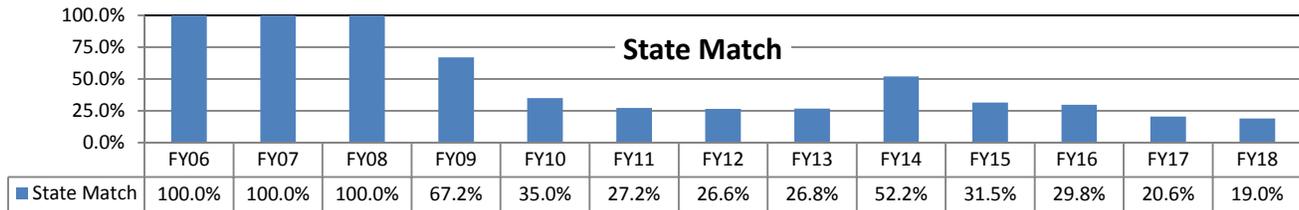
* Grant reserved (initial funding less funds used) shaded cells: General Fund revenue

Community Preservation Act Fund

The Community Preservation Act, M.G.L. c. 44B, allows Massachusetts cities and towns to raise monies through a surcharge of up to 3% of the real estate tax levy on real property. Concord adopted the Community Preservation Act at the 2004 Annual Town Meeting and ratified it at the polls in November 2004. Concord voters agreed to fund the CPA account through a 1.5% surcharge of all real estate property tax bills with two exemptions:

1. Residential property owned and occupied by any person who qualifies for moderate or low-income housing (earning less than 80% of Area Median Income), or low or moderate-income senior housing (earning less than 100% of the Area Median Income and are 60 years of age or older), and
2. The first \$100,000 of taxable value of residential real property.

Funds from the 1.5% surcharge are “matched” from revenues derived from a surcharge placed on all real estate transactions at the State's Registries of Deeds and placed in the CPA Trust Fund. From FY06 to FY08, there were enough funds in the CPA Trust Fund to provide Concord with a 100% match. However, as the number of participating municipalities increased (82 in FY06 to 172 in FY18), the State match percentage has decreased.



The chart below shows the annual revenues, expenditures, and fund balance for Concord's CPA account.

	FY13	Actual FY14	FY15	FY16	FY17	FY18	Budgeted FY19	Projected FY20
Beginning Fund Balance (@July 1st)	\$1,977,882	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,942,080	\$2,563,624	\$2,457,742
Surcharge Collection (Current Year)	\$921,209	\$964,992	\$1,016,159	\$1,078,059	\$1,120,149	\$1,179,113	\$1,238,192	\$1,298,987
Surcharge Collection (Prior Years)	\$7,056	\$4,794	\$3,051	\$3,937	\$0	\$0	\$0	\$0
State Match (of Prior Year net committed)	\$241,434	\$485,112	\$306,163	\$302,422	\$223,265	\$223,863	\$185,729	\$129,899
Earnings on Investment	\$3,664	\$2,340	\$3,514	\$8,423	\$15,596	\$34,248	\$7,500	\$7,500
Tax and Tax Title Penalty Interest	\$4,927	\$5,834	\$8,810	\$3,230	\$3,376	\$3,370	\$0	\$0
Total Fund Revenues	\$1,178,290	\$1,463,072	\$1,337,697	\$1,396,072	\$1,362,386	\$1,440,594	\$1,431,421	\$1,436,386
Expenditures	\$1,912,231	\$1,470,788	\$746,182	\$1,174,702	\$1,469,415	\$819,049	\$1,537,303	
Ending Fund Balance (@ June 30th)	\$1,243,941	\$1,236,225	\$1,827,740	\$2,049,110	\$1,942,080	\$2,563,624	\$2,457,742	

Parking Meter Fund

With the adoption of Article 65 of the 1975 Annual Town Meeting, the Town established in the Town Treasury a Parking Meter Fund to segregate revenues raised from the collection of parking meter deposits and the payment of parking violation fines. With the authorization of the Police Chief, these funds can be used to pay for costs incurred for the acquisition, installation, replacement, maintenance, and repair of parking meters and for the regulations and enforcement of parking and other traffic activities.

On page 25, there is a Statement of Revenues, Expenditures, and Fund Balance for the fiscal years 2012 to 2018. In FY18, Total Revenues equaled \$404,653 and Total Expenditures equaled \$373,701. As a result, Fund Balance increased by \$30,592 to \$298,458.

SECTION I: Financial Summary

Other Resources

Proposed FY20 CPA Projects (to be voted on at the 2019 Annual Town Meeting)

Item	Name of Project	Suggested Category	Suggested Amount to Award	Notes
A	Town of Concord – Regional Housing Services Program	Community Housing	\$19,000	
B	Town of Concord – Junction Village Assisted Living	Community Housing	\$300,000	\$125,497 from Housing Reserve Fund; \$174,503 from Prior Year Fund Balance.
C	Concord Free Public Library Corporation - Expansion and Renovation of the Main Library and the Heywood-Benjamin House	Historic Preservation	\$500,000	\$20,000 from Prior Year Fund Balance
D	Concord Home for the Aged - 110 Walden Street Preservation Project	Historic Preservation	\$20,800	
E	Town of Concord - Gerow Recreation Area Improvements	Open Space / Recreation	\$200,000	Split Evenly
F	Town of Concord - White Pond Beach Access Improvements	Open Space / Recreation	\$250,000	Open Space \$75,000; \$175,000 Recreation
G	Town of Concord – Warner’s Pond Dredging Project	Open Space / Recreation	\$75,000	\$50,000 Open Space; \$25,000 Recreation
H	Town of Concord – Emerson Land Acquisition	Open Space	\$90,000	\$80,000 from Land Acquisition Reserve Fund
I	Town of Concord – Heywood Meadow Stone Wall Extension	Open Space	\$21,619	
J	Town of Concord – Old Calf Pasture Habitat Restoration	Open Space	\$5,000	
K	Town of Concord Public Works – Emerson Field Improvements	Recreation	\$300,000	
L	Staff and Technical Support	Administration	\$30,000	
Total Requested:			\$1,811,419	

SECTION I: Financial Summary

Other Resources

CONCORD FINANCE DEPARTMENT
Parking Fund
Statement for Revenues, Expenditures and Changes in Fund Balance

Fiscal Years 2012 to 2018

	Code	FY12	FY13	FY14	FY15	FY16	FY17	FY18
REVENUES:								
Meter collections		144,358	139,460	133,436	128,558	172,442	213,561	249,110
Meter violations		135,705	139,787	119,302	118,454	155,724	107,132	79,961
MBTA lot fees		34,367	35,999	38,483	42,631	50,036	38,422	46,892
Parking permits		9,825	14,639	16,668	22,815	26,002	35,172	28,691
Total revenues		<u>324,255</u>	<u>329,884</u>	<u>307,889</u>	<u>312,459</u>	<u>404,204</u>	<u>394,287</u>	<u>404,653</u>
EXPENDITURES:								
Personal services:								
Parking officer	5111	60,407	60,747	70,523	62,744	63,551	67,055	66,955
Hearing officer	5120	240	240	260	320	493	356	475
Overtime	5130	60,131	56,493	67,437	56,330	51,780	43,870	47,739
Benefits	various	2,551	2,551	3,380	2,815	3,649	2,676	2,657
Total personal services		<u>123,329</u>	<u>120,031</u>	<u>141,599</u>	<u>122,209</u>	<u>119,473</u>	<u>113,957</u>	<u>117,827</u>
Supplies & services:								
Electricity - traffic lights	5211, 5215	9,512	7,807	7,115	7,284	7,012	6,727	6,595
Equipment maintenance	5243	4,105	1,575	629	-	203	53	-
Computer Equipment	5245	12,195	11,241	12,039	12,345	12,152	14,093	16,661
Traffic signal maintenance	5246	4,097	6,739	51,617	3,834	1,013	-	-
Vehicular Maintenance	5251	1,672	90	461	205	763	961	2,622
Street Painting Marking	5292	36,517	38,996	22,147	36,724	33,611	61,387	42,570
Other Property Related	5299	-	-	330	-	-	-	-
Data processing - tickets	5303	12,819	10,577	10,359	10,882	13,271	7,691	4,806
Eng./Architect. Svs	5304	1,355	-	-	-	-	-	-
Banking Services	5310	-	-	-	-	3,069	14,794	24,245
Staff Training Svs.	5318	-	-	-	-	-	-	1,000
Other Prof./Tech. Svs	5319	26,669	64,865	-	10,678	22,857	4,948	21,482
Telephone	5341	-	-	-	-	200	440	1,387
Postage	5342	1,443	2,297	1,015	957	1,269	732	598
Printing	5381	-	2,464	2,400	4,598	4,777	-	259
Advertising	5383	-	-	-	-	587	122	-
Radar Service	5384	538	1,632	1,198	723	1,555	1,613	1,382
Misc. Purchased Services	5399	-	-	-	-	3,961	11,831	27,259
Gasoline	5411	2,542	3,039	2,681	2,226	611	1,011	1,250
Printed Forms	5423	860	1,626	1,490	1,104	1,669	759	1,594
Office Supplies	5429	-	-	-	30	-	2,064	-
Painting Supplies	5434	1,248	797	1,119	1,469	562	-	-
Other Vehicle Supplies	5483	-	-	-	-	-	8	-
Other equipment supplies	5484	1,732	961	2,091	2,053	724	428	26
Sign materials	5541	50	56	141	38	97	101	70
Traffic safety devices & signs	5551	2,320	2,147	4,459	3,245	1,425	5,830	5,532
Miscellaneous Signs	5553	-	-	-	628	290	-	19,000
Uniforms	5582	-	-	-	-	-	-	1,440
Other Miscellaneous Supplies	5599	-	-	-	505	901	100	9
Intergovernmental assessmnt	5646	9,734	9,465	8,907	10,776	10,776	7,749	7,749
Total supplies & services		<u>129,409</u>	<u>166,372</u>	<u>130,196</u>	<u>110,301</u>	<u>123,356</u>	<u>143,444</u>	<u>187,537</u>
Capital outlay:								
Traffic counters	5709	-	-	-	-	-	-	-
Other Equipment Expense	5709	-	-	-	-	1,390	-	-
Highway Improvements	5841	4,269	81,988	-	-	9,277	2,878	1,200
Public Safety Equipment	5857	7,463	1,875	-	-	-	7,500	-
Meter Replacement	5866	-	-	-	3,099	2,588	50,197	-
Vehicle	5871	-	37,725	-	-	-	-	-
Public Safety Equip Replace	5877	-	-	1,495	-	-	-	-
Computer Equipment Replace	5879	-	4,187	-	-	-	-	-
MBTA Lot Drainage Improve.	-	-	-	-	-	-	-	-
Replace. MBTA Lot Boxes	-	-	-	-	-	-	-	-
Total capital outlay		<u>11,732</u>	<u>125,775</u>	<u>1,495</u>	<u>3,099</u>	<u>13,255</u>	<u>60,575</u>	<u>1,200</u>
Interfund transfers:								
Police - admin. & staffing		15,000	15,000	15,000	62,943	64,192	66,869	67,138
Treasurer - ticket collections		27,088	28,311	29,126	-	-	-	-
Finance Administration		16,659	16,876	17,732	-	-	-	-
Total interfund transfers		<u>58,747</u>	<u>60,187</u>	<u>61,858</u>	<u>62,943</u>	<u>64,192</u>	<u>66,869</u>	<u>67,138</u>
Total expenditures		<u>323,216</u>	<u>472,366</u>	<u>335,148</u>	<u>298,552</u>	<u>320,276</u>	<u>384,846</u>	<u>373,701</u>
Net of Revenues & Expenditures		1,038	(142,482)	(27,260)	13,907	83,927	9,441	30,952
FUND BALANCE, JULY 1		328,933	329,971	187,489	160,230	174,137	258,065	267,506
FUND BALANCE, JUNE 30		<u>329,971</u>	<u>187,489</u>	<u>160,230</u>	<u>174,137</u>	<u>258,065</u>	<u>267,506</u>	<u>298,458</u>

SECTION I: Financial Summary

Expenses

Expenses – General Fund Budget:

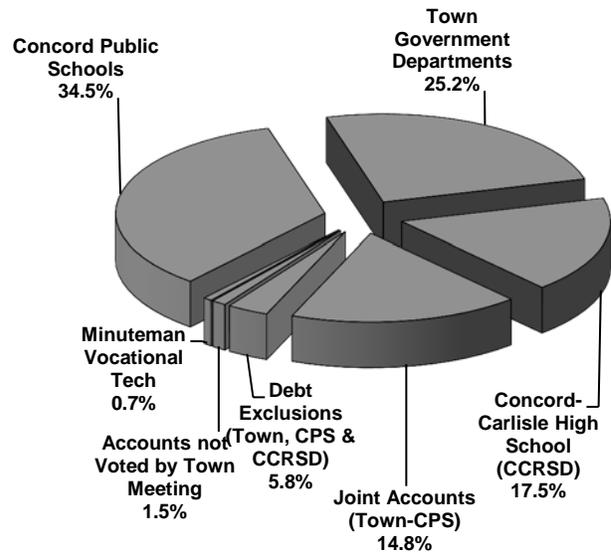
The General Fund budget is organized into 3 major organizational categories:

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

This section contains the following:

- Major Organizational Categories 26 to 27
- Joint Accounts 28
- Other Obligations 29
- Appropriations (Warrant) 36 to 38
- Town Gov. Budget Summary 39 to 47

FY20 General Fund Expenses **Totaling \$114,138,976**



Town Government (Page 8, line 7 – \$28,706,648 proposed for FY20)

This budget category relates to all sections of Town Government services that are under the direction and control of the Town Manager in accordance with the Town Charter, including general government, finance, public safety, public works, and human services. It should be noted that this year, the appropriation refers both the amount raised from the General Fund plus the amount transferred from other funds and accounts. For example, the Concord Municipal Light Plant uses various services of the Finance Department. The cost for these services is charged to the Light Fund. The budget presentation shows all these funding sources and the appropriation total includes funding from the General Fund and other funds and accounts.

Concord Public Schools (CPS - Page 8, line 8 - \$39,390,163 proposed for FY20)

Summary information is found in School Accounts Section. Separate School Department documents provide a more detailed analysis of the CPS budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent.

Concord-Carlisle Regional School District (CCRSD - page 8, line 9 - \$19,996,874 proposed for FY20 as Concord's share of the District's operating budget)

Since the Concord-Carlisle Regional School District (CCRSD) is a separate political subdivision but not a taxing authority, the Town budget includes an assessment payable to CCRSD based on Concord's share of the previous year's enrollment figures. That assessment amount is shown in this category. Summary information is found in the School Accounts Section. Separate budget documents of the CCRSD provide a more detailed analysis of the Regional School District's budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent. The Joint Superintendency operates a consolidated administration managing both the CPS (grades K-8) and the CCRSD (grades 9-12).

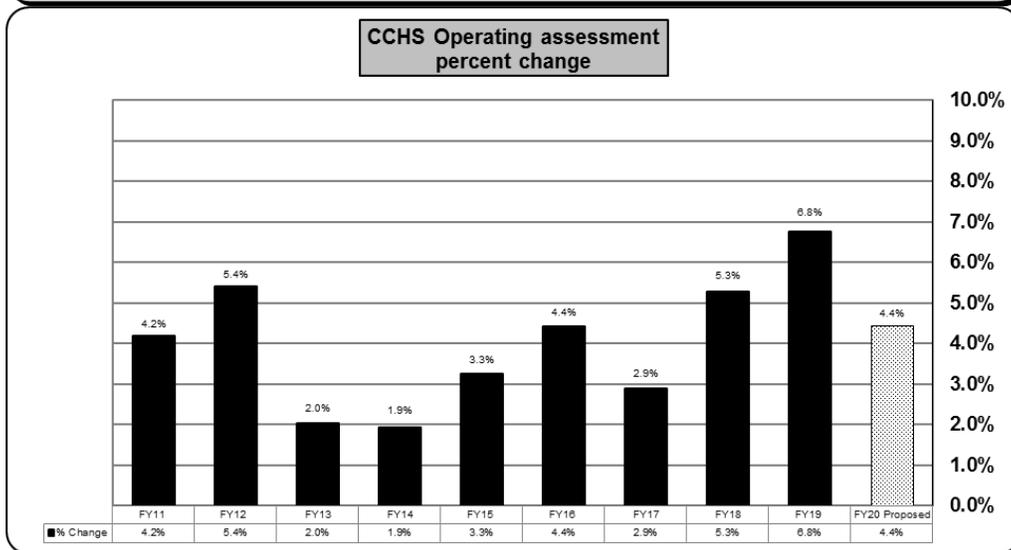
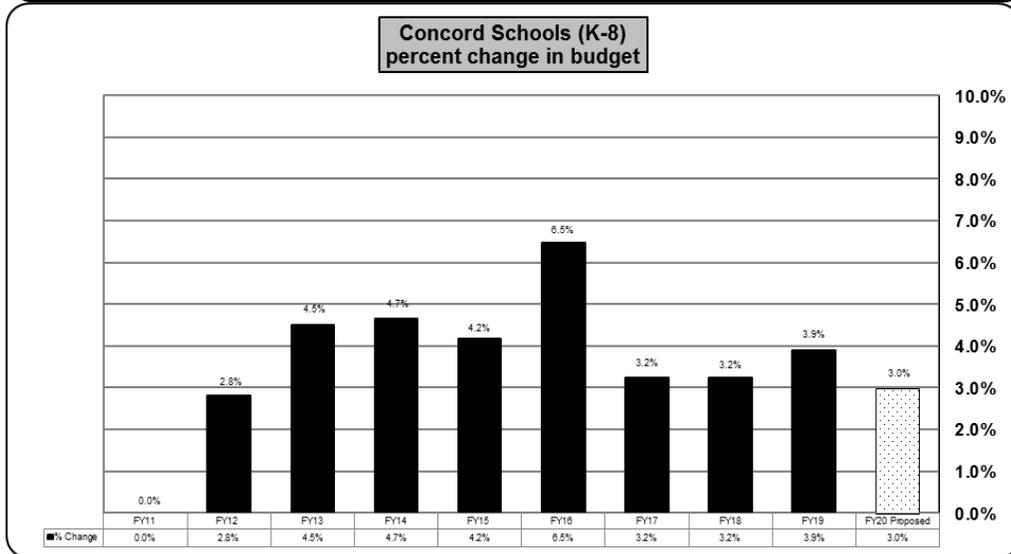
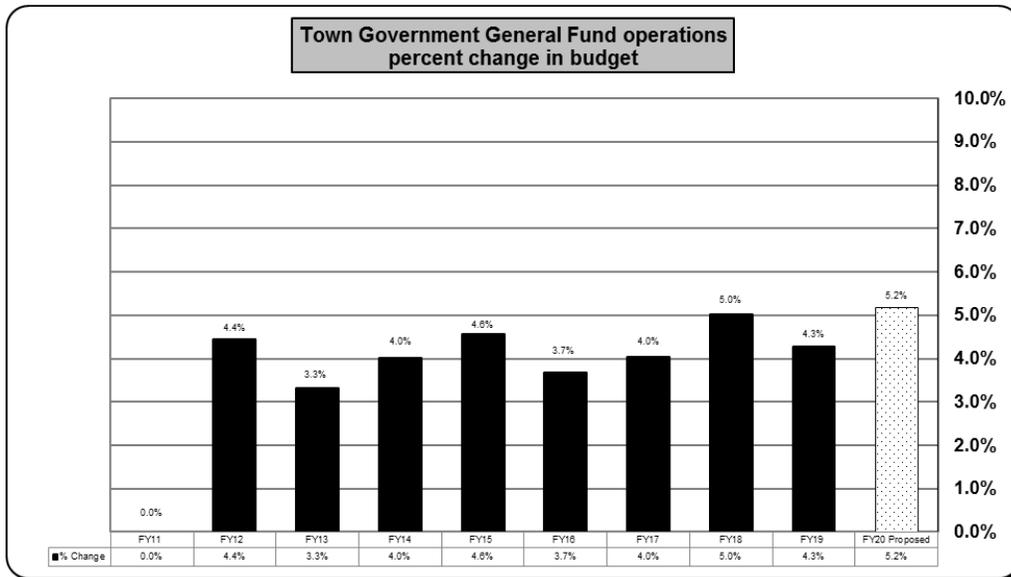
Minuteman Vocation Technical Regional School District (MVTRSD - page 8, line 10 - \$768,846 proposed for FY20 as Concord's share of the District's operating budget)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 10-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

Total of Above Operating Budgets:

\$88,862,531 (page 8, line 11)

+ 4.65% increase from FY19



Joint Accounts

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

The joint accounts are as follows:

Group Insurance (Page 8, line 12 - \$5,966,069, and line 13 - \$1,697,850)

Group Insurance refers to employee health, dental, and basic life insurance. This account covers the Town's contribution for Town Government and Concord Public School employees and retirees who are enrolled in these programs. The proposed budget also includes \$1,697,850 toward the Other Post Employment Benefit (OPEB) obligation which is consistent with fully funding the obligation by 2039.

Retirement (Page 8, line 14 - \$3,965,861)

This account contains the Town's portion of the annual funds transferred to the control of the contributory retirement system. With the exception of teachers, who are part of the State Teachers Retirement System, substantially all municipal employees who work at least 25 hours per week are covered by the Town's contributory retirement system operated in accordance with Chapter 32 of the Massachusetts General Laws. This pension obligation is expected to be fully funded by 2030.

Social Security / Medicare (Page 8, line 15 - \$800,000)

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

Other Fixed & Mandated Items (Page 8, line 16 - \$498,750)

These items are made up of the following: Property & Liability Insurance for the Town Government (not including the School Department); and Unemployment & Workers Compensation for the Town Government and the Concord Public Schools (grades K-8).

Town & CPS Debt Service within Levy Limit (Page 8, line 17 - \$4,196,145)

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

Town & CPS Excluded Debt Service (Page 8, line 18 - \$3,221,181)

This issuance of debt service for the Town and Concord Public Schools is authorized by the electorate to be funded outside the constraints of the levy limit ("excluded debt"). This account covers the portion of annual principal and interest owed on the borrowing that is financed outside the property tax levy limit.

Joint Account Subtotal:

\$20,345,856 (page 8, line 20)

+5.16% increase from FY19

Other Obligations

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

High School Debt Exclusion (Page 8, line 22 - \$3,348,113)

The Town is assessed for the excluded debt service of Concord-Carlisle Regional School District.

Minuteman High School Debt Exclusion (Page 8, line 23 - \$297,995)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 10-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

Other Obligations Subtotal: **\$3,646,108** (page 8, line 24)

-7.21% decrease from FY19

Budget Subject to Town Meeting Vote: **\$112,854,495** (page 8, line 26)

+4.31% increase from FY19

Items not subject to Town Meeting

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

State Assessments (Page 8, line 27 - \$554,481)

By state law, these state charges are not subject to Town Meeting appropriation but must be financed within the property tax levy limit. The largest item is the assessment for the Massachusetts Bay Transit Authority (MBTA).

Snow/Ice & Other Deficits (Page 8, line 28 – \$230,000)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #18) is at least as much as the previous year's appropriation. This account provides for added room for a current year deficit which would be required to be added to the next year's tax levy, within the limit. The budget estimate is based upon an average of historical experience. It is subject to wide variation. Only the actual deficit of the current year ending June 30, 2019, if any, will be raised in the FY20 tax levy.

Overlay (Page 8, line 29 – \$500,000)

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

Items not subject to Town Meeting Subtotal: **\$1,284,481** (page 8, line 30)

+24.77% increase from FY19

Total Budget Plan: **\$114,138,976** (page 8, line 31)

+4.50% increase from FY19

SECTION I: Financial Summary

Expenses

The General Fund Budget represents the portion of the total appropriated budget supported by the General Fund for the Town Government. At previous Town Meetings, the appropriation total has only included the General Fund portion.

General Fund Budget				
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Budget	Fiscal 2020 Proposal
General Government				
\$3,440,035 is 7.5% of Total				
1	Town Manager's Office			
	A. Town Manager	\$ 402,304	\$ 420,513	\$ 424,955
	B. Human Resources	263,011	287,694	298,026
	C. Facilities Management	289,998	320,205	396,230
	D. Resource Sustainability Fund	152,467	157,025	229,388
	E. Visitor's Center and Restroom	43,881	19,292	26,260
	F. 37 Knox Trail	17,643	13,943	9,631
	G. 55 Church Street	-	42,546	25,708
	H. Parks & Playgrounds	-	-	56,412
	Subtotal	1,169,305	1,261,217	1,466,610
2	Legal Services	458,002	250,000	250,000
3	Elections and Registrars			
	A. Elections	24,809	48,412	42,653
	B. Registrars	5,922	8,666	4,619
	Subtotal	30,731	57,078	47,272
4	Town Meeting and Reports	44,787	100,250	100,250
5	Planning			
	A. Planning Administration	368,591	397,546	419,139
	B. Natural Resources	226,023	229,931	235,753
	C. Inspections	484,642	483,683	487,309
	D. Health	320,627	342,706	359,269
	Subtotal	1,399,883	1,453,865	1,501,470
6	141 Keyes Road	70,373	72,994	74,433
	Total General Government	\$ 3,173,081	\$ 3,195,405	\$ 3,440,035
Finance and Administration				
\$2,656,085 is 5.8% of Total				
7	Finance Committee	3,306	3,410	3,410
8	Finance			
	A. Finance Administration	\$ 333,188	\$ 348,167	\$ 345,330
	B. Treasurer-Collector	292,313	295,530	290,317
	C. Town Accountant	51,547	168,310	169,055
	D. Assessors	434,827	431,786	438,001
	E. Town Clerk	239,881	253,004	263,738
	Subtotal	1,351,757	1,496,797	1,506,441
9	Information Systems	936,762	977,184	1,015,028
10	Town House	114,879	125,468	131,206
	Total Finance and Administration	\$ 2,406,704	\$ 2,602,858	\$ 2,656,085

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Budget	Fiscal 2020 Proposal
Public Safety				
\$10,048,473 is 22.0% of Total				
11	Police Department	4,417,164	4,776,913	4,752,964
12	Fire Department	4,647,745	4,873,241	4,954,816
13	West Concord Fire Station	39,268	36,323	35,769
14	Police-Fire Station	284,656	284,816	261,627
15	Emergency Management	16,637	16,937	16,060
16	Animal Control Officer	24,730	26,000	27,236
	Total Public Safety	\$ 9,430,201	\$ 10,014,229	\$ 10,048,473
Public Works and Facilities				
\$4,373,102 is 9.6% of Total				
17	Public Works			
	A. CPW Administration	199,734	206,292	206,540
	B. Engineering	403,925	418,729	402,151
	C. Highway Maintenance	1,407,853	1,522,759	1,449,596
	D. Parks and Trees	635,124	774,741	728,890
	E. Cemetery	65,802	83,044	70,535
	Subtotal	2,712,438	3,005,565	2,857,713
18	Snow and Ice Removal	918,375	610,001	625,000
19	Street Lighting	54,032	56,863	56,863
20	CPW Equipment	325,000	325,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	110,000	115,000	125,000
23	Road Improvements	100,000	100,000	100,000
24	133/135 Keyes Road	83,579	83,107	78,527
	Total Public Works and Facilities	\$ 4,508,424	\$ 4,500,536	\$ 4,373,102
Human Services				
\$3,277,829 is 7.2% of Total				
25	Library	1,995,801	2,260,820	2,325,798
26	A. Human Services	38,191	56,562	47,178
	B. Senior Services	394,226	496,789	479,687
	C. Recreation Services	76,678	108,376	108,376
27	Harvey Wheeler Community Ctr.	126,491	125,905	115,133
28	Hunt Recreation Ctr.	111,701	100,636	95,930
29	Veterans	97,629	107,970	86,696
30	Ceremonies and Celebrations	19,012	22,624	19,030
	Total Human Services	\$ 2,859,728	\$ 3,279,682	\$ 3,277,829

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Budget	Fiscal 2020 Proposal
Unclassified \$1,454,988 is 3.3% of Total				
31	Town Employee Benefits			
	A. Unused Sick Leave	92,000	90,000	90,000
	B. Public Safety Disability	122	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	Total	99,299	100,000	100,000
32	Reserve Fund*	-	225,000	225,000
* Transfers totaling \$225,000.00 were made to other accounts in Fiscal Year 2018.				
33	Salary Reserve**	618,954	122,802	1,168,988
** Transfers totaling \$618,954 in Fiscal Year 2018 and \$1,285,093 in Fiscal Year 2019 were made to other accounts.				
34	Land Fund	15,000	10,000	10,000
	Total Unclassified	\$ 733,253	\$ 457,802	\$ 1,503,988
TOWN GOVERNMENT SUBTOTAL Account 1-34		\$ 23,111,392	\$ 24,050,513	\$ 25,299,513
Joint (Town - CPS) \$20,345,856 is 44.6% of Total				
35	Insurance			
	A. Group Insurance	4,800,000	5,526,100	5,966,069
	B. OPEB	1,470,000	1,617,000	1,697,850
	C. Property/Liability	250,000	275,000	288,750
	Subtotal	6,520,000	7,418,100	7,952,669
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	56,946	110,000	110,000
	B. Workers' Comp.	143,054	100,000	100,000
	Subtotal	200,000	210,000	210,000
37	Retirement	3,667,000	3,777,010	3,965,861
38	Social Security and Medicare	810,000	814,713	800,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,015,800	3,277,862	3,450,625
	CPS Principal and Interest	700,350	679,283	715,520
	Subtotal	3,716,150	3,957,145	4,166,145
	Interest on Notes	135,000	30,000	25,000
	Other Debt Expense	8,850	7,500	5,000
	Subtotal Within Levy Limit	3,860,000	3,994,645	4,196,145
	B. Excluded Debt			
	Town Principal and Interest	99,794	392,294	350,794
	CPS Principal and Interest	3,507,713	2,992,575	2,870,387
	Less: Use of Stabilization Funds	(785,000)	(275,000)	-
	Subtotal Excluded Debt	2,822,507	3,109,869	3,221,181
	Total Debt Service	6,682,507	7,104,514	7,417,326
	Total Joint (Town - CPS)	\$ 17,879,507	\$ 19,324,337	\$ 20,345,856
	Total Appropriation	\$ 40,990,899	\$ 4,654,469	\$ 45,645,369

SECTION I: Financial Summary

Expenses

This FY20 General Fund + Transfers Budget represents the General Fund portion of the Town Government appropriation, the additional funding sources transferred in by the Enterprise Funds and other entities, and the total proposed General Fund Appropriation for FY20.

FY20 General Fund + Transfers Budget				
Item No.	Department	Fiscal 2020 General Fund	Fiscal 2020 Transfers	Fiscal 2020 Proposal
General Government				
\$4,446,474 is 9.1% of Total				
1	Town Manager's Office			
	A. Town Manager	\$ 424,955	\$ 277,416	\$ 702,371
	B. Human Resources	298,026	175,674	473,700
	C. Facilities Management	396,230	38,543	434,773
	D. Resource Sustainability Fund	229,388	-	229,388
	E. Visitor's Center and Restroom	26,260	79,500	105,760
	F. 37 Knox Trail	9,631	19,561	29,192
	G. 55 Church Street	25,708	91,006	116,714
	H. Parks & Playgrounds	56,412	67,922	124,334
	Subtotal	1,466,610	749,622	2,216,233
2	Legal Services	250,000	-	250,000
3	Elections and Registrars			
	A. Elections	42,653	-	42,653
	B. Registrars	4,619	2,755	7,374
	Subtotal	47,272	2,755	50,027
4	Town Meeting and Reports	100,250		100,250
5	Planning			
	A. Planning Administration	419,139	99,197	518,336
	B. Natural Resources	235,753	60,247	296,000
	C. Inspections	487,309	-	487,309
	D. Health	359,269	94,617	453,886
	Subtotal	1,501,470	254,061	1,755,531
6	141 Keyes Road	74,433		74,433
	Total General Government	\$ 3,440,035	\$ 1,006,438	\$ 4,446,474
Finance and Administration				
\$3,577,897 is 7.3% of Total				
7	Finance Committee	3,410	-	3,410
8	Finance			
	A. Finance Administration	\$ 345,330	\$ 351,225	\$ 696,555
	B. Treasurer-Collector	290,317	220,416	510,733
	C. Town Accountant	169,055	152,216	321,271
	D. Assessors	438,001	-	438,001
	E. Town Clerk	263,738	3,000	266,738
	Subtotal	1,506,441	726,857	2,233,298
9	Information Systems	1,015,028	174,054	1,189,082
10	Town House	131,206	20,901	152,107
	Total Finance and Administration	\$ 2,656,085	\$ 921,812	\$ 3,577,897

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2020 General Fund	Fiscal 2020 Transfers	Fiscal 2020 Proposal
Public Safety				
\$10,452,959 is 21.3% of Total				
11	Police Department	4,752,964	153,246	4,906,210
12	Fire Department	4,954,816	251,240	5,206,056
13	West Concord Fire Station	35,769	-	35,769
14	Police-Fire Station	261,627	-	261,627
15	Emergency Management	16,060	-	16,060
16	Animal Control Officer	27,236	-	27,236
	Total Public Safety	\$ 10,048,473	\$ 404,486	\$ 10,452,959
Public Works and Facilities				
\$5,284,323 is 10.8% of Total				
17	Public Works			
	A. CPW Administration	206,540	218,178	424,718
	B. Engineering	402,151	324,005	726,156
	C. Highway Maintenance	1,449,596	29,670	1,479,266
	D. Parks and Trees	728,890	97,700	826,590
	E. Cemetery	70,535	170,998	241,533
	Subtotal	2,857,713	840,551	3,698,264
18	Snow and Ice Removal	625,000	-	625,000
19	Street Lighting	56,863	537	57,400
20	CPW Equipment	325,000	-	325,000
21	Drainage Program	205,000	-	205,000
22	Sidewalk Management	125,000	-	125,000
23	Road Improvements	100,000	-	100,000
24	133/135 Keyes Road	78,527	70,133	148,660
	Total Public Works and Facilities	\$ 4,373,102	\$ 911,221	\$ 5,284,323
Human Services				
\$3,441,008 is 7.0% of Total				
25	Library	2,325,798	26,000	2,351,798
26	A. Human Services	47,178	21,157	68,335
	B. Senior Services	479,687	98,193	577,880
	C. Recreation Services	108,376	-	108,376
27	Harvey Wheeler Community Ctr.	115,133	-	115,133
28	Hunt Recreation Ctr.	95,930	17,829	113,759
29	Veterans	86,696	-	86,696
30	Ceremonies and Celebrations	19,030	-	19,030
	Total Human Services	\$ 3,277,829	\$ 163,179	\$ 3,441,008

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2020 General Fund	Fiscal 2020 Transfers	Fiscal 2020 Proposal
Unclassified \$1,454,988 is 3.0% of Total				
31	Town Employee Benefits			
	A. Unused Sick Leave	90,000	-	90,000
	B. Public Safety Disability	2,500	-	2,500
	C. Employee Assistance Program	7,500	-	7,500
	Total	100,000	-	100,000
32	Reserve Fund	225,000	-	225,000
33	Salary Reserve	1,168,988	-	1,168,988
34	Land Fund	10,000	-	10,000
	Total Unclassified	\$ 1,503,988	\$ -	\$ 1,503,988
TOWN GOVERNMENT SUBTOTAL Account 1-34		\$ 25,299,513	\$ 3,407,136	\$ 28,706,648
Joint (Town - CPS) \$20,345,856 is 41.5% of Total				
35	Insurance			
	A. Group Insurance	5,966,069	-	5,966,069
	B. OPEB	1,697,850	-	1,697,850
	C. Property/Liability	288,750	-	288,750
	Subtotal	7,952,669	-	7,952,669
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	110,000	-	110,000
	B. Workers' Comp.	100,000	-	100,000
	Subtotal	210,000	-	210,000
37	Retirement	3,965,861	-	3,965,861
38	Social Security and Medicare	800,000	-	800,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,450,625	-	3,450,625
	CPS Principal and Interest	715,520	-	715,520
	Subtotal	4,166,145	-	4,166,145
	Interest on Notes	25,000	-	25,000
	Other Debt Expense	5,000	-	5,000
	Subtotal Within Levy Limit	4,196,145	-	4,196,145
	B. Excluded Debt			
	Town Principal and Interest	350,794	-	350,794
	CPS Principal and Interest	2,870,387	-	2,870,387
	Less: Use of Stabilization Funds	-	-	-
	Subtotal Excluded Debt	3,221,181	-	3,221,181
	Total Debt Service	7,417,326	-	7,417,326
	Total Joint (Town - CPS)	\$ 20,345,856	\$ -	\$ 20,345,856
	Total Appropriation	\$ 45,645,369	\$ 3,407,135	\$ 49,052,504

SECTION I: Financial Summary

Expenses

This Town Government Budget represents the total appropriation for the Town Government and is the schedule that is shown in **Article 6 of the 2019 Annual Town Meeting Warrant**.

Town Government Budget				
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
General Government				
\$4,446,474 is 9.1% of Total				
1	Town Manager's Office			
	A. Town Manager	\$ 644,865	\$ 680,357	\$ 702,371
	B. Human Resources	407,929	449,579	473,700
	C. Facilities Management	287,227	320,205	434,773
	D. Resource Sustainability Fund	152,467	198,025	229,388
	E. Visitor's Center and Restroom	43,881	19,292	105,760
	F. 37 Knox Trail	43,168	29,430	29,192
	G. 55 Church Street	-	106,031	116,714
	H. Parks & Playgrounds	-	-	124,334
	Subtotal	1,579,538	1,802,918	2,216,233
2	Legal Services	458,002	250,000	250,000
3	Elections and Registrars			
	A. Elections	24,809	52,997	42,653
	B. Registrars	8,677	11,421	7,374
	Subtotal	33,486	64,418	50,027
4	Town Meeting and Reports	44,787	100,250	100,250
5	Planning			
	A. Planning Administration	458,426	492,601	518,336
	B. Natural Resources	284,744	288,657	296,000
	C. Inspections	484,642	483,683	487,309
	D. Health	406,111	431,577	453,886
	Subtotal	1,633,923	1,696,517	1,755,531
6	141 Keyes Road	70,373	72,994	74,433
	Total General Government	\$ 3,820,109	\$ 3,987,097	\$ 4,446,474
Finance and Administration				
\$3,577,897 is 7.3% of Total				
7	Finance Committee	3,306	3,410	3,410
8	Finance			
	A. Finance Administration	\$ 547,770	\$ 580,307	\$ 696,555
	B. Treasurer-Collector	518,976	519,609	510,733
	C. Town Accountant	333,805	469,009	321,271
	D. Assessors	434,827	431,786	438,001
	E. Town Clerk	242,881	256,004	266,738
	Subtotal	2,081,566	2,256,716	2,233,298
9	Information Systems	936,762	1,133,259	1,189,082
10	Town House	139,927	144,973	152,107
	Total Finance and Administration	\$ 3,161,562	\$ 3,538,357	\$ 3,577,897

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
Public Safety				
\$10,452,959 is 21.3% of Total				
11	Police Department	4,500,980	4,887,870	4,906,210
12	Fire Department	4,653,745	4,879,241	5,206,056
13	West Concord Fire Station	39,268	36,323	35,769
14	Police-Fire Station	284,656	284,816	261,627
15	Emergency Management	16,637	16,937	16,060
16	Animal Control Officer	24,730	26,000	27,236
	Total Public Safety	\$ 9,520,017	\$ 10,131,187	\$10,452,959
Public Works and Facilities				
\$5,284,323 is 10.8% of Total				
17	Public Works			
	A. CPW Administration	410,943	423,957	424,718
	B. Engineering	697,924	739,561	726,156
	C. Highway Maintenance	1,437,428	1,438,381	1,479,266
	D. Parks and Trees	731,588	806,781	826,590
	E. Cemetery	187,959	241,010	241,533
	Subtotal	3,465,842	3,649,690	3,698,264
18	Snow and Ice Removal	918,375	610,001	625,000
19	Street Lighting	54,569	57,400	57,400
20	CPW Equipment	325,000	325,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	110,000	115,000	125,000
23	Road Improvements	100,000	100,000	100,000
24	133/135 Keyes Road	152,806	153,753	148,660
	Total Public Works and Facilities	\$ 5,331,592	\$ 5,215,844	\$ 5,284,323
Human Services				
\$3,441,007 is 7.0% of Total				
25	Library	2,021,801	2,286,820	2,351,798
26	A. Human Services	38,191	96,045	68,335
	B. Senior Services	394,226	583,425	577,880
	C. Recreation Services	101,761	108,376	108,376
27	Harvey Wheeler Community Ctr.	126,491	125,905	115,133
28	Hunt Recreation Ctr.	132,901	122,633	113,759
29	Veterans	97,629	107,970	86,696
30	Ceremonies and Celebrations	19,012	22,624	19,030
	Total Human Services	\$ 2,932,011	\$ 3,453,798	\$ 3,441,007

SECTION I: Financial Summary

Expenses

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
Unclassified \$1,503,988 is 3.0% of Total				
31	Town Employee Benefits			
	A. Unused Sick Leave	92,000	90,000	90,000
	B. Public Safety Disability	122	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	Total	99,299	100,000	100,000
32	Reserve Fund*	-	225,000	225,000
* Transfers totaling \$225,000.00 were made to other accounts in Fiscal Year 2018.				
33	Salary Reserve**	793,923	265,909	1,168,988
** Transfers totaling \$792,923 in Fiscal Year 2018 and \$1,361,974 in Fiscal Year 2019 were made to other accounts.				
34	Land Fund	15,000	10,000	10,000
	Total Unclassified	\$ 908,222	\$ 600,909	\$ 1,503,988
TOWN GOVERNMENT SUBTOTAL Account 1-34		\$25,673,513	\$ 26,927,191	\$28,706,648
Joint (Town - CPS) \$20,345,856 is 41.5% of Total				
35	Insurance			
	A. Group Insurance	4,800,000	5,526,100	5,966,069
	B. OPEB	1,470,000	1,617,000	1,697,850
	C. Property/Liability	250,000	275,000	288,750
	Subtotal	6,520,000	7,418,100	7,952,669
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	56,946	110,000	110,000
	B. Workers' Comp.	143,054	100,000	100,000
	Subtotal	200,000	210,000	210,000
37	Retirement	3,667,000	3,777,010	3,965,861
38	Social Security and Medicare	810,000	814,713	800,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,015,800	3,277,862	3,450,625
	CPS Principal and Interest	700,350	679,283	715,520
	Subtotal	3,716,150	3,957,145	4,166,145
	Interest on Notes	135,000	30,000	25,000
	Other Debt Expense	8,850	7,500	5,000
	Subtotal Within Levy Limit	3,860,000	3,994,645	4,196,145
	B. Excluded Debt			
	Town Principal and Interest	99,794	392,294	350,794
	CPS Principal and Interest	3,507,713	2,992,575	2,870,387
	Less: Use of Stabilization Funds	(785,000)	(275,000)	-
	Subtotal Excluded Debt	2,822,507	3,109,869	3,221,181
	Total Debt Service	6,682,507	7,104,514	7,417,326
	Total Joint (Town - CPS)	\$17,879,507	\$ 19,324,337	\$20,345,856
	Total Appropriation	\$43,553,020	\$ 46,251,528	\$49,052,504

SECTION I: Financial Summary

Expenses

Town Government Operations (accounts 1-34)

Proposed Budget Changes

The Town Manager is recommending a Town government General Fund plus Transfers appropriation at \$28,706,648 (the budgets of accounts 1-34 are collectively known as “the Town Government Budget”). The budget consists of several basic expense categories: personnel services; operations and maintenance (O&M); capital; and reserve (the reserve fund is overseen by the Finance Committee). The table below provides a summary of the Town government budget and transfers by these expense categories. It also presents the budget in further detail by functional area.

Town Government Operations - General Fund + Transfers Budget

Accounts 1 - 34

By Expense Category

	FY19 to FY20			
	FY19 Adopted	FY20 Proposed	\$Δ	%Δ
Personnel Services	\$ 20,679,681	\$ 21,833,686	\$ 1,154,005	5.6%
O&M	4,418,259	4,702,962	284,703	6.4%
Capital	1,604,250	1,945,000	340,750	21.2%
Reserve	225,000	225,000	-	0.0%
Total (Accts. 1-34)	\$ 26,927,191	\$ 28,706,648	\$ 1,779,458	6.6%

By Functional Area

	FY19 to FY20			
	FY19 Adopted	FY20 Proposed	\$Δ	%Δ
General Government				
Personnel	\$ 3,127,233	\$ 2,942,358	\$ (184,875)	-5.9%
O&M	798,114	983,176	185,062	23.2%
Capital	61,750	520,939	459,189	743.6%
Subtotal	\$ 3,987,097	\$ 4,446,474	\$ 459,376	11.5%
Finance & Administration				
Personnel	\$ 2,478,390	\$ 2,505,870	\$ 27,480	1.1%
O&M	859,966	879,407	19,441	2.3%
Capital	200,000	192,620	(7,380)	-3.7%
Subtotal	\$ 3,538,356	\$ 3,577,897	\$ 39,541	1.1%
Public Safety				
Personnel	\$ 9,191,548	\$ 9,504,981	\$ 313,433	3.4%
O&M	679,639	700,252	20,614	3.0%
Capital	260,000	247,725	(12,275)	-4.7%
Subtotal	\$ 10,131,187	\$ 10,452,959	\$ 321,772	3.2%
Public Works				
Personnel	\$ 2,834,630	\$ 2,850,555	\$ 15,924	0.6%
O&M	1,388,714	1,473,269	84,555	6.1%
Capital	992,500	960,500	(32,000)	-3.2%
Subtotal	\$ 5,215,844	\$ 5,284,323	\$ 68,479	1.3%
Human Services				
Personnel	\$ 2,681,971	\$ 2,760,934	\$ 78,963	2.9%
O&M	681,826	656,857	(24,969)	-3.7%
Capital	90,000	23,216	(66,784)	-74.2%
Subtotal	\$ 3,453,798	\$ 3,441,008	\$ (12,790)	-0.4%
Unclassified				
Personnel	365,909	1,268,988	\$ 903,079	246.8%
O&M	10,000	10,000	-	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 600,909	\$ 1,503,988	\$ 903,079	150.3%
Total	\$ 26,927,191	\$ 28,706,648	\$ 1,779,458	6.6%

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

For FY20, the main **tax-supported** proposed staffing changes are as follows. Total FTE is 246.27

- Town Manager's Office proposes a new Department Clerk (0.50 FTE) to assist with reception and administrative tasks.
- Facilities Maintenance Division proposes hiring a HVAC Technician (1 FTE) and a Facilities Operations Coordinator (1 FTE) to reduce HVAC costs and manage projects.
- 55 Church Street is proposing to reduce the Receptionist/Clerk to part-time (-0.50 FTE).
- Parks & Playgrounds Division is proposing to hire one Facilities Maintainer (1 FTEs) assist with park and field maintenance as well as 600 hours of Limited Status work (0.29 FTE).
- Elections Division proposes a reduction in hours for the Election Officer as well as the Election Technician (-0.18 FTE).
- Registrars Division is proposing the removal of hours for an Office Assistant (-0.09 FTE).
- Natural Resources Division is proposing eliminating the 500 hours designated for a Intern (-0.24 FTE).
- 141 Keyes Road proposes to eliminate the part-time Building Maintenance Custodian (-0.50 FTE).
- Finance Administration Division assumes financial responsibility for the Retirement Administrator (1 FTE) and Retirement Assistant (0.50 FTE) from the Accounting Division due to a departmental reorganization.
- Accounting Division has been reorganized by -1.5 FTEs that are to be transferred to Finance Administration, and Accounting is proposing to reduce the Utility Account Clerk to a part-time position (-0.50 FTE).
- Assessing Division is proposing to eliminate the 75 hours of Limited Status work (-0.04 FTE).
- Town Clerk Division is proposing to increase Limited Status work to 1,256 hours (0.15 FTE).
- Information Systems Division proposes to hire a Information Systems Technician (1 FTE) to assist in Town and Library related IT projects as well as eliminate part-time (-0.24 FTE).
- The Police Department is proposing to hire one additional Police Officer (1 FTE).
- The Fire Department proposes to hire four additional Fire Fighters to staff the second ambulance in the West Concord Station and eliminate hours for a part-time Office Clerk (3.84 FTEs).
- The Library is proposing to hire a Social Media & Technology Coordinator to assist and expand its social media and technology capacity as well restructuring other positions (1.86 FTEs).
- Human Services Division is proposing to eliminate hours for the Youth Coordinator (-0.49 FTE).
- Senior Services Division is proposing to promote a part-time Social Services Coordinator to a full-time Social Services Supervisor as well as restructuring and increasing the number of hours for its Van Drivers, Geriatric Nurses, and Coordinators (0.85 FTE).
- Veteran's Services Division proposes a reduction in hours for the Town's Veterans Agent (-0.01 FTE).

Budget Changes

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

Acct # - Account Title (Refer to Article 6 on the 2020 Town Meeting Warrant)**1A Town Manager**

The Town Manager's operating appropriation for the General Fund represents a proposed 1.07% increase from FY19. The Town Manager's Office is staffed by the Town Manager, Deputy Town Manager, Public Information & Communications Manager, Administrative Manager, and a Senior Administrative Assistant. There is proposed funding for Sister Cities (\$1,500), Concord Cultural Council (\$2,000), the management of White Pond (\$18,000), and a new Receptionist (\$26,000).

1B Human Resources

The Human Resources operating appropriation for the General Fund is proposed to increase by 3.6% in FY20 due to increase in Overtime from \$2,000 to \$14,000 and Town wide Training from \$4,000 to \$10,000.

1C Facilities Management

This account was established with the FY05 budget in an effort to set up a central pool of funds from which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was first budgeted at \$40,000, the funding level has gradually been increased to the recommended level in FY20 of \$327,776. The five-year Capital Outlay plan raises this funding target to \$407,776 by FY24. In order to decrease Town wide HVAC Maintenance costs, the division has proposed to hire a HVAC Technician.

1D Resource Sustainability Fund

With this new account initiated in FY13 with funding of \$25,000, an amount of \$145,000 is proposed to be allocated in FY20 for resource sustainability and energy conservation projects. The additional funds will cover part of the salary for the Director of Sustainability and Energy Specialist.

1E Visitors Center

The FY20 operating appropriation for the General Fund for the Visitors Center is proposed to increase by \$6,968. The Recreation Revolving Fund is supporting a Visitor and Tourism Manager and part-time help with a transfer of \$79,500.

1F 37 Knox Trail

The FY20 General Fund appropriation for the 37 Knox Trail office building is \$9,631. This building is currently shared between the Regional Housing Service Office (RHSO) and School Transportation Department.

1G 55 Church Street

The FY20 operating appropriation for the General Fund is proposed to have a 41.4% decrease due an increased contribution from the Recreation Revolving Fund and the Retirement Board, both of which use the space.

1H Parks & Playgrounds

This division is a new account in FY20 with funding proposed for one Facilities Maintainer (\$50,000), White Pond operations (\$20,000), and supplies and services (\$42,000).

2 Legal Services

The Legal Services account is level funded at \$250,000.

3A Elections

The amount required to fund the Elections account is dependent on the number of federal, state, and local elections that are held in a given year. In FY20, it is expected that there will be two elections, as compared to three proposed election in FY19. The operating appropriation for the General Fund is proposed to decrease from \$48,412 to \$42,653.

3B Registrars

There is 46.7% decrease proposed in this account. This account provides resources to register voters, conduct the Annual Town Census, and certify nomination papers and petitions.

4 Town Meeting and Reports

The current budget allows for a four-session Annual Town Meeting in April 2019. It has been common in the past several years for a Special Town Meeting to take place, but funds are not budgeted for this purpose.

5A Planning Division, DPLM

Since the FY14 budget presentation, the Zoning Board of Appeals budget has been incorporated into the Planning Division budget. In addition, the Planning budget contains funding for the Historic Districts Commission and the Historical Commission. The FY20 General Fund operating appropriation for the Planning Division is proposed to increase by 5.4%. Funding for Cross-Town Connect and the FLAG grant match (\$26,000) and the RHSO (\$19,000) are included in this budget.

5B Natural Resources Division, DPLM

The proposed Natural Resources budget represents approximately a 2.6% increase in the appropriation for the General Fund from that of the FY19 budget. An amount of \$5,500 is proposed for grounds keeping and lumber supplies and \$5,000 for pond and stream management.

5C Building Inspections Division, DPLM

Most of the allocation in this account goes toward funding the Building Inspections staff, which includes the full-time positions of Building Commissioner, Local Inspectors (2.60 FTEs), and Administrative Assistant. The operating appropriation for the General Fund is proposed to increase 0.75%. Building permit fees generated \$1.3 million in CY18.

5D Health Division, DPLM

This appropriation represents a 1.0% decrease in the operating appropriation for the General Fund from FY19. An amount of \$20,400 is recommended to fund the East Middlesex Mosquito Control Project for efforts to protect Concord residents and visitors from Eastern Equine Encephalitis and West Nile Virus. Included in the budget is \$16,225 proposed for the funding of the Public Health Nurse, \$7,500 for implementing Healthy Communities Initiatives and \$7,500 for additional food inspection services.

6 141 Keyes Road, DPLM

The FY20 proposed General Fund operating appropriation represents a 6.55% increase from FY19 to provide funding for utility, maintenance, and custodial costs for the Victorian-era brick building at 141 Keyes Road.

7 Finance Committee

Level funding for support of the Finance Committee is included in this budget.

8A Finance Administration Division, Finance Department

The Finance Administration Division General Fund operating appropriation is proposed to decrease by 0.81% from FY19. The Department includes the Finance Director, Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, Retirement System Administrator, Administrative Systems Analyst, Finance Assistant, and Retirement Assistant.

8B Treasurer-Collector, Finance Department

The Treasurer-Collector General Fund operating appropriation is proposed to decrease by 1.76% in FY20. This decrease can occur because of expected savings from new employees hired.

8C Town Accountant, Finance Department

The FY20 General Fund operating appropriation is proposed to increase by 0.44% due to the proposed structural reorganization of department. This Department contains the Town Accountant, Assistant Town Account, Treasury Assistant, Collections Assistant, and two Senior Account Clerks.

8D Assessing Division, Finance Department

The Assessing proposed General Fund operating appropriation represents a 1.44% increase from FY19 because of \$7,000 increase in Computer Software Maintenance and other operating expenses.

8E Town Clerk, Finance Department

The Town Clerk General Fund operating appropriation is proposed to increase by 4.2% from FY19. This budget provides funding for the Town Clerk, Assistant Town Clerk, and Senior Department Clerk positions.

9 Information Systems

The Information Systems General Fund operating appropriation is proposed to increase by 5.4% in FY20. This is due in part to the hiring of a new Information Systems Technician (\$72,000) and decrease in overtime and defunding of the part-time position.

10 Town House

The FY20 General Fund proposed appropriation is increased by 7.2% from that of FY19 due to increases in Overtime (\$3,000) and cleaning supplies (\$3,500).

11 Police Department

The FY20 General Fund operating appropriation proposes a 0.41% decrease with capital expenses of \$185,200 due to new officers hired at lower starting salaries.

12 Fire Department

There is a proposed 3.2% increase in the Fire Department's FY20 General Fund operating appropriation with capital expenses of \$40,000. This increase is a result of hiring of four additional firefighters to staff the second ambulance run out of the West Concord Fire Station around the clock – an expense which is mainly funded during the first year by the Emergency Response Stabilization Fund.

13 West Concord Fire Station

This budget funds the operations of the West Concord Fire Station located at 1201 Main Street. This account has a proposed 1.61% decrease in the FY20 General Fund operating appropriation.

14 Police/Fire Station

This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street. The FY20 budget proposes a 5.98% decrease in General Fund operating appropriation.

15 Emergency Management

The FY20 General Fund operating appropriation reflects a decrease of 5.18% due to a decrease in Purchased Services.

16 Animal Control Officer

With the enactment of State legislation in 2012, each municipality was required as of October 31, 2012 to appoint an animal control officer. Concord has contracted with a private vendor to provide all animal control services for compliance with the regulations. The FY20 budget is proposed to have a 4.75% increase to \$27,236.

17A Public Works Administration, CPW

The FY20 General Fund operating appropriation reflects a 0.12% increase from that of FY19. Public Works Administration includes the CPW Director, Management Analyst, Administrative and Special Projects Coordinator, and an Administrative Assistant.

17B Engineering, CPW

The Engineering Division's General Fund operating appropriation is proposed to have a 4.16% decrease from FY19 to FY20 due to a staffing structure reorganization. The Engineering Division has a Town Engineer, two Public Works Engineers, Assistant Public Works Engineer, Associate Engineer, GIS / IT Program Analyst, and Administrative Assistant.

17C Highway Maintenance, CPW

The FY20 operating appropriation is proposed to increase by 2.94% from FY19 due to increased expenses from Workers Compensation (\$23,000), Purchased Services (\$10,000), and Supplies (\$3,000).

17D Parks & Trees, CPW

The FY20 Parks & Trees General Fund operating appropriation is proposed to have a 3.6% increase from FY19 due to an increase in expenses related to Purchase Services and Supplies (\$18,000).

17E Cemetery, CPW

The Cemetery Fund supports the Cemetery Division by providing resources for 65% of all operating expenditures and 100% of all capital improvements. The FY20 General Fund operating appropriation is proposed to increase by 0.61%.

18 Snow Removal, CPW

The snow removal budget is proposed to be funded at \$625,000, an increase of \$14,999 from that of FY19. If the actual FY20 expenditures exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY20 budget plan provides room for a \$230,000 overrun of the \$610,001 FY19 appropriation.

19 Street Lights, CPW

The FY20 Street Light appropriation is level funded due to the use of more energy efficient street lights.

20 Public Works Equipment, CPW

The Public Works Equipment budget of \$325,000 funds the Town's well-planned schedule of equipment replacement. This represents no change from FY19.

21 Drainage, CPW

The FY20 funding plan includes \$105,000 for drainage improvements and \$100,000 for culvert improvements.

22 Sidewalk Management, CPW

The proposed FY20 budget calls for an increase of \$10,000 for maintenance of the Town's existing sidewalks program to \$125,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$668,900 expected from the State (Chapter 90 Funds) and \$1,400,000 in borrowing, the total FY20 amount for road improvements is recommended to be \$2,668,900.

24 133 and 135 Keyes Road, CPW

For FY20, there is a proposed decrease of 3.53% in the General Fund operating appropriation because the HVAC Maintenance has been removed due to the hiring of a Town HVAC Technician.

25 Library

As set forth in a long-standing agreement, the Trustees of the Concord Free Public Library Corporation, which owns the Main library and the Fowler Branch, are responsible for maintenance and capital improvements of the buildings and grounds; the Town covers the operating costs. For FY20, the Library General Fund operating appropriation is proposed to increase by 2.89% from FY19 to FY20 due to the hiring of a Media Coordinator (\$57,000), increase in custodial services (\$12,000), and other operating costs.

26A Human Services

The FY20 operating appropriation supports the staffing costs for the Community Services Coordinator. This budget is proposed to decrease by 16.59% as the Youth Coordinator position is not funded in this account.

26B Senior Services

The FY20 General Fund operating appropriation for Senior Services is proposed to increase by 11.09%. The increase is due to the transition of a part-time Social Services Coordinator (\$30,000) to full-time as well as increased hours for the Public Health Nurse and Outreach Coordinators.

26C Recreation Services

The FY20 General Fund operating appropriation for Recreation Services is level funded as the General Fund has assumed the cost of paying all of the salary of the Recreation Director, who had been partially supported by the Beede Center and Recreation Fund.

27 Harvey Wheeler Community Center

The Harvey Wheeler Community Center continues to be a great resource for the Town in providing space for the Senior Services office, as well as a meeting area for Town departments, not-for-profit groups, and private individuals. In FY20, there is a proposed 8.10% decrease in the operating appropriation for the General Fund.

28 Hunt Recreation Center

It is proposed that the FY20 General Fund operating appropriation for the Hunt Recreation Center decrease by 4.68% from the FY19 budgeted level since this budget no longer needs funding for HVAC Maintenance due to the hiring of a Town HVAC Technician.

29 Veterans Services

The FY20 proposed General Fund operating appropriation represents a 19.70% decrease from that of FY19. This is a result of the predicted decrease in veterans' benefits costs by \$21,276 to \$53,724 needed to serve fewer eligible beneficiaries.

30 Ceremonies and Celebrations

The FY20 proposed General Fund operating appropriation represents a 15.89% decrease from FY19 to \$19,030.

31 Town Employee Benefits

The proposed budget provides a total of \$100,000, with \$90,000 to cover unused sick leave buyback for some employees at retirement. This payment is restricted to non-union employees hired prior to July 1, 1992 and to uniformed Police and Fire personnel subject to the collective bargaining agreements. In all eligible cases, the benefit is capped at 62 days (65 for firefighters). This account also funds the Employee Assistance Program and certain medical costs for police and fire retirees for accidental disability expenses.

32 Reserve Fund

As budgets remain tight due to the economic situation and there are fewer resources available to cover unexpected events, the Reserve Fund appropriation becomes a crucial part of the budgeting process. By statute, this fund is to be used to meet "extraordinary or unforeseen expenditures" as approved by the Finance Committee. A funding level of \$225,000 is proposed for this purpose, unchanged from FY19.

33 Salary Reserve

The allocation in this account makes resources available for the funding of collective bargaining agreements. In addition, the account provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2019. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Select Board in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be funded at \$1,168,988 in order also to provide resources for such compensation adjustments for union and non-union staff and to provide funds for collective bargaining agreements that are not settled.

34 Land Fund

The budget is level funded at \$10,000 for FY20 and is used to facilitate the acquisition of land.

35A Group Insurance

The budget anticipates a \$439,969 increase in the General Fund appropriation required for FY20 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost directly reflects actual claims experience.

35B Other Post-Employment Benefits (OPEB)

With the FY13 budget, Other Post-Employment Benefits (OPEB) has been separated into its own line item due to the increasing importance of recognizing and funding this liability. The OPEB liability primarily consists of the present value of the Town's portion of future retiree health care cost. That is, in addition to the amount allocated to pay for the current health care cost of retirees, there is also a liability for the future health care cost for Town Government and Concord Public School retirees. This liability is referred to as the Town Government's Annual Net OPEB Liability (NOL).

As of June 30, 2018, the General Fund share of the NOL was \$31,384,020. To adequately fully fund this liability by 2039, it is proposed that the FY20 Town budget allocates \$1,697,850, an increase of \$80,850.

35C Property & Liability Insurance

This account funds property insurance coverage for all Town-owned buildings and contents, vehicles, boilers and machinery; liability coverage for Town officials; and special risk coverage for police and fire personnel. Insurance policies cover the Concord Public Schools, the Concord-Carlisle Regional High School, 51 Walden Street (Friends of the Performing Arts in Concord - "FOPAC"), the Emerson Building ("Emerson Umbrella"), and all properties of Town departments including assets of the Town enterprises (Light, Water, Sewer, Beede Pool). For FY20, General Fund support is increased by \$13,750 to \$288,750.

36 Unemployment & Workers Compensation

An amount of \$110,000 is proposed for the Unemployment Compensation account. The Town pays only for actual claimants, not as a percent of payroll (since the minimum available "experience rating" percentage would be in excess of our actual historical costs). In addition, an amount of \$100,000 is proposed for Worker's Compensation costs; this amount funds a stop-loss reinsurance policy covering wage and other claims and the payment of miscellaneous medical expenses resulting from employee injury on the job. Coverage of unemployment and workers compensation applies to both Town and Concord Public School employees.

37 Retirement

Since the sharp economic downturn in the financial markets during the fall of 2008, assets of the Concord Retirement System have recovered from their previous peak reached in October 2007. At the most recent biennial actuarial valuation as of January 1, 2018, Concord has a funded ratio of 90.6% and expects to reach full funding status by the year 2030.

In FY20, the General Fund appropriation is projected at \$3,965,861, an increase of 5.0% from FY19 and consistent with the funding schedule. The retirement system is a "Defined Benefit" plan that provides a pension benefit based upon the highest three-year average annual covered pay and years of service (highest five years for members on and after April 2, 2012).

38 Social Security & Medicare

The General Fund cost for the Town's share of Social Security and Medicare cost is projected to decrease by 1.8%, to \$800,000. The Town pays 6.2% of the lower of an employee's total wages or \$127,200 toward Social Security for those employees not covered by the Concord Retirement Board and 1.45% of the regular earnings of covered employees for Medicare.

39 Debt Service

This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. For debt service, the FY20 budget proposes allocating \$7,417,326, which includes \$4,196,145 for debt service within the levy limit and \$3,221,181 for excluded debt. The excluded debt to pay for the construction of the new high school is budgeted as part of the assessment from the Concord-Carlisle Regional School District.

SECTION I: Financial Summary

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Definition

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

The Capital Section includes the following:

- Capital Overview 48
- FY20 Capital Plan 49
- FY20–24 Capital Outlay Plan 50 to 52
- FY20 Capital by Account 53 to 55
- FY20 Capital Summary 56 to 58

Capital Improvement Plan

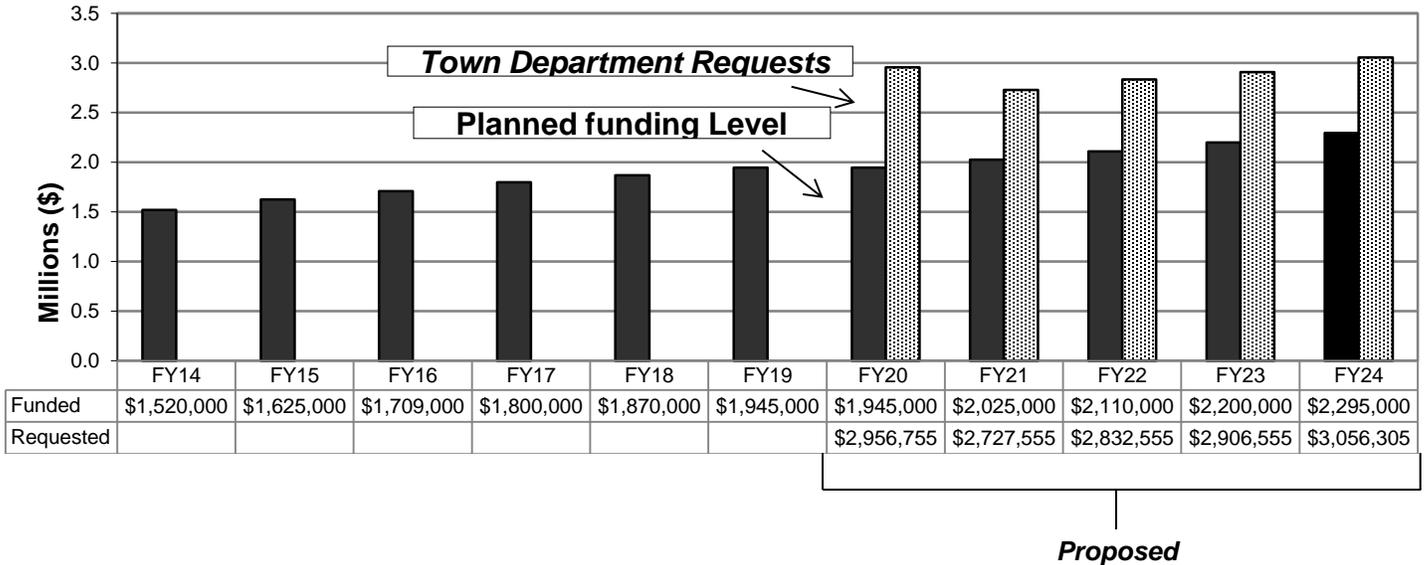
Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):

\$1,945,000

Capital Expenditures Within the Levy Limit Supported via FY20 Debt Authorizations:

\$4,850,000

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



Capital Improvement Program FY20 – FY24

FY20 General Fund Budget Component

1. Borrowing authorizations submitted to the 2019 Annual Town Meeting

- *General Fund only*
- *Future tax-supported debt service to be funded within the Levy Limit*

Warrant Article	Description	Recommended New Borrowing Authorization
ART 7	Renovation/Construction/Acquisition of Town Buildings	500,000
ART 7	Park Improvements	1,400,000
ART 7	Land Acquisition for Open Space	100,000
ART 7	Road and Parking Lot Reconstruction	1,400,000
ART 7	Library Furniture, Fixtures, and Equipment	550,000
ART 12	CPS Capital Projects	<u>900,000</u>
Total		\$ 4,850,000

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account. These authorizations are not proposed to be subject to a Proposition 2½ Debt Exclusion vote.

2. Capital Outlay - expenditures for capital purposes funded from current resources

Town Government Departments (accounts #1-34):	\$ 1,945,000
Concord Public Schools:	\$ 900,000

Capital Financing Policy

General Fund – within the Levy Limit

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

- Total FY20 Guideline Budget is proposed to be **\$114,138,976**
less \$6,867,289 excluded debt = \$107,271,687 net

- 7% to 8% target range equals **\$7,509,018** to **\$8,581,734**

- **FY20 Proposed Budget for capital expenditure financing:**

Debt service budget (“within levy limit” portion)	4,196,145
Capital outlay, Town Departments	1,945,000
Capital outlay, Concord Public Schools	<u>900,000</u>
Total	\$7,041,145

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **6.6%**

FY2019-2024 Capital Outlay Plan (General Fund)

FY2024 Capital Outlay Plan (General Fund)

Acct #	Ref #	CODE	Item	REFERENCE ONLY		FY2024 Total Requested	ANNUAL PLANS										SUMMARY	
				FY2019			FY2020		FY2021		FY2022		FY2023		FY2024		Total Recommended	Total Deferred
				Requested	Recommended		Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended		
			Town Manager															
1C	A-1		Building Improv.-Township	400,000	290,000	505,305	327,776	352,776	352,776	372,776	372,776	505,305	372,776	505,305	407,776	1,633,880	632,645	
1C	A-2		USX Systems, Inc. Building	50,000	50,000	50,000	5,000	5,000	5,000	5,000	5,000	10,000	5,000	10,000	5,000	25,000	50,000	
1A	A-3		ADA Compliance - Town House	10,000	5,000	10,000	5,000	5,000	5,000	5,000	5,000	10,000	5,000	10,000	5,000	25,000	20,000	
10	A-4		Building Improv.- Town House	15,000	15,000	15,000	12,820	12,820	12,820	12,820	15,000	15,000	15,000	15,000	15,000	64,100	10,900	
10	A-5		Composting - Town House	37,000	37,000	37,000	0	0	0	0	0	0	0	0	0	0	37,000	
1E	A-6		Building Improv.- Info Center	5,000	2,500	5,000	2,381	2,381	2,381	5,000	5,000	5,000	5,000	5,000	5,000	14,407	10,553	
1F	A-7		Building Improv.- 37 Knox Trail	10,000	5,000	10,000	4,761	4,761	4,761	10,000	10,000	10,000	10,000	10,000	26,306	18,654		
1G	A-8		Building Improv.- 55 Church St.	10,000	5,000	10,000	3,705	3,705	3,705	10,000	10,000	10,000	10,000	10,000	21,026	28,974		
1D	A-9		Resource Sustainability Fund	275,000	120,000	275,000	145,000	155,000	155,000	300,000	300,000	300,000	300,000	325,000	830,000	645,000		
1B	A-10		HRIS software															
			Planning															
6	D-1		Building Improv.- 14 Lakes Rd	10,000	10,000	10,000	7,315	7,315	7,315	15,000	15,000	15,000	15,000	10,000	41,576	19,424		
5A	D-2		Vehicle equipment for DPW	25,000	0	25,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	70,000	36,000		
5B	D-3		Pond & stream management	15,000	5,000	15,000	5,000	5,000	5,000	15,000	15,000	15,000	15,000	15,000	20,000	56,000		
5B	D-4		Agricultural fields improvements	10,000	0	10,000	0	0	0	10,000	10,000	10,000	10,000	10,000	15,000	36,000		
			Finance & Admin															
9	C-1		Town-wide technology fund	375,000	165,000	375,000	179,800	195,000	195,000	400,000	400,000	410,000	410,000	490,000	1,044,800	835,200		

SECTION I: Financial Summary

Capital

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

Acct #	Category	Budget FY19	Dept. Request FY20	Town Mgr Proposed FY20	\$ Change FY19 Budget to FY20 Proposed
1A	Town Manager				
	ADA Compliance	5,000	5,000	5,000	-
	Total - account #1A	5,000	5,000	5,000	-
1C	Facilities Management				
	DSX System in Town Buildings	-	50,000	-	-
	Building Improv - Townwide Fund	290,000	505,305	327,776	37,776
	Total - account #1C	290,000	555,305	327,776	37,776
1D	Resource Sustainability Fund				
	Resource Efficiency	120,000	275,000	145,000	25,000
	Total - account #1D	120,000	275,000	145,000	25,000
1E	Information/Visitors Center:				
	Building Improv - Info Center	2,500	5,000	2,381	(119)
	Total - account #1E	2,500	5,000	2,381	(119)
1F	37 Knox Trail				
	Building Improv - 37 Knox Trail	5,000	5,000	4,761	(239)
	Total - account #1F	5,000	5,000	4,761	(239)
1G	55 Church Street				
	Building Improv - 55 Church Street	5,000	10,000	3,705	(1,295)
	Total - account #16	5,000	10,000	3,705	(1,295)
5A	Planning Administration				
	Vehicle Replacement	-	25,000	20,000	20,000
	Total - account #5A	-	25,000	20,000	20,000
5B	Natural Resources				
	Pond & stream management	5,000	15,000	5,000	-
	Agricultural fields improvements	-	10,000	-	-
	Total - account #5B	5,000	25,000	5,000	-
6	141 Keyes Road Building				
	Building Improv - 141 Keyes Road	10,000	10,000	7,315	(2,685)
	Total - account #6	10,000	10,000	7,315	(2,685)
9	Information Systems				
	Town-wide Technology Fund	185,000	375,000	179,800	(5,200)
	Total - account #9	185,000	375,000	179,800	(5,200)
10	Town House				
	Town House Carpeting	-	37,000	-	-
	Building Improv - Town House	15,000	15,000	12,820	(2,180)
	Total - account #10	15,000	52,000	12,820	(2,180)
11	Police Department				
	Police Vehicles	140,000	105,000	105,000	(35,000)
	Public Safety Equipment	25,000	25,000	25,000	-
	Axon Body Cameras	-	35,000	-	-
	Axon Vehicle Cameras	-	13,000	-	-
	AED Defibrillator	-	10,200	10,200	10,200
	Computer Upgrades/Mobile Laptops	-	5,000	5,000	5,000
	Cruiser Laptops	-	40,000	40,000	40,000
	Total - account #11	165,000	233,200	185,200	20,200

SECTION I: Financial Summary

Capital

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

Acct #	Category	Budget FY19	Dept. Request FY20	Town Mgr Proposed FY20	\$ Change FY19 Budget to FY20 Proposed
12	Fire Department				
	Miscellaneous Equipment	25,000	25,000	25,000	-
	Vehicle Replacement (Shift Cmd)	-	-	-	-
	Turnout Gear Replacement	15,000	15,000	15,000	-
	SCBA	-	5,000	-	-
	EMS Equipment	25,000	-	-	(25,000)
	Total - account #12	65,000	45,000	40,000	(25,000)
13	West Concord Fire Station				
	Building Improv - W. Concord	10,000	10,000	9,871	(129)
	Total - account #13	10,000	10,000	9,871	(129)
14	Police/Fire Station (Walden Street)				
	Building Improv - Walden St	20,000	20,000	12,654	(7,346)
	Total - account #14	20,000	20,000	12,654	(7,346)
17B	Engineering				
	GIS System	20,000	20,000	20,000	-
	Traffic Control Devices	10,000	20,000	10,000	-
	Drainage Improvements	25,000	25,000	25,000	-
	NPDES Permit Compliance	10,000	10,000	10,000	-
	Street Sign Replacement	20,000	20,000	20,000	-
	Total - account #17B	85,000	95,000	85,000	-
17C	Highway Maintenance				
	Guardrail Replacement	15,000	20,000	15,000	-
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17C	20,000	27,500	20,000	-
17D	Parks & Trees				
	Public Shade Trees	25,000	40,000	25,000	-
	Turf Improv./Park Rehab.	62,500	100,000	62,500	-
	Small Equipment	5,000	7,500	5,000	-
	Total - account #17D	92,500	147,500	92,500	-
20	Public Works Equipment				
	Vehicles and Heavy Equipment	325,000	375,000	325,000	-
	Total - account #20	325,000	375,000	325,000	-
21	Drainage				
	Drainage Improvements	105,000	105,000	105,000	-
	Culvert Improvement	100,000	100,000	100,000	-
	Total - account #21	205,000	205,000	205,000	-
22	Sidewalks				
	Sidewalks - Maintenance	115,000	125,000	125,000	10,000
	Total - account #22	115,000	125,000	125,000	10,000
23	Road Improvments				
	Road Reconstruction	100,000	100,000	100,000	-
	Total - account #23	100,000	100,000	100,000	-
24	133/135 Keyes Road building:				
	Building Improv - 133/135 Keyes	10,000	16,250	8,000	(2,000)
	Fuel Dispenser	-	20,000	-	-
	Total - account #24	10,000	36,250	8,000	(2,000)

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

Acct #	Category	Budget FY19	Dept. Request FY20	Town Mgr Proposed FY20	\$ Change FY19 Budget to FY20 Proposed
25	Library				
	Computer Equipment	10,000	10,000	10,000	-
	Total - account #25	10,000	10,000	10,000	-
26B	Senior Services				
	COA Van	65,000	-	-	(65,000)
	Total - account #26B	65,000	-	-	(65,000)
27	Harvey Wheeler Building:				
	HWCC - Exterior Steps & Ramp	-	135,000	-	-
	Building Improv - Harvey Wheeler	15,000	15,000	13,216	(1,784)
	Total - account #27	15,000	150,000	13,216	(1,784)
28	Hunt Recreation Center				
	Hunt Gym Carpet Replacement	-	35,000	-	-
	Total - account #28	-	35,000	-	-
TOTAL		\$ 1,945,000	\$ 2,956,755	\$ 1,945,000	\$ -

Capital Outlay and Special Projects Accounts General Fund Recommended Items

Highlights

The following are recommendations for the capital outlay and special projects items:

Acct # - Account Title

1A Town Manager

To be able to comply with the Americans with Disabilities Act, the Town provides money in this account for improvements to Town-owned buildings. In FY20, it is proposed that the funding level is \$5,000, the same as in FY19.

1C Facilities Management

This account was established with the FY05 budget in an effort to set up a central pool of funds from which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was first budgeted at \$40,000, the funding level has gradually been increased to the recommended level in FY20 of \$327,776. The five-year Capital Outlay plan raises this funding target to \$407,776 by FY24. For FY20, this account will fund the Facilities Director, Master Craftsman, Facilities Operations Coordinator, Licensed Electrician & Skilled Carpenter, Facilities Maintainer, and a new HVAC Technician.

1D Resource Sustainability

Being established in FY13, the purpose of this new account is to provide supplemental funding for town-wide energy efficiency projects and improvements. In FY20, it is proposed that this account be funded at \$145,000.

1E Visitors Center

For routine building repairs, a budget of \$2,381 is being proposed for FY20.

1F 37 Knox Trail

Acquired by the Town in FY15, \$4,761 is proposed for routine building improvements in FY20.

1G 55 Church Street

Acquired by the Town in FY18, \$3,705 is proposed for routine building improvements in FY20.

5A Planning Administration, DPLM

Funding of \$20,000 is being proposed for a vehicle replacement

5B Natural Resources Division, DPLM

Funding of \$5,000 is being proposed for pond and stream management.

6 141 Keyes Road, DPLM

For routine building repairs, a budget of \$7,315 is being proposed.

9 Information Systems

The proposed funding level for the Town-wide Technology Fund is \$179,800. This fund is crucial in maintaining current technology throughout the Town departments. In addition, funds go toward supporting the basic network infrastructure linking all town buildings and connecting more than 250 desktop computers to the network with a secure and reliable system.

10 Town House

For routine building repairs, a budget of \$12,820 is being proposed.

Capital Outlay and Special Projects Accounts General Fund Recommended Items

11 Police Department

Funding is being proposed for the replacement of four police cruisers (\$105,000), upgrade and maintenance of public safety equipment (\$25,000), replacement of cruiser laptops (\$40,000), upgrading mobile laptops (\$5,000), and replacement AED defibrillators (\$10,200).

12 Fire Department

For the Fire Department, \$25,000 in funding is being proposed for miscellaneous equipment and \$15,000 for turnout gear.

13 West Concord Fire Station

For routine building repairs, a budget of \$9,871 is proposed.

14 Police/Fire Station

For routine building repairs, a budget of \$12,654 is being proposed. This amount is split equally between the Police Department and the Fire Department.

17B Engineering, CPW

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

17C Highway Maintenance, CPW

For the Highway Maintenance account, it is proposed that \$15,000 be allocated for guardrail replacement, and \$5,000 for small equipment.

17D Parks & Trees, CPW

The following items are being proposed for the Parks & Trees Division: \$25,000 for public shade trees, \$62,500 for turf improvements, and \$5,000 for small equipment.

20 Public Works Equipment, CPW

The proposed Public Works Equipment budget of \$325,000 funds the Town's well-planned schedule of equipment replacement.

21 Drainage, CPW

The FY20 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

22 Sidewalk Management, CPW

The proposed FY20 budget calls for an increase of \$10,000 for the maintenance of the Town's existing sidewalks program at \$125,000.

23 Road Improvements, CPW

The General Fund proposed funding for road improvements is \$100,000. With additional amounts of \$675,300 expected from the State (Chapter 90 Funds) and \$1,400,000 in borrowing, the total FY20 recommended amount for road improvements is \$2,175,300.

**Capital Outlay and Special Projects Accounts
General Fund Recommended Items****24 133 and 135 Keyes Road, CPW**

For routine building repairs, a budget of \$8,000 is being proposed.

25 Library

The FY20 the CIP proposes to provide the Library with \$10,000 for public-access computer equipment replacement.

27 Harvey Wheeler Community Center

For routine building repairs, a budget of \$13,216 is being proposed.

SECTION I: Financial Summary

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Debt:

As of June 30, 2018, the Town of Concord’s outstanding tax-supported long-term debt is **\$34,086,830**.

This total represents 0.55% of assessed value, or \$21,929 of debt per capita.

The Debt Section includes the following:

- Debt Overview 60
- Historic Debt & Charts 61 to 63
- Debt Service Projection 64 to 65
- Debt Plan (FY20 – FY24) 66 to 67
- Possible Future Debt Projects 68 to 69
- Annual Debt Service Liability 70
- Excluded Debt Service 71 to 72
- Authorized and Unissued Debt 73 to 74

Rapid Debt Repayment

The Town aims for a rapid debt repayment schedule for tax-supported debt, with a goal (for “within the levy limit” debt) of 60% repayment within 5 years and 90% repayment within 10 years.

This policy serves the following purposes:

- To hold down the amount expended in the form of interest costs;
 - To provide new capacity for debt issuance on a regular basis and thereby enable newly recognized capital needs to be addressed annually;
 - To maintain the Town’s credit rating of Aaa, which reduces the cost of borrowing.
- See page 270 for details on the Town’s annual Debt Service account.**

Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2018

Paid Down Percentage Starting on June 30, 2018	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/18	\$11,661,425		\$22,425,405		\$20,824,191		\$54,911,021	
In 5 years	\$2,643,557	77%	\$9,963,587	56%	\$8,168,910	61%	\$20,776,054	62%
In 10 Years	\$0	100%	\$675,000	97%	\$0	100%	\$675,000	99%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

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

GENERAL OBLIGATION DEBT POLICIES

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

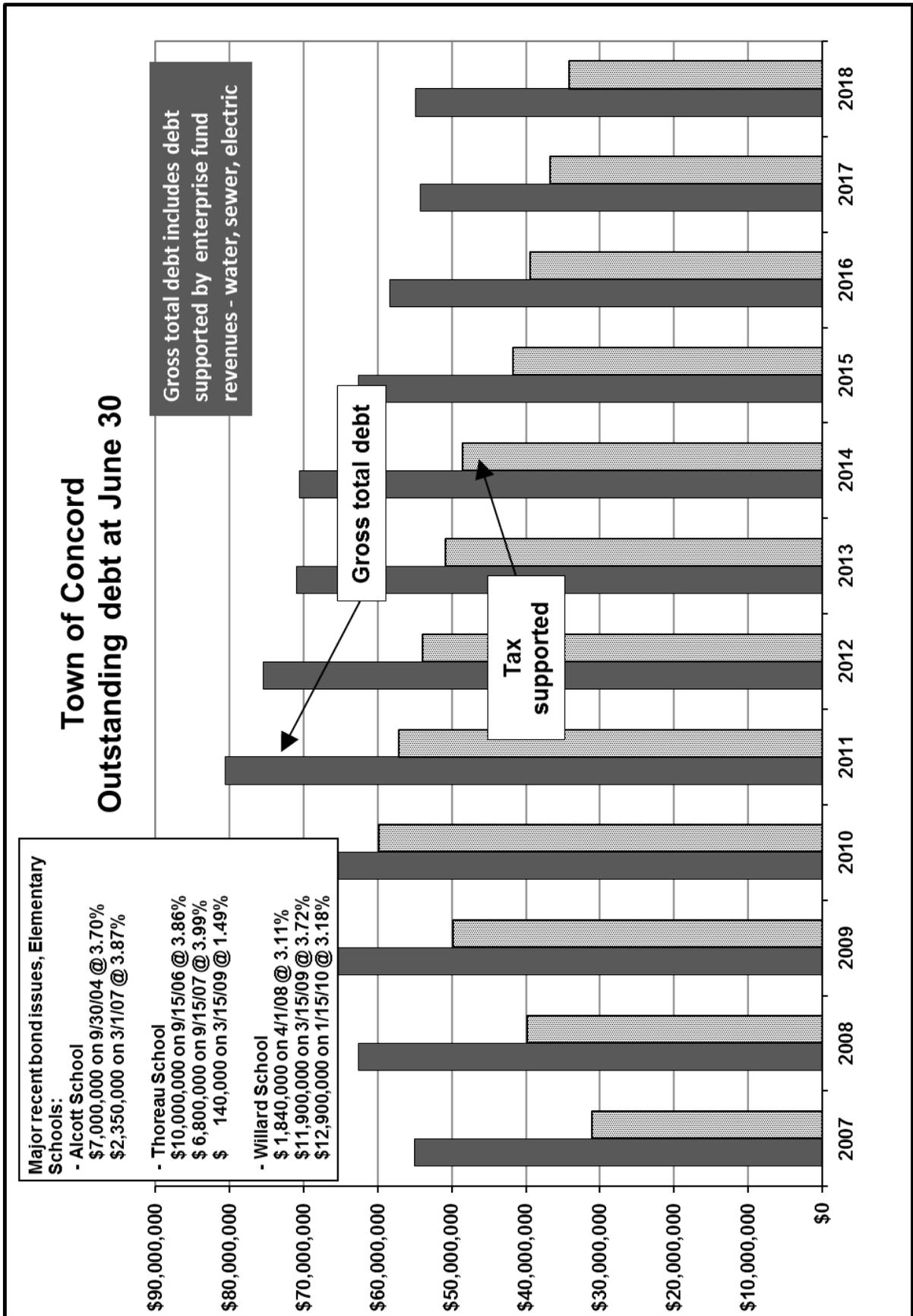
TOWN of CONCORD, LONG-TERM DEBT STATISTICS

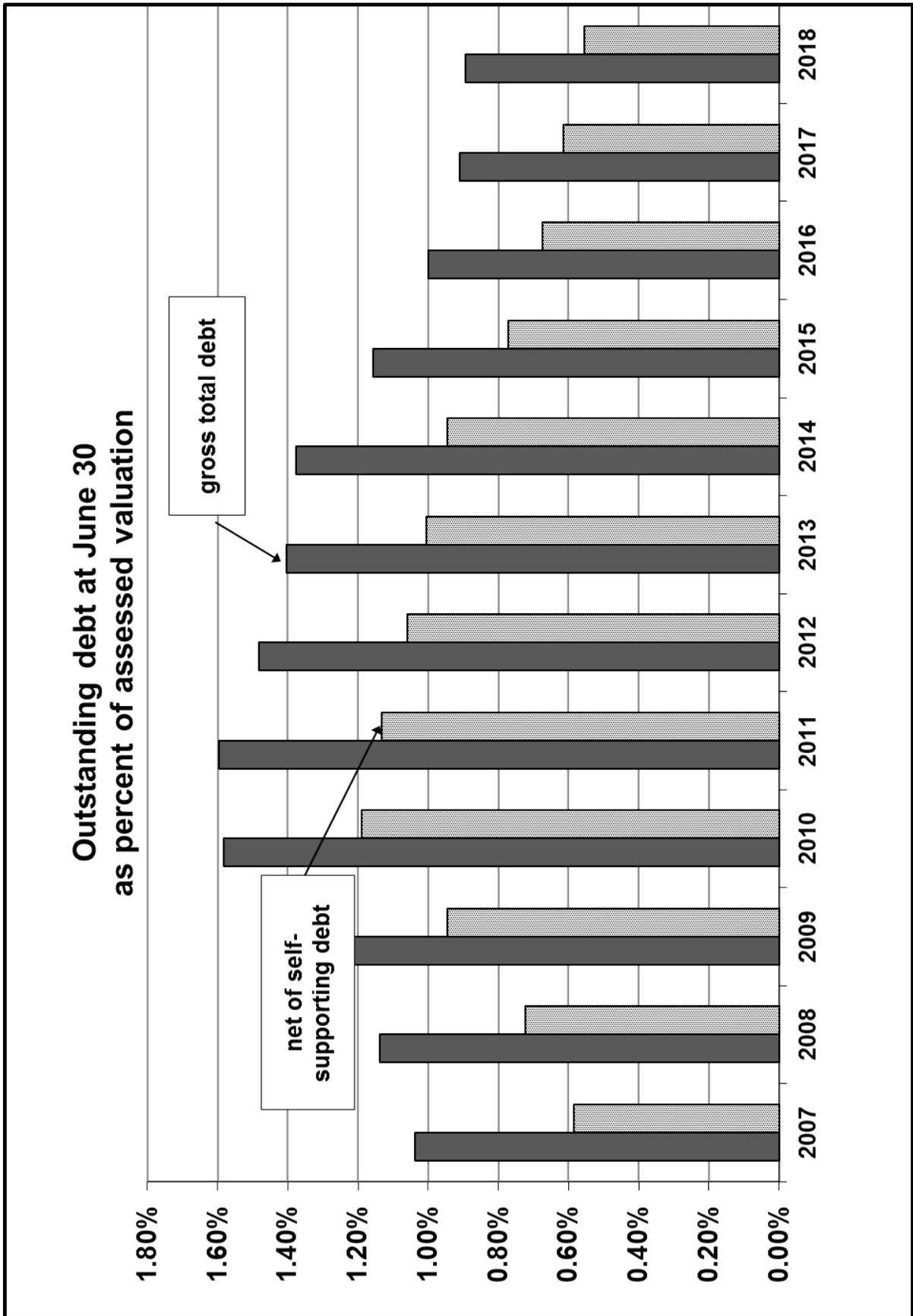
Direct Debt - FY07 to FY18

@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial/ census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$54,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,236	\$49,855,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,534	8.17%	5.00%
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,930	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%
2013	\$5,054,976,094	\$76,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,076	\$2,874	5.96%	4.27%
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%
2015	\$5,442,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.46%	0.77%	\$3,543	\$2,362	5.26%	3.51%
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%
2017	\$5,973,716,402	\$54,309,396	\$36,601,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%
2018	\$6,144,650,300	\$54,911,022	\$34,086,831	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%

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

EQV and Debt: The Town's Equalized Valuation (EQV) is the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at Jan. 1, 2018 is \$6,572,447,900. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's gross outstanding debt of \$54,911,022 as of June 30, 2018 is 0.83% of EQV.





Debt Service Schedule, July 1, 2018 to final maturity for debt issued through June 30, 2018

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service							
				Town (within levy limit)		Town (outside levy limit)		School (within levy limit)		School (outside levy limit)	
	Principal Matured	Interest Payment		Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment
2019	8,505,416	1,790,583	49,141,555	2,549,375	402,523	266,522	93,958	650,000	127,729	2,320,000	673,670
2020	7,962,060	1,545,148	41,179,496	2,130,000	330,826	262,632	88,161	645,000	106,320	2,275,000	596,395
2021	7,369,784	1,283,039	33,809,711	1,685,000	249,901	264,403	79,391	495,000	83,620	2,250,000	517,570
2022	6,816,794	1,037,524	26,992,918	1,396,300	184,151	266,209	68,835	471,700	63,470	2,229,000	439,420
2023	5,650,421	813,868	21,342,497	810,000	128,999	268,052	58,242	355,000	43,852	2,060,000	363,185
2024	5,192,224	633,020	16,150,273	580,000	93,599	269,932	47,612	195,000	30,602	2,030,000	292,195
2025	5,121,972	464,913	11,028,301	515,000	70,249	266,850	36,945	195,000	23,252	2,003,000	215,505
2026	4,687,572	326,940	6,340,729	475,000	50,299	268,806	26,488	190,000	16,002	1,605,000	163,775
2027	3,795,729	195,207	2,545,000	470,000	31,149	170,000	17,000	140,000	9,302	1,255,000	115,650
2028	1,870,000	96,850	675,000	312,970	12,849	170,000	8,500	137,030	4,252	1,250,000	71,250
2029	675,000	27,000	0	0	0	0	0	0	0	675,000	27,000
total	57,646,972	8,214,093		10,923,645	1,554,540	2,640,131	557,996	5,018,730	726,405	31,200,800	5,046,646

Interest expense as % of total debt service, FY20: **16.3%**

Interest expense as % of total debt service to final maturity: **12.5%** as of July 1, 2018

Projected as of June 30, 2018:

Debt Retirement - all

5 yrs | 10 yrs

63.0% | **98.8%**

Debt Retirement - tax supported only

64.2% | **98.2%**

SECTION I: Financial Summary

Debt

Revenue Supported Annual Debt Service								subtotals		
Water		Sewer		Betterment (WPAT loans)		Light (including Telecom)		Tax-supported		Revenue-supported
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	within Limit	Excluded	
485,000	94,435	618,831	108,499	853,187	124,706	762,500	165,063	3,729,627	3,354,151	3,212,222
485,000	78,735	617,570	95,573	796,857	110,764	750,000	138,375	3,212,145	3,222,189	3,072,874
485,000	61,535	629,036	82,607	811,345	96,541	750,000	111,875	2,513,520	3,111,364	3,027,939
373,000	44,335	640,734	69,409	814,851	82,030	625,000	85,875	2,115,620	3,003,464	2,735,234
225,000	30,015	602,668	56,725	829,701	67,226	500,000	65,625	1,337,850	2,749,479	2,376,960
220,000	21,715	614,843	44,550	782,449	52,123	500,000	50,625	899,200	2,639,739	2,286,305
217,000	14,995	627,265	32,129	797,858	36,715	500,000	35,125	803,500	2,522,299	2,261,086
215,000	8,300	639,936	19,457	793,830	20,996	500,000	21,625	731,300	2,064,069	2,219,143
155,000	1,550	652,865	6,529	652,865	6,529	300,000	7,500	650,450	1,557,650	1,782,837
0	0	0	0	0	0	0	0	467,100	1,499,750	0
0	0	0	0	0	0	0	0	0	702,000	0
3,866,200	556,216	6,861,078	771,091	8,263,944	764,911	6,730,000	1,087,993	18,223,320	39,445,572	28,901,433

SECTION I: Financial Summary

Debt

**FY20-24 Capital Program
DEBT AUTHORIZATION PLAN**

FINAL PLAN- January 16, 2019

	adopted					plan				FY20-24 Total
	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021	FY2023 2022	FY2024 2023				
Projected Amount Available for Authorization										
General Fund - Financing within Levy Limit	\$6,000,000	\$4,850,000	\$4,760,000	\$5,025,000	\$4,600,000	\$4,235,000			\$23,470,000	
<i>Town Manager</i>										
Renovation/Construction/Acquisition of Town Buildings	510,000	500,000	500,000	500,000	500,000	500,000			2,500,000	
Land acquisition for municipal purposes	2,500,000				1,000,000	500,000			\$1,500,000	
Park Improvements (White Pond, Rideout, Emerson, Gerow etc.)		1,400,000	375,000	230,000	350,000	310,000			\$2,665,000	
Town House Chiller Replacement				345,000					\$345,000	
<i>Planning</i>										
Land Acquisition for open space		100,000	460,000	0	350,000	350,000			\$1,260,000	
Trail Improvements	75,000								\$0	
Pedestrian Bridge Over Assebet River in W. Concord				750,000					\$750,000	
West Concord Visitors Center, Acquisition & Renovation				500,000					\$500,000	
<i>Public Safety</i>										
Engine #3 (2008) & Engine #5 (1989) to be replaced w/ one truck	365,000								\$0	
Engine #3 Refurbishment (2016) Pumper						175,000			\$175,000	
Engine #4 Replacement (2017) Pumper									\$0	
Engine #5 Replacement (1989) Brush Truck									\$0	
Engine #6 Replacement (2006) Brush and Utility Vehicle									\$0	
Engine #8 Replacement (1988)									\$0	
Ambulance #1 Replacement (2008)			275,000						\$275,000	
Ambulance #2 Replacement (2011)			250,000						\$250,000	
Ladder #1 Refurbishment (2012)									\$0	
Police & Fire Radios									\$0	
<i>Public Works</i>										
Road and Parking lot Reconstruction	1,400,000	800,000	2,000,000	1,300,000	1,500,000	1,500,000			\$7,100,000	
Cambridge Turnpike Reconstruction		600,000							\$0	
Sidewalk extensions - phase 1									\$0	
Sidewalk extensions - phase 2				500,000					\$500,000	
Cemetery Roads Improvements									\$0	
<i>Human Services</i>										
Library - Efficient Energy Systems	150,000								\$0	
Library - Furniture, Fixtures, and Equipment		550,000							\$550,000	
Harvey Wheeler Parking Lot	100,000								\$0	
									\$0	
Subtotal - Town Projects	5,100,000	3,950,000	3,860,000	4,125,000	3,700,000	3,335,000			\$18,370,000	

SECTION I: Financial Summary

Debt

**FY20-24 Capital Program
DEBT AUTHORIZATION PLAN**

Fiscal Year of Issuance Annual Town Meeting Year	adopted					plan			FY20-24 T total
	FY2019 2018	FY2020 2019	FY2021 2020	FY2022 2021	FY2023 2022	FY2024 2023			
CMS Middle School feasibility assessment study									\$0
Peabody		223,000	50,000	50,000	50,000	50,000	50,000	50,000	\$423,000
Sanborn		447,000	68,000	68,000	50,000	50,000	50,000	50,000	\$665,000
Alcott				475,000			25,000		\$500,000
Thoreau		15,000	55,000						\$70,000
Willard		15,000	118,000	55,000	80,000	20,000			\$288,000
District-wide		200,000							\$200,000
Ripley Administration Building		0	580,000	375,000	571,000	721,000			\$2,247,000
Green Initiatives, District-wide			1,050,000	550,000	600,000	850,000			\$3,050,000
Gross subtotal, CPS buildings	0	900,000	1,921,000	1,555,000	1,351,000	1,716,000			\$7,443,000
<i>less: Unfunded</i>									
Subtotal - School Projects allocation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
General Fund Total									
debt supported within levy limit	\$6,000,000	\$4,850,000	\$4,760,000	\$5,025,000	\$4,600,000	\$4,235,000			\$23,470,000

General Fund - Financing subject to Debt Exclusion Ballot

Keyes Road Campus - Site Reconstruction	20,000,000								\$20,000,000
Public Safety Complex					20,000,000				\$20,000,000
Municipal Offices						20,000,000			\$20,000,000
Concord Public School - Middle School renovations									\$0
Debt Exclusion Total	\$0	\$0	\$20,000,000	\$0	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$60,000,000

Water Enterprise Fund

Keyes Road site & covered storage (Water & Sewer)	\$500,000								500,000
Water Main Replacement	4,000,000								

Sewer Enterprise Fund

Keyes Road site & covered storage	\$100,000								100,000
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Beele Enterprise Fund

Cogeneration System	400,000								500,000
Enterprise Funds Total	\$0	\$4,400,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$5,100,000

GRAND TOTAL	\$6,000,000	\$9,250,000	\$25,460,000	\$5,025,000	\$24,600,000	\$24,235,000	\$24,235,000	\$24,235,000	\$88,570,000
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Potential Debt Exclusion projects

In addition to the General Fund portion of the Five-Year Debt Plan shown on the preceding pages, to be financed within the Property Tax Levy Limit, there are projects under active consideration or emerging in long-range planning which would need to be considered for funding subject to debt exclusion ballot approval – where the property tax levy to cover debt service would be apart from and in addition to the Levy Limit.

Tax-supported Debt Principal Forecast without new Debt Exclusions

Outstanding as of June 30, 2019	New Issues Planned from FY20 – FY24	Projected Maturing through June 30, 2024	Projected Outstanding as of June 30, 2024	<i>*Note: Date for Town of Concord only. Not inclusive of assessed share of CCRSD debt.</i>
\$31,036,883	\$23,470,000	\$20,938,228	\$33,568,655	

Possible Debt-Exclusion Projects during the Next Five Years

1. Keyes Road Campus Site Construction - \$20,000,000 in FY21

The Town is nearing completion of a Town-wide municipal facility needs assessment and master plan which will document and evaluate the Town’s existing facilities along with the ability to satisfy the immediate and long range operational and programming requirements of Town facilities. At the 2014 Annual Town Meeting, the Town Manager requested \$150,000 in funding (Article 30) to conduct a campus-wide feasibility study/concept design to evaluate the future reconstruction of the Keyes Road campus. Following the recommendations, of the aforementioned facility study, it is anticipated that over fiscal year 2020, this project will begin which will result in a concept design leading to design development for substantial building and site improvements at the Keyes Road campus. These improvements include upgrades to equipment and vehicle storage, fleet maintenance, employee facilities, salt and deicing material storage along with expanded office space. This project will also evaluate the potential for the development of office space for current and future town needs at this location. Following this initial study it is proposed that the project will progress to a design development phase requiring additional funding. Upon completion of preliminary design, a debt authorization in the range of \$20 million dollars will be requested in the fiscal year 2021 timeframe to complete final design and to construct these site and building improvements

2. Public Safety Complex - \$20,000,000 in FY23

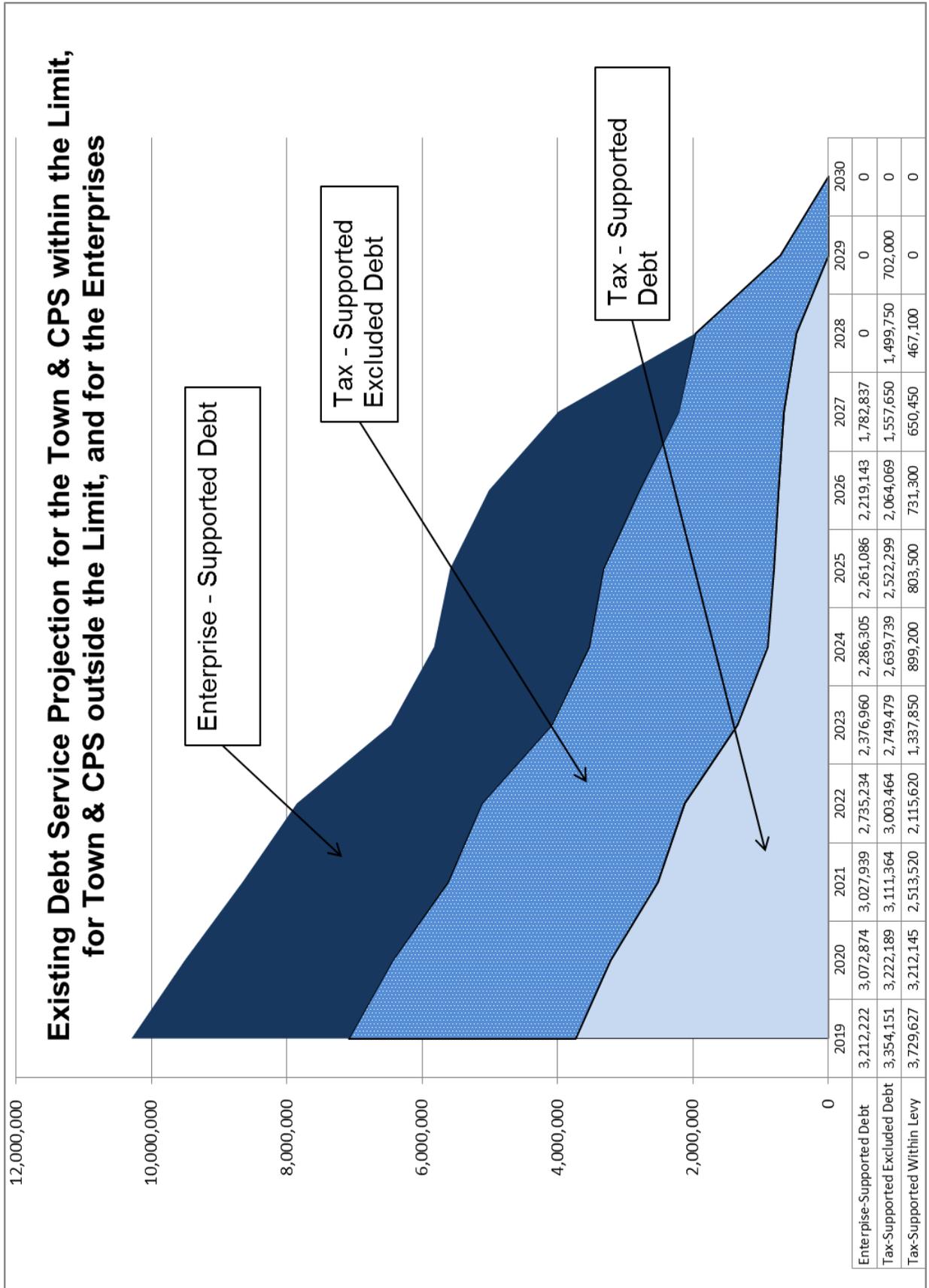
The Public Safety Building was built in the 1950’s and no longer meets the public safety needs of the Town or the operational requirements of the Concord Fire Department (CFD) or the Concord Police Department (CPD). On the Fire side, CFD has maximized its use of the available space, and there is a need for more office space, training facilities, and customer service areas. Some equipment is stored outside, which affects the already limited parking area. Since the building’s inception, the CFD staff has grown, training needs have increased, and the Fire Department’s responsibilities have expanded.

On the Police side, although there have been additions put on the building over the years, the layout of the station provides operational challenges and does not provide an environment to provide good service. Space is limited within the building. Some evidence is stored in a container box in the parking lot due to the space restrictions. The men’s locker room is at capacity and needs to be upgraded to provide space for the additional equipment that is now issued to officers. The Public Safety Dispatch center is small and functional but does not provide for the safety of dispatchers. Current standards call for ballistic protection in the lobbies of police stations and this is not the case at the Public Safety Building. The police lockup is aging and the female cell located in the sally-port. The lockup’s current configuration and proximity to other sections of the station are functional but does not provide optimal safety for officers. The building is not energy efficient and does not comport with the town’s sustainability goals.

The goal of this funding would be to build a state of the art facility, which would serve the public safety needs of the Town and meet the operational requirements of both the CFD and CPD, as well as being energy efficient and in compliance with the town’s sustainability goals.

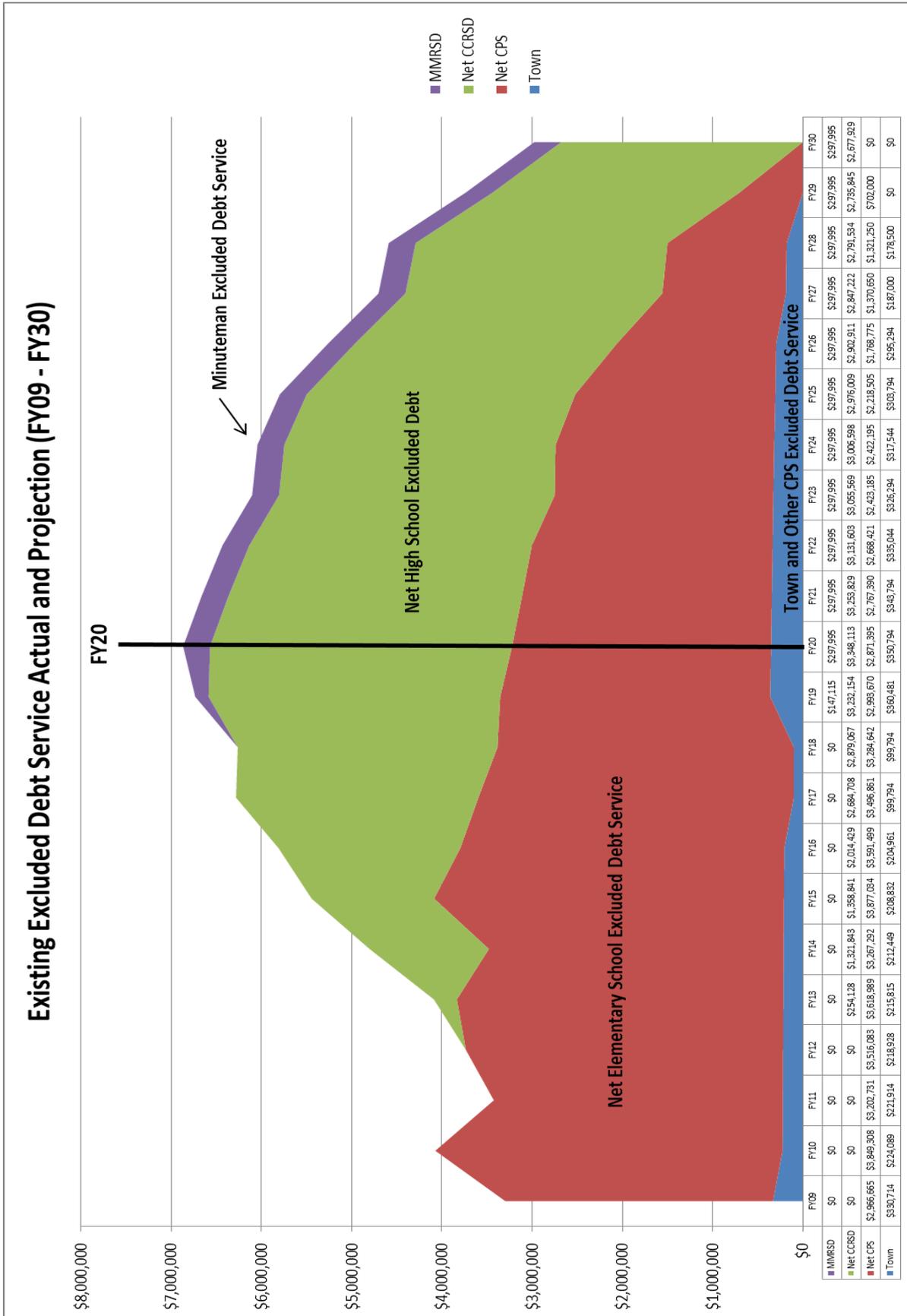
Possible Debt-Exclusion Projects during the Next Five Years**3. Municipal Offices - \$20,000,000 in FY24**

The Town owns more than a dozen operational facilities and office buildings; through the office of the Deputy Town Manager, a comprehensive municipal facilities needs assessment and master plan is currently underway. Once complete, the study will provide an evaluation of the existing conditions within each of the Town facilities. The study will also provide Town Officials with a facilities master plan that highlights potential larger-scale initiatives and/or building projects which, once concluded, would increase inter-department efficiencies and create a centralized business operation for residents. It is expected that the final long term capital improvement plan will highlight the need for a more consolidated office building where the majority of the Town's functions may be housed. While the idea of combining the majority of Town Departments under one roof seems commonplace, doing so may require the Town to identify available land for purchase which could be used for a new construction build or to identify an existing available building which meets the needs of the Town in terms of square footage and location. The placeholder of \$20M in FY24 identifies an amount of funds which may be necessary to complete a large-scale facility renovation and/or an acquisition of real property needed to create a new and fully integrated Town facility.



Excluded debt tax levy
(FY09 to FY18 Actual, FY19 Budgeted, and FY20 to FY30 Projected)

Fiscal Year	Elementary Schools Construction										High School Excluded Debt				Other Debt			Summation of Excluded Debt			
	Alcott	Thoreau	Willard	Stabilization Fund	MSBA Thoreau grant	Offsets	Total CPS Excluded Debt	CCHS New building	NSDEC Enrollment (2)	Concord's Share of CCHS Debt	Stabilization Fund	Total CCHS Excluded Debt	Town	Minuteman Regional	Gross Excluded Debt	Offsets (Grants & Stab. Funds)	Adjustments	Net Excluded Debt			
FY09 Actual	\$812,599	\$1,570,663	\$583,403			\$2,966,665							\$330,714		\$3,297,379			\$3,297,379			
FY10	\$811,335	\$1,578,640	\$1,359,333			\$3,849,308							\$224,089		\$3,973,397	\$100,000 (3)		\$4,073,397			
FY11	\$79,408	\$1,540,065	\$2,323,693	(\$1,000,000)	(\$431,796)	\$3,202,731							\$218,928		\$4,865,080	(\$1,431,796)	(\$8,639) (4)	\$3,424,645			
FY12	\$762,558	\$1,492,661	\$2,400,443	(\$700,000)	(\$427,412)	\$3,516,083							\$215,815		\$4,874,590	(\$1,127,412)	(\$12,167) (5)	\$3,735,011			
FY13	\$740,052	\$1,416,392	\$2,347,423	(\$475,000)	(\$409,876)	\$3,618,989							\$212,449		\$4,973,810	(\$864,876)		\$4,088,932			
FY14	\$720,995	\$1,381,397	\$2,309,778	(\$735,000)	(\$409,876)	\$3,267,292							\$208,832		\$6,176,462	(\$1,374,878)		\$4,801,584			
FY15	\$701,489	\$1,344,761	\$2,240,652		(\$409,876)	\$3,877,034							\$204,961		\$6,354,585	(\$909,878)		\$5,444,707			
FY16	\$638,667	\$1,234,619	\$2,128,091		(\$409,876)	\$3,591,499							\$99,794		\$7,720,767	(\$1,909,878)		\$5,810,889			
FY17	\$623,785	\$1,195,190	\$2,087,764		(\$409,876)	\$3,496,861							\$99,794		\$7,691,241	(\$1,409,878)		\$6,281,363			
FY18	\$594,505	\$720,930	\$1,969,207			\$3,284,642							\$99,794		\$7,048,503	(\$765,000)		\$6,283,503			
FY19 Budgeted	\$573,215	\$605,695	\$1,712,465			\$2,871,995							\$360,481	\$147,115	\$7,008,420	(\$275,000)		\$6,733,420			
FY20 Projected	\$530,320	\$589,365	\$1,667,705			\$2,667,390							\$350,794	\$297,995	\$6,868,297			\$6,868,297			
FY21	\$512,068	\$534,068	\$1,622,295			\$2,668,421							\$335,044	\$297,995	\$6,433,063			\$6,433,063			
FY22	\$347,850	\$488,310	\$1,577,025			\$2,423,185							\$326,294	\$297,995	\$6,103,043			\$6,103,043			
FY23	\$434,840	\$461,630	\$1,525,725			\$2,422,195							\$317,544	\$297,995	\$6,044,332			\$6,044,332			
FY24	\$318,710	\$427,020	\$1,472,775			\$2,218,505							\$303,794	\$297,995	\$5,796,303			\$5,796,303			
FY25		\$346,800	\$1,421,975			\$1,768,775							\$295,294	\$297,995	\$5,264,975			\$5,264,975			
FY26			\$1,370,650			\$1,370,650							\$187,000	\$297,995	\$4,702,867			\$4,702,867			
FY27			\$1,321,250			\$1,321,250							\$178,500	\$297,995	\$4,589,279			\$4,589,279			
FY28			\$702,000			\$702,000							\$297,995	\$297,995	\$3,735,840			\$3,735,840			
FY29													\$297,995	\$297,995	\$2,975,924			\$2,975,924			
FY30						\$0															



SECTION I: Financial Summary

Debt

Town of Concord, MA Authorized, but Unissued Debt as of June 30, 2018

Category	Authorization	Purpose	Authorized	Issued	Rescinded	Unissued as of 06/30/18	Account Code	Bond/ Note Issuance or other Comment	Anticipated Future Issue
within levy	8-A-TM-2017	Municipal Building Renovations	\$350,000	(\$312,600)	(\$37,400)	\$0	0030-122-123-0316	\$312.6K Bond Issued 6/6/18; \$37.4k automatically rescinded	
within levy	21(1)-ATM-2018	Municipal Building Renovations	\$510,000	\$0	\$0	\$510,000			\$510,000
within levy	21(2)-ATM-2018	Trail Improvements	\$75,000	\$0	\$0	\$75,000			\$75,000
within levy	21(3)-ATM-2018	Fire Engine Replacement, #5 and #7	\$365,000	\$0	\$0	\$365,000			\$365,000
within levy	21(4)-ATM-2018	Road Improvement Program 2018	\$1,400,000	\$0	\$0	\$1,400,000			\$1,400,000
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000	\$0	\$0	\$150,000			\$150,000
within levy	21(5)-ATM-2018	Parking Lot Improvements, HWCC	\$100,000	\$0	\$0	\$100,000			\$100,000
within levy	11-A-TM-2018	Concord Public School Renovations	\$900,000	\$0	\$0	\$900,000			\$900,000
within levy	25-A-TM-2018	Gerow Land Purchase	\$2,500,000	\$0	\$0	\$2,500,000			\$2,500,000
within levy	30-A-TM-2014	Keyes Road Public Works Facilities Design	\$150,000	(\$150,000)	\$0	\$0	0030-426-426-0357	\$150k Bond Issued 6/6/18	
within levy	31-A-TM-2014	141 Keyes Road Renovations (DPLM)	\$600,000	(\$200,000)	\$0	\$400,000	0030-197-197-0358	\$200k Bond Issued 5/19/16	\$400,000
within levy	33-A-TM-2014	West Concord Infrastructure Improvements	\$100,000	(\$94,500)	(\$5,500)	\$0	0030-410-410-0360	\$100k Bond Issued 6/22/17; \$5,500 rescinded 2018 ATM	
within levy	34-A-TM-2014	Public Safety Building Security Improvements	\$85,000	(\$84,000)	(\$1,000)	\$0	0030-215-215-0361	\$84k Bond Issued 6/6/18; \$k automatically rescinded	
within levy	12-A-TM-2016	Concord Public Schools - Bus Depot	\$300,000	(\$268,200)	(\$31,800)	\$0	0030-300-300-0366	\$268.2k Bond Issued 6/6/18; \$31.8k automatically rescinded	
within levy	52-A-TM-2015	Rideout & Emerson Playground Improvements	\$600,000	(\$565,000)	(\$35,000)	\$0	0030-122-123-0368	\$565k Bond Issued 6/22/17; resized; \$35k rescinded 2018 ATM	
within levy	53-A-TM-2015	Parking Management Plan Implementation	\$250,000	(\$244,500)	(\$5,500)	\$0	0030-180-175-0369	\$150k Bond Issued 5/19/16; resized; \$5.5k rescinded 2018 ATM	
within levy	54-A-TM-2015	Town House Interior Improvements	\$700,000	(\$679,500)	(\$20,500)	\$0	0030-122-123-0370	\$350k Bond Issued 5/19/16; \$329.5k Bond Issued 6/6/18; \$20.5k automatically rescinded	
within levy	12-A-TM-2016	Concord Public School Renovations	\$570,000	(\$536,700)	(\$33,300)	\$0	0030-300-300-0373	\$536.7k Bond Issued 6/22/17; \$33.3k rescinded 2018 ATM	
within levy	22-A-TM-2016	Municipal Building Renovations	\$150,000	(\$141,000)	(\$9,000)	\$0	0030-520-546-0375	\$141k Bond Issued 6/6/18; \$9k automatically rescinded	
within levy	22-A-TM-2016	Municipal Building Renovations	\$50,000	(\$50,000)	\$0	\$0	0030-520-631-0375	\$50k Bond Issued 6/6/18	
within levy	23-A-TM-2016	Land Acquisition, Ball's Hill Road	\$800,000	(\$753,000)	(\$47,000)	\$0	0030-122-123-0376	\$753k Bond Issued 6/22/17; \$47k rescinded 2018 ATM	
within levy	24-A-TM-2016	Public Safety Equipment, Fire Engine Refurbish	\$150,000	\$0	\$0	\$150,000	0030-220-220-0377		\$150,000
within levy	25-A-TM-2016	Cemetery Improvements	\$50,000	(\$47,500)	(\$2,500)	\$0	0030-410-491-0378	\$47.5k Bond Issued 6/22/17; \$2.5k rescinded 2018 ATM	
within levy	26-A-TM-2016	Road Improvement Program 2016	\$1,350,000	(\$1,236,300)	(\$113,700)	\$0	0030-429-429-0379	\$1,236,300 Bond Issued 6/22/17; \$113.7k rescinded 2018 ATM	
within levy	57-A-TM-2016	Rail Trail Design/ Engineering, Phase 2B	\$250,000	(\$236,000)	(\$14,000)	\$0	0030-180-175-0383	\$236k Bond Issued 6/22/17; \$14k rescinded 2018 ATM	
within levy	9-A-TM-2017	Public Safety Communications	\$225,000	(\$211,200)	(\$13,800)	\$0	0030-215-215-0384	\$211.2k Bond Issued 6/6/18; \$13.8k automatically rescinded	

SECTION I: Financial Summary

Debt

Town of Concord, MA									
Authorized, but Unissued Debt as of June 30, 2018									
Category	Authorization	Purpose	Authorized	Issued	Rescinded	Unissued as of 06/30/18	Account Code	Bond/ Note Issuance or other Comment	Anticipated Future Issue
within levy	10-ATM-2017	Fire Engine #8 Replacement	\$575,000	(\$512,700)	(\$62,300)	\$0	0030-220-220-0385	\$512.7k Bond Issued 6/6/18; \$62.3k automatically rescinded	
within levy	11-ATM-2017	Ambulance Replacement	\$260,000	(\$232,700)	(\$27,300)	\$0	0030-220-220-0386	\$232.7k Bond Issued 6/6/18; \$27.3k automatically rescinded	
within levy	15-ATM-2017	Concord Public School Renovations	\$850,000	(\$757,030)	(\$92,970)	\$0	0030-300-300-0387	\$757,030 Bond Issued 6/6/18; \$92,970 automatically rescinded	
within levy	27-ATM-2017	Municipal Facility Needs Study	\$250,000	(\$235,000)	(\$15,000)	\$0	0030-122-123-0390	\$235k Bond Issued 6/6/18; \$15k automatically rescinded	
within levy	46-ATM-2017	Cemetery Improvements	\$150,000	(\$94,100)	(\$5,900)	\$50,000	0030-410-491-0391	\$94.1k Bond Issued 6/6/18; \$5.9k automatically rescinded	\$50,000
within levy	47-ATM-2017	Road Improvement Program 2017	\$1,415,000	(\$1,259,970)	(\$155,030)	\$0	0030-429-429-0392	\$1,259,970 Bond Issued 6/6/18; \$155,030 automatically rescinded	
excluded	15-ATM-2016	Concord Public Schools - Bus Depot	\$1,950,000	(\$1,735,625)	(\$214,375)	\$0	0030-122-123-0374	\$1,735,625 Bond Issued 6/6/18; \$214,375 automatically rescinded	
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000	(\$412,500)	\$0	\$187,500	0062-460-460-0345	\$400k Bond Issued 5/21/15; \$12.5k Bond Issued 5/19/16	\$187,500
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000	(\$412,500)	\$0	\$187,500	0060-440-440-0345	\$400k Bond Issued 5/21/15; \$12.5k Bond Issued 5/19/16	\$187,500
Enterprise	48-ATM-2013	Telecommunications	\$1,000,000	(\$600,000)	\$0	\$400,000	0073-000-000-0350	\$100k Bond Issued 6/12/14; \$500k BAN renewed 6/6/18	\$400,000
Enterprise	23-ATM-2016	Land Acquisition, Ball's Hill Road	\$800,000	(\$753,000)	(\$47,000)	\$0	0061-450-450-0376	\$753k Bond Issued 6/22/17; \$47k rescinded 2018 ATM	
Enterprise	28-ATM-2016	Water System Improvements, Treatment Plant	\$13,665,000	\$0	\$0	\$13,665,000	0061-450-450-0380		\$13,665,000
Enterprise	28-ATM-2016	Water System Improvements, Reservoir Impvms	\$965,000	\$0	\$0	\$965,000	0061-450-450-0381		\$965,000
Enterprise	28-ATM-2016	Water System Improvements, Nagog Intake	\$1,870,000	\$0	\$0	\$1,870,000	0061-450-450-0382		\$1,870,000
Enterprise	24-ATM-2017	Telecommunications	\$1,000,000	\$0	\$0	\$1,000,000	0073-000-000-0388		\$1,000,000
Enterprise	26-ATM-2017	Smart Grid Improvements	\$3,000,000	\$0	\$0	\$3,000,000	0062-460-460-0389		\$3,000,000

SECTION I: Financial Summary

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SECTION I: Financial Summary

Liabilities

Major Liabilities

The Major Liabilities are a result of the following:

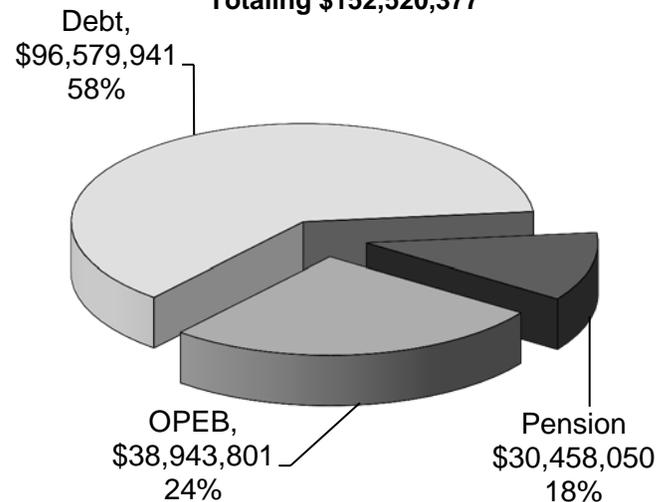
- Debt from the issuance of bonds;
- Pensions; and
- Other Post Employment Benefits (OPEB).

This section contains the following:

• Major Liabilities	76
• Reason for Presenting Major Liabilities	77
• Debt	78
• Pensions	79
• OPEB	80

Major Liabilities at June 30, 2018

(with CCRSD Overlapping Debt)
Totaling \$152,520,377



Major Liabilities (with CCRSD overlapping liability) as of June 30, 2018

<u>FY18 Liabilities</u>	<u>Debt</u>	<u>Pension</u>	<u>OPEB</u>	<u>Total</u>
General Fund	\$34,086,830	\$13,214,364	\$27,976,124	\$75,277,318
Enterprise and Other	\$20,824,191	\$1,646,373	\$2,790,536	\$25,261,100
Total Direct Town Liabilities	\$54,911,021	\$14,860,737	\$30,766,660	\$100,538,418
CCRSD Assessment @73.51%	\$40,004,142	\$2,285,602	\$9,692,215	\$51,981,959
Total	\$94,915,163	\$17,146,339	\$40,458,875	\$152,520,377

Note: The CCRSD OPEB information is as of June 30, 2017.

Major Liabilities

Major outstanding liabilities are commitments that the Town has made and is required to pay in future periods. There are three categories of major outstanding liabilities: Debt, Pension, and OPEB. Each liability is to be paid from one of three sources: (1) General Fund resources; (2) Enterprise or Other Fund resources which are primarily generated from customer rates and fees; or (3) the assessment to the Town of the separate political entity, the Concord-Carlisle Regional School District (CCRSD); in FY18, the Town is responsible for 73.51% of all CCRSD expenses and liabilities and the assessment ratio as determined by Concord and Carlisle student enrollment in grades 9-12 changes for each year.

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

Pension: The Concord Retirement Board administers a defined benefit contributory retirement plan for substantially all municipal employees of the Town, Concord Public Schools, Concord-Carlisle Regional School District, and Concord Housing Authority, who work at least 25 hours per week and who are not covered by the State Teachers Retirement System. All aspects of the system are defined by state law.

OPEB: Other Post-Employment Benefits (OPEB) is the amount that the Town has committed to fund the employer-portion of health care and other benefits for retirees, spouses, or eligible survivors. To comply with new accounting standards, the Town began reporting this liability on the Financial Statements in FY09 and started transferring funds into the OPEB Trust Fund in FY10.

Liabilities and Credit Rating:

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

Benefits of a Good Credit Rating

The Town has made a concerted effort to earn and maintain a “Aaa” credit rating from Moody’s Investors Service. This is the highest possible rating and allows the Town to issue long-term bonds to fund its capital expenditures at the lowest possible interest rate, which decreases the cost of borrowing and benefits the taxpayer.

Moody’s Investors Service Methodology

In January 2014, Moody’s Investors Service restated the methodology of how it quantitatively sets the credit rating on bonds issued by cities and towns. To determine the credit worthiness of a municipality, Moody’s has identified the following four broad rating factors (and has assigned weights to each factor):

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

Town Credit Rating History

Moody’s Investors Service has examined the Town’s fiscal health using the four factors specified above. Since November 1987, Moody’s has assigned the Town an “Aaa” bond rating, the highest possible municipal rating category.

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
The Town’s Credit Rating (Moody’s)	Aaa							

Importance of Managing Liabilities

Various recent news reports have highlighted the difficulty that some municipalities have had in managing these major liabilities, especially those associated with pensions and OPEB. In fact, a few municipalities around the nation have had to declare bankruptcy, partly due to large unfunded pension obligations.

Due to the increasing importance of managing debt and pension obligations, Moody’s Investor Service uses a 20% weight for Debt / Pension in establishing the credit rating. Currently, Other Post-Employment Benefits (OPEB) obligations are not part of the rating methodology. Nevertheless, for transparency purpose, this section of the budget book provides information about the Town’s OPEB liability.

SECTION I: Financial Summary

Liabilities

Debt Liability:

Since 2002, the Town has undertaken to replace three elementary schools and its regional high school with new buildings – an investment of more than \$125 million. Tax-supported outstanding debt, including \$40,004,142 as the Town’s share of CCRSD debt, is \$74,090,972 at June 30, 2018. With the inclusion of enterprise debt which is paid from user fees, the total is \$94,915,163.

Rapid Debt Repayment Policy

The Town aims for a rapid debt repayment schedule for tax-supported debt, with a goal (for “within the levy limit” debt) of 60% repayment within 5 years and 90% repayment within 10 years. This policy allows the Town to properly manage this liability and maintain available debt capacity. Excluded debt and borrowing for enterprise projects generally have a longer payback period.

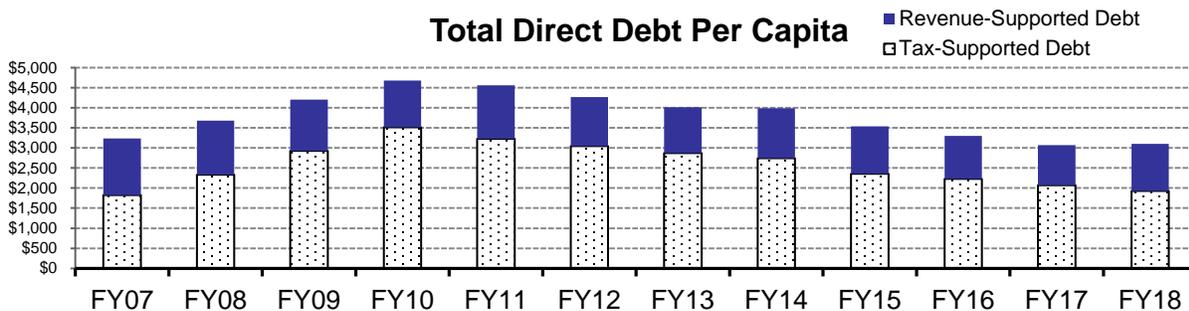
Direct Debt

The Town of Concord borrows money to pay for various capital projects, including the construction of new schools, the purchase of fire apparatus, and the renovation of public buildings and facilities. All borrowed funds are guaranteed by the full faith and credit of the Town, borrowing for enterprise-related projects is expected to be repaid from enterprise user fees rather than from tax-supported resources. Furthermore, some tax-supported debt-funded projects are voted by the electorate as being outside the Proposition 2 ½ tax levy limit constraints referred to as “debt exclusions”).

The chart below shows the amount of outstanding principal by category. For tax-supported debt repaid within the levy limit, the Town follows a rapid principal repayment policy; as of June 30, 2018, 63% of the borrowed principal will be repaid within 5 years and 98% will be repaid within 10 years. Tax-supported excluded debt has a longer repayment schedule, since almost all of this debt is for the construction of new school buildings which have a long useful life and the cost should be amortized over a longer time. A similar generational matching policy is applied to enterprise debt, employed for relatively long-lasting capital projects. This chart does not show the overlapping debt that the Town is responsible for as a result of the CCRSD assessment.

Outstanding Principal and Percent of Debt to be retired for debt issued as of June 30, 2018								
Paid Down Percentage Starting on June 30, 2018	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/18	\$11,661,425		\$22,425,405		\$20,824,191		\$54,911,021	
In 5 years	\$2,643,557	77%	\$9,963,587	56%	\$8,168,910	61%	\$20,776,054	62%
In 10 Years	\$0	100%	\$675,000	97%	\$0	100%	\$675,000	99%
In 15 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

The graph below shows Direct Debt per capita. With the construction of the new elementary schools, the tax-supported debt began to increase starting in FY07. Debt associated with the Town’s assessment from CCRSD for the new high school is not included.



SECTION I: Financial Summary

Liabilities

Pension Liability:

As of the January 1, 2018 actuarial valuation, the Concord Contributory Retirement System's has a estimated Unfunded Liability was \$17,302,058. In FY20, the Town's annual funding to meet current obligations and to pay down this liability is \$5.0 million, of which \$3.9 million is the General Fund share.

Pension Funding Policy

The Town's Funding Schedule for the Concord Contributory Retirement System projects full funding status by fiscal year 2030. To achieve this goal, the FY20 General Fund appropriation is proposed to increase by 5%. A discount rate of 7.00% is assumed in the actuarial analysis for the January 1, 2018 valuation.

Pension

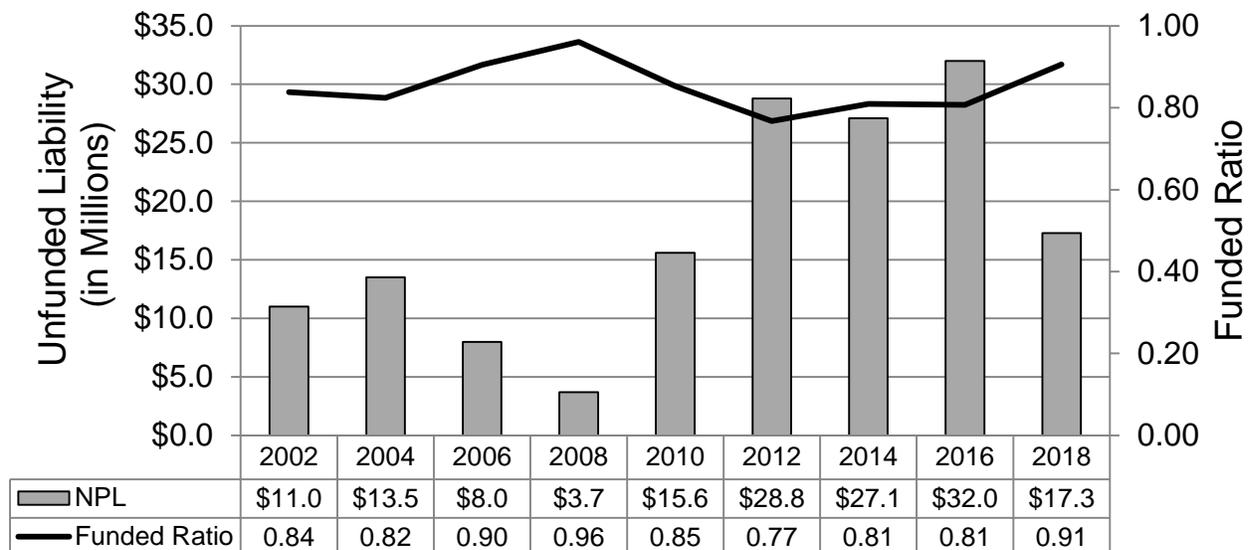
The Concord Contributory Retirement System operates under M.G.L. Chapter 32 to provide retirement benefits to substantially all municipal employees (with the exception of teachers who are covered by the State Teachers Retirement System) who work at least 25 hours per week.

The amount of the Pension Liability, or Net Pension Liability (NPL) is the difference between the amount that owed to current and future retirees, or Total Pension Liability (TPL), and the amount that has been set aside to cover this liability, or Plan Fiduciary Net Position (FNP). The TPL generally increases over time as salaries increase, while the FNP can fluctuate depending on market conditions. The Town's policy is to completely fund this liability by fiscal year 2030.

As of January 1, 2018, the Town's Total Pension Liability is estimated at \$183,717,899 and the Plan Fiduciary Net Position is 166,415,841, which results in an Net Pension Liability of \$17,302,058. The funded ratio (FNP / TPL) is 90.6%.

Pension Funding Progress

(as of January 1st)



With the implementation of Government Accounting Standards Board (GASB) Statements No. 67 and 68, the formula and terminology for calculating the unfunded pension liability changed. The information beginning in 2016 and going forward reflects the new GASB standards.

SECTION I: Financial Summary

Liabilities

OPEB Liability:

As of the most recent actuarial study for a valuation date of June 30, 2018, the Net OPEB Liability (NOL) was \$34.5 million. The OPEB funded ratio was 31.8%. The funding schedule is a closed 30-year period beginning in FY09 and ending in FY39.

OPEB Funding Policy

The Town's policy to fund the OPEB obligation is two-fold. First, the OPEB liability as it is associated with covered enterprise employees is fully funded (9.1% of the OPEB expenses). Second, the amount appropriated for the costs associated with other covered Town Government employees is sufficient to cover the Actuarially Determined Contribution, which is calculated to satisfy funding requirements for the current costs and for the amortized liability.

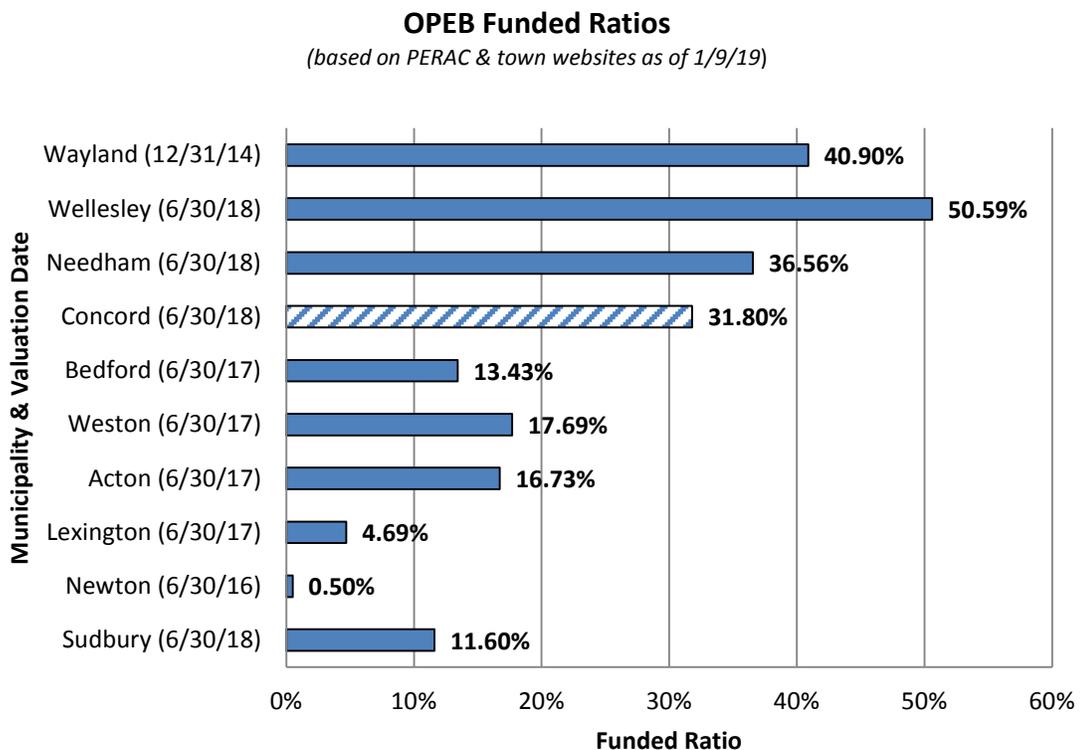
Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) consists of health care and other benefits for retirees, spouses, and survivors.

As determined by an actuarial study, the OPEB liability, known as the Net OPEB Liability (NOL) is the difference between the amount needed to fund present and future benefits, or the Total OPEB Liability (TOL) and the amount set aside to fund this obligation, or the Plan Fiduciary Net Position (FNP). Consistent with the applicable accounting standards, the OPEB Trust FNP is always measured at market value.

Many Massachusetts cities and towns are beginning to fund the OPEB liability. The metric useful in determining how municipalities are progressing is the Funded Ratio. The Funded Ratio (or FNP divided by the TOL) measures the percentage of the TOL that is funded. As of June 30, 2018, Concord's Funded Ratio is 31.8%.

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



Section II

Town Government Accounts

Section II Highlights**1: General Government**

- Reorganization of the responsibilities under the Office of the Deputy Town Manager (see page 90)
- Funding for the Sustainability Director's salary and half of Energy Conservation Coordinator's salary (see page 102)
- Increased support for the Visitors Center and hiring of a Visitor & Tourism Manager (see pages 106-107)
- New position of Parks Maintainer for the Division of Parks & Playgrounds (see pages 112-113)
- Funding of Cross Town Connect (see page 122)
- Permit Fee Revenue collected by the Building Inspector (see page 135)
- Maintaining hours for the Public Health Nurse (see page 138)

2: Finance & Administration

- Reorganization of positions within Finance Administration to include Retirement personnel (see pages 144)
- Savings in Treasurer-Collector due to reduction in Bank Fees and new personnel (see pages 148-151)
- Reorganization of positions within Accounting (see pages 152-155)

3: Public Safety

- Hiring of an additional School Resource Officer focused on the Concord Middle School and maintaining overtime for Police Officers & Dispatchers (see pages 170-173)
- Hiring of four additional firefighters at the West Concord Fire Station to staff the 2nd Ambulance round-the-clock (see pages 174-177)
- Emergency response charts by type of call and time (see page 177)

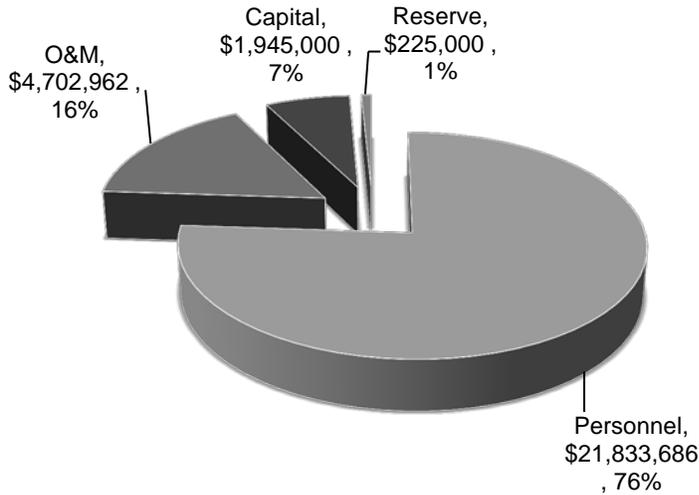
4: Public Works

- Enterprise Fund support of Public Works Administration positions (see pages 186-189)
- Chart indicating the level satisfaction by residents regarding the Town's road maintenance (see page 197)
- Capital funding for CPW equipment (see pages 212-213)

5: Human Services

- Hiring of new Social Media & Technology Coordinator for the Library (see pages 226-229)
- Savings in the Human Services Division from vacant Youth Services Coordinator (see page 230)
- Increase in Senior Services funding (see pages 234-237)

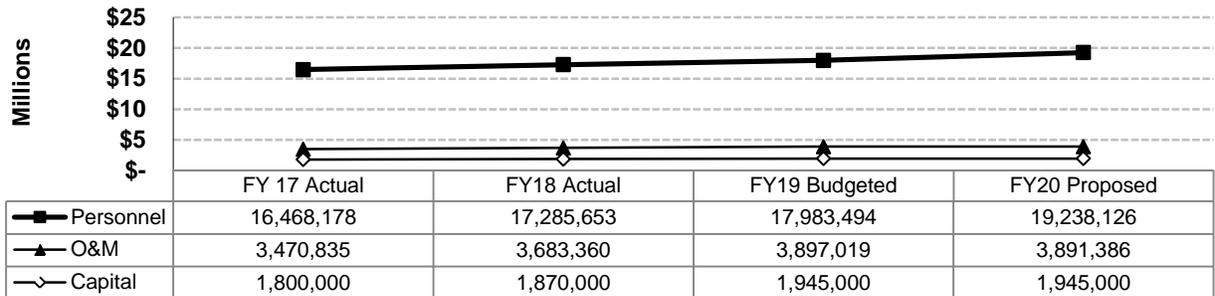
FY20 Proposed Budget Expenses



Budget Highlights:

- The FY20 Town Government General Fund Appropriated Budget is \$25,299,513. After including funds transferred in by the Town's Enterprise Funds and other sources, the Total Budget is \$28,706,648.
- The FY20 General Fund Budget is proposed to increase \$1,249,000 or 5.19%, with personnel expenses increasing by 6.98%, operations and maintenance (O&M) decreasing by 0.14%, and capital expense increasing by 0.00%.
- The FY20 Total Appropriation is proposed to increase by \$1,779,457 or 6.61%, with personnel expenses increasing by 5.58%, O&M by 6.44%, and capital expenses by 0.00%.

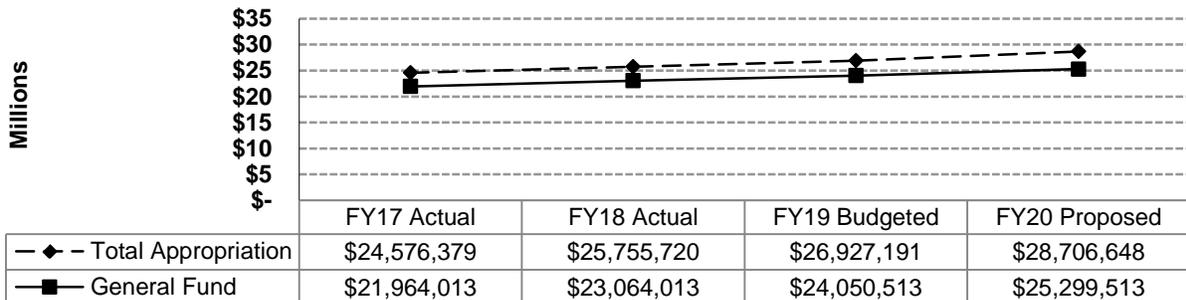
Town Government - Expense Categories History (General Fund)



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

In this FY20 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 – General Fund 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 FY20 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 9.70 over FY19 budgeted levels. Total Town Government FTEs are proposed to rise from to 236.57 to 246.27.

The changes are as follows:

- Town Manager's Office proposes a new Department Clerk (0.50 FTE) to assist with reception and administrative tasks.
- Facilities Maintenance Division proposes hiring a HVAC Technician (1 FTE) and a Facilities Operations Coordinator (1 FTE) to reduce HVAC costs and manage projects.
- 55 Church Street is proposing to reduce the Receptionist/Clerk to part-time (-0.50 FTE).
- Parks & Playgrounds Division is proposing to hire one Facilities Maintainer (1 FTEs) assist with park and field maintenance as well as 600 hours of Limited Status work (0.29 FTE).
- Elections Division proposes a reduction in hours for the Election Officer as well as the Election Technician (-0.18 FTE).
- Registrars Division is proposing the removal of hours for an Office Assistant (-0.09 FTE).
- Natural Resources Division is proposing eliminating the 500 hours designated for a Intern (-0.24 FTE).
- 141 Keyes Road proposes to eliminate the part-time Building Maintenance Custodian (-0.50 FTE).
- Finance Administration Division assumes financial responsibility for the Retirement Administrator (1 FTE) and Retirement Assistant (0.50 FTE) from the Accounting Division due to a departmental reorganization.
- Accounting Division has been reorganized by -1.5 FTEs that are to be transferred to Finance Administration, and Accounting is proposing to reduce the Utility Account Clerk to a part-time position (-0.50 FTE).
- Assessing Division is proposing to eliminate the 75 hours of Limited Status work (-0.04 FTE).
- Town Clerk Division is proposing to increase Limited Status work to 1,256 hours (0.15 FTE).
- Information Systems Division proposes to hire a Information Systems Technician (1 FTE) to assist in Town and Library related IT projects as well as eliminate part-time (-0.24 FTE).
- The Police Department is proposing to hire one additional Police Officer (1 FTE).
- The Fire Department proposes to hire four additional Fire Fighters to staff the second ambulance in the West Concord Station and eliminate hours for a part-time Office Clerk (3.84 FTEs).
- The Library is proposing to hire a Social Media & Technology Coordinator to assist and expand its social media and technology capacity as well restructuring other positions (1.86 FTEs).
- Human Services Division is proposing to eliminate hours for the Youth Coordinator (-0.49 FTE).
- Senior Services Division is proposing to promote a part-time Social Services Coordinator to a full-time Social Services Supervisor as well as restructuring and increasing the number of hours for its Van Drivers, Geriatric Nurses, and Coordinators (0.85 FTE).
- Veteran's Services Division proposes a reduction in hours for the Town's Veterans Agent (-0.01 FTE).

Town Government Accounts

Overview

Town Government Full-Time Equivalent (FTEs) Detail

Budget Unit	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-FY20 Change
1a Town Manager's Office	5.00	5.00	5.50	0.50
1b Human Resources	4.00	4.00	4.00	0.00
1c Facilities Management	3.02	4.00	6.00	2.00
1d Resource Sustainability	0.50	1.50	1.50	0.00
1e Visitors' Center	0.15	0.00	0.00	0.00
1f 37 Knox Trail	0.02	0.00	0.00	0.00
1g 55 Church Street	0.00	2.00	1.50	-0.50
1h Parks & Playgrounds	0.00	0.00	1.29	1.29
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.23	0.98	0.79	-0.18
3b Registrars	0.12	0.09	0.00	-0.09
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	3.91	3.91	3.91	0.00
5c Inspections	5.66	5.66	5.66	0.00
5d Health	4.30	4.30	4.30	0.00
6 141 Keyes Road	0.50	0.50	0.00	-0.50
7 Finance Committee	0.00	0.00	0.00	0.00
8a Finance Administration	5.00	6.00	7.50	1.50
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.50	5.50	3.50	-2.00
8d Assessors	4.44	4.44	4.40	-0.04
8e Town Clerk	3.45	3.45	3.60	0.15
9 Information Systems	3.75	4.99	5.75	0.76
10 Town House	1.00	1.00	1.00	0.00
11 Police Department	46.30	46.30	47.30	1.00
12 Fire Department	44.90	44.69	48.53	3.84
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	13.36	13.36	0.00
17d Parks and Trees	8.75	8.25	8.25	0.00
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	0.00	0.00	0.00	0.00
25 Library	28.16	27.81	29.67	1.86
26a Human Services	1.48	1.49	1.00	-0.49
26b Senior Services	9.31	9.86	10.72	0.85
26c Recreation Services	1.00	1.00	1.00	0.00
27 Harvey Wheeler Community	1.02	1.00	1.00	0.00
28 Hunt Recreation Center	1.00	1.00	1.00	0.00
29 Veterans' Services	0.49	0.50	0.49	-0.01
30 Ceremonies	0.00	0.00	0.00	0.00
Totals	<u>230.73</u>	<u>236.57</u>	<u>246.51</u>	<u>9.94</u>

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

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
General Government				
Personnel	\$ 2,424,924	\$ 2,641,794	\$ 2,746,483	\$ 2,942,358
O&M	757,195	1,013,653	798,114	983,176
Capital	355,293	167,431	442,500	520,939
Subtotal	\$ 3,537,411	\$ 3,822,879	\$ 3,987,097	\$ 4,446,474
Finance & Administration				
Personnel	1,927,273	1,998,135	2,478,390	2,505,870
O&M	747,916	817,095	859,966	879,407
Capital	371,667	343,025	200,000	192,620
Subtotal	\$ 3,046,855	\$ 3,158,255	\$ 3,538,356	\$ 3,577,897
Public Safety				
Personnel	8,090,314	8,274,175	9,191,548	9,504,981
O&M	762,547	795,406	679,639	700,252
Capital	324,735	450,436	260,000	247,725
Subtotal	\$ 9,177,596	\$ 9,520,017	\$ 10,131,187	\$ 10,452,959
Public Works				
Personnel	2,607,716	2,644,122	2,834,630	2,850,555
O&M	1,115,565	1,395,954	1,428,714	1,473,269
Capital	1,224,500	1,291,517	952,500	960,500
Subtotal	\$ 4,947,780	\$ 5,331,592	\$ 5,215,844	\$ 5,284,323
Human Services				
Personnel	2,015,865	2,079,735	2,681,971	2,760,934
O&M	764,632	781,243	681,826	656,857
Capital	45,779	71,034	90,000	23,216
Subtotal	\$ 2,826,276	\$ 2,932,011	\$ 3,453,798	\$ 3,441,008
Unclassified				
Personnel	118,056	690,810	365,909	1,268,988
O&M	15,000	15,000	10,000	10,000
Capital	-	-	-	-
Reserve	-	-	225,000	225,000
Subtotal	\$ 133,056	\$ 705,810	\$ 600,909	\$ 1,503,988
Town Government Total	\$ 23,668,974	\$ 25,470,565	\$ 26,927,191	\$ 28,706,648

Town Government (Accounts 1 - 34) - Funding Plan

	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 23,973,633	89.0%	\$ 25,299,512	88.1%	5.5%
Light Fund	526,995	2.0%	545,577	1.9%	3.5%
Telecom Fund	32,931	0.1%	32,931	0.1%	0.0%
Water Fund	650,400	2.4%	692,072	2.4%	6.4%
Sewer Fund	283,195	1.1%	250,911	0.9%	-11.4%
Swim and Fitness Center	84,277	0.3%	98,350	0.3%	16.7%
Solid Waste Fund	165,245	0.6%	148,657	0.5%	-10.0%
Parking Meter Fund	143,634	0.5%	142,846	0.5%	-0.5%
Recreation Fund	114,338	0.4%	239,034	0.8%	109.1%
Cemetery	173,659	0.6%	173,998	0.6%	0.2%
Retirement	163,607	0.6%	179,614	0.6%	9.8%
Misc.	515,279	1.9%	606,495	2.1%	17.7%
Fund 3	-	0.0%	-	0.0%	N/A
PEG Funds	-	0.0%	1,411	0.0%	N/A
Stabilization Fund	100,000	0.4%	295,240	1.0%	195.2%
Totals	\$ 26,927,191	100.0%	\$ 28,706,648	100.0%	6.6%

Account Summary - General Government

Accounts	<u>General Fund</u>			<u>Total Appropriation</u>		
	FY19	FY20	%Δ	FY19	FY20	%Δ
1a Town Manager's Office	\$ 420,513	\$ 424,955	1.1%	\$ 680,357	\$ 702,371	3.2%
1b Human Resources	287,694	298,026	3.6%	449,579	473,700	5.4%
1c Facilities Management	320,205	396,230	23.7%	320,205	434,773	35.8%
1d Resource Sustainability	157,025	229,388	46.1%	198,025	229,388	15.8%
1e Visitors' Center	19,292	26,260	36.1%	19,292	105,760	448.2%
1f 37 Knox Trail	13,943	9,631	-30.9%	29,430	29,192	-0.8%
1g 55 Church Street	42,546	25,708	-39.6%	106,031	116,714	10.1%
1h Parks & Playgrounds	-	56,412	N/A	-	124,334	N/A
2 Legal Services	250,000	250,000	0.0%	250,000	250,000	0.0%
3a Elections	48,412	42,653	-11.9%	52,997	42,653	-19.5%
3b Registrars	8,666	4,619	-46.7%	11,421	7,374	-35.4%
4 Meeting and Reports	100,250	100,250	0.0%	100,250	100,250	0.0%
5a Planning	397,546	419,139	5.4%	492,601	518,336	5.2%
5b Natural Resources	229,931	235,753	2.5%	288,657	296,000	2.5%
5c Inspections	483,683	487,309	0.7%	483,683	487,309	0.7%
5d Health	342,706	359,269	4.8%	431,577	453,886	5.2%
6 141 Keyes Road	72,994	74,433	2.0%	72,994	74,433	2.0%
Total	\$ 3,195,405	\$ 3,440,035	7.7%	\$ 3,987,097	\$ 4,446,474	11.5%

Account Summary - Finance and Administration

Accounts	<u>General Fund</u>			<u>Total Appropriation</u>		
	FY19	FY20	%Δ	FY19	FY20	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	348,167	345,330	-0.8%	580,307	696,555	20.0%
8b Treasurer-Collector	295,530	290,317	-1.8%	519,609	510,733	-1.7%
8c Town Accountant	168,310	169,055	0.4%	469,009	321,271	-31.5%
8d Assessors	431,786	438,001	1.4%	431,786	438,001	1.4%
8e Town Clerk	253,004	263,738	4.2%	256,004	266,738	4.2%
9 Information Systems	977,184	1,015,028	3.9%	1,133,259	1,189,082	4.9%
10 Town House	125,468	131,206	4.6%	144,973	152,107	4.9%
Total	\$ 2,602,858	\$ 2,656,085	2.0%	\$ 3,538,356	\$ 3,577,897	1.1%

Account Summary - Public Safety

Accounts	General Fund			Total Appropriation		
	FY19	FY20	%Δ	FY19	FY20	%Δ
11 Police Department	\$ 4,776,913	\$ 4,752,964	-0.5%	\$ 4,887,870	\$ 4,906,210	0.4%
12 Fire Department	4,873,241	4,954,816	1.7%	4,879,241	5,206,056	6.7%
13 W. Concord Fire	36,323	35,769	-1.5%	36,323	35,769	-1.5%
14 Police and Fire Station	284,816	261,627	-8.1%	284,816	261,627	-8.1%
15 Emergency Management	16,937	16,060	-5.2%	16,937	16,060	-5.2%
16 Animal Control	26,000	27,236	4.8%	26,000	27,236	4.8%
Total	\$ 10,014,229	\$ 10,048,473	0.3%	\$ 10,131,187	\$ 10,452,959	3.2%

Account Summary - Public Works

Accounts	General Fund			Total Appropriation		
	FY19	FY20	%Δ	FY19	FY20	%Δ
17a CPW Administration	\$ 206,292	\$ 206,540	0.1%	\$ 423,957	\$ 424,718	0.2%
17b Engineering	418,729	402,151	-4.0%	739,561	726,156	-1.8%
17c Highway Maintenance	1,522,759	1,449,596	-4.8%	1,438,381	1,479,266	2.8%
17d Parks and Trees	774,741	728,890	-5.9%	806,781	826,590	2.5%
17e Cemetery	83,044	70,535	-15.1%	241,010	241,533	0.2%
18 Snow and Ice Removal	610,001	625,000	2.5%	610,001	625,000	2.5%
19 Street Lighting	56,863	56,863	0.0%	57,400	57,400	0.0%
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	115,000	125,000	8.7%	115,000	125,000	8.7%
23 Road Improvements	100,000	100,000	0.0%	100,000	100,000	0.0%
24 133 and 135 Keyes Road	83,107	78,527	-5.5%	153,753	148,660	-3.3%
Total	\$ 4,500,536	\$ 4,373,102	-2.8%	\$ 5,215,844	\$ 5,284,323	1.3%

Account Summary - Human Services

Accounts	General Fund			Total Appropriation		
	FY19	FY20	%Δ	FY19	FY20	%Δ
25 Library	\$ 2,260,820	\$ 2,325,798	2.9%	\$ 2,286,820	\$ 2,351,798	2.8%
26a Human Services	56,562	47,178	-16.6%	96,045	68,335	-28.9%
26b Senior Services	496,789	479,687	-3.4%	583,425	577,880	-1.0%
26c Recreation Services	108,376	108,376	0.0%	108,376	108,376	0.0%
27 HWCC	125,905	115,133	-8.6%	125,905	115,133	-8.6%
28 Hunt Recreation Center	100,636	95,930	-4.7%	122,633	113,759	-7.2%
29 Veterans	107,970	86,696	-19.7%	107,970	86,696	-19.7%
30 Ceremonies	22,624	19,030	-15.9%	22,624	19,030	-15.9%
Total	\$ 3,279,682	\$ 3,277,829	-0.1%	\$ 3,453,798	\$ 3,441,008	-0.4%

Account Summary - Unclassified

Accounts	General Fund			Total Appropriation		
	FY19	FY20	%Δ	FY19	FY20	%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	122,802 *	1,168,988	N/A	265,909	1,168,988	N/A
34 Land Fund	10,000	10,000	0.0%	10,000	10,000	0.0%
Total	\$ 457,802	\$ 1,503,988	228.5%	\$ 600,909	\$ 1,503,988	150.3%

* Original appropriation of \$1,407,895 in FY19; \$1,285,093 were transferred to other accounts.

Account Summary - Joint (Town-CPS)

Accounts	General Fund			Total Appropriation		
	FY19	FY20	%Δ	FY19	FY20	%Δ
35a Group Insurance	5,526,100	5,966,069	8.0%	5,526,100	5,966,069	8.0%
35b OPEB	1,617,000	1,697,850	5.0%	1,617,000	1,697,850	5.0%
35c Property and Liability Ins.	275,000	288,750	5.0%	275,000	288,750	5.0%
36 Unemp./Workers' Comp.	210,000	210,000	0.0%	210,000	210,000	0.0%
37 Retirement	3,777,010	3,965,861	5.0%	3,777,010	3,965,861	5.0%
38 Social Security & Medicare	814,713	800,000	-1.8%	814,713	800,000	-1.8%
39 Debt Service	7,104,514	7,417,326	4.4%	7,104,514	7,417,326	4.4%
Total	19,324,337	20,345,856	5.3%	19,324,337	20,345,856	

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				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 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:

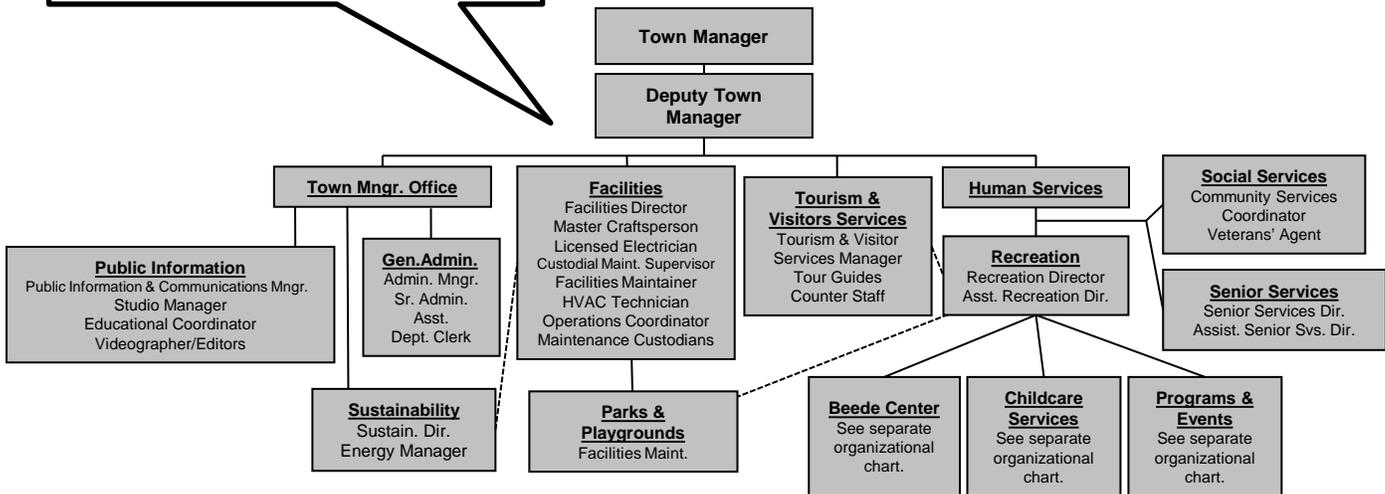
The **Budget Highlights** section points out significant expenditures or changes in the upcoming fiscal year.

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 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					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# 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 1.07% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- This budget showcases several newly organized or separately structured Departments under the Office of the Deputy Town Manager.
- \$2,000 is proposed to support the chair breakfasts, volunteer reception and other miscellaneous activities of the Select Board during FY20.
- 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.

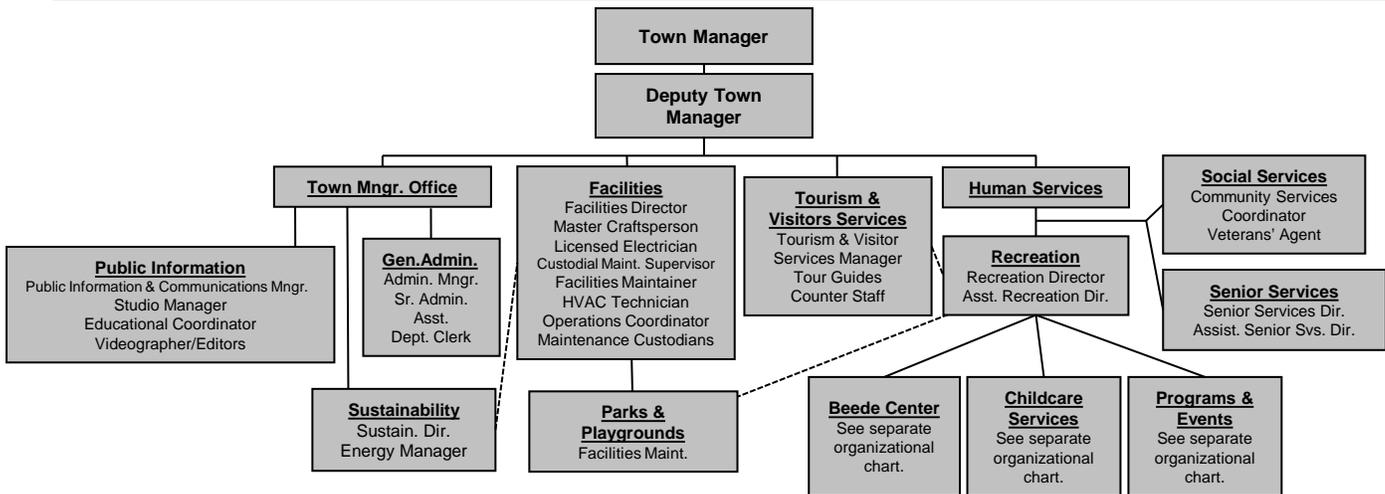
Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 382,774	\$ 402,304	\$ 420,513	\$ 424,955
Other Funds	\$ 234,475	\$ 242,561	\$ 259,844	\$ 277,416
Total Expenditures	\$ 617,249	\$ 644,865	\$ 680,357	\$ 702,371

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 Deputy Town Manager, Public Information & Communications Manager, Administrative Manager, Senior Administrative Assistant, and a Department Clerk. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Select Board.



GENERAL GOVERNMENT: Town Manager

Item 1A

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 542,301	\$ 558,874	\$ 609,957	\$ 628,010	\$ 628,010
Purchased Services	43,603	39,325	26,350	24,600	24,600
Supplies	3,564	10,028	6,050	10,000	10,000
Other Charges	20,021	29,669	33,000	34,761	34,761
Capital Outlay	7,761	6,969	5,000	5,000	5,000
Totals	<u>\$ 617,249</u>	<u>\$ 644,865</u>	<u>\$ 680,357</u>	<u>\$ 702,371</u>	<u>\$ 702,371</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 420,513	61.81%	\$ 424,955	60.50%	1.06%
Light Fund	112,565	16.54%	115,994	16.51%	3.05%
Water Fund	67,541	9.93%	69,598	9.91%	3.05%
Sewer Fund	33,771	4.96%	34,800	4.95%	3.05%
Solid Waste Disp. Fund	6,377	0.94%	6,597	0.94%	3.45%
Beede Fund	12,341	1.81%	9,991	1.42%	-19.04%
Recreation Fund	27,249	4.01%	28,808	4.10%	5.72%
Capital Projects	-	0.00%	11,628	1.66%	N/A
Totals	<u>\$ 680,357</u>	100.00%	<u>\$ 702,371</u>	100.00%	3.24%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-3	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	<u>\$ 5,000</u>					

GENERAL GOVERNMENT: Town Manager

Item 1A

Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 219,594	1.00	\$ 205,000
	Deputy Town Manager	1.00	149,085	1.00	158,817
	Public Information & Communications Manager	1.00	65,114	1.00	65,114
	Administrative Manager	1.00	73,724	1.00	73,724
	Sr. Administrative Assistant	1.00	62,447	1.00	63,455
	Department Clerk	0.00	-	0.50	26,100
	Sub Total	5.00 FTEs	\$ 569,964	5.50 FTEs	\$ 592,210
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.	3,029	0 hrs.	-
5157	Car Allowance	N/A	10,800	N/A	9,000
5158	Cell Phone Allowance	N/A	1,164	N/A	1,800
	Total	<u>5.00 FTEs</u>	<u>\$ 609,957</u>	<u>5.00 FTEs</u>	<u>\$ 628,010</u>

Program Implementation

The FY19 appropriated budget provides funding for the Town Manager as well as the Deputy Town Manager, Public Information & Communications Manager, Administrative Manager, Senior Administrative Assistant and a new part-time Department Clerk. Together, they support the Town Manager and Select Board in the overall business and administration of the Town. Along with other responsibilities, the Deputy Town Manager oversees the Facilities and Human Services Departments, the Public Information and PEG Services Division, the Resource Sustainability Office, and the Divisions of Parks and Playgrounds, Tourism and Visitor Services, and building leases.

In addition to the traditional Town Manager Office responsibilities, the Town recently took over the Public, Educational and Governmental (PEG) cable television operation, which is now under the direction of the Public Information & Communications Manager. *Minuteman Media Network (MMN)* began operation as a Town Division on October 1, 2018 and performs a variety of community videography work for Town residents, government and student populations within Concord and Carlisle.

The FY20 Visitors Center proposed budget includes the addition of a new Tourism and Visitor Services Manager who will assist the Town in expanding and improving upon existing visitor and downtown business services. Under the direction of the Deputy Town Manager, the position's goal will be to create a more user friendly and positive visitor experience and increase foot-traffic and other tourism opportunities for those staying in the region. The Tourism and Visitor Services Manager shall also act as a liaison between current and/or potential business and business owners in Concord and West Concord centers. The Town hopes the addition of this key position will be a catalyst for expanding the current shopping and downtown business prospects within the Town envelope.

In addition to other expenses itemized in the budget lines above, a \$5,000 capital outlay amount is requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town facilities, buildings and other town-owned properties.

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

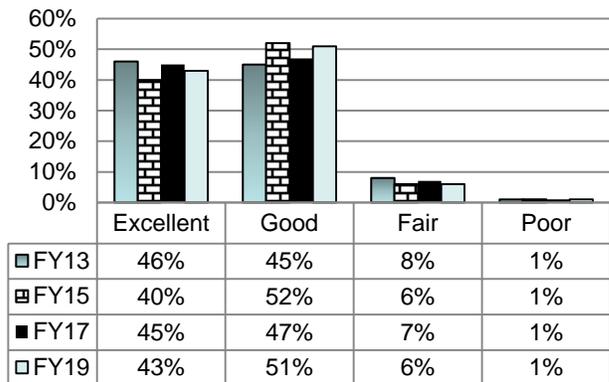
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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 94% 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

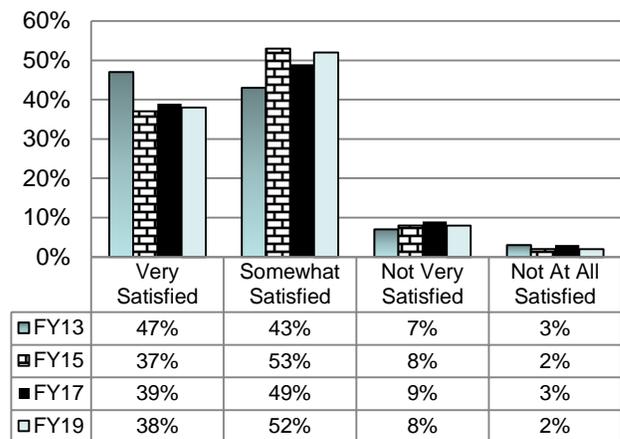
Division Goal: *To provide residents with quality services in relation to taxes paid*

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 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY19, 90% of respondents were "Very Satisfied" or "Somewhat Satisfied" with the services in relation to taxes paid.

Satisfaction with Services in Relation to Taxes Paid



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

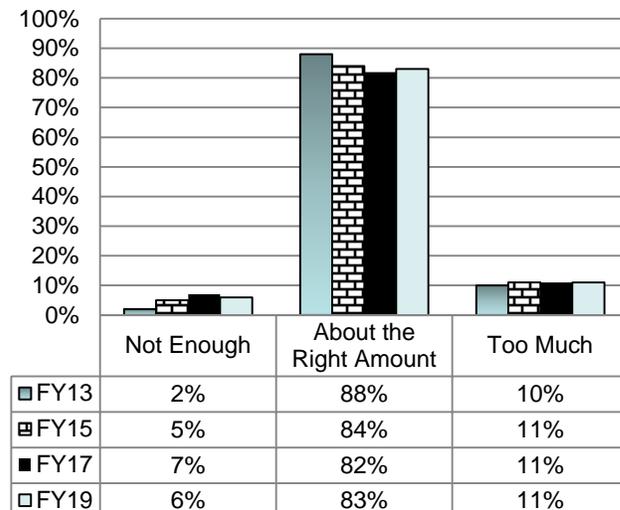
Division Goal: *To spend the right amount on Town Government Services*

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

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: In FY19, 83% 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:

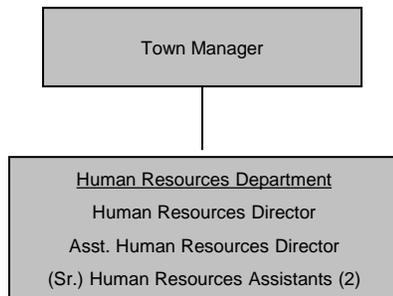
The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration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

Budget Highlights:

- This budget represents a 3.6% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- \$51,000 is included for annual licensing costs associated with HRIS and applicant tracking software.
- A \$6,000 increase is proposed for additional Town-wide training.
- Overtime is proposed to increase by 220 hours, or \$11,937.
- 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 235,583	\$ 263,011	\$ 287,694	\$ 298,026
Other Funds	\$ 136,971	\$ 144,918	\$ 161,885	\$ 175,674
Total Expenditures	\$ 372,554	\$ 407,929	\$ 449,579	\$ 473,700



Description:

The Human Resources Department provides services to approximately 650 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 294,678	\$ 345,857	\$ 365,476	\$ 400,240	\$ 379,360
Purchased Services	61,291	51,032	66,003	74,425	74,425
Supplies	2,475	3,115	3,340	3,340	3,340
Other Charges	1,797	2,074	2,925	2,925	2,925
Capital Outlay	9,666	4,947	11,835	13,650	13,650
Totals	\$ 369,907	\$ 407,025	\$ 449,579	\$ 494,580	\$ 473,700

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 287,694	63.99%	\$ 298,026	62.91%	3.59%
Light Fund	80,444	17.89%	86,717	18.31%	7.80%
Water Fund	23,059	5.13%	23,152	4.89%	0.40%
Sewer Fund	7,004	1.56%	7,032	1.48%	0.40%
Solid Waste Fund	1,649	0.37%	1,655	0.35%	0.36%
Recreation Fund	16,458	3.66%	22,309	4.71%	35.55%
Swim and Fitness Center	28,964	6.44%	29,081	6.14%	0.40%
Retirement System	2,637	0.59%	2,647	0.56%	0.38%
Schools	1,670	0.37%	1,670	0.35%	0.00%
PEG Access	-	0.00%	1,411	0.30%	N/A
Totals	\$ 449,579	100.00%	\$ 473,700	100.00%	5.37%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY19 Proposed	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 134,927	1.00	\$ 134,927
	Assistant Human Resources Director	1.00	81,826	1.00	81,826
	Sr. Human Resources Assistant	1.00	74,670	1.00	75,398
	Human Resources Assistant	1.00	70,755	1.00	71,974
	Sub Total	<u>4.00 FTEs</u>	\$ 362,178	<u>4.00 FTEs</u>	\$ 364,125
5120	Temporary Status	0 hrs.	\$ -	0 hrs.	\$ -
5130	Overtime	40 hrs.	2,146	260 hrs.	14,083
5158	Cell Phone Allowance	N/A	1,152	N/A	1,152
	Total	<u>4.02 FTEs</u>	\$ 365,476	<u>4.12 FTEs</u>	\$ 379,360

Program Implementation

- The FY20 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 (\$14,083) for support staff overtime.
- In FY20, 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 (\$10,000) 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 (\$10,000). 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 \$27 per regular-status employee) for the employee recognition program (\$8,500), dues for membership in the Massachusetts Municipal Personnel Association, the Society for Human Resource Management, and other professional organizations (\$600), professional conference registration fees (\$1,200), lodging and meal fees (\$2,000) and transportation fees (\$1,000) 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 650 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 2018, HR staff: processed 1,676 applications for employment; conducted 74 recruitments and new appointments; managed 63 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 57 work-related injury cases; responded to multiple unemployment claims; verified and processed more than 962 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 5 contracts; made arrangements for an employee appreciation picnic attended by 213 employees and an ice cream truck visit enjoyed by approximately 325 employees; coordinated 50 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 15 positions; partnered with Finance and IT to continue implementation of integrated software systems; distributed the Town’s harassment prevention policy and the Massachusetts conflict of interest law summary to all employees; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: significant education and outreach regarding new health plan options resulting in 46 employees moving to a cost-saving plan; coordinating and communicating a change in the flexible spending account year and addition of a new limited-purpose option; development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, 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 21 “Go the Extra Mile” Certificates and 12 gift-certificate awards in recognition of employee actions.

Programs organized included: harassment and workplace violence prevention training for 348 employees; orientations for new employees to the town’s policies; a health insurance educational session, an employee benefits and wellness fair, and training programs for supervisors related to complying with employment laws.

HR staff continued to work on implementation of a web-based applicant tracking system, which will provide a more efficient method for posting jobs and processing employment applications. In addition to improving the selection and hiring experience for hiring managers and candidates, this system will reduce our carbon footprint by eliminating paper. System testing was completed and initial hiring manager training took place in December.

Employment Data By Calendar Year					
	2014	2015	2016	2017	2018
Number Employed	621	614	657	637	683
Regular-Status Positions	283	293	297	303	315
Regular-Status New Hires	32	26	30	30	29
Regular-Status Separations	12	12	14	20	19
Regular-Status Retirements	10	12	11	10	8

Mission Statement:

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

Budget Highlights:

- This budget represents an approximate 23.74% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The Town’s goal is to eventually budget Facilities Management at a level of approximately \$1,000,000 (equal to 2%) of the Towns’ total municipal building replacement cost which equates to about \$48 Million.
- The Town utilizes some of the allocated funding within the Capital Outlay budget for costs related to general building repairs, emergency services, and other necessary improvements. This account is used primarily to supplement personnel costs associated with skilled and licensed laborers including the Town’s Licensed Electrician & Skilled Carpenter and HVAC Technician, a position new to this fiscal year.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 235,108	\$ 289,998	\$ 320,205	\$ 396,230
Other Funds	\$ -	\$ -	\$ -	\$ 38,543
Total Expenditures	\$ 235,108	\$ 289,998	\$ 320,205	\$ 434,773

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 a new funding structure, individual building managers shall retain some money for maintenance and repairs, but the Facilities Director 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 needed.

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 Facilities Director, Master Craftsman, and any hourly wages associated with the Town Licensed Electrician & Skilled Carpenter and the HVAC Technician when the position’s services are not charged to a specific project.

GENERAL GOVERNMENT: Facilities Management

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel	\$ 157,277	\$ 259,398	\$ 308,414	\$ 409,224	\$ 409,224
Purchased Services	7,041	16,832	4,788	14,200	14,200
Supplies	13,990	9,598	4,528	14,050	8,454
Other Charges	1,400	-	2,475	2,895	2,895
Capital Outlay	55,400	4,170	-	-	-
Totals	\$ 235,108	\$ 289,997	\$ 320,205	\$ 440,369	\$ 434,773

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 320,205	100.00%	\$ 396,230	91.13%	23.74%
Light Fund	-	0.00%	11,563	2.66%	N/A
Beede Fund	-	0.00%	16,702	3.84%	N/A
Capital Projects	-	0.00%	10,278	2.36%	N/A
Totals	\$ 320,205	100.00%	\$ 434,773	100.00%	35.78%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Director	1.00	\$ 108,578	1.00	\$ 108,578
	Master Craftsman	1.00	74,479	1.00	69,259
	Facilities Maintainer	1.00	60,793	1.00	48,254
	Liscensed Electrician & Skilled Carpenter	1.00	37,584	1.00	37,292
	Facilities Operations Coordinator	0.00	25,480	1.00	45,510
	Building Maintenance Custodian	0.00	-	0.00	-
	HVAC Technician	0.00	-	1.00	98,831
	Total	4.00 FTEs	\$ 306,914	6.00 FTEs	\$ 407,724
5115	Town Electrician	0.00	-	0.00	-
5194	Uniform Allowance	N/A	1,500	N/A	1,500
	Total	4.00 FTEs	\$ 308,414	6.00 FTEs	\$ 409,224

GENERAL GOVERNMENT: Facilities Management

Item 1C

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-1	Town-Wide Building Improvements	\$ 290,000	\$ 327,776	\$ 352,776	\$ 372,776	\$ 372,776	\$ 407,776
	Totals	\$ 290,000	\$ 327,776	\$ 352,776	\$ 372,776	\$ 372,776	\$ 407,776

Buildings under Town Manager Jurisdiction Supported Fully or Partially from the General Fund					
Year Built	Major Renovation	Building	Replacement Value	Budget Goal	Other Funds
1826		249 Harrington Ave	309,839	6,197	Revolving
1851	2002	Town House	3,064,914	61,298	
1903	2003	Harvey Wheeler Community Center	5,911,245	118,225	
1904		141 Keyes Road	1,268,795	25,376	
1919		Marshall Farm House	569,699	11,394	Revolving
1929		105 Everett St.	271,401	5,428	MMN
1932	1996	West Concord Fire Station	976,359	19,527	
1935	1987	Hunt Recreation Center	2,400,846	48,017	Recreation
1950		CPW Garage	661,610	13,232	
1950		CPW Highway Dept. 133 Keyes Rd.	348,824	6,976	
1950		CPW Office 133 Keyes Rd.	2,763,837	55,277	
1950		CPW Water & Sewer Garage	1,002,930	20,059	
1959		Planning and Land Management	11,317	226	
1959	2002	Police/Fire Station (Walden)	4,526,731	90,535	
1960		Gun House	156,394	3,128	
1960		Police Dept. Storage 203 Walden Rd.	105,525	2,111	
1992		133 Keyes Road (CPW)	2,442,236	48,845	Water & Sewer
1995		McGrath Farm House	917,879	18,358	Revolving
1996		Field House (Lawsbrook)	71,100	1,422	
1998		Municipal Light Plant	5,218,502	104,370	CMLP
2002		Visitors Center	381,349	7,627	
2003		55 Church Street	1,580,713	31,614	
2006		Beede Swim and Fitness Center	10,337,923	206,758	Beede
2011		Marshall Farm Green Houses	74,285	1,486	Revolving
		169 Harrington Ave shed	26,530	531	Revolving
		Marshall Farm stand	135,877	2,718	Revolving
		McGrath Farm Stand	384,377	7,688	Revolving
		McGrath Red Barn	134,253	2,685	Revolving
		24 Court Lane	339,505	6,790	
		2-Stow Street Storage Sheds	40,000	800	
		37 Knox Trail	1,541,572	30,831	
		Cemetery shed	6,892	138	
		CPW Storage Area	162,212	3,244	
		Knoll shed	56,584	1,132	
		Knoll Storage Building	51,690	1,034	
		Landfill Storage Building	70,749	1,415	
		Salt Shed Keyes Rd.	164,397	3,288	
Total			\$ 48,488,891	\$ 969,778	
Total Supported Fully or Partially Funded by the General Fund:					\$ 505,305

GENERAL GOVERNMENT:

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Mission Statement:

The purpose of this funding is to support efforts to meet the Town’s climate and energy goals. Concord has ambitious goals to reduce greenhouse gas emissions 80% by 2050 town-wide as well as reduce energy consumption in municipal operations. Funding is provided to allow the Town to implement programs and initiatives such as renewable energy projects, material recycling programs, water conservation measures, energy efficiency improvements for Town buildings, and community engagement.

Budget Highlights:

- This budget represents a 13.40% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The FY20 budget covers the salary of the Sustainability Director, which was created from Article 51 of the 2017 Annual Town Meeting, and half the salary of the Energy Specialist who primarily works on energy efficiency projects and Concord’s Green Communities Grant Program.
- The recommended funding level for Resource Sustainability projects for next Fiscal Year is \$35,000.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 118,276	\$ 152,467	\$ 198,025	\$ 229,388
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 118,276	\$ 152,467	\$ 198,025	\$ 229,388

Background:

In addition to salaries, the Resource Sustainability Fund is available for town-wide sustainability initiatives and projects to reduce energy used by Town buildings and vehicles.

In 2017, the Town committed to reducing its greenhouse gas (GHG) emissions 80% by 2050 community-wide. In 2016, 58% of GHG emissions in Concord came from buildings and 38% from transportation. Resource Sustainability Funds used to support community-wide initiatives have, and will continue to, focus on reducing emissions from these two areas.

In past years, Resource Sustainability Fund monies supported town-wide initiatives to reduce energy use in residences such as promotion of weatherization and energy efficiency measures, weatherization rebates and the Cooler Concord Fair which engaged community members on sustainability actions they could take at home. In FY19, the Resource Sustainability Fund supported additional weatherization rebates, as well as an electric vehicle ride and drive event and marketing activities of the CSEC committee.

The Resource Sustainability Fund monies also support efforts to reduce energy consumption and save money in government operations. GHG emissions from municipal operations is a small portion of the overall community footprint, but the Town has long been committed to leading by example on sustainability. In APP #59 and APP #60, both adopted in 2011, the Town states its goal to strive to achieve a first-class reputation for energy management and affirms its commitment to implementing sustainable environmental practices. The Town has also been a state-designated Green Community since 2013, setting a goal to reduce municipal energy consumption 20%. 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. In July 2018, we received a Green Communities grant of \$116,000. The Resource Sustainability Fund supplemented this grant money to install LED lighting in 5 town buildings, purchase an electric vehicle, retrofit a Council on Aging van to become a hybrid vehicle, install two new public electric vehicle charging stations, and implement an energy management system. These projects will save the town money, reduce energy and emissions, and demonstrate leadership in sustainability.

GENERAL GOVERNMENT: Resource Sustainability Fund

Item 1D

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 21,648	\$ 32,854	\$ 133,025	\$ 133,025	\$ 133,025
Purchased Services	13,005	9,915	25,000	30,900	35,000
Supplies	15,256	10	10,500	11,413	11,413
Other Charges	46	26,433	250	1,950	1,950
Capital Outlay	65,000	56,755	29,250	-	-
Various	3,321	26,500	-	48,000	48,000
Totals	\$ 118,276	\$ 152,467	\$ 198,025	\$ 225,288	\$ 229,388

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Director of Sustainability	1.00	96,863	1.00	96,863
	Energy Specialist	0.50	36,162	0.50	36,162
	Total	1.50 FTEs	\$ 133,025	1.50 FTEs	\$ 133,025

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-9	Resource Sustainability Projects	\$ 120,000	\$ 145,000	\$ 155,000	\$ 165,000	\$ 175,000	\$ 190,000
	Totals	\$ 120,000	\$ 145,000	\$ 155,000	\$ 165,000	\$ 175,000	\$ 190,000

Resource Sustainability Programs

Town Manager Goal: Promote Sustainability of Resources

Program: Implement Sustainability Programs

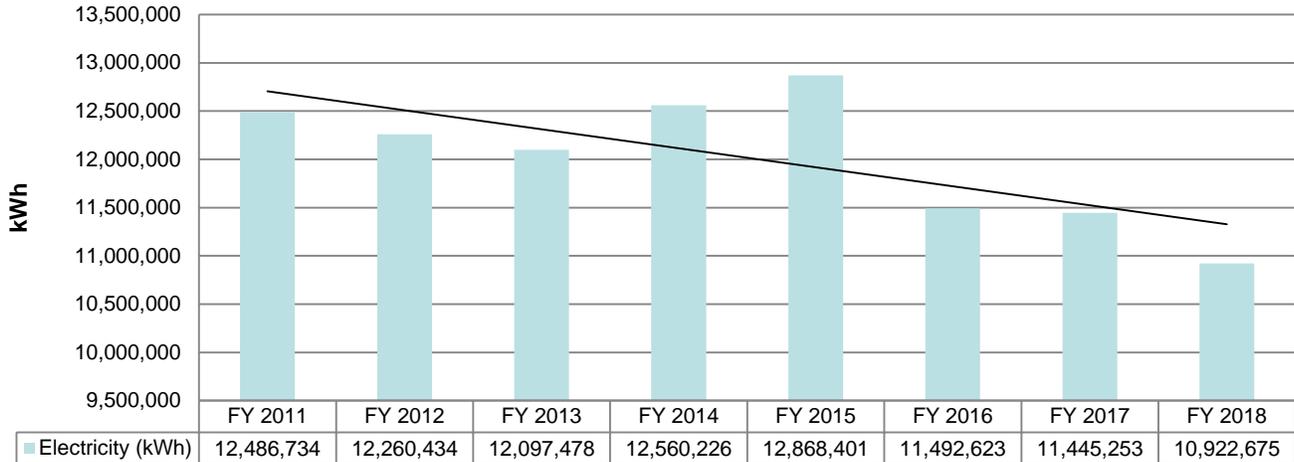
Objective: To promote the sustainable use of resources and implement conservation programs in the Town.

Sustainability Division Initiatives: The Town hired its first Director of Sustainability, Kate Hanley, in November 2017 and established the Sustainability Division under the Town Manager's Office. Kate Hanley since then has launched several sustainability efforts. For example, she has established a Sustainability landing page on the Town website (concordma.gov/sustainability) with an array of up-to-date information and resources on sustainability in Concord for residents and businesses. New sustainability-specific social media accounts (@concordclimate) were established to engage the community on sustainability programs, initiatives, and tips. Kate is the staff liaison to two committees, the Comprehensive Sustainability and Energy Committee as well as the newly-formed Climate Action Advisory Board. Since her hire in 2017, she has focused on building partnerships with residents, community groups, local businesses, Town departments, and regional partners to advance sustainability efforts. As Director, Kate has also secured grant funding from several sources to invest in sustainability projects, implement new technologies, and engage the community around sustainability and climate resilience.

Municipal Energy Use

Thanks to investments in smart energy management, the Town has reduced its overall municipal energy use 15% since 2011. Energy used in buildings decreased by 21%, indicating the success of energy efficiency projects in buildings. The chart below shows electricity use in town operations, which has declined by 14%.

Total Municipal Electricity Use

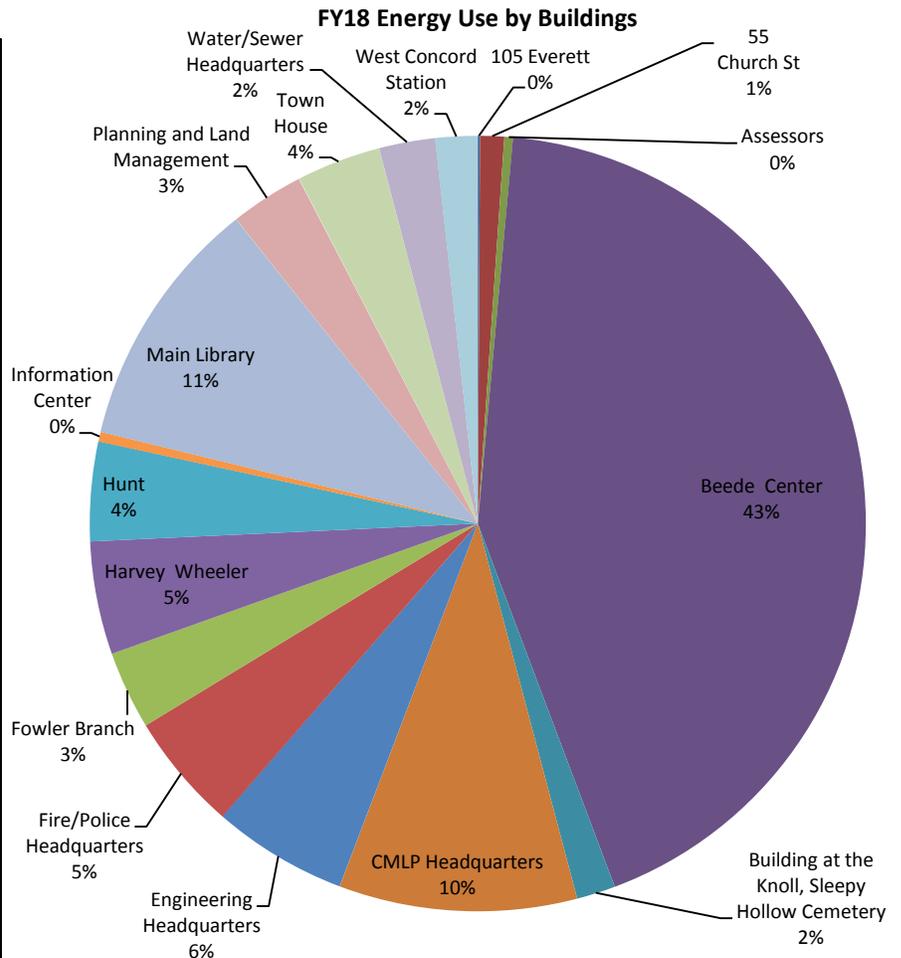


The 21% reduction in energy used by Town buildings is thanks to investments in energy efficiency measures funded by the Resource Sustainability Fund in conjunction with Green Communities grants and the Alfred H. Sawyer Trust.

Past projects funded by the Resource Sustainability Fund have included heating system upgrades, conversion to energy-efficient LED lighting, and downtown streetlights.

In addition to reducing energy consumption, these energy efficiency projects reduce operating costs for the Town. The graph to the right shows total energy use by Town building in FY18.

The Town plans to continue to leverage Resource Sustainability Funds with future Green Communities grants to make energy improvements to some of the largest energy users and improve fuel-efficiency in our vehicle fleet.



GENERAL GOVERNMENT:

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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 42.21% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The Town assumed responsibility for the information and visitor services center and its related programming in 2018. Through the efforts of the Deputy Town Manager and Recreation Director, the center has operated with a revenue surplus for the past two fiscal years. New and expanded programming has been the focus for the division thus far and the center is well on it's way to self-sufficiency.
- This year monies earned from programs in and around the center will be used to off-set the cost of hiring a Visitor and Tourism Manager. Funded through the Recreation and grant accounts, the goal is for the position to increase activities with visitor services at a level that will render the position as self-sustaining.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 32,286	\$ 43,881	\$ 19,292	\$ 26,260
Other Funds	\$ -	\$ -	\$ -	\$ 79,500
Total Expenditures	\$ 32,286	\$ 43,881	\$ 19,292	\$ 105,760

Description:

This account provides for personnel costs, utility charges, restroom cleaning expenses, and various 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 Deputy 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%
FY2018	789	0.13	5%	-16%	5,357	-36%	-11%

GENERAL GOVERNMENT: Visitors Center Restroom

Item 1E

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,970	\$ 2,685	\$ -	\$ 79,500	\$ 79,500
Purchased Service	23,723	16,903	14,167	21,579	21,579
Supplies	2,060	1,785	2,625	2,300	2,300
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	3,534	22,508	2,500	5,000	2,381
Totals	<u>\$ 32,285</u>	<u>\$ 43,881</u>	<u>\$ 19,292</u>	<u>\$ 108,379</u>	<u>\$ 105,760</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 19,292	100.00%	\$ 26,260	24.83%	36.12%
Recreation Fund	-	0.00%	79,500	75.17%	N/A
Totals	<u>\$ 19,292</u>	100.00%	<u>\$ 105,760</u>	100.00%	448.22%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Visitor & Tourism Manager	0.00 FTEs	\$ -	1.00 FTEs	\$ 60,000
5115	Limited-Status	0 hrs.	-	1500 hrs.	19,500
Total		<u>0.00 FTEs</u>	<u>\$ -</u>	<u>1.72 FTEs</u>	<u>\$ 79,500</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-6	Building Improvements	\$ 2,500	\$ 2,381	\$ 2,381	\$ 2,381	\$ 2,381	\$ 4,881
Totals		<u>\$ 2,500</u>	<u>\$ 2,381</u>	<u>\$ 2,381</u>	<u>\$ 2,381</u>	<u>\$ 2,381</u>	<u>\$ 4,881</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 General Fund operating appropriation for the office building at 37 Knox Trail is proposed to *decrease* by 45.55% from that of FY19 budget.
- \$4,761 is proposed for building maintenance projects.
- Of the \$29,192 budget, \$9,631 is proposed to be appropriated from the General Fund. The RHSO and School Department will cover the remaining \$19,561 for the operations of the facility.
- Cleaning services are performed by the custodian at 55 Church Street, and this results in a savings of approximately \$9,000.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 4,854	\$ 17,643	\$ 13,943	\$ 9,631
Other Funds	\$ 16,666	\$ 25,525	\$ 15,487	\$ 19,561
Total Expenditures	\$ 21,520	\$ 43,168	\$ 29,430	\$ 29,192

Description:

This account provides for utility costs and building maintenance expenditures for the facility located at 37 Knox Trail Road. The School Transportation Department is currently a tenant in the building as well as the Regional Housing Services Office (RHSO), which provides housing services for thirteen communities including Concord, with room for other potential municipal tenants. The Town recently added broadband service to the building in order to apportion part of the second floor as a swing space for any Town department that may be displaced from their traditional office space due to renovations and/or other facility maintenance issues. The 141 Keys Road facility underwent a major renovation project during the fall of 2018. During construction several divisions housed within the 141 Keys building were moved to the Knox Trail facility in order to avoid any disruptions in service.

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 150	\$ -	\$ -	\$ -	\$ -
Purchased Service	13,519	24,104	22,030	22,431	22,431
Supplies	851	565	1,200	2,000	2,000
Other Charges and Expenses	-	-	1,200	-	-
Capital Outlay	7,000	18,500	5,000	5,000	4,761
Totals	<u>\$ 21,520</u>	<u>\$ 43,168</u>	<u>\$ 29,430</u>	<u>\$ 29,431</u>	<u>\$ 29,192</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 13,943	47.38%	\$ 9,631	32.99%	-30.93%
RHSO	3,872	13.16%	4,964	17.00%	28.21%
Schools	11,615	39.47%	14,597	50.00%	25.67%
Totals	<u>\$ 29,430</u>	100.00%	<u>\$ 29,192</u>	100.00%	-0.81%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-7	Building Improvements	\$ 5,000	\$ 4,761	\$ 4,761	\$ 4,761	\$ 4,761	\$ 7,261
	Totals	<u>\$ 5,000</u>	<u>\$ 4,761</u>	<u>\$ 4,761</u>	<u>\$ 4,761</u>	<u>\$ 4,761</u>	<u>\$ 7,261</u>

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 budget represents about a 41.40% decrease in the General Fund operating appropriation from that of the FY19 budget.
- \$3,705 is proposed for building maintenance projects.
- Of the \$116,714 budget, \$25,708 is proposed to be appropriated from the General Fund. The Recreation Revolving Fund will cover \$45,666 of building-related expenses as they plan to use about 50% of the building for recreational activities.
- The Retirement Office moved into the building in October of 2017 and will contribute \$39,683 (17%) to the operational costs of the building beginning this fiscal year.
- RHSO will contribute \$5,657, which equates to 10% of the custodial costs, **only** because 55 Church Street's custodial services are shared with the Knox Trail RHSO office location.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ -	\$ -	\$ 42,546	\$ 25,708
Other Funds	\$ -	\$ -	\$ 63,485	\$ 91,006
Total Expenditures	\$ -	\$ -	\$ 106,031	\$ 116,714

Description:

The Town officially purchased the building located at 55 Church Street in August of 2017 for a little over \$1,000,000. Over the last year, the Facilities Division spearheaded a major renovation project to retrofit the former church administration facility into a functional Human Services Office location. The facilities team also created two new fitness/yoga rooms for the Recreation Department's use. In total, the building houses the offices of: Community Services, Veteran's Affairs, Retirement, and Recreation.

In the late fall of 2017, the Retirement office moved from the Town House to their new home at 55 Church Street on the second floor. Redesign and construction of the basement common areas are slated to begin in FY20 as the Town works to renovate the kitchen and meeting areas on that floor for future use by members of the public, Town groups and committees, and other municipal departments and operations.

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ 72,243	\$ 76,139	\$ 76,139
Purchased Service	-	-	23,138	29,970	29,970
Supplies	-	-	5,650	2,000	2,000
Other Charges and Expenses	-	-	-	4,900	4,900
Capital Outlay	-	-	5,000	10,000	3,705
Totals	\$ -	\$ -	\$ 106,031	\$ 123,009	\$ 116,714

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 42,546	0.00%	\$ 25,708	22.03%	-39.58%
Recreation	33,634	0.00%	45,666	39.13%	35.77%
Retirement	26,401	0.00%	39,683	34.00%	50.31%
RHSO	3,450	0.00%	5,657	4.85%	63.97%
Totals	\$ 106,031	0.00%	\$ 116,714	100.00%	10.08%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Custodian	1.00	\$ 34,500	1.00	56,564
	Receptionist/Clerk	1.00	36,750	0.50	19,575
5130	Overtime	40 hrs.	993	0 hrs.	-
	Total	2.00 FTEs	\$ 72,243	1.50 FTEs	\$76,139

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-8	Building Improvements	\$ 5,000	\$ 3,705	\$ 3,705	\$ 3,705	\$ 3,705	\$ 6,205
	Totals	\$ 5,000	\$ 3,705	\$ 3,705	\$ 3,705	\$ 3,705	\$ 6,205

Mission Statement:

The mission of Parks and Playgrounds Division is to maintain and improve upon the many acres of land in Concord that are dedicated to active recreation, exercise, and play. The Division also works to aid in the support of the Town’s conservation and stewardship efforts related to public parklands and other natural resources.

Budget Highlights:

- This is the first year of operations for Parks & Playgrounds.
- The budget covers the salary for one facilities maintainer dedicated to park and playground amenities in Town.
- Special focus for this budget division will surround the White Pond Beach area and the Gerow Park parcel slated for renovation and construction beginning in the spring of 2019.
- \$2,000 has been allocated for tree and shrub installation and pruning.
- \$1,750 had been allocated for signage, safety equipment and bike racks to be installed in the newly acquired parks.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 56,412
Other Funds	\$ -	\$ -	\$ -	\$ 67,922
Total Expenditures	\$ -	\$ -	\$ -	\$ 124,334

Description:

Over the past year, the Town has acquired or renovated several new active recreational parklands including: Gerow Park on Warner’s Pond, the White Pond Beach area, and the Phase I improvements of Rideout Field in West Concord. These properties play an essential role in preserving the Town’s recreational and natural resources while providing structured and unstructured play-spaces for citizens of all ages and abilities.

GENERAL GOVERNMENT: Parks & Playgrounds

Item 1H

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 105,048	\$ 57,024
Purchased Service	-	-	-	24,280	24,280
Supplies	-	-	-	12,100	12,100
Other Charges and Expenses	-	-	-	10,930	10,930
Capital Outlay	-	-	-	13,500	-
White Pond	-	-	-	20,000	20,000
Gerow Park	-	-	-	-	-
Totals	\$ -	\$ -	\$ -	\$ 185,858	\$ 124,334

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 56,412	45.37%	N/A
Recreation	-	0.00%	29,922	24.07%	N/A
Sustainability Fund	-	0.00%	38,000	30.56%	N/A
Totals	\$ -	0.00%	\$ 124,334	100.00%	N/A

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Maintainer	0.00	\$ -	1.00	48,024
5115	Limited Status	0 hrs	-	600 hrs.	9,000
	Total	0.00 FTEs	\$ -	1.29 FTEs	\$57,024

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
0	Recreation Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 is *level funded* compared to the General Fund operating appropriation from that of the FY20 budget.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 265,215	\$ 458,002	\$ 250,000	\$ 250,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 265,215	\$ 458,002	\$ 250,000	\$ 250,000

Description:

This budget provides for the cost of Town Counsel’s services. The Town Manager appoints Town Counsel annually, which is 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 \$226,606 from a total appropriation of \$350,000, which includes \$100,000 appropriated from Article II of the Special Town Meeting dated October 1st, 2018. This leaves \$123,394 available for the next six-months of the fiscal year.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	265,215	458,002	250,000	250,000	250,000
Totals	\$ 265,215	\$ 458,002	\$ 250,000	\$ 250,000	\$ 250,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,000	100.00%	\$ 250,000	100.00%	0.00%
Totals	\$ 250,000	100.00%	\$ 250,000	100.00%	0.00%

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	225,000	233,002	258,002	458,002
2019 Budgeted (Status thru 12/31/18)	250,000	-	350,000 *	226,606

* Article II of the Special Town Meeting on October 1st, 2018 appropriated an additional \$100,000 for Legal Services.

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 11.9% decrease in the General Fund operating appropriation from that of the FY19 budget.
- Two elections are scheduled for FY20 compared to three in FY19.
- A second police officer will be stationed at Harvey Wheeler Community Center where there are two precincts for federal and state elections.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 45,619	\$ 24,809	\$ 48,412	\$ 42,653
Other Funds	\$ 4,474	\$ -	\$ 4,585	\$ -
Total Expenditures	\$ 50,093	\$ 24,809	\$ 52,997	\$ 42,653

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 FY20, we are budgeting for the Annual Town Election and Presidential Primary. State reimbursement for state mandated polling hours for the Presidential primary has been factored into the budget. 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
November 6, 2018	State Election	10,191	75%
September 4, 2018	State Primary	5,551	41.54%
June 12, 2018	Special Town Election (non-medical marijuana prohibition bylaw)	1,791	13.56%
March 27, 2018	Annual Town Election (no contested races)	499	3.79%
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%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 37,343	\$ 17,264	\$ 37,552	\$ 32,553	\$ 32,553
Purchased Services	9,026	5,565	11,545	7,300	7,300
Supplies	3,723	1,981	3,900	2,800	2,800
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 50,093	\$ 24,809	\$ 52,997	\$ 42,653	\$ 42,653

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 48,412	91.35%	\$ 42,653	100.00%	-11.90%
State Reimbursement	4,585	8.65%	-	0.00%	-100.00%
Totals	\$ 52,997	100.00%	\$ 42,653	100.00%	-19.52%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	1991 hrs.	\$ 22,942	1626 hrs.	\$ 20,878
	Technician	48 hrs.	2,250	32 hrs.	1,575
5130	Overtime	38 hrs.	3,360	50 hrs.	2,100
5131	Police Overtime	60 hrs.	9,000	1500 hrs.	8,000
	Total	0.98 FTEs	\$ 37,552	0.79 FTEs	\$ 32,553

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Mission Statement:

The mission of the Board 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 meetings) in an efficient, accurate, and diligent manner.

Budget Highlights:

- This budget represents a 46.70% decrease in the General Fund operating appropriation from that of the FY19 budget.
- Revenues from the sale of 105 Street List books and CDs, totaling \$1,575 in 2018, are credited to the General Fund to offset street list preparation and printing costs.
- The Office Assistant hours were moved back to the Town Clerk’s budget for tracking purposes of this one position.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 6,896	\$ 5,922	\$ 8,666	\$ 4,619
Other Funds	\$ 2,493	\$ 2,755	\$ 2,755	\$ 2,755
Total Expenditures	\$ 9,389	\$ 8,677	\$ 11,421	\$ 7,374

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. The Central Voter Registry (CVR) showed 12,556 active and 713 inactive voters at the end of 2018, totaling 13,269 registered voters in Concord.
- Certifying nomination papers for candidates and petitions for Town Meeting articles proposed by voters and state ballot questions. The number of town meeting petitions, candidates on state and local ballots, 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 FY20, it is expected that the School Department will provide \$2,755 for this purpose.

Performance Information

	2013	2014	2015	2016	2017	2018
Residents Counted in Census as of December 31	15,954	15,830	15,798	15,987	16,481	16,777
Registered voters as of December 31	12,820	12,581	12,637	13,141	13,068	13,269
New Voters Registered during Year	637	820	735	1,834	651	1,192
Nomination/Petition Papers Signatures Certified	2,510	3,398	2,564	1,942	829	4,955

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,858	\$ 2,068	\$ 4,120	\$ -	\$ -
Purchased Services	5,558	5,901	6,324	6,424	6,424
Supplies	973	707	977	950	950
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 9,389	\$ 8,677	\$ 11,421	\$ 7,374	\$ 7,374

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	8,666	75.88%	4,619	62.64%	-46.70%
School Department Transfer	2,755	24.12%	2,755	37.36%	0.00%
Totals	\$ 11,421	100.00%	\$ 7,374	100.00%	-35.43%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	190 hrs.	\$ 3,392	0 hrs.	\$ -
5130	Overtime	15 hrs.	729	0 hrs.	-
	Total	0.09 FTEs	\$ 4,120	0.00 FTEs	\$ -

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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 is *level funded* in comparison to the General Fund operating appropriation from that of the FY19 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 2019 Annual 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 61,156	\$ 44,787	\$ 100,250	\$ 100,250
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 61,156	\$ 44,787	\$ 100,250	\$ 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 2019.

This budget provides \$88,250 to cover the cost of holding the 2019 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 23,670	\$ 8,013	\$ 22,750	\$ 22,750	\$ 22,750
Purchased Services	24,589	26,800	62,500	62,500	62,500
Supplies	12,896	9,974	15,000	15,000	15,000
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 61,156	\$ 44,787	\$ 100,250	\$ 100,250	\$ 100,250

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	100,250	100.00%	100,250	100.00%	0.00%
PEG Fund	-	0.00%	-	0.00%	0.00%
Totals	\$ 100,250	100.00%	\$ 100,250	100.00%	0.00%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	500 hrs.	\$ 4,500	500 hrs.	\$ 4,500
5130	DPW Overtime	125 hrs.	5,000	125 hrs.	5,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	125 hrs.	6,250	125 hrs.	6,250
	Total	0.00 FTEs	\$ 22,750	0.00 FTEs	\$ 22,750

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

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

The mission of the Department of Planning and Land Management (DPLM) 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 5.43% *increase* in the General Fund operating appropriation over the FY19 budget.
- The budget includes funds to support the Planning Board, Zoning Board of Appeals, Historic Districts Commission, Historical Commission, and Community Preservation Committee, among others.
- The FY20 budget requests \$6,000 to continue Concord's participation in CrossTown Connect Transportation Management Association to develop better coordinated transportation services and \$20,000 as a match for a Federal Lands Access Program grant application in partnership with the Minute Man National Park to conduct a detailed feasibility study of a commuter/visitor shuttle from MBTA train stations to federally-owned properties in Concord (MMNHP, Great Meadows Wildlife Refuge, and Hanscom AFB).
- In addition, \$19,000 is proposed to fund a portion of Concord's share of the Regional Housing Services Office.

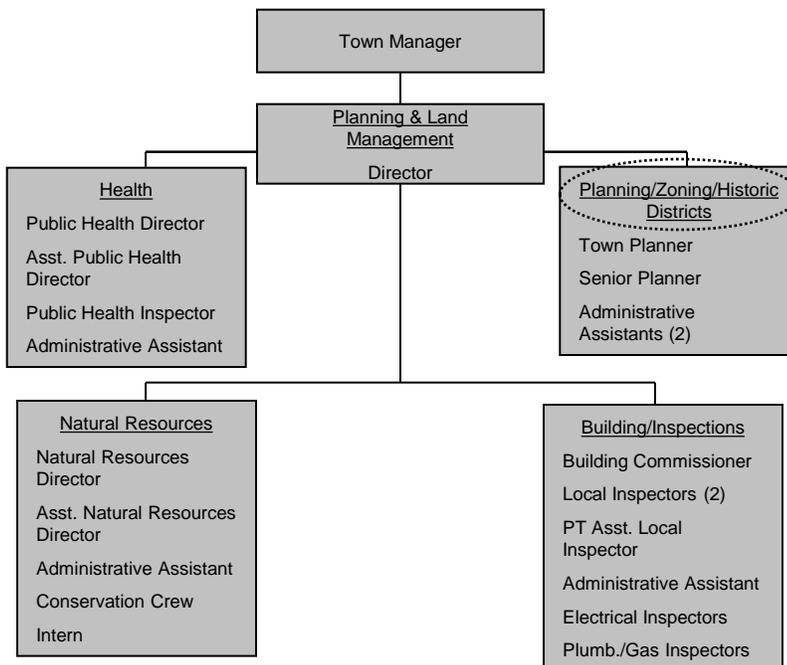
Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 454,735	\$ 368,591	\$ 397,546	\$ 419,139
Other Funds	\$ 86,650	\$ 89,835	\$ 95,055	\$ 99,197
Total Expenditures	\$ 541,385	\$ 458,426	\$ 492,601	\$ 518,336

Description:

The DPLM was created by the Select Board in 1990 and 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 advisory and task-oriented committees.

The Planning Division coordinates the review and administration of all development proposals submitted for approval to the Planning Board, the Zoning Board of Appeals, and the Historic Districts Commission. The Division also supports 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 372,020	\$ 396,904	\$ 450,506	\$ 516,636	\$ 452,636
Purchased Services	28,373	49,467	31,325	55,000	55,000
Supplies	7,407	8,540	7,375	7,305	7,305
Other Charges	8,549	2,374	3,395	3,395	3,395
Capital Outlay	125,035	1,139	-	-	-
Totals	\$ 541,385	\$ 458,426	\$ 492,601	\$ 582,336	\$ 518,336

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 397,546	80.70%	\$ 419,139	80.86%	5.43%
Light Fund	12,428	2.52%	13,159	2.54%	5.88%
Water Fund	49,699	10.09%	52,623	10.15%	5.88%
Sewer Fund	8,286	1.68%	8,773	1.69%	5.88%
Community Preserv. Fund	24,642	5.00%	24,642	4.75%	0.00%
Totals	\$ 492,601	100.00%	\$ 518,336	100.00%	5.22%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
B-2	Vehicle	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 20,000
	Totals	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 20,000

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 138,234	1.00	\$ 138,234
	Town Planner	1.00	105,941	1.00	105,941
	Senior Planner	1.00	82,137	1.00	82,137
	Planning Administrative Assistant	1.00	66,265	1.00	67,025
	ZBoA Administrative Assistant	1.00	57,930	1.00	59,300
	Total	<u>5.00 FTEs</u>	<u>\$ 450,506</u>	<u>5.00 FTEs</u>	<u>\$ 452,636</u>

Program Implementation

The FY20 budget requested allows Planning Division staff to continue providing technical and administrative support to three regulatory boards (Planning Board, ZBA and HDC) and to other town committees that serve in an advisory capacity, such as the Community Preservation Committee (CPC), Historical Commission, and West Concord Advisory Committee. The full-time staff includes the Director of Planning & Land Management, the 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 FY19 included two Planned Residential Developments, projects at Middlesex School and Concord Academy, and the Millbrook Tarry Market. The Town Planner and the Director provided staff support to the Comprehensive Long Range Plan Committee, which completed the award-winning Envision Concord Comprehensive Plan in July 2018. In FY20, the Town Planner will provide project facilitation support for purchase and implementation of an electronic permit tracking & licensing software for various Town departments, coordinate advancement of the permitting and design of 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 and Director work with the RHSO staff to promote affordable housing opportunities in the community. The Senior Planner also provides technical support to the HDC and the Community Preservation Committee. For FY20, the Senior Planner will be working with the HDC on the possible expansion of the Main Street Historic District and with the Historical Commission to continue refinement of the Demolition Review process and to identify a program for the restoration of the Ball-Benson House and Barn.

Planning Division staff submitted 5 applications for funding consideration by the CPC in the fall of 2018: partial support of the Regional Housing Services Office; Junction Village Assisted Living Facility; Junction Village Open Space, Bruce Freeman Rail Trail and Wheeler-Harrington Park. Only the RHSO and Junction Village Assisted Living Facility have been recommended for funding (either partial or entire) at the 2019 Annual Town Meeting.

Town Manager Goal: To Preserve the Town's Character

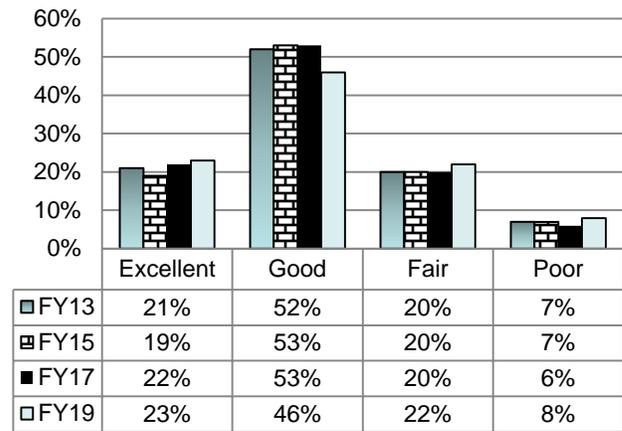
Division Goal: *To ensure that the Planning Division operates in an efficient and effective manner*

Objective: To measure citizen satisfaction with the Planning Division services

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: Residents have been moderately satisfied with the quality of services provided by the Planning Division as indicated with 69% of respondents replying "Excellent" or "Good".

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 met twice monthly for a little more than two years. From January to June 2018, the Committee reviewed and finalized the Envision Concord-Bridge to 2030 Comprehensive Plan, including the 3 Big Opportunities, the glossary of terms and the Implementation Actions. In June, the Committee submitted the final Plan to the Planning Board and the Select Board. The Planning Board voted to adopt the Plan on July 24th and the Select Board voted to accept the Plan on July 30th. The Committee would like to extend its heartfelt thanks to former Town Clerk and Concord resident Anita Tekle for her amazing skill in writing the Executive Summary and to the entire consultant team at CivicMoxie for their guidance and expertise. On December 14th, the Committee accepted from the Massachusetts Chapter of the American Planning Association the "Municipal Comprehensive Plan Award" for the Envision Concord Plan.

Town Manager Goal: To Preserve the Town's Character

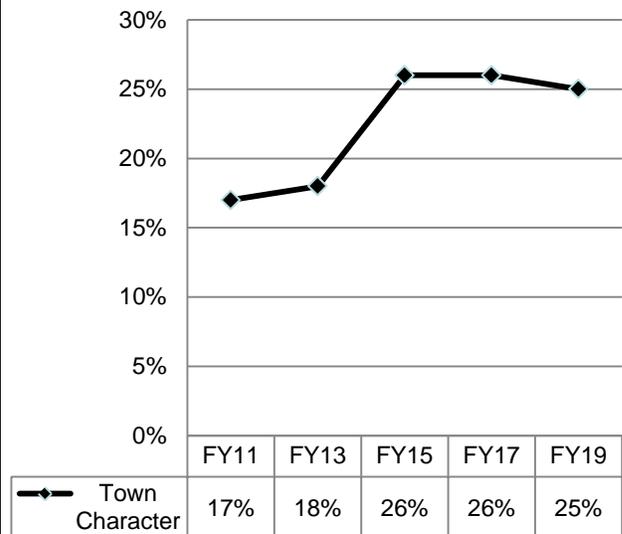
Division Goal: *To align Planning Division goals with the community's increasing desire to preserve the Town's Character.*

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 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: According 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 FY19 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 consists of three voting members and three associate members, which are appointed by the Select Board.

The Board of Appeals is responsible for conducting public hearings and meetings on matters relating to the Zoning Bylaw (such as special permits, relief from parking or design requirements, 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 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.

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.

In 2018, the Board held fifteen (15) public hearings and three (3) site visits. The Board received forty-nine (49) Special Permit applications and eleven (11) of these applications were renewals for previously granted Special Permits. Of these applications, forty-three (43) Special Permits were granted, two (2) applications were withdrawn without prejudice at the request of the applicants, and four (4) applications are pending. (Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.)

ZONING BOARD OF APPEALS ACTIVITIES

Special Permits Granted	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Change, alteration or extension of a nonconforming use and structure	15	21	13	21	26	23	19
Nonconforming single & 2-family structure (increase by more than 50%)	5	7	5	9	12	10	10
Site plan approval (associated with a special permit)	11	6	2	2	4	5	10
Amend or extend a special permit and site plan approval	0	0	0	1	0	0	0
Institutional, Educational or Philanthropic Use	0	0	0	4	0	3	3
Relief from design requirements	4	1	2	0	1	0	2
Relief from parking requirements	9	6	1	3	15	2	3
Relief from the height requirements	0	2	2	0	2	2	1
Off-site parking/increased parking demand/joint parking facilities	0	1	1	1	1	0	2
Parking of Commercial Vehicles	0	2	1	1	0	0	0
Special home occupation (new and renewal)	4	1	2	3	1	3	7
Additional dwelling unit/Two-family dwelling unit	5	3	5	2	5	1	3
Planned residential development (PRD)	1	0	2	3	0	2	2
Hammerhead lot (amendment and new)	3	1	1	0	0	0	0
Private Recreation	1	0	0	1	0	0	1
Seasonal catering in LBD #5	0	0	1	1	0	0	0
Accessory Uses	4	0	3	3	0	0	0
Work in the Flood Plain conservancy district	4	4	3	0	5	2	5
Work in the Groundwater conservancy district	4	0	1	0	0	1	1
Work in the Wetland conservancy district	0	0	0	0	1	0	1
Earth Removal	0	0	0	0	1	1	1
Temporary accessory mobile trailers	0	0	0	2	0	0	0
Extend Zoning district line	0	0	0	1	0	1	0
Combined Industrial/Business/Residential Use	1	1	0	0	0	0	0
Bed & Breakfast or Tourist Home	0	1	0	3	3	0	4
Temporary event parking or special event	0	2	2	2	3	3	3
Wireless communications facility (amendment and new)	1	0	0	0	0	1	0
Lodging for farm workers/Farm Product Sales/Stables	0	3	0	0	0	0	0
Relief from maximum floor area ratio	5	7	5	9	3	3	1
Divide land to preserve historically significant structure	0	0	0	1	0	0	0
Comprehensive permit	0	1	0	0	0	0	0
Special permits denied	0	0	0	0	0	0	0
Variances granted	3	3	1	0	1	1	1
Variances denied	0	0	0	1	0	0	0
Sign bylaw variances granted	0	2	2	5	7	0	0
Sign bylaw variances denied	0	0	0	0	0	0	0
Appeal of the decision of Bldg. Inspector granted	0	0	0	1	0	0	0
Appeal of the decision of Bldg. Inspector denied	0	0	0	1	1	0	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 2.59% *increase* in the General Fund operating appropriation from that of the FY19 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.

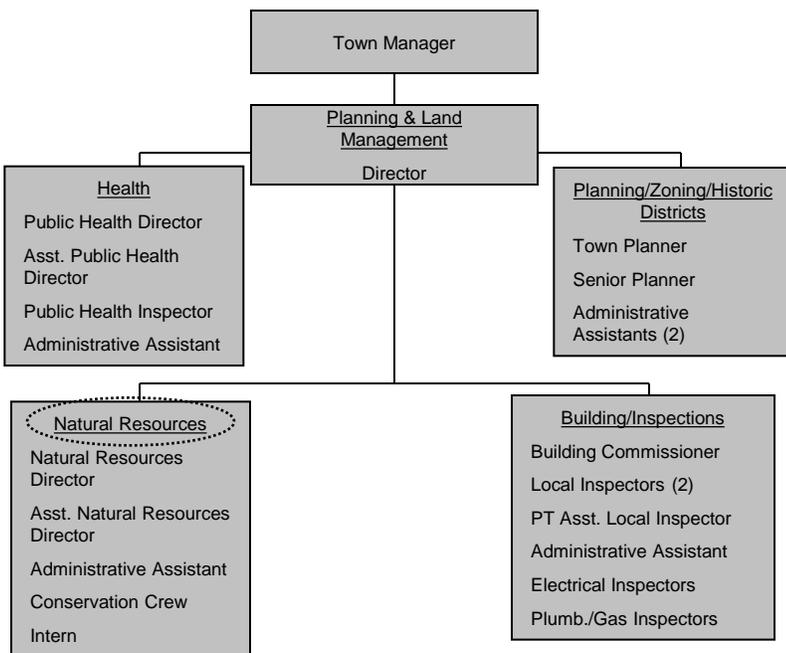
Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 233,392	\$ 226,023	\$ 229,931	\$ 235,753
Other Funds	\$ 54,879	\$ 58,721	\$ 58,726	\$ 60,247
Total Expenditures	\$ 288,271	\$ 284,744	\$ 288,657	\$ 296,000

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; reviewing and monitoring Conservation Restrictions and Agricultural Preservation Restrictions, and assisting with conservation land acquisitions.

The DNR is also responsible for managing more than 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 229,303	\$ 242,120	\$ 266,797	\$ 291,670	\$ 266,710
Purchased Services	15,100	18,564	7,750	11,500	11,500
Supplies	10,060	11,975	7,060	10,410	10,655
Other Charges	1,745	1,618	2,050	2,135	2,135
Capital Outlay	32,063	10,468	5,000	30,000	5,000
Totals	\$ 288,271	\$ 284,744	\$ 288,657	\$ 345,715	\$ 296,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 229,931	79.66%	\$ 235,753	79.65%	2.53%
Light Fund	23,265	8.06%	23,866	8.06%	2.58%
Water Fund	28,367	9.83%	29,103	9.83%	2.59%
Sewer Fund	7,094	2.46%	7,278	2.46%	2.59%
Totals	\$ 288,657	100.00%	\$ 296,000	100.00%	2.54%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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	\$ 5,000
	Totals	\$ 5,000	\$ 5,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000

GENERAL GOVERNMENT: Natural Resources

Item 5B

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 109,308	1.00	\$ 109,308
	Assistant Natural Resources Director	1.00	78,271	1.00	78,271
	Administrative Assistant	1.00	55,477	1.00	55,771
	Sub Total	<u>3.00 FTEs</u>	\$ 243,057	<u>3.00 FTEs</u>	\$ 243,350
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	0 hrs.	-
	Cell Phone Allowance	N/A	1,560	N/A	1,560
	Total	<u>3.91 FTEs</u>	\$ 266,797	<u>3.91 FTEs</u>	\$ 266,710

Program Implementation

The FY20 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 2018, the NRC held 23 meetings to review permit applications, which included 34 Notices of Intent, seven Abbreviated Notices of Resource Area Delineations, and 25 Requests for Determinations of Applicability for a total of 66 new applications. The Commission closed out many completed projects by issuing 40 Certificates of Compliance (COCs) and three partial COCs. Five Emergency Certifications were issued for beaver dam removal, beaver deceiver replacement, trail repair, hazard tree removal, and oil remediation. The appeal of the NRC's approval of a cell tower at Middlesex School in 2017 was withdrawn in 2018. The NRC's 2018 decision to approve a four-lot subdivision on Keuka Road was upheld by DEP and then further appealed to the Office of Appeals and Dispute Resolution; a decision is expected in early 2019.

Natural Resources Division 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 and comment on 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 distributed 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, and they assist other Town officials and conservation organizations with conservation land acquisitions.

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 more than 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 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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Public Hearings	21	22	23	22	23
Notices of Intent and ANRADs	37	35	43	47	41
Request for Determination of Applicability	14	16	20	19	25
Administrative Approvals	45	52	63	23	52
Amended Orders	1	6	2	0	0
Requests for Extension	0	2	0	5	2
Certificates of Compliance	29	22	24	30	40
Regulatory Appeals	2	3	0	2	1
Wetland Enforcement Actions/Violations	0	0	1	0	0
Emergency Certifications	4	2	1	0	5

Permitting in 2018 was similar to 2017 with 41 Notices of Intent and Abbreviated Notices of Resource Area Determination and 25 Requests for Determination of Applicability reviewed for a total of 66 new applications. Fifty-two administrative approvals were reviewed for very minor projects and 40 Certificates of Compliance were issued in 2018 to close out projects. Two Extension Requests were approved to allow applicants more time to continue or complete outstanding projects. The Commission issued five Emergency Certifications in 2018.

No wetland enforcement actions were taken in 2018.

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 0.75% *increase* in the General Fund operating appropriation from the FY19 budget.
- Building construction activity continued to be strong in 2018. From January 2018 to December 2018, the Division issued 884 building permits, which was a 3.8.% increase from the prior year. However, overall construction value declined from \$96.7 million in 2017 to \$72.2 million.
- The Building Inspections Division collected \$1,017,932 in permit fees in 2018. This represents a modest decline of \$206,528 over 2017 in fees collected.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 467,076	\$ 484,642	\$ 483,683	\$ 487,309
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 467,076	\$ 484,642	\$ 483,683	\$ 487,309

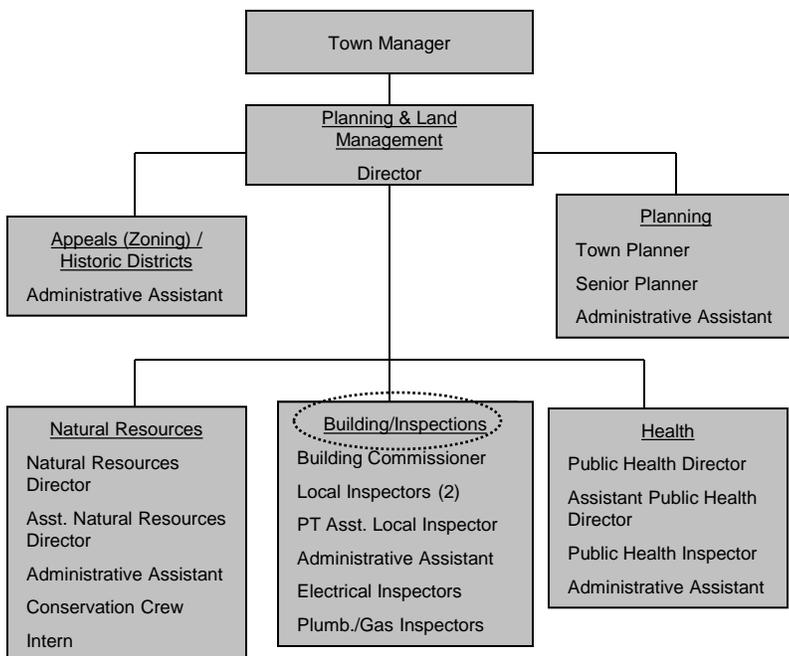
Description:

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 415,215	\$ 434,428	\$ 468,883	\$ 469,810	\$ 469,810
Purchased Services	7,561	19,125	2,250	2,840	2,840
Supplies	4,289	5,859	3,250	4,900	5,269
Other Charges	9,014	10,201	9,300	9,390	9,390
Capital Outlay	30,997	15,030	-	-	-
Totals	<u>\$ 467,076</u>	<u>\$ 484,642</u>	<u>\$ 483,683</u>	<u>\$ 486,940</u>	<u>\$ 487,309</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 483,683	100.00%	\$ 487,309	100.00%	0.75%
Totals	<u>\$ 483,683</u>	100.00%	<u>\$ 487,309</u>	100.00%	0.75%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 101,693	1.00	\$ 101,693
	Local Inspector	2.00	163,181	2.00	163,181
	Part Time Assistant Local Inspector	0.60	40,859	0.60	40,859
	Administrative Assistant	1.00	67,748	1.00	68,675
	Sub Total	<u>4.60 FTEs</u>	\$ 373,481	<u>4.60 FTEs</u>	\$ 374,408
5115	Plumbing/Gas Inspector	980 hrs.	\$ 43,413	980 hrs.	\$ 45,717
	Electrical Inspector	980 hrs.	39,984	980 hrs.	41,160
	Asst. Plumb. and Gas Ins. + Elec.	260 hrs.	8,525	260 hrs.	8,525
5158	Cell Phone Allowance	N/A	780	N/A	-
5131	Car Allowance	N/A	2,700	N/A	-
Total		<u>5.54 FTEs</u>	\$ 468,883	<u>5.54 FTEs</u>	\$ 469,810

Program Implementation

The major expenditure in the FY20 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 884 building permits in 2018, which is a 3.8% increase from the number of building permits issued the year before. However, the overall construction value decreased from \$ 96.7 million in 2017 to \$72.2 million. Of this total, \$51 million was for residential construction and \$22.2 million for commercial construction work.

The value of “new residential dwelling units” built in Concord went from \$24.07 million last year to \$21.7 million in 2018. This new residential construction value represents forty-four new detached single-family homes and three duplexes. Of these fifty new homes, twenty-six or 52% were the result of “tear downs” (an act of demolishing a building, usually to build a new one on the same site).

In 2018, the issuance of Mechanical Permits increased by 51%, while the number of Electrical Permits decreased by 5.1% and Plumbing/Gas Permits decreased by 2.4 %. Overall, 2,945 permits were issued with a 0.5% increase over the prior year. The Building Division collected \$1,017,932 total in permit fees in 2018 versus \$1,224,460 collected in 2017. This was a 16.8% decrease from 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>							
	2012	2013	2014	2015	2016	2017	2018
New single family home	29	55	38	51	43	39	44
Multi-family attached units	0	0	75	6	6	4	6
Additions and Alterations	631	770	759	866	760	719	748
Commercial	73	100	114	115	100	88	86
Total Building Permits	733	925	873	1038	909	850	884
Electrical	730	933	907	751	865	996	945
Plumbing	487	480	546	478	108	524	507
Mechanical	70	91	119	122	542	93	141
Gas	382	416	443	391	428	433	437
Sign	35	54	68	62	29	32	31
Total (all permits)	2,899	2,899	2,956	2,824	2,881	2,928	2,945

<u>Value of Construction</u>							
	2012	2013	2014	2015	2016	2017	2018
Value in Millions	\$68.8	\$142.6	\$80.4	\$80.7	\$84.7	\$96.7	\$72.2

<u>Permit Fee Revenue (by Calendar Year)</u>							
	2012	2013	2014	2015	2016	2017	2018
Revenue	\$809,045	\$783,883	\$1,015,370	\$991,099	\$927,555	\$1,224,460	\$1,017,932

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 1.00% decrease in the General Fund operating appropriation over that of the FY19 budget. This results from an increase in funding from Other Towns by \$5,554 in comparison to FY19.
- The Total Expenditure increase is primarily due to a \$20,000 capital outlay request to replace one of the Health Division vehicles.
- This budget allocates \$7,500 to continue implementing Healthy Communities initiatives and \$7,500 to hire a part-time contracted food inspector.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 323,967	\$ 320,627	\$ 342,706	\$ 359,269
Other Funds	\$ 83,658	\$ 85,484	\$ 88,871	\$ 94,617
Total Expenditures	\$ 407,625	\$ 406,111	\$ 431,577	\$ 453,886

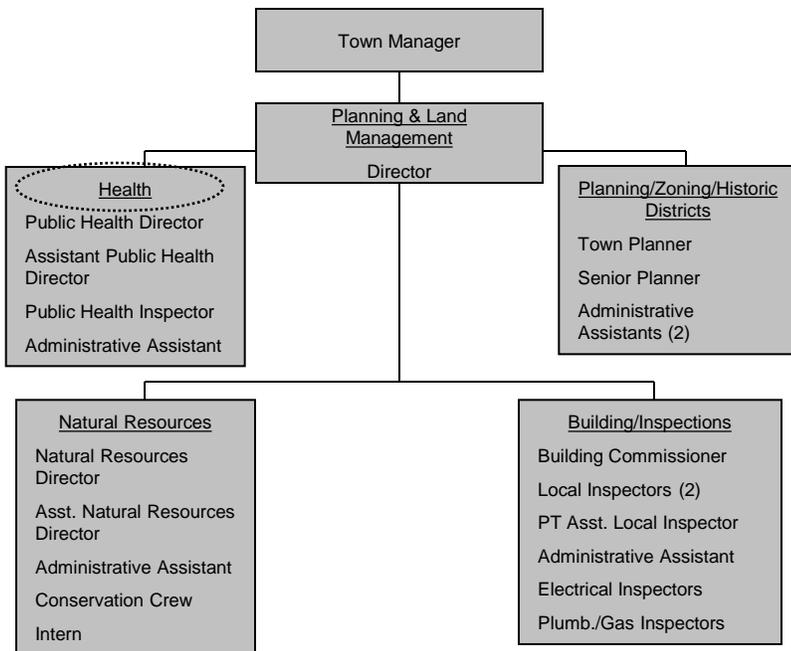
Description:

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 323,364	\$ 339,554	\$ 365,587	\$ 366,293	\$ 366,293
Purchased Services	60,398	47,435	60,950	61,850	61,850
Supplies	2,543	1,128	1,750	2,650	2,453
Other Charges	1,320	1,793	3,290	3,290	3,290
Capital Outlay	20,000	16,200	-	25,000	20,000
Totals	\$ 407,625	\$ 406,111	\$ 431,577	\$ 459,083	\$ 453,886

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 342,706	79.41%	\$ 359,269	79.15%	4.83%
Water Fund	32,393	7.51%	32,546	7.17%	0.47%
Sewer Fund	36,778	8.52%	36,817	8.11%	0.11%
Other Towns	19,700	4.56%	25,254	5.56%	28.19%
Totals	\$ 431,577	100.00%	\$ 453,886	100.00%	5.17%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
B-2	Vehicle	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 107,439	1.00	\$ 107,439
	Assistant Public Health Director	1.00	93,171	1.00	93,171
	Public Health Inspector	1.00	80,783	1.00	80,783
	Administrative Assistant	1.00	67,969	1.00	68,675
	Sub Total	<u>4.00 FTEs</u>	\$ 349,362	<u>4.00 FTEs</u>	\$ 350,068
5120	Public Health Nurse	624 hrs.	16,225	624 hrs.	16,225
	Total	<u>4.30 FTEs</u>	\$ 365,587	<u>4.30 FTEs</u>	\$ 366,293

Program Implementation

The FY20 budget recommendation includes a 5.2% increase in the operating appropriation over that of the FY19 budget. The increase is primarily due to a \$20,000 capital expenditure request to replace one of the Health Division vehicles

This budget reflects sustained funding for the Public Health Nurse position at \$16,225; there is no increase proposed above the FY19 budget.

The FY20 budget continues to fund Healthy Concord initiatives originally identified in 2014/15 for youth substance use 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 FY20 budget requests funding of \$20,400 for the services of the East Middlesex Mosquito Control Project. This represents a 2% increase above the FY19 cost of \$20,000. 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 larvacides 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.

FY20 recommendation includes \$6,700 to continue contracting for public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

Since 2012, the Town has contracted with the State for the provision of Weights and Measures Inspections. Accordingly, the budget includes an amount of \$7,000 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 2018, collecting \$166,000 in total fees.

Permits and Licenses Issued								
	2011	2012	2013	2014	2015	2016	2017	2018
Food services/retail food	180	168	197	207	209	210	216	165
Tobacco sales	20	17	17	14	14	14	14	14
Permits to keep farm animals	68	83	84	99	116	107	129	105
Bathing beaches	3	3	3	3	3	4	4	4
Swimming pools	21	21	26	24	23	23	28	28
Hazardous materials control permits	49	49	50	56	52	52	58	52
Recreational camp sites	13	13	12	13	13	15	17	25
Tanning facilities	1	1	1	1	1	1	1	1
Disposal works installers	71	76	90	97	92	92	53	61
Septage haulers	20	18	22	24	27	27	24	20
Rubbish haulers	12	13	13	14	15	15	15	12
Funeral directors	4	4	3	3	4	4	4	4
On-site sewage disposal permits	117	108	95	117	189	189	104	179
Building permit reviews	146	170	191	220	184	195	223	206
Drinking/irrigation well permits	29	24	17	14	19	19	21	28
Body Art Establishments		1	1	1	1	1	1	1
Body Art Practitioners Practitioners		2	3	5	5	5	4	4

Under a regional service contract, the Health Division staff provided a total of 450 hours of staff support (or 7% of total staff hours) to the Town of Lincoln resulting in \$30,000 in additional revenue for Concord.

Health staff annually conduct approximately 400 field inspections for septic system installation; 150 food service inspections; 105 inspections of properties where animals are kept; 14 tobacco sales inspections; 10 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 160 Concord residents over age 60. The Town also 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 6.55% *increase* in the General Fund operating appropriation over that of the FY19 budget. This increase is primarily due to increases in gas and electricity costs and elevator maintenance.
- The budget includes continuation of cleaning services provided by Minuteman ARC crews.
- The budget anticipates the need for ongoing repairs to the elevator.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 50,209	\$ 70,373	\$ 72,994	\$ 74,433
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 50,209	\$ 70,373	\$ 72,994	\$ 74,433

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 it 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.

Renovations to the Health & Inspections offices completed in the fall 2018 have improved office spaces and streamlined file storage. Insulation of the attic is anticipated to reduce energy costs.

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	26%	10%	81,520	-17%	0%
FY2018	4,852	0.78	11%	-12%	71,640	-27%	-12%

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,128	\$ 1,776	\$ 21,924	\$ -	\$ -
Purchased Services	39,725	50,376	38,736	64,283	64,283
Supplies	2,500	3,435	2,334	2,835	2,835
Other Charges	-	-	-	-	-
Capital Outlay	5,855	14,787	10,000	10,000	7,315
Totals	<u>\$ 50,209</u>	<u>\$ 70,373</u>	<u>\$ 72,994</u>	<u>\$ 77,118</u>	<u>\$ 74,433</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 72,994	100.00%	\$ 74,433	100.00%	1.97%
Totals	<u>\$ 72,994</u>	100.00%	<u>\$ 74,433</u>	100.00%	1.97%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 21,924	0.00	\$ -
	Total	<u>0.50 FTEs</u>	<u>\$ 21,924</u>	<u>0.00 FTEs</u>	<u>\$ -</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
B-1	Building Improvements	\$ 10,000	\$ 7,315	\$ 7,315	\$ 7,315	\$ 7,315	\$ 12,315
	Totals	<u>\$ 10,000</u>	<u>\$ 7,315</u>	<u>\$ 7,315</u>	<u>\$ 7,315</u>	<u>\$ 7,315</u>	<u>\$ 12,315</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 is *level funded* in comparison to the General Fund operating appropriation from that of the FY19 budget.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 1,189	\$ 3,306	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,189	\$ 3,306	\$ 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ 3,006	\$ -	\$ -	\$ -
Purchased Services	748	-	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	441	300	350	350	350
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 1,189</u>	<u>\$ 3,306</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,410	100.00%	\$ 3,410	100.00%	0.00%
Totals	<u>\$ 3,410</u>	100.00%	<u>\$ 3,410</u>	100.00%	0.00%

Finance Department Mission Statement:

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

Finance Administration Mission Statement:

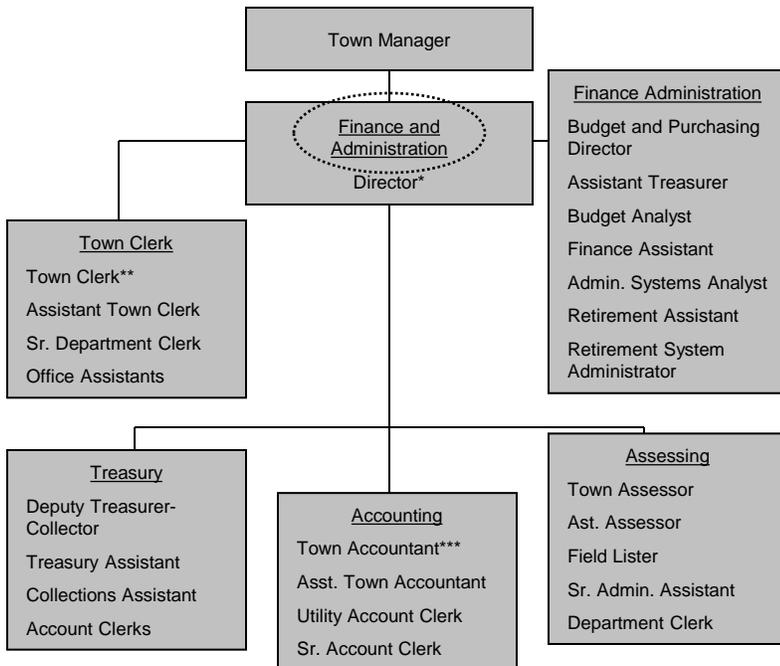
The mission of the Finance Administration Division is to manage the Town’s financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town’s financial situation, and to provide numerous high quality administrative services to the Town’s departments.

Budget Highlights:

- This budget represents a 0.81% decrease in the General Fund operating appropriation from that of the FY19 budget.
- Personnel costs account for 97% of the proposed budget in FY20. 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. These costs also include the salaries of the Retirement System Administrator and Retirement Assistant due to the restructuring of the Accounting Division.
- 50.4% of the FY20 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 302,629	\$ 333,188	\$ 348,167	\$ 345,330
Other Funds	\$ 202,818	\$ 214,582	\$ 232,140	\$ 351,225
Total Expenditures	\$ 505,447	\$ 547,770	\$ 580,307	\$ 696,555



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.

FINANCE & ADMINISTRATION: Finance Administration

Item 8A

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 473,437	\$ 477,222	\$ 557,872	\$ 673,115	\$ 673,115
Purchased Services	18,125	12,429	13,085	13,000	13,000
Supplies	1,332	1,618	2,500	2,500	2,500
Other Charges	8,754	5,776	6,850	7,000	7,940
Capital Outlay	3,800	50,725	-	-	-
Totals	\$ 505,447	\$ 547,770	\$ 580,307	\$ 695,615	\$ 696,555

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 348,167	60.00%	\$ 345,330	49.58%	-0.81%
Light Fund	58,033	10.00%	57,558	8.26%	-0.82%
Water Fund	92,852	16.00%	92,093	13.22%	-0.82%
Sewer Fund	23,214	4.00%	23,024	3.31%	-0.82%
Solid Waste Fund	11,609	2.00%	11,513	1.65%	-0.83%
Swim and Fitness Fund	11,609	2.00%	11,513	1.65%	-0.83%
Parking Meter Fund	23,214	4.00%	23,024	3.31%	-0.82%
Town Trust Fund	11,609	2.00%	11,513	1.65%	-0.83%
Retirement	-	0.00%	120,987	17.37%	N/A
Totals	\$ 580,307	100.00%	\$ 696,555	100.00%	20.03%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 158,209	1.00	\$ 158,209
	Budget and Purchasing Director	1.00	106,849	1.00	106,849
	Assistant Treasurer	1.00	84,221	1.00	84,221
	Budget Analyst	1.00	66,820	1.00	59,850
	Retirement System Administrator	0.00	-	1.00	88,403
	Administrative Systems Analyst	1.00	78,449	1.00	78,449
	Finance Assistant	1.00	62,124	1.00	63,350
	Retirement Administrative Assistant	0.00	-	0.50	32,584
	Sub Total	<u>6.00 FTEs</u>	\$ 556,672	<u>7.50 FTEs</u>	\$ 671,915
5157	Car Allowance	N/A	1,200	N/A	1,200
	Total	<u>6.00 FTEs</u>	<u>\$ 557,872</u>	<u>7.50 FTEs</u>	<u>\$ 673,115</u>

Program Implementation
<ul style="list-style-type: none"> • The proposed FY20 Finance Administration Division budget provides funding for the Finance Director and his or her staff, which includes the Budget and Purchasing Director, Assistant Treasurer, Budget Analyst, Finance Assistant, Administrative Systems Analyst, Retirement System Administrator, and Retirement Administrative Assistant. • 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. • 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 \$2,500 proposed for printing, postage, and advertising 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 (June 4, 2018)

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 2½.

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 (2018 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 \$352,681, reflecting the high-end housing stock.
- As of March 2018, the Town's unemployment rate of 2.8% is also lower than the State rate (3.8%) and US rate (4.1%).

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 4.1% of the FY17 appropriation.
- The FY19 budget was balanced with a 5.5% increase in the tax levy and \$1,000,000 from free cash to reduce the tax levy.

Debt/Pensions

- The entire debt portfolio is fixed rate with 99% 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 27.9% is well ahead of most local government across the United States.

Source: Moody's Investor Service, *Credit Opinion for the Town of Concord MA*, June 4, 2018.

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 1.76% decrease in the General Fund operating appropriation from that of the FY19 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.

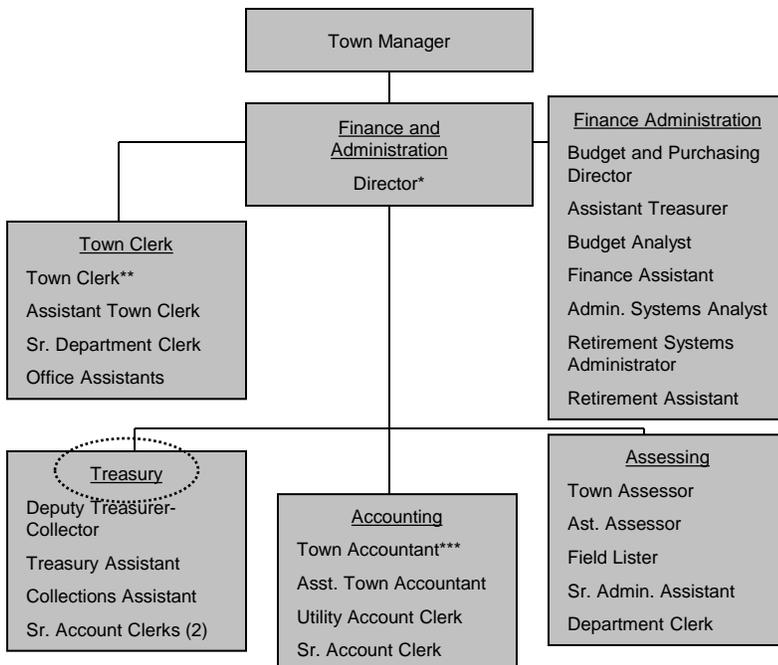
Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 289,121	\$ 292,313	\$ 295,530	\$ 290,317
Other Funds	\$ 224,768	\$ 226,663	\$ 224,079	\$ 220,416
Total Expenditures	\$ 513,888	\$ 518,976	\$ 519,609	\$ 510,733

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 331,214	\$ 314,317	\$ 333,614	\$ 324,188	\$ 324,188
Purchased Services	166,658	163,832	175,825	173,825	173,825
Supplies	5,070	4,180	6,750	6,750	6,750
Other Charges	1,947	1,577	3,420	5,970	5,970
Capital Outlay	9,000	35,071	-	-	-
Totals	\$ 513,888	\$ 518,976	\$ 519,609	\$ 510,733	\$ 510,733

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 295,530	56.88%	\$ 290,317	56.84%	-1.76%
Light Fund	58,579	11.27%	57,831	11.32%	-1.28%
Water Fund	55,281	10.64%	54,384	10.65%	-1.62%
Sewer Fund	13,688	2.63%	13,465	2.64%	-1.63%
Solid Waste Disp. Fund	32,174	6.19%	31,576	6.18%	-1.86%
Swim and Fitness Center	20,111	3.87%	19,737	3.86%	-1.86%
Parking Meter Fund	32,174	6.19%	31,576	6.18%	-1.86%
Town Trust Fund	4,025	0.77%	3,950	0.77%	-1.86%
Retirement System	8,047	1.55%	7,897	1.55%	-1.86%
Totals	\$ 519,609	100.00%	\$ 510,733	100.00%	-1.71%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

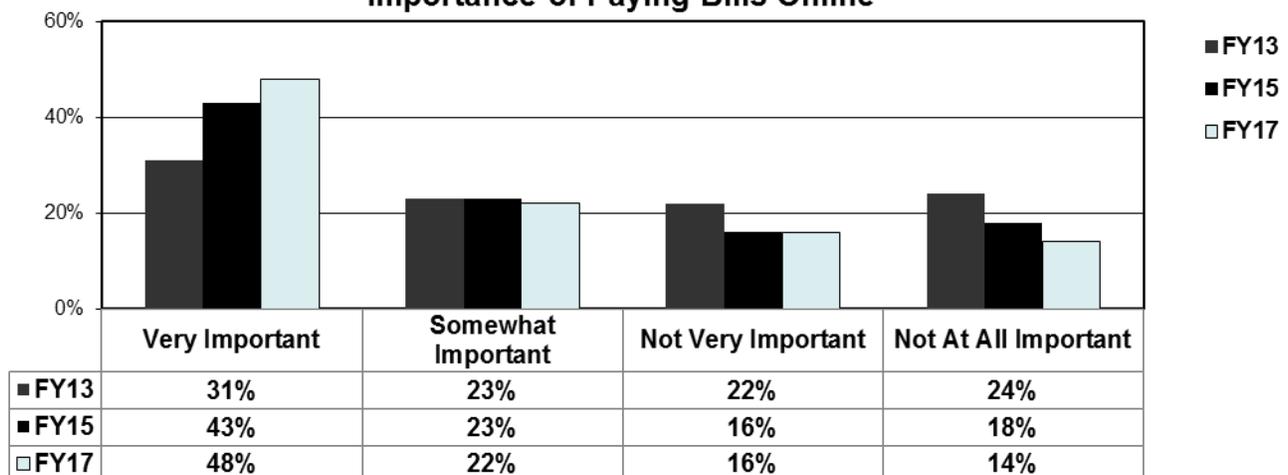
Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 112,762	1.00	\$ 106,449
	Collections Assistant	1.00	64,066	1.00	62,975
	Treasury Assistant	1.00	59,675	1.00	54,852
	Senior Account Clerk	2.00	97,111	2.00	99,912
Total		<u>5.00 FTEs</u>	<u>\$ 333,614</u>	<u>5.00 FTEs</u>	<u>\$ 324,188</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, \$74,500, 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 \$55,100, 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

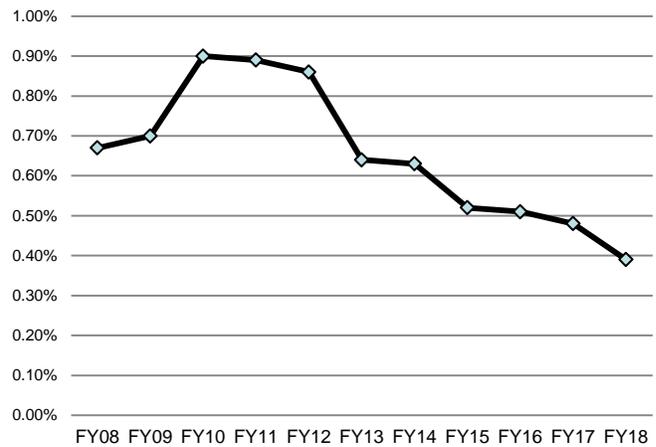
Division Goal: To collect the Town's Property Tax Levy

Measure: Collection Rate

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

Trend: The **0.39%** delinquency rate marks the 23rd 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, 2018)



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

	FY14	FY15	FY16	FY17	FY18
Earnings	\$86	\$82.5	\$158	\$396	\$735
Yield	0.22%	0.24%	0.43%	0.78%	1.85%

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 FY18	Billing Responsibilities	Collection Responsibilities
Parking violations	3,207	(Police Department)	X
Subscriptions for curbside refuse and recycling	7,294	X	X
Motor vehicle excise bills	17,624	X	X
Property tax bills	24,967	X	X
Departmental Turnovers processed	19,372	(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 0.44% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The Retirement System Administrator and Retirement Assistant positions are now part of the Finance Administration budget.
- Utility Account Clerk position has changed from full-time to part-time since the utility billing and customer service activities have moved to the Concord Utilities Department.

Expenditure Summary

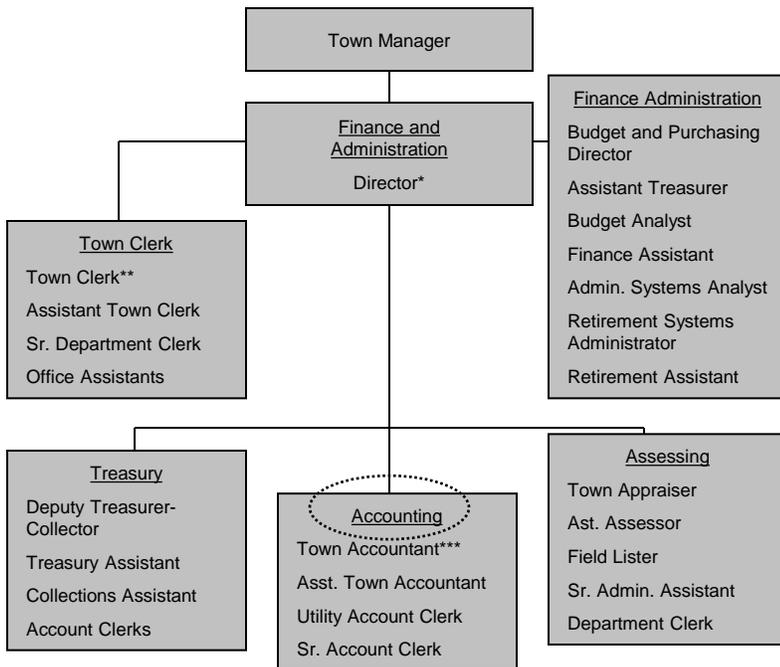
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 162,946	\$ 51,547	\$ 168,310	\$ 169,055
Other Funds	\$ 163,327	\$ 282,258	\$ 300,699	\$ 152,216
Total Expenditures	\$ 326,273	\$ 333,805	\$ 469,009	\$ 321,271

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;
- Providing utility payment application support;

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



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

FINANCE & ADMINISTRATION: Town Accountant

Item 8C

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 249,426	\$ 237,474	\$ 391,359	\$ 242,321	\$ 242,321
Purchased Services	3,774	1,530	4,300	4,150	4,150
Supplies	672	827	1,200	1,200	1,200
Other Charges	2,400	2,975	3,150	3,600	3,600
Capital Outlay	5,000	25,000	-	-	-
Audit	65,000	66,000	69,000	70,000	70,000
Totals	\$ 326,273	\$ 333,805	\$ 469,009	\$ 321,271	\$ 321,271

v					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 168,310	35.89%	\$ 169,055	52.62%	0.44%
Light Fund	65,979	14.07%	50,627	15.76%	-23.27%
Water Fund	68,376	14.58%	56,210	17.50%	-17.79%
Sewer Fund	23,127	4.93%	20,176	6.28%	-12.76%
Solid Waste Disp. Fund	5,443	1.16%	5,477	1.70%	0.62%
Beede Center	11,252	2.40%	11,326	3.53%	0.66%
Retirement System	126,522	26.98%	8,400	2.61%	-93.36%
Totals	\$ 469,009	100.00%	\$ 321,271	100.00%	-31.50%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 92,674	1.00	\$ 92,674
	Retirement System Administrator	1.00	88,403	0.00	-
	Utility Account Clerk	1.00	55,959	0.50	24,983
	Senior Account Clerk	1.00	54,693	1.00	54,873
	Assistant Town Accountant	1.00	69,791	1.00	69,791
	Retirement Assistant	0.50	29,839	0.00	-
	Total	<u>5.50 FTEs</u>	<u>\$ 391,359</u>	<u>3.50 FTEs</u>	<u>\$ 242,321</u>

Program Implementation

- The majority of the Accounting Division’s budget is for personnel services.
- The staffing of the Accounting Division includes the Town Accountant, Assistant Town Accountant, Senior Account Clerk, and a half-time Utility Account Clerk. The utility billing and customer service activities have been phased out of the Accounting Division.
- 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 received a clean audit opinion for the last five years.</p>	Compliance with Accounting Standards				
	FY14	FY15	FY16	FY17	FY18
	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion

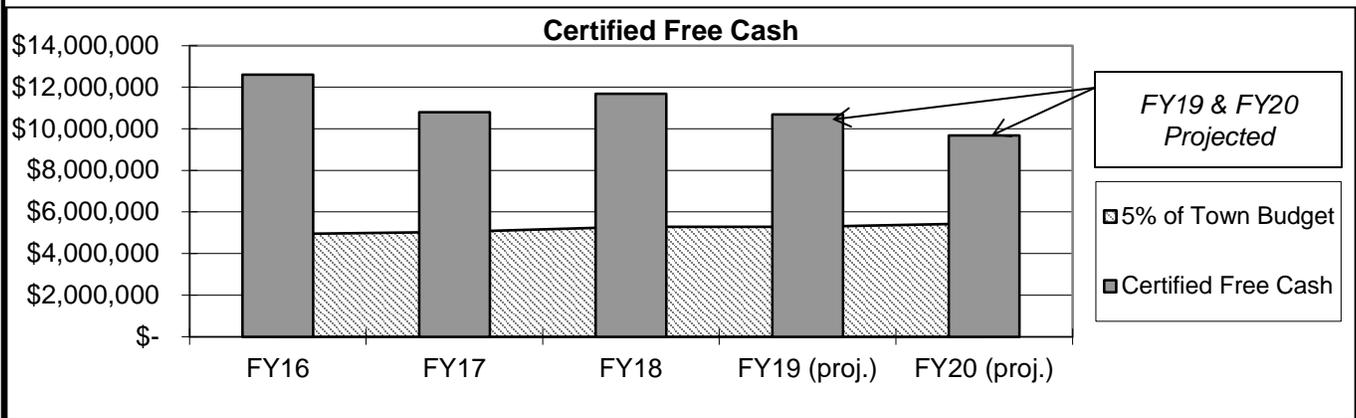
<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p>Measure: Accounting Activity for the last 4 fiscal years</p>	Accounting Department Activity				
		FY15	FY16	FY17	FY18
	Invoices Processed	18,928	22,926	19,800	24,000
		55	55	55	55

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

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. The Town continues to exceed the yearly level of free cash recommended in the Town's Free Cash policy.



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 1.44% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The increase was primarily in the computer software maintenance category, which was increased to cover cloud hosting of the new version of the CAMA program. The new program went on line in September, and the IT Department along with the Assessing Division reviewed the advantages to being cloud based and decided to migrate an in house server to the cloud. There is a corresponding savings in the IT budget for not needing to maintain a server in house.

Expenditure Summary

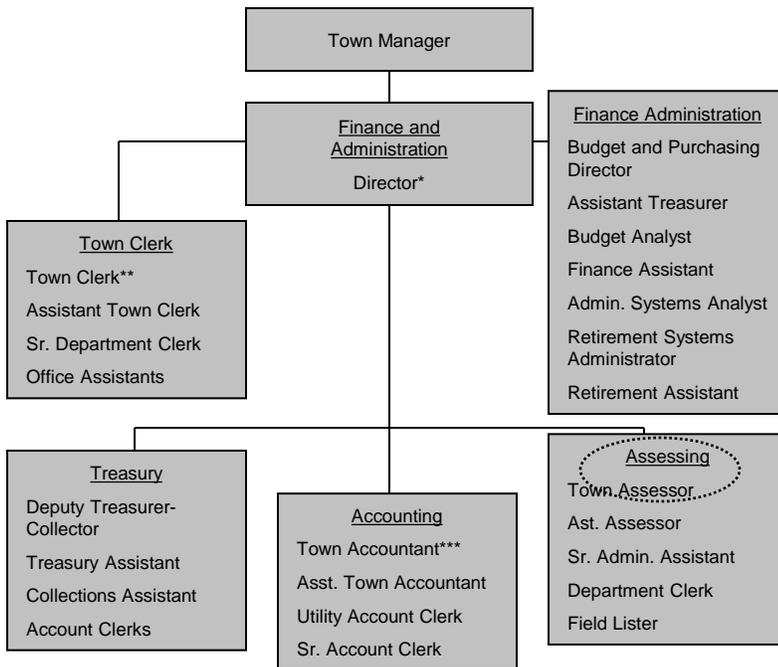
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 423,249	\$ 434,827	\$ 431,786	\$ 438,001
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 423,249	\$ 434,827	\$ 431,786	\$ 438,001

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.



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

FINANCE & ADMINISTRATION: Assessors

Item 8D

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 314,707	\$ 327,596	\$ 350,886	\$ 349,801	\$ 349,801
Purchased Services	61,603	95,032	66,050	72,650	72,650
Supplies	1,150	2,064	2,600	2,600	2,600
Other Charges	12,788	10,136	12,250	12,950	12,950
Capital Outlay	33,000	-	-	-	-
Totals	\$ 423,249	\$ 434,827	\$ 431,786	\$ 438,001	\$ 438,001

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 431,786	100.00%	\$ 438,001	100.00%	1.44%
Totals	\$ 431,786	100.00%	\$ 438,001	100.00%	1.44%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Assessor	1.00	\$ 117,434	1.00	\$ 117,434
	Assistant Assessor	1.00	79,329	1.00	79,329
	Field Lister	0.40	22,661	0.40	22,661
	Senior Administrative Assistant	1.00	68,180	1.00	68,748
	Department Clerk	1.00	58,932	1.00	59,529
	Sub Total	<u>4.40 FTEs</u>	\$ 346,536	<u>4.40 FTEs</u>	\$ 347,701
5120	Limited Status	75 hrs.	2,250	0 hrs.	-
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.44 FTEs</u>	\$ 350,886	<u>4.40 FTEs</u>	\$ 349,801

Program Implementation

- The Assessors Division is staffed by a Town Assessor, Assistant Assessor, part-time Field Lister, 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-year 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. They need to be inspected this coming year to maintain the cycle. Also, an inspection of all Commercial and Industrial properties was completed in the first part of FY13, and these inspections are scheduled again for this year. Personal Property is in compliance with the state guideline and is on a three year schedule finishing in FY20.
- 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 (FY19) was the first interim year adjustment after the re-certification in FY18. A full sales analysis and adjustments to values were made, but the DOR has limited review of the values and growth numbers before the Town is allowed to process the new values.
- Purchased Services for FY20 include valuation and consulting services (\$35,400), Appraisal Services for (\$15,000) computer software (\$18,550), telephone (\$800), postage (\$500), printing (\$1,200), telephone and office equipment maintenance (\$500), advertising (\$600), and Misc. services (\$100).
- The Supplies expense category includes \$2,500 for office supplies and \$100 for envelopes.
- The Other Charges and Expenses category is mainly for staff training and education, which allows the Division to meet the changing, 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 increased \$7,300 from FY19. The limited services expense has been removed, since the production of Board Minutes has been brought in house. Without the computer hosting the division would have had a reduction in general expenses for FY20.

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

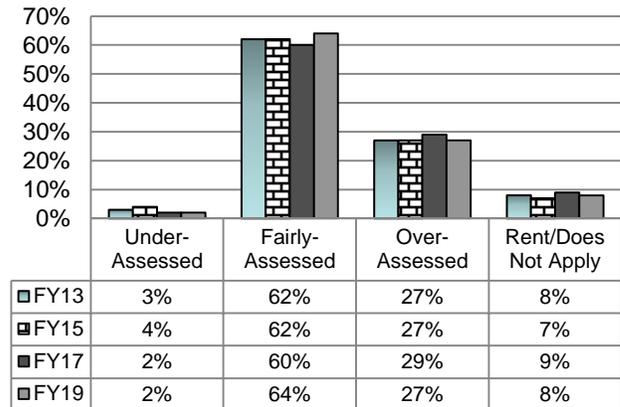
Division Goal: To fairly assess property

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

Measure: Town Biennial Survey of 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: 64% of residents believe that their property value assessments are fairly assessed. This is a 4% increase from the previous Town Survey.

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 10 years

Trend: The number of Visits has been very consistent over the last several years and is a result of having in-house personnel responsible for the inspections.

Property Inspections	FY18	FY19
Total # Visits	890	911
% Visited	14%	14%
Full Measure & List	410	312

- In FY13, new coding in the assessing computer system was created to better track inspections. In addition, a decision was made to convert to the industry standard of a 5-year inspection schedule instead of the DOR 10-year guideline.
- The actual inspection rate had slipped to 6 years because of the abundance of building permits, but it is only one year off the 5-year preferred cycle.
- FY20 Personal Property inspections will be based on completing a 3-year cycle. FY19 represented the second year of the cycle for Personal Property.
- 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		
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
FY18	6,658	44	.66%	28	3	2	4,751,405	67,897

There are currently only two cases at the Appellate Tax Board covering both FY2017 and FY2018. 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 4.24% *increase* in the General Fund operating appropriation from that of the FY19 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 (1.1% 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 .

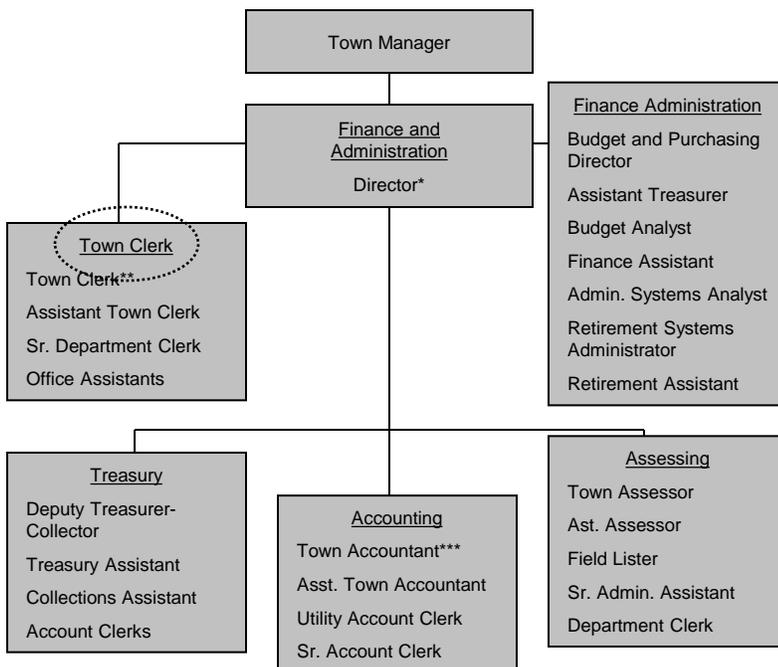
Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 243,942	\$ 239,881	\$ 253,004	\$ 263,738
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditures	\$ 246,942	\$ 242,881	\$ 256,004	\$ 266,738

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: agenda postings and minutes preservation; oath of office; annual training workshop and committee handbook 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;
- Preservation of Town archives;
- Election and Census-related activities are reported under the Election and Registrars budgets.



*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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 230,473	\$ 229,737	\$ 249,281	\$ 254,393	\$ 258,614
Purchased Services	1,462	6,847	1,419	1,450	1,450
Supplies	2,469	4,371	2,650	2,880	2,880
Other Charges	2,297	1,926	2,654	3,794	3,794
Capital Outlay	10,241	-	-	-	-
Totals	\$ 246,942	\$ 242,881	\$ 256,004	\$ 262,517	\$ 266,738

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 253,004	98.83%	\$ 263,738	98.88%	4.24%
Cemetery Fund	3,000	1.17%	3,000	1.12%	N/A
Totals	\$ 256,004	100.00%	\$ 266,738	100.00%	4.19%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 99,978	1.00	\$ 99,978
	Assistant Town Clerk	1.00	70,996	1.00	70,996
	Senior Department Clerk	1.00	58,451	1.00	58,840
	Sub Total	<u>3.00 FTEs</u>	\$ 229,425	<u>3.00 FTEs</u>	\$ 229,814
5120	Office Assistant	934 hrs.	\$ 17,054	1256 hrs.	\$ 27,500
5130	Overtime	62 hrs.	2,802	32 hrs.	1,300
	Total	<u>3.45 FTEs</u>	<u>\$ 249,281</u>	<u>3.60 FTEs</u>	<u>\$ 258,614</u>

Program Implementation

- The Town Clerk’s budget consists almost entirely of the salary cost for three full-time positions, a part-time Office Assistant averaging 17-19 hrs. per week, and Office Assistance in database administration (75 hrs. per year).
- The following is included under Purchased Services: telephones and office equipment maintenance and book binding.
- 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	2015	2016	2017	2018
Births Registered (Concord residents)	1,215 (104)	1,329 (113)	1,301 (109)	1,299 (89)
Deaths Registered (Concord residents)	356 (163)	347 (164)	351 (172)	310 (154)
Marriages Registered (Concord residents)	83 (40)	70 (30)	62 (29)	45 (14)
Marriage Intentions Filed	84	73	61	54
Dog Licenses Issued	1,956	1,877	1,894	1,933
Burial Permits Issued	319	297	311	266
Business Certificates Recorded	102	157	162	96
Cemetery Deeds Prepared & Recorded	43	44	41	42
Public Meetings Posted	917	995	929	905
Raffle Permits Issued	19	17	17	18
Affidavits & Corrections Prepared & Recorded	67	56	79	65
Net Receipts to General Fund	\$109,194	\$108,264	\$109,642	\$110,795

INFORMATION TECHNOLOGY

Item 9

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 5.4% *increase* in the IT Operations General Fund operating appropriation and a 2.8% *decrease* in Technology Fund capital appropriation from FY19.
- Purchased Services includes offsite Helpdesk and Server Management, hosted applications and technical support for projects such as server upgrades.
- In FY20, an additional FTE is funded for IS Technicians. This represents the IT department contribution toward additional support for all Town departments. Additional Library and Public Safety supports is being implemented.
- The Technology Fund is used to acquire and replace hardware, software and network IT infrastructure components.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 898,055	\$ 936,762	\$ 977,184	\$ 1,015,028
Other Funds	\$ -	\$ -	\$ 156,075	\$ 174,054
Total Expenditures	\$ 898,055	\$ 936,762	\$ 1,133,259	\$ 1,189,082

Description:

The Information Technology 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. Increases \$2,000 in FY20.

Photocopiers: Includes the cost of the Town House copiers. Decreases \$2,000 in FY20.

Information Technology Operations: Increases \$55,823 in FY20. Includes all of the operational support for the Town Government's Information Technology. This line item contains the general fund allocation for the 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 a capital appropriation; it is proposed to decrease from \$185,000 to \$179,800. This funding provides for purchases of servers, data storage, software, networks, telephones 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 FY20

Expense Category	FY20	Detail
Financial Systems Operations	\$129,000	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$11,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$869,282	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$179,800	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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$267,867	\$342,925	\$ 524,609	\$ 583,032	\$ 583,032
Purchased Services	335,861	343,210	403,100	403,100	406,000
Supplies	10,373	24,592	18,000	18,000	18,000
Other Charges	1,428	4,350	2,550	2,250	2,250
Capital Outlay	282,526	221,683	185,000	375,000	179,800
Totals	\$898,055	\$936,762	\$ 1,133,259	\$ 1,381,382	\$ 1,189,082

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
C-1	Town-Wide Technology Fund	185,000	179,800	195,000	215,000	215,000	240,000
	Totals	\$ 185,000	\$ 179,800	\$ 195,000	\$ 215,000	\$ 215,000	\$ 240,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 977,184	86.23%	\$ 1,015,028	85.36%	3.87%
Light Fund	96,911	8.55%	111,295	9.36%	14.84%
Telecom Fund	32,931	2.91%	32,931	2.77%	0.00%
Water Fund	19,385	1.71%	22,261	1.87%	14.84%
Sewer Fund	4,848	0.43%	5,567	0.47%	14.83%
RHSO	2,000	0.18%	2,000	0.17%	0.00%
Totals	\$ 1,133,259	100.00%	\$ 1,189,082	100.00%	4.93%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 164,655	1.00	\$ 164,655
	Technical Services Manager	1.00	105,964	1.00	105,964
	GIS / App. Prog. Manager	1.00	96,824	1.00	96,824
	Information Systems Technician	1.00	70,877	2.00	142,800
	GIS Technician/Analyst	0.75	46,229	0.75	46,229
	Total	4.75 FTEs	\$ 484,549	5.75 FTEs	\$ 556,472
5115	Regular Part-Time	500 hrs	7,500	0 hrs	-
5130	Overtime	200 hrs	6,000	0 hrs	-
5158	Cell Phone	N/A	1,560	N/A	1,560
5111	Telecommunications Support	N/A	25,000	N/A	25,000
	Total	4.99 FTEs	\$ 524,609	5.75 FTEs	\$ 583,032

Description of Information Technology Infrastructure

The Town's Information Technology infrastructure includes approximately 80 servers, 440 workstations and laptops, 70 printers, and over 500 telephones across 20 buildings. Data Center operations are centralized with redundant facilities for high availability. The Town owns and operates its own fiber optic network through CMLP 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 by service bureaus.

The Town maintains a virtual server environment, allowing all of the Town's major applications to be dynamically relocated between two locations without any disruption over the Town's fiber optic network. In FY19 the Town has added the Minuteman Media Network group and extended support to their studio at the high school. The FY19 & FY20 plans include upgrades to the Utility Billing systems, Light plant financials, GIS Data Management and Broadband Operations. Cyber Security, utility SCADA, security video monitoring improvements are also in progress. The need to improve reliability, security and functionality of many of our systems continues to be substantial. Beginning in FY19, major new systems, such as for Licensing and Permitting, will be deployed.

The systematic workstation refresh program, in place since 2011, has achieved a 6-year refresh cycle. A focus for FY19 and FY20 is Windows10 and mobile devices. 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. FY19 saw Enterprise Wi-Fi deployed to Town Offices.

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

Program Implementation

The FY20 budget for Information Technology Operations adds one FTE to the IT staff, for a total of 5.75 FTEs. The majority of the funding increase for FY20 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 Technical Services Manager, GIS/Applications Program Manager, and GIS Technician. The Technical Services Manager, which was a new position created in FY18, now manages the IS Technicians 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 FY19, the GIS Team published maps for departments which connect to GIS databases that are maintained in real time. GIS integration will also be an important element of the new Licenses and Permitting applications.
- IT support to Town staff is provided primarily by the Technical Services Manager assisted by the Information Systems (IS) Technicians. Together they manage the end-user computing environment. The Technical Services Manager and Technician both provide direct IT support. They also have primary responsibility to assess 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. The additional FTE funding in IT will be combined with funding from the Library and Public Safety departments to hire two new IS technicians. The responsibilities of this group are being expanded to include more direct support for those departments in response to the Library's planned expansion and staff changes at the Police department.
- 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. Use of professional services continues to expand and is provided by multiple vendors with specialized skills.

INFORMATION TECHNOLOGY**Item 9****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 FY18 or the first half of FY19.

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 FY19 investments in additional hardware to support the virtual server infrastructure are underway. Phone system improvements continue, and the utility billing and light plant financials systems are being completely replaced.

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 Technical Services Manager and IS Technician review the status of the help desk daily and weekly with a focus on reducing recurring issues and improving service quality. IT support is being increased to departments that had previously used their own staff, resulting in better technology support.

Support ticket volume increased again. Over 4,000 tickets were generated in 2018 versus about 3600 in 2017, 3250 in 2016. Average open tickets remained steady, suggesting that higher volume is being handled.

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

Approximately \$65,000 of the technology fund will be expended on computer workstation upgrades in FY20. IT maintains the inventory of over 440 workstations (up 12.5% in the past year due to adding the CCTV and Library systems and new Town employees). A replacement rate of approximately 1.5 systems per week is required to achieve the six year replacement cycle target. In 2018, 53 workstations and laptops were replaced. In addition 11 failing or obsolete printers were replaced, including 2 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 was 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 servers 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 functionality. The CIO works with department heads to identify and prioritize application upgrades. The major project for FY19 is Utility Billing, which will complete in May 2019. The April 2017 Town meeting approved a \$1.5 million Technology Improvement Fund to support the work the Senior Management Team is doing to achieve strategic improvement objectives. The fund provides resources to make these investments and the first of these projects, Licenses and Permits, started in FY19 and will continue into FY20.

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 7.17% increase in the General Fund operating expenses from those of the FY19 budget.
- \$12,820 has proposed for building improvement.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 108,426	\$ 114,879	\$ 125,468	\$ 131,206
Other Funds	\$ 23,387	\$ 25,048	\$ 19,505	\$ 20,901
Total Expenditures	\$ 131,813	\$ 139,927	\$ 144,973	\$ 152,107

Description:

This budget covers operating expenses for 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 Divisions of Public Information/PEG Services and Sustainability and the Facilities, Human Resources, and Finance Departments. 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.

Town House meeting rooms are used by staff and Town boards and committees throughout the days and most evenings. A conference room at the Assessors' Office also provides valuable meeting space several nights during the week. Both facilities are open to the public 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 168th 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 monies have been used to perform various significant improvements to the facility. Most recently, the Facilities Team create two offices within the vacant spaces that exist between the second and third floors. Affectionately referred to as floor 2 ½, these offices house the Town's public information/ PEG services and suitability operations.

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	-19%	20%	70,640	-22%	-2%
FY2018	5,450	0.87	-18%	2%	70,240	-22%	-1%

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 60,149	\$ 65,857	\$ 70,770	\$ 74,800	\$ 74,800
Purchased Services	34,197	47,053	43,099	46,025	46,025
Supplies	5,083	9,500	9,500	11,300	11,300
Other Charges	-	-	-	-	-
Capital Outlay	28,100	10,547	15,000	52,000	12,820
Assessor's Office Building	4,284	6,969	6,604	7,163	7,163
Totals	\$ 131,813	\$ 139,927	\$ 144,973	\$ 191,287	\$ 152,107

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 125,468	86.55%	\$ 131,206	86.26%	4.57%
Light Fund	6,500	4.48%	6,967	4.58%	7.18%
Water Fund	7,801	5.38%	8,359	5.50%	7.15%
Sewer Fund	3,902	2.69%	4,180	2.75%	7.12%
Solid Waste Disposal Fund	1,302	0.90%	1,395	0.92%	7.14%
Retirement	-	0.00%	-	0.00%	N/A
Totals	\$ 144,973	100.00%	\$ 152,107	100.00%	4.92%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 62,935	1.00	\$ 63,288
	Sub Total	<u>1.00 FTEs</u>	62,935	<u>1.00 FTEs</u>	63,288
5115	Electrician	0 hrs.	-	0 hrs.	-
5130	Overtime	160 hrs.	7,235	240 hrs.	10,912
5157	Car Allowance	N/A	600	N/A	600
	Total	<u>1.00 FTEs</u>	<u>\$ 70,770</u>	<u>1.00 FTEs</u>	<u>\$ 74,800</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
A-4	Building Improvements	15,000	12,820	12,820	12,820	12,820	12,820
	Totals	<u>\$ 15,000</u>	<u>\$ 12,820</u>				

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:

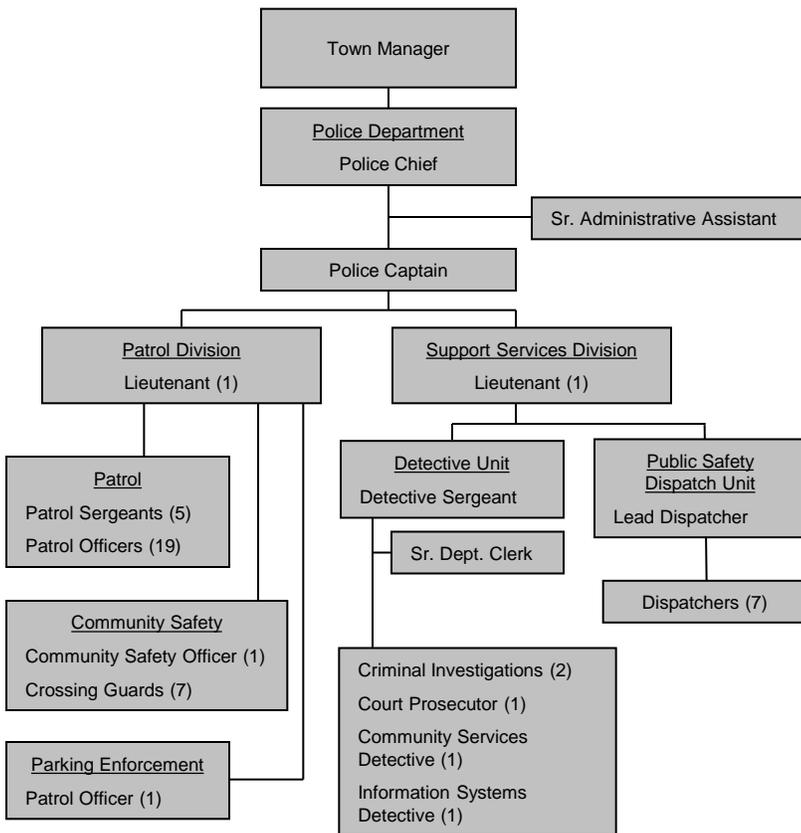
- This budget represents a 0.41% decrease in the General Fund operating appropriation from that of the FY19 budget.
- There has been the addition of another School Resource Officer focused at the Concord Middle School.
- The FY20 capital expenditures total \$185,200 and includes the replacement of three (3) police vehicles (\$105,000), replace of AED Defibrillators (\$10,200), computer/modem upgrades (\$5,000), replacement of cruiser laptops (\$40,000), and the upgrade/maintenance of public safety equipment (\$25,000).

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 4,442,491	\$ 4,417,164	\$ 4,751,624	\$ 4,752,964
Other Funds	\$ 15,000	\$ 83,816	\$ 136,246	\$ 153,246
Total Expenditures	\$ 4,457,491	\$ 4,500,980	\$ 4,887,870	\$ 4,906,210

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 through a grant 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). 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.



Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,032,121	\$ 4,040,542	\$ 4,582,286	\$ 4,655,538	\$ 4,582,797
Purchased Services	193,881	103,190	43,624	41,050	41,050
Supplies	72,440	88,313	85,060	90,280	84,188
Other Charges	16,202	18,277	11,900	12,975	12,975
Capital Outlay	142,847	250,658	165,000	233,200	185,200
Totals	<u>\$ 4,457,491</u>	<u>\$ 4,500,980</u>	<u>\$ 4,887,870</u>	<u>\$ 5,033,043</u>	<u>\$ 4,906,210</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,751,624	97.21%	\$ 4,752,964	96.88%	0.03%
Parking Meter Fund	88,246	1.81%	88,246	1.80%	0.00%
2018STM9 School Resource	48,000	0.98%	-	0.00%	-100.00%
Grant Funding	-	0.00%	15,000	0.31%	N/A
Stabilization Fund	-	0.00%	50,000	1.02%	N/A
Totals	<u>\$ 4,887,870</u>	100.00%	<u>\$ 4,906,210</u>	100.00%	0.38%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
D-1	Police Vehicles	140,000	105,000	140,000	105,000	140,000	105,000
D-2	P.S. Equipment	25,000	25,000	25,000	55,000	30,000	60,000
D-3	Bullet Proof Vests					25,000	
D-4	Night Vision Devices						
D-5	Computers/Modems		5,000				
D-6	Office Copiers						
D-7	Cruiser Laptops		40,000				
D-8	Body Cameras						
D-9	Vehicle Cameras						
D-10	AED Defibrillators		10,200				
	Totals	<u>\$ 165,000</u>	<u>\$ 185,200</u>	<u>\$ 165,000</u>	<u>\$ 160,000</u>	<u>\$ 195,000</u>	<u>\$ 165,000</u>

PUBLIC SAFETY: Police Department

Item 11

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 187,079	1.00	\$ 187,194
	Captain	1.00	\$ 147,036	1.00	\$ 147,036
	Lieutenant	1.00	227,581	2.00	227,581
	Sergeant	6.00	617,529	6.00	617,530
	Detectives, Inspector, Patrol Officers	26.00	2,064,745	26.00	2,064,745
	Uniformed Sub Total	35.00 FTEs	\$ 3,243,970	36.00 FTEs	\$ 3,244,085
	Senior Administrative Assistant	1.00	75,106	1.00	73,331
	Senior Department Clerk	1.00	50,741	1.00	50,822
	Lead Dispatch	1.00	69,009	1.00	69,009
	P.S. Dispatch	7.00	422,363	7.00	422,614
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	11.30 FTEs	\$ 671,699	11.30 FTEs	\$ 670,256
5130	Overtime - Uniformed	7585 hrs.	456,742	7585 hrs.	456,741
	Overtime - Dispatchers	1600 hrs.	70,601	1600 hrs.	70,636
	Traffic/Alcohol/Tobacco Compliance	534 hrs.	32,156	534 hrs.	32,156
	Overtime Sub Total	0.00 FTEs	\$ 559,499	0.00 FTEs	\$ 559,533
5143	Holiday Pay - Uniformed	835 hrs.	33,521	835 hrs.	33,521
	Holiday Pay - Dispatchers	384 hrs.	11,297	384 hrs.	11,302
5194	Uniform Allowance	N/A	24,500	N/A	25,200
5197	Cleaning Allowance	N/A	37,800	N/A	38,900
	Benefits for Additional Officer	N/A	-	N/A	-
	Total	46.30 FTEs	\$ 4,582,286	47.30 FTEs	\$ 4,582,797

Program Implementation

The FY20 Police Department recommended budget provides funding for a staffing level of thirty-six (36) 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 \$185,200 for the Department, which includes the replacement of three (3) police vehicles (\$105,000), replacement of AED Defibrillators (\$10,200), computer/modem upgrades (\$5,000), replacement of cruiser laptops (\$40,000), and the upgrade and maintenance of public safety equipment (\$25,000).

The FY20 budget allocates additional resources for community policing programs.

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

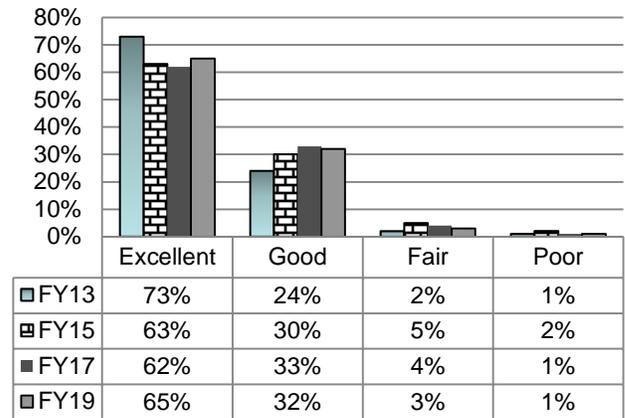
Division Goal: To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

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

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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:

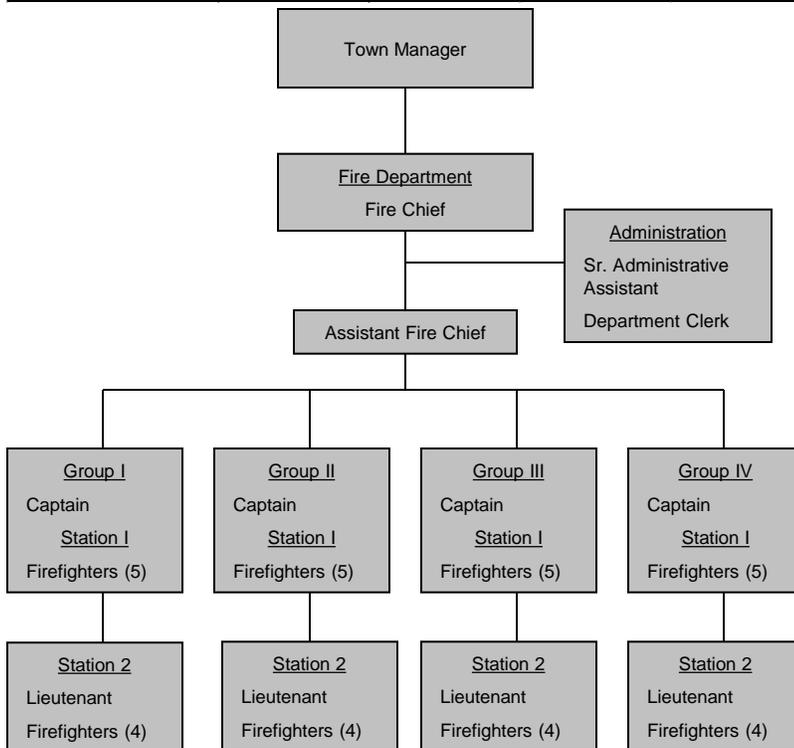
The mission of the Fire Department is to make Concord a safer place for all to live, work and visit. We will accomplish this through prevention efforts and by providing rapid and effective fire, rescue and emergency medical services to the community.

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.

Budget Highlights:

- This budget represents 2.22% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- Since July 2014, a second ambulance has been operating out of the West Concord Fire Station between the hours of 8AM to 8PM. With the FY20 budget, this ambulance service is proposed to be increased to round-the-clock operation. To do so, 4 additional firefighters need to be hired to staff the 8PM to 8AM shift. Funding in FY20 for the personnel-related costs of these 4 firefighter will come from two sources: \$90,000 from the General Fund and \$245,240 from the Emergency Response Stabilization Fund. Over the subsequent four years, the amount allocated by the General Fund will gradually increase so that by the end of the period the General Fund will assume all of the personnel-related costs.
- Capital outlay totaling \$40,000 will replace miscellaneous firefighting equipment and firefighter personal protective turnout gear.

Expenditure Summary				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 4,361,316	\$ 4,647,745	\$ 4,873,241	\$ 4,954,816
Other Funds	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Stabilization Fund	\$ -	\$ -	\$ -	\$ 245,240
Total Expenditures	\$ 4,367,316	\$ 4,653,745	\$ 4,879,241	\$ 5,206,056



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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,054,035	\$ 4,233,533	\$ 4,605,142	\$ 4,942,825	\$ 4,918,064
Purchased Services	98,299	137,782	92,137	104,795	104,795
Supplies	89,010	118,895	103,254	137,450	128,989
Other Charges	21,454	23,497	13,708	14,208	14,208
Capital Outlay	104,518	140,039	65,000	61,000	40,000
Totals	\$ 4,367,316	\$ 4,653,745	\$ 4,879,241	\$ 5,260,278	\$ 5,206,056

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,873,241	99.88%	\$ 4,954,816	95.17%	1.67%
State Reimb. - HazMat	6,000	0.12%	6,000	0.12%	0.00%
Stabilization Fund	-	0.00%	245,240	4.71%	N/A
Totals	\$ 4,879,241	100%	\$ 5,206,056	100%	6.70%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
F-1	Misc. Equipment	25,000	25,000	25,000	25,000	25,000	25,000
F-2	Fire Vehicles			20,000	25,000	25,000	25,000
F-3	Turnout Gear	15,000	15,000	15,000	15,000	15,000	15,000
F-4	SCBA				15,000	20,000	20,000
F-5	SCBA Cylinder Rep.			5,000	5,000	5,000	5,000
F-6	Supply Hose			10,000			
F-7	EMS Equip.	25,000			15,000	30,000	15,000
F-8	Fire Alarm Equip.			30,000			
F-9	Community AEDs				15,000		
F-10	Breathing Air Comp.					35,000	
	Totals	\$ 65,000	\$ 40,000	\$ 105,000	\$ 115,000	\$ 155,000	\$ 105,000

PUBLIC SAFETY: Fire Department

Item 12

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Fire Chief	1.00	\$ 136,093	1.00	\$ 136,093
	Assistant Fire Chief	1.00	103,425	1.00	103,425
	Captain	4.00	415,616	4.00	415,618
	Lieutenant	5.00	378,755	4.00	378,757
	Fire Prevention Inspector	0.00	-	1.00	90,262
	Add'l firefighters for 2nd amb	0.00	-	4.00	264,460
	Firefighter	32.00	2,558,879	32.00	2,468,626
	Uniformed Sub Total	<u>43.00 FTEs</u>	\$ 3,592,768	<u>47.00 FTEs</u>	\$ 3,857,241
	Senior Administrative Assistant	1.00	71,380	1.00	72,141
	Regular Compensation Sub Total	<u>44.00 FTEs</u>	\$ 3,664,148	<u>48.00 FTEs</u>	\$ 3,929,382
5120	Department Clerk	1024 hrs.	11,490	1024 hrs.	11,490
	Office Clerk	344 hrs.	7,658	0 hrs.	-
	Call Firefighters	82 hrs.	1,025	82 hrs.	1,025
5143	Holiday Pay	4920 hrs.	192,716	4920 hrs.	221,681
	Sub Total	<u>0.69 FTEs</u>	\$ 212,889	<u>0.53 FTEs</u>	\$ 234,196
5130	Firefighter Overtime	12369 hrs.	726,737	12369 hrs.	752,413
	Non-Union Overtime	40 hrs.	1,368	40 hrs.	2,073
	Total	<u>44.69 FTEs</u>	\$ 4,605,142	<u>48.53 FTEs</u>	\$ 4,918,064

Program Implementation

In the FY20 proposed operating budget, 94% is for salary and related personnel expenses. The remaining 6% of the funds are for purchased services and supplies.

In 2018, 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 three 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.

In 2018, the Department added a fire prevention inspector. The addition of this position gives the Department the opportunity to provide a much higher level of service related to fire prevention.

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

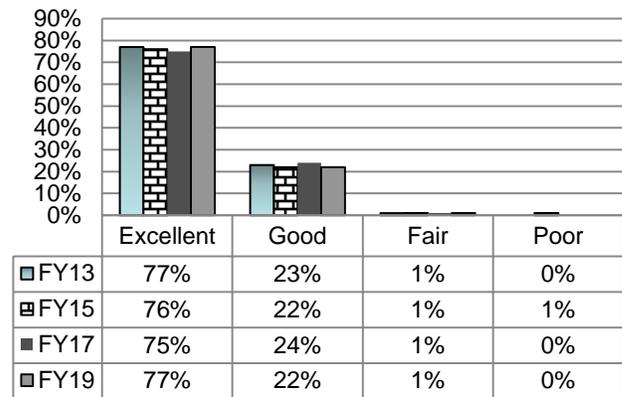
Division Goal: To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

Objective: To measure citizen satisfaction with Fire Department services

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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



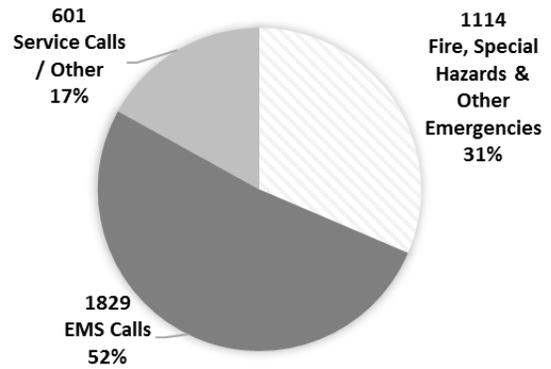
Division Goal: To prepare for the emergency needs of the residents

Objective: To determine the trends in emergency services

Measure: Emergency call breakdown from CY 2018

Trend: The occurrence of calls for most fires remains relatively stable. 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 RESPONSES CY18



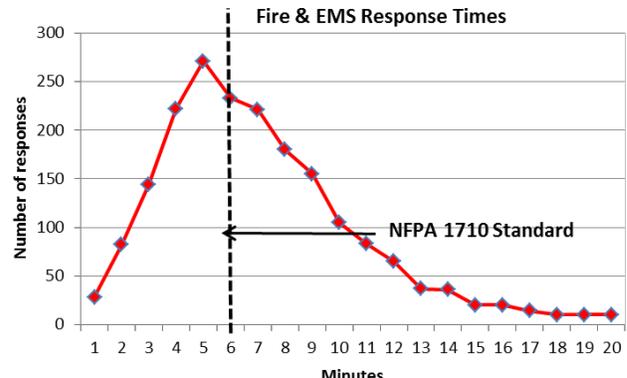
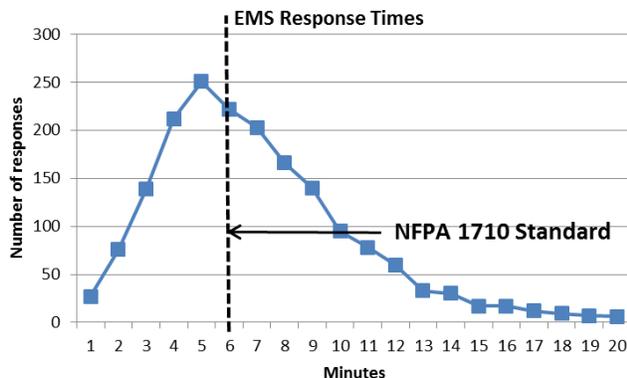
Division Goal: To provide efficient response to fire & medical emergencies

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 FY18 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 1.61% decrease in the General Fund operating appropriation from that of the FY19 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 \$9,871 in the capital outlay plan is provided for periodic building improvements.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 40,040	\$ 39,268	\$ 36,323	\$ 35,769
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 40,040	\$ 39,268	\$ 36,323	\$ 35,769

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 to replace an older fire station in West Concord that was destroyed by a 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.

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%	11%	47,053	4%	1%
FY2018	2,583	0.41	-69%	-16%	47,075	4%	0%

PUBLIC SAFETY: W. Concord Fire Station

Item 13

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ 100	\$ -	\$ -	\$ -
Purchased Services	21,712	18,286	22,573	22,148	22,148
Supplies	2,384	3,020	3,750	3,750	3,750
Other Charges	-	-	-	-	-
Capital Outlay	15,944	17,862	10,000	10,000	9,871
Totals	\$ 40,040	\$ 39,268	\$ 36,323	\$ 35,898	\$ 35,769

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 36,323	100.00%	\$ 35,769	100.00%	-1.52%
Totals	\$ 36,323	100.00%	\$ 35,769	100.00%	-1.52%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
H-1	Building Improvements	10,000	9,871	9,871	9,871	9,871	9,871
	Totals	\$ 10,000	\$ 9,871	\$ 9,871	\$ 9,871	\$ 9,871	\$ 9,871

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 5.98% decrease in the General Fund operating appropriation from that of the FY19 budget.
- The FY20 budget includes \$12,654 in capital expenditures for various building improvements and renovations, with \$6,327 allocated for Police Department use and \$6,327 allocated for Fire Department use.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 274,880	\$ 284,656	\$ 284,816	\$ 261,627
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 274,880	\$ 284,656	\$ 284,816	\$ 261,627

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	-24%	1%	321,120	7%	3%
FY2018	10,634	1.70	-26%	-3%	308,400	3%	-4%

PUBLIC SAFETY: Police / Fire Station

Item 14

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 4,158	\$ -	\$ 4,120	\$ 4,120	\$ 4,120
Purchased Services	208,282	232,443	253,496	237,653	237,653
Supplies	6,926	9,319	7,200	7,200	7,200
Other Charges	188	1,016	-	-	-
Capital Outlay	55,326	41,878	20,000	20,000	12,654
Totals	<u>\$ 274,880</u>	<u>\$ 284,656</u>	<u>\$ 284,816</u>	<u>\$ 268,973</u>	<u>\$ 261,627</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 284,816	100.00%	\$ 261,627	100.00%	-8.14%
Totals	<u>\$ 284,816</u>	100.00%	<u>\$ 261,627</u>	100.00%	-8.14%

Personnel Services Summary					
		FY19 Budgeted		FY20 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		<u>0.00 FTEs</u>	<u>\$ 4,120</u>	<u>0.00 FTEs</u>	<u>\$ 4,120</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
E-1	Building Improv.	20,000	12,654	12,654	12,654	12,654	12,654
Totals		<u>\$ 20,000</u>	<u>\$ 12,654</u>				

Mission Statement:

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

Budget Highlights:

- This budget represents a 5.18% decrease in the General Fund operating appropriation from that of the FY19 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 13,859	\$ 16,637	\$ 16,937	\$ 16,060
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 13,859	\$ 16,637	\$ 16,937	\$ 16,060

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 Concord that needs special planning consideration to minimize their risk from various significant emergencies natural and man-made.

In FY20, CEMA will continue to build out the Town's shelter capability at the new emergency shelter located at Harvey Wheeler Community Center and improve on the operations of the shelter facility.

PUBLIC SAFETY: Emergency Management

Item 15

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	7,759	16,637	10,487	9,610	9,610
Supplies	-	-	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	6,100	-	-	-	-
Totals	\$ 13,859	\$ 16,637	\$ 16,937	\$ 16,060	\$ 16,060

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 16,937	100.00%	\$ 16,060	100.00%	-5.18%
Totals	\$ 16,937	100.00%	\$ 16,060	100.00%	-5.18%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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 a 4.75% *increase* in the General Fund operating appropriation from that of the FY19 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 24,010	\$ 24,730	\$ 26,000	\$ 27,236
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 24,010	\$ 24,730	\$ 26,000	\$ 27,236

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 Police Chief.

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	24,010	24,730	25,100	26,336	26,336
Supplies	-	-	900	900	900
Totals	<u>\$ 24,010</u>	<u>\$ 24,730</u>	<u>\$ 26,000</u>	<u>\$ 27,236</u>	<u>\$ 27,236</u>

Funding Plan

	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 26,000	100.00%	\$ 27,236	100.00%	4.75%
Totals	<u>\$ 26,000</u>	100.00%	<u>\$ 27,236</u>	100.00%	4.75%

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:

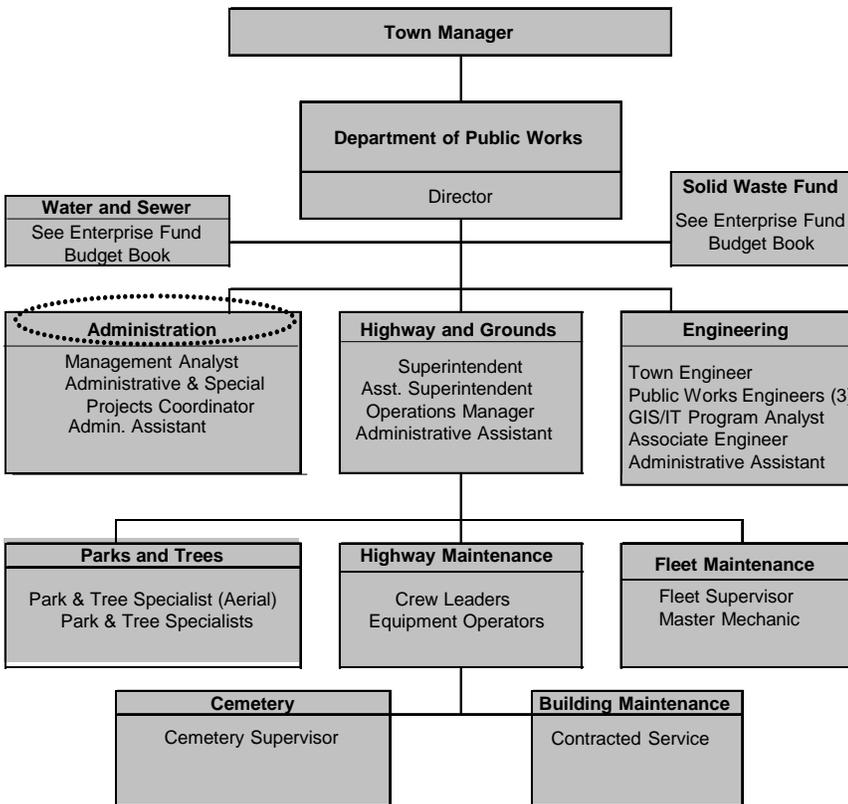
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.12% *increase* from the General Fund operating appropriation from that of the FY19 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 195,255	\$ 199,734	\$ 206,292	\$ 206,540
Other Funds	\$ 205,057	\$ 211,209	\$ 217,665	\$ 218,178
Total Expenditures	\$ 400,312	\$ 410,943	\$ 423,957	\$ 424,718



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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 378,802	\$ 389,531	\$ 401,432	\$ 402,193	\$ 402,193
Purchased Services	9,356	7,598	11,090	11,090	11,090
Supplies	7,117	6,872	7,390	7,390	7,390
Other Charges	3,137	1,943	4,045	4,045	4,045
Capital Outlay	1,900	5,000	-	-	-
Totals	\$ 400,312	\$ 410,943	\$ 423,957	\$ 424,718	\$ 424,718

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 206,292	48.66%	\$ 206,540	48.63%	0.12%
Water Fund	98,075	23.13%	98,170	23.11%	0.10%
Sewer Fund	39,232	9.25%	39,270	9.25%	0.10%
Solid Waste Fund	80,358	18.95%	80,738	19.01%	0.47%
Totals	\$ 423,957	100.00%	\$ 424,718	100.00%	0.18%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 164,871	1.00	\$ 164,871
	Management Analyst	1.00	93,171	1.00	93,171
	Administrative & Special Projects Coordinator	1.00	78,849	1.00	78,849
	Administrative Assistant	1.00	63,341	1.00	64,102
	Sub Total	<u>4.00 FTEs</u>	\$ 400,232	<u>4.00 FTEs</u>	\$ 400,993
5130	Overtime	0 hrs.	-	0 hrs.	-
5158	Cell Phone Allowance	N/A	1,200	N/A	1,200
	Total	<u>4.00 FTEs</u>	\$ 401,432	<u>4.00 FTEs</u>	\$ 402,193

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

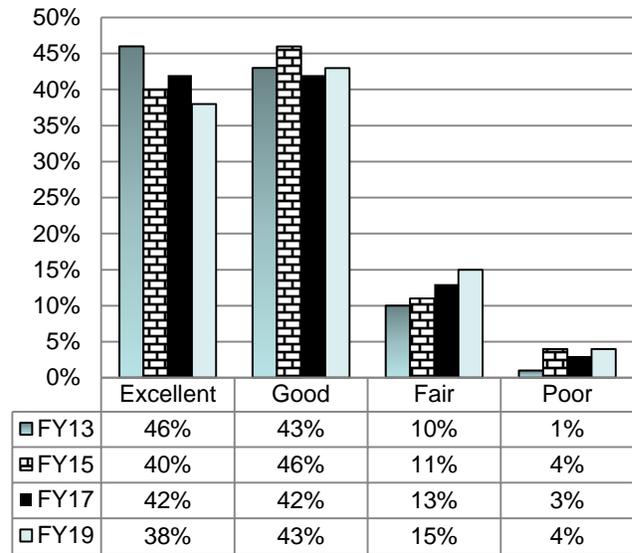
Division Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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:

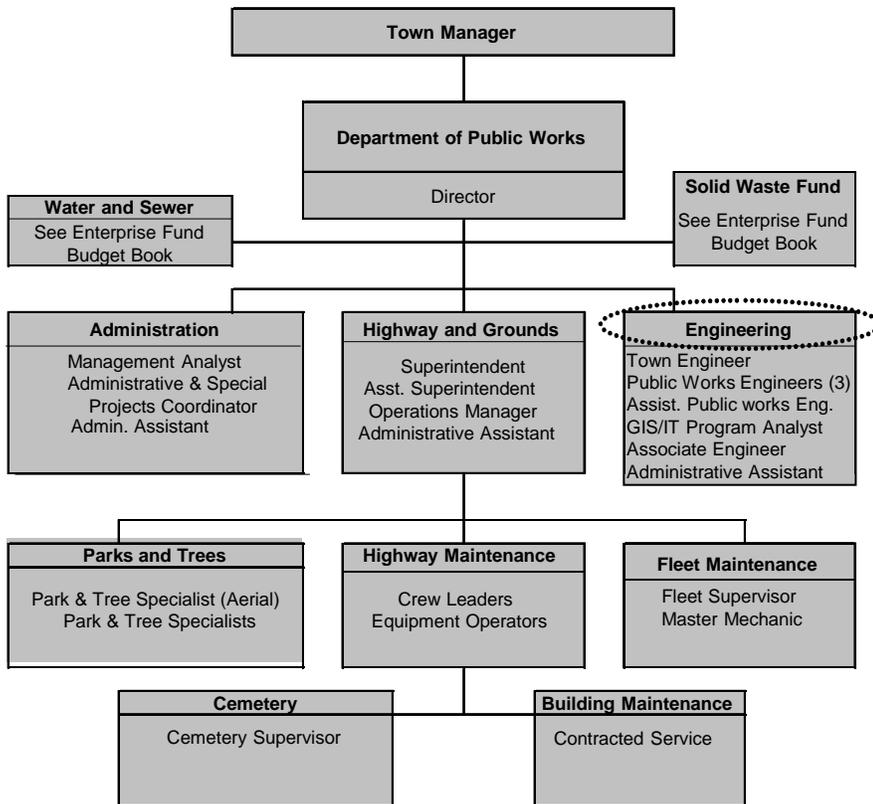
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 4.97% decrease from the General Fund operating appropriation of the FY19 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 385,307	\$ 403,925	\$ 418,729	\$ 402,151
Other Funds	\$ 241,715	\$ 293,999	\$ 320,832	\$ 324,005
Total Expenditures	\$ 627,022	\$ 697,924	\$ 739,561	\$ 726,156



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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	435,792	492,798	514,044	500,576	500,576
Purchased Services	30,864	27,889	35,650	35,650	35,650
Supplies	11,602	6,587	10,080	10,740	10,143
Other Charges	4,327	2,211	8,710	8,710	8,710
Capital Outlay	65,017	64,986	65,000	75,000	65,000
GIS Personnel	59,850	70,549	74,077	74,077	74,077
GIS Non Personnel	19,568	32,905	32,000	32,000	32,000
Totals	\$ 627,022	\$ 697,924	\$ 739,561	\$ 736,753	\$ 726,156

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 418,729	56.62%	\$ 402,151	55.38%	-3.96%
Light Fund	-	0.00%	-	0.00%	0.00%
Water Fund	87,870	11.88%	86,001	11.84%	-2.13%
Sewer Fund	27,962	3.78%	28,004	3.86%	0.15%
Capital Projects	180,000	24.34%	185,000	25.48%	2.78%
Grant Funds	-	0.00%	-	0.00%	N/A
Road Repair Fund	25,000	3.38%	25,000	3.44%	0.00%
Totals	\$ 739,561	100.00%	\$ 726,156	100.00%	-1.81%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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					

PUBLIC WORKS: Engineering

Item 17B

Personnel Services Summary

		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 117,502	1.00	\$ 117,559
	Asst. Town Engineer	1.00	104,077	0.00	-
	Public Works Engineer	0.00	-	3.00	252,313
	Assistant Public Works Engineer	2.00	160,984	0.00	-
	GIS/IT Program Analyst	1.00	74,077	1.00	74,077
	Associate Engineer	1.00	61,446	1.00	61,524
	Administrative Assistant	1.00	65,135	1.00	65,480
	Sub Total	<u>7.00 FTEs</u>	\$ 583,221	<u>7.00 FTEs</u>	\$ 570,953
5157	Car Allowance	N/A	1,200	N/A	-
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>	\$ 588,121	<u>7.00 FTEs</u>	\$ 574,653

Program Implementation

Major projects anticipated for FY20 include:

Cambridge Turnpike Improvement Project Phase 1 and 2– The CTIP project is one of the largest roadway improvements project the Town has ever completed. It is a two-phased project . Phase 1 was awarded in the Fall of 2018 and construction began shortly thereafter. Phase I includes significant roadway, drainage, water, dry utility, and sidewalk reconstruction. Work is expected to continue into FY20. Engineering staff will be providing project and consultant oversight as well as processing pay requisitions and managing finances. Phase II includes the major structural components (bridge, culverts, retaining walls and deep ground improvements). Engineering staff will be providing supplemental construction and contractor oversight to the consultant as well as performing the duties outlined above in Phase I. Engineering staff will play a vital role in the close coordination and formalized agreements between the Town and utility companies (Verizon and Comcast).

2019\20 Roads Program – In-house design, bidding and construction inspection/administration of the annual Roads Program contract. This program is anticipated to rehabilitate approximately 2.2 miles of roadway, currently anticipated to be Sudbury Rd. (Heath’s Bridge to Seven Star Ln.), Monument St. (Ball’s Hill Rd. to Silver Hill Rd.), and Old Marlboro Rd. (ORNAC to Harrington Ave.). These roads are planned to have a mill and overlay treatment with associated improvements to ADA curb ramps and other pertinent infrastructure.

ADA Program - Updating the Town Right-of-Way Transition Plan. Throughout the various programs administered by Engineering such as Road Program, Sidewalk/ADA program, and the Parking Lot Rehabilitation Program, ADA facilities are brought into compliance with Federal and State requirements. The Right-of-Way Transition Plan prepared by Engineering staff will be updated with all pedestrian access routes (PAR) and related facilities (curb ramps, signals, etc.) based on work completed in the previous years. Once updated, the projected improvements will be reprioritized based on the numerous factors outlined in the Plan.

2018 NPDES MS4 Permit –The NOI outlines what best management practices (BMPs) the Town intends to utilize in order to maintain compliance with the 6 minimum control measures of the permit: 1) Public Education/Outreach, 2) Public Participation ,3) Illicit Discharge Detection and Elimination, 4) Construction Stormwater Runoff Control, 5) Post-Construction Stormwater Runoff Control, and 6) Good Housekeeping in the upcoming fiscal year.

2019/20 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:

2018/19 Roads Program Contract – Sub-Contractor Fenton and Son, began installation of the water line in the Alcott/Independence neighborhood in September 2018. Over 5,000 feet of new ductile iron water main was installed along with 11 new gate valves, 9 new hydrant assemblies, and over 50 new services with water shutoffs at the Right of Way. Concurrently, Fenton installed new drainage improvements within the same neighborhood. The new drainage infrastructure included 21 catch basins, 19 manholes, 4 gutter inlets, and over 2,100 ft of 12" reinforced concrete drainage pipe. The utility improvements concluded in early November. Prime contractor, Lazaro Paving, then mobilized to reclaim, re-grade, and compact the sub-base material in preparation for paving. Following favorable soil gradation and compaction testing results, Lazaro installed the first course of binder pavement on November 29th and 30th prior to winter shut down. The remaining work is scheduled to be completed in the spring/summer of 2019. The remaining work includes top course of pavement in the Alcott/Independence neighborhood, drainage and roadway improvements on Dee Rd., Baker Ave., and Baker Ave. Extension.

Sleepy Hollow Infrastructure (Phase II) – Project contractor, Sunshine Paving, completed the second phase of the drainage and pavement rehabilitation project within historic Sleepy Hollow Cemetery. The contractor installed 9 catchbasins, 2 drain manholes, over 250 ft of corrugated plastic drainage pipe, 150 ft. of perforated plastic pipe, 300 sq. yds. of river stone lined swale and 1,272 tons of new asphalt pavement. Sunshine Paving also installed decorative culverts over a stone waterway in a separate portion of the cemetery. The project reached substantial completion in late September.

Parking Lot Rehabilitation (Phase 1) – The contractor substantially completed the rehabilitation of the Keyes Road, Walden Street and Church Street parking lots. This project involved a complete reconstruction of the parking lots with an emphasis on the Town's initiatives and needs. Not only were the parking lots reconstructed for improved pavement condition, but they were also retrofitted to incorporate better traffic flow, signage, sustainable drainage mitigation infrastructure, plantings, aesthetics, and ADA accessibility. The project was also coordinated with CMLP electric vehicle charging station and lighting improvements. The project will be finalized in the spring of 2019 with the installation of lights and plantings.

ADA Program – Progress continued in this Program with the construction of ADA curb ramp upgrades within current road and sidewalk bid projects, including The 2018/19 Roads Program and Parking Rehabilitation Bids. In addition, staff completed individual as-built plans of curb ramps that were improved in previous construction seasons. These as-built plans will be kept on file, and the Town's ADA Transition Plan within the Town ROW will be updated as well. GIS data layers will also be updated accordingly in order to maintain an accurate data set of the Town's ramp assets. As noted above, the Parking Lot Rehabilitation Project – Phase 1 also made significant improvements to ADA facilities and Pedestrian Access Routes. In addition to constructing 360 LF of new sidewalk and 11 ramps, staff was able to construct 10 ADA compliant parking stalls while maintaining or expanding the overall parking stall numbers.

NPDES MS4 Permit – Following a lengthy permit writing and comment period, the EPA issued the new MS4 Permit in July. Town staff reviewed the final permit and found it to be in substantial conformance with our expectations. As required by the permit, the Town submitted its Notice of Intent (NOI) by the October 1st, 2019 deadline. Subsequently, additional information was provided to the EPA in accordance with their requests.

Cambridge Turnpike Improvement Project – Phase I Prime Contractor, J. Tropeano Inc. (JTI) made steady progress on the project in the late summer and fall of 2018 by completing significant water and drainage infrastructure improvements. Despite contending with historic high groundwater for the fall season, JTI was able to complete new water main installation from Lexington Rd to the Farm Stand. Water testing samples were then collected with favorable results. JTI continued with the installation of water service laterals. Following the water service installations, JTI began the installation of drainage infrastructure until the winter shut down in mid-January.

Phase II was bid in mid-December. It is anticipated that the second phase will be awarded in late January 2019. Field work will begin in the Spring of 2019 following substantial preliminary matters regarding submittals and designs. The second phase will include significant structural improvements such as a bridge crossing, culverts, and retaining walls. Final project completion for both phases is expected to extend into the early part of the 2020 construction season.

Mission Statement:

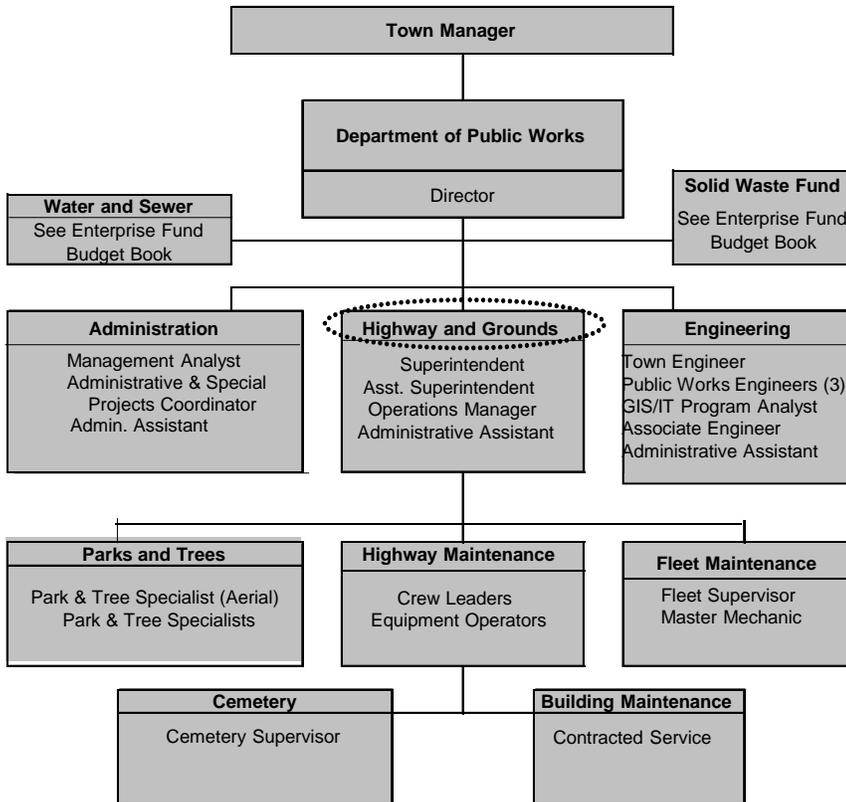
The mission of Highway Maintenance is to maintain and improve the Town's public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 2.94% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The budget for Tires, Tubes, and Chains has been increased to allow for the purchase of four replacement tires for a wheel loader. The tires are reaching the end of their useful life.
- Miscellaneous 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 FY20 to allow for an increase in the cost of these services.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$24,670) 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 1,423,784	\$ 1,407,853	\$ 1,408,704	\$ 1,449,596
Other Funds	\$ 29,555	\$ 29,575	\$ 29,677	\$ 29,670
Total Expenditures	\$ 1,453,339	\$ 1,437,428	\$ 1,438,381	\$ 1,479,266



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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 855,270	\$ 827,747	\$ 972,223	\$ 995,784	\$ 995,784
Purchased Services	130,777	172,362	185,682	200,228	200,228
Supplies	213,262	229,868	255,576	274,589	258,354
Other Charges	5,111	3,992	4,900	4,900	4,900
Capital Outlay	248,920	203,460	20,000	47,500	20,000
Totals	<u>\$ 1,453,339</u>	<u>\$ 1,437,428</u>	<u>\$ 1,438,381</u>	<u>\$ 1,523,001</u>	<u>\$ 1,479,266</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,408,704	97.94%	\$ 1,449,596	97.99%	2.90%
Water Fund	19,701	1.37%	18,502	1.25%	-6.09%
Sewer Fund	4,976	0.35%	6,168	0.42%	23.95%
Solid Waste Fund	5,000	0.35%	5,000	0.34%	0.00%
Totals	<u>\$ 1,438,381</u>	<u>100.00%</u>	<u>\$ 1,479,266</u>	<u>100.00%</u>	<u>2.84%</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway and Grounds Superintendent	1.00	\$ 112,856	1.00	\$ 112,856
	Asst. Highway & Grounds Superintendent	0.50	43,053	0.50	43,053
	Operations Manager	0.50	40,409	0.50	40,409
	Administrative Assistant	1.00	56,879	1.00	58,089
	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	390,622	7.00	390,667
	Sub Total	<u>14.00 FTEs</u>	\$ 931,172	<u>14.00 FTEs</u>	\$ 932,427
	Less: Snow Reimbursement	-2500 hrs.	(73,370)	-2500 hrs.	(74,800)
	Sub Total	<u>12.80 FTEs</u>	\$ 857,802	<u>12.80 FTEs</u>	\$ 857,627
5111	Workers Compensation	N/A	-	N/A	23,147
5120	Temporary/ Seasonal	1155 hrs.	18,480	1155 hrs.	18,480
5130	Overtime - Highway Staff	1282 hrs.	56,764	1282 hrs.	56,768
	Overtime - Compost Site	410 hrs.	18,155	410 hrs.	18,155
5131	Overtime - Police	400 hrs.	19,222	400 hrs.	18,607
	Car Allowance	N/A		N/A	1,200
	Cell Phone Allowance	N/A	1,800	N/A	1,800
	Total	<u>13.36 FTEs</u>	\$ 972,223	<u>13.36 FTEs</u>	\$ 995,784

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 2,770 catch basins, 216 culverts, 431 outfalls, 1,214 drainage manholes, 3 dams, 15 detention basins, 162 leaching structures, 2 infiltration basins, 8 treatment chambers, 7 bio-retention areas, 3 tree box filters 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 FY20 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

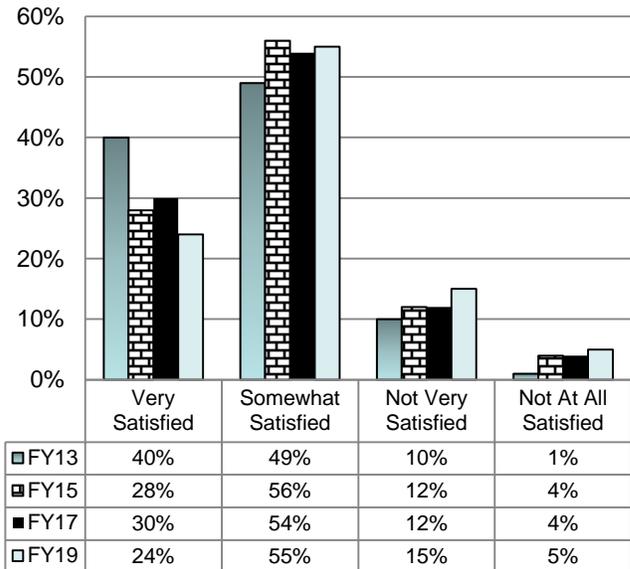
Division Goal: *To ensure the maintenance of town roads.*

Objective: To measure citizen satisfaction with town roads.

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19 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 FY19 79% 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 2018
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:

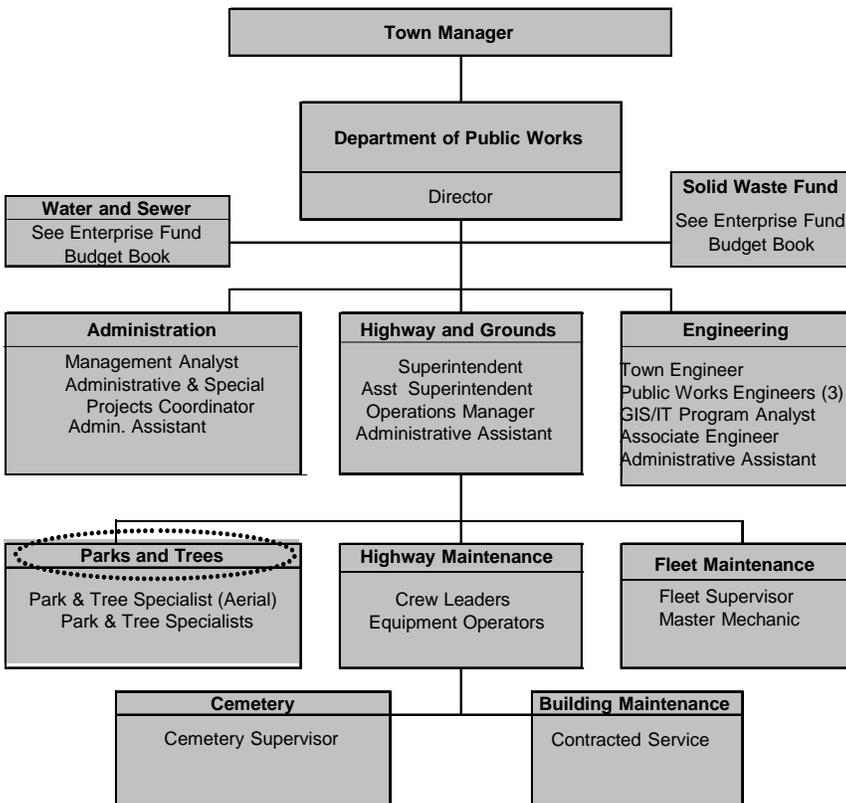
The mission of Parks and Trees is to preserve and enhance Concord's active and passive recreation areas, including its parks, park trees, athletic fields, municipal grounds, and Concord's streetscape of public shade trees and traffic islands.

Budget Highlights:

- This budget represents a 3.60% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The Other Miscellaneous Purchased Services budget has been increased to fund supplemental contractual services and the cost of cellular service for five irrigation clocks that can be monitored and adjusted remotely.
- The Light Plant is providing funding (\$10,000) 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.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 677,285	\$ 635,124	\$ 706,790	\$ 728,890
Other Funds	\$ 37,225	\$ 96,464	\$ 99,991	\$ 97,700
Total Expenditures	\$ 714,510	\$ 731,588	\$ 806,781	\$ 826,590



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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 446,445	\$ 324,921	\$ 494,051	\$ 496,924	\$ 495,584
Purchased Services	86,400	88,184	83,502	91,384	91,384
Supplies	98,071	83,045	133,493	153,080	143,887
Other Charges	3,294	3,272	3,235	3,235	3,235
Capital Outlay	80,300	232,166	92,500	147,500	92,500
Totals	\$ 714,510	\$ 731,588	\$ 806,781	\$ 892,123	\$ 826,590

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 706,790	87.61%	\$ 728,890	88.18%	3.13%
Light Fund	12,291	1.52%	10,000	1.21%	-18.64%
Recreation Fund	15,000	1.86%	15,000	1.81%	0.00%
School Department	15,000	1.86%	15,000	1.81%	0.00%
C&C Youth Baseball	7,700	0.95%	7,700	0.93%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.20%	50,000	6.05%	0.00%
Totals	\$ 806,781	100.00%	\$ 826,590	100.00%	2.46%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
K-1	Public Shade Trees	25,000	25,000	25,000	25,000	25,000	35,000
K-2	Turf Improvement	62,500	62,500	62,500	50,000	50,000	50,000
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 92,500	\$ 92,500	\$ 92,500	\$ 80,000	\$ 80,000	\$ 90,000

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	0.00	-	0.00	-
	Asst. Highway & Grounds Superintendent	0.50	43,053	0.50	43,053
	Operations Manager	0.50	40,409	0.50	41,395
	Park and Tree Specialist (Aerial)	1.00	64,749	1.00	61,760
	Park and Tree Specialist	6.00	323,727	6.00	325,230
	Sub Total	<u>8.00 FTEs</u>	\$ 471,938	<u>8.00 FTEs</u>	\$ 471,438
	Less: Cemetery Adjustment	-695 hrs.	(17,959)	-695 hrs.	(17,959)
	Less: Snow Reimbursement	-700 hrs.	(19,128)	-700 hrs.	(19,149)
	Sub Total	<u>7.33 FTEs</u>	\$ 434,851	<u>7.33 FTEs</u>	\$ 434,330
5120	Temporary (Summer Crew)	1250 hrs.	14,380	1250 hrs.	16,880
	Temporary (Seasonal Help)	0 hrs.	-	0 hrs.	-
	Temporary (Ripley)	670 hrs.	7,700	670 hrs.	7,700
	Overtime	600 hrs.	23,986	600 hrs.	23,830
	Overtime (Playing Fields)	70 hrs.	2,797	70 hrs.	2,780
5131	Police Overtime	125 hrs.	8,537	200 hrs.	8,264
5158	Cellphone Allowance	N/A	1,800	N/A	1,800
	Sub Total	<u>0.92 FTEs</u>	\$ 59,200	<u>0.92 FTEs</u>	\$ 61,254
	Total	<u>8.25 FTEs</u>	\$ 494,051	<u>8.25 FTEs</u>	\$ 495,584

Program Implementation
<ul style="list-style-type: none"> • 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 FY20 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 FY18

Specific major objectives accomplished in 2018 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 2018
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 three 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:

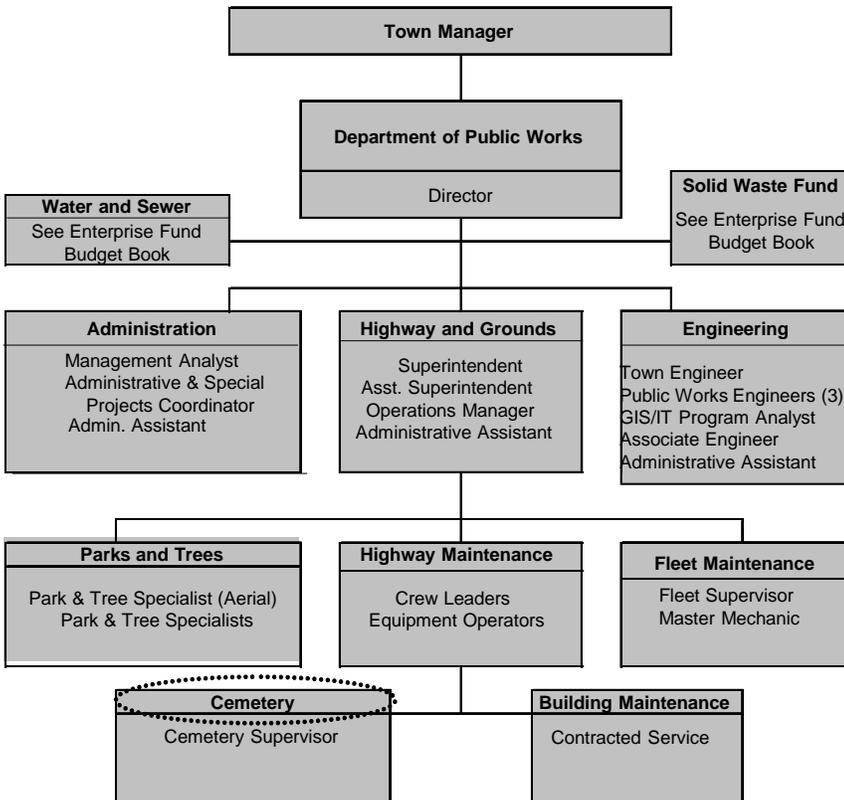
- This budget represents a 0.61% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The FY20 budget reflects a 2% increase for the landscaping services contract for mowing and spring and fall cleanup needs in Sleepy Hollow Cemetery. This is the second year of a contract can be extended annually for up to three years with a maximum increase of 2% of the contract value allowed per year.
- 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 66,561	\$ 65,802	\$ 70,351	\$ 70,535
Other Funds	\$ 170,626	\$ 122,157	\$ 170,659	\$ 170,998
Total Expenditures	\$ 237,187	\$ 187,959	\$ 241,010	\$ 241,533

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 99,634	\$ 92,238	\$ 97,550	\$ 97,550	\$ 97,550
Purchased Services	48,617	88,708	89,914	91,188	91,188
Supplies	7,131	6,470	12,831	12,715	12,080
Other Charges	510	544	715	715	715
Capital Outlay	81,294	-	40,000	40,000	40,000
Totals	\$ 237,187	\$ 187,959	\$ 241,010	\$ 242,168	\$ 241,533

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 70,351	29.19%	\$ 70,535	29.20%	0.26%
Cemetery Fund	170,659	70.81%	170,998	70.80%	0.20%
Totals	\$ 241,010	100.00%	\$ 241,533	100.00%	0.22%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Totals	\$ 40,000					

* Funded by the Cemetery Fund

PUBLIC WORKS: Cemetery

Item 17E

Personnel Services Summary

		FY19 Budgeted		FY20 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.	17,959	695 hrs.	17,959
	Less: Snow Removal	-300 hrs.	(10,323)	-300 hrs.	(10,323)
	Sub Total	<u>1.19 FTEs</u>	79,485	<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>	<u>\$ 97,550</u>	<u>1.19 FTEs</u>	<u>\$ 97,550</u>

Program Implementation

- 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 (FY20 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.

PUBLIC WORKS: Cemetery**Item 17E****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 decreased in FY18 but are expected to return to previous levels in FY19 and FY20. Operational expenses are expected to increase in FY19 and FY20 reflecting increases in the cost of contracted maintenance services. Budgeted capital costs for FY19 have been maintained at an annual level of \$40,000. The Cemetery Fund balance at the end of FY18 stands at \$358,348.

Cemetery Revolving Fund Detail

	FY17 Actual	FY18 Actual	FY19 Revised Estimate	FY20 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$64,400	\$59,660	\$69,400	\$69,400
Interest, Perpetual Care Fund	49,000	60,500	60,000	60,000
Lot sales plus interest	15,435	565	38,100	38,100
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$128,835</u>	<u>\$120,725</u>	<u>\$167,500</u>	<u>\$167,500</u>
Cemetery Fund Expenses				
Operations	\$101,331	\$122,157	\$130,657	\$130,996
Capital	69,295	0	40,000	40,000
Cemetery Dept. Subtotal	<u>\$170,626</u>	<u>\$122,157</u>	<u>\$170,657</u>	<u>\$170,996</u>
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Fund Expenses	<u>\$173,626</u>	<u>\$125,157</u>	<u>\$173,657</u>	<u>\$173,996</u>
Net For Year	<u>-\$44,791</u>	<u>-\$4,432</u>	<u>-\$6,157</u>	<u>-\$ 6,496</u>
Cemetery Fund Balance at Fiscal Year-End	<u>\$362,780</u>	<u>\$358,348</u>	<u>\$352,191</u>	<u>\$345,695</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

Expenditure Summary

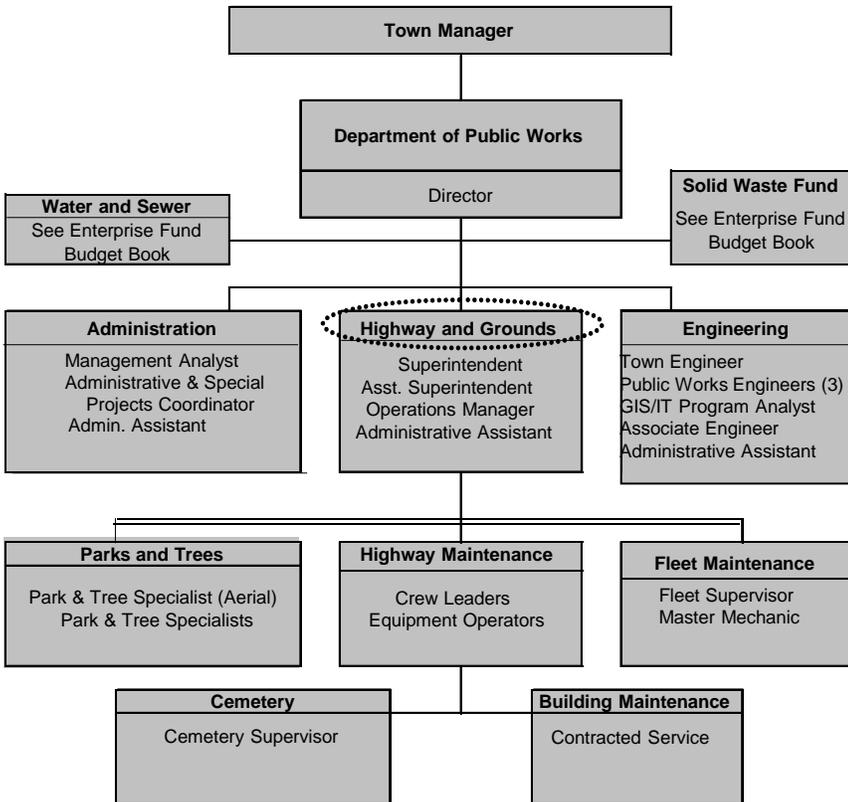
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 587,447	\$ 918,375	\$ 610,001	\$ 625,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 587,447	\$ 918,375	\$ 610,001	\$ 625,000

Budget Highlights:

- This budget represents a 2.46% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$690,000. However, due to budget constraints, an appropriation level of \$625,000 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 is expected to continue to fluctuate with pricing in FY19 nearly 25% less than in FY18. Salt can account for as much as 40% of winter maintenance expenditures.

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 587,447	\$ 918,375	\$ 610,001	\$ 625,000	\$ 625,000
Totals	\$ 587,447	\$ 918,375	\$ 610,001	\$ 625,000	\$ 625,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 610,001	100.00%	\$ 625,000	100.00%	2.46%
Totals	\$ 610,001	100.00%	\$ 625,000	100.00%	2.46%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 73,370	2500 hrs.	\$ 74,800
	Park/Tree Staff	700 hrs.	19,128	700 hrs.	19,149
	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>	\$ 108,945	<u>1.77 FTEs</u>	\$ 110,396
5130	Overtime - Highway Staff	2400 hrs.	105,653	2400 hrs.	107,712
	Overtime - Park/Tree Staff	600 hrs.	24,594	600 hrs.	24,620
	Overtime - Cemetery Staff	250 hrs.	12,904	250 hrs.	12,904
	Overtime - Water/Sewer Staff	600 hrs.	27,558	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 170,709	<u>0.00 FTEs</u>	\$ 172,794
5131	Overtime - Police	40 hrs.	1,600	40 hrs.	1,600
	Total	<u>1.77 FTEs</u>	\$ 281,254	<u>1.77 FTEs</u>	\$ 284,790

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 or 2 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

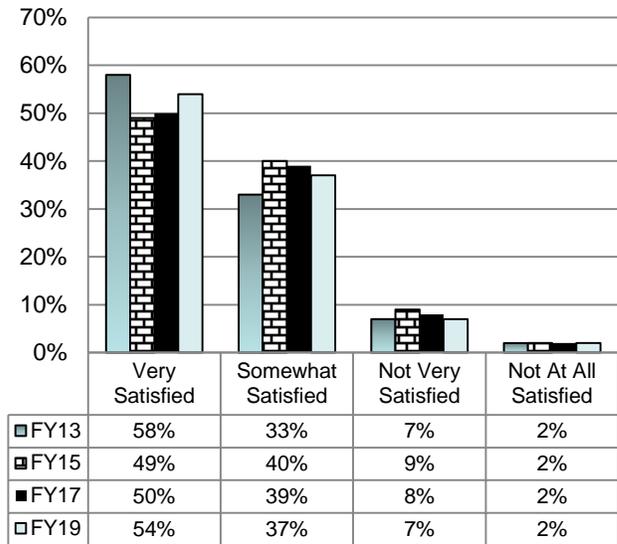
Goal: *To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.*

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

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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 FY19, 91% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Budgeted	2019-2020 Proposed
Regular and Overtime Hours	5,642	9,021	12,409	7,550	7,550

Performance Measures

	Municipal Standard*	Concord FY2018
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 is *level funded* in comparison to the General Fund operating appropriation from that of the FY19 budget.
- The number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, and beginning in FY11 to number of street lights was increased.
- The recent installation of LED fixtures has resulted in energy and cost savings.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 60,840	\$ 54,032	\$ 56,863	\$ 56,863
Other Funds	\$ 537	\$ 537	\$ 537	\$ 537
Total Expenditures	\$ 61,377	\$ 54,569	\$ 57,400	\$ 57,400

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY20. 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 15.45 cents per kWh for the period July-December 2018 and 15.47 cents per kWh for the period January-June 2019. The amount of \$54,080 for electricity costs plus \$281 in CARES surcharge and \$811 in underground surcharge equals \$55,172.

Streetlight charges for FY19 are estimated as follows:

July-December 2018	349,700 kWh	(47%)	@ \$0.15452	= \$25,396
January-June 2018	349,700 kWh	(53%)	@ \$0.15477	= \$28,684
Total	448,900 kWh			\$54,080

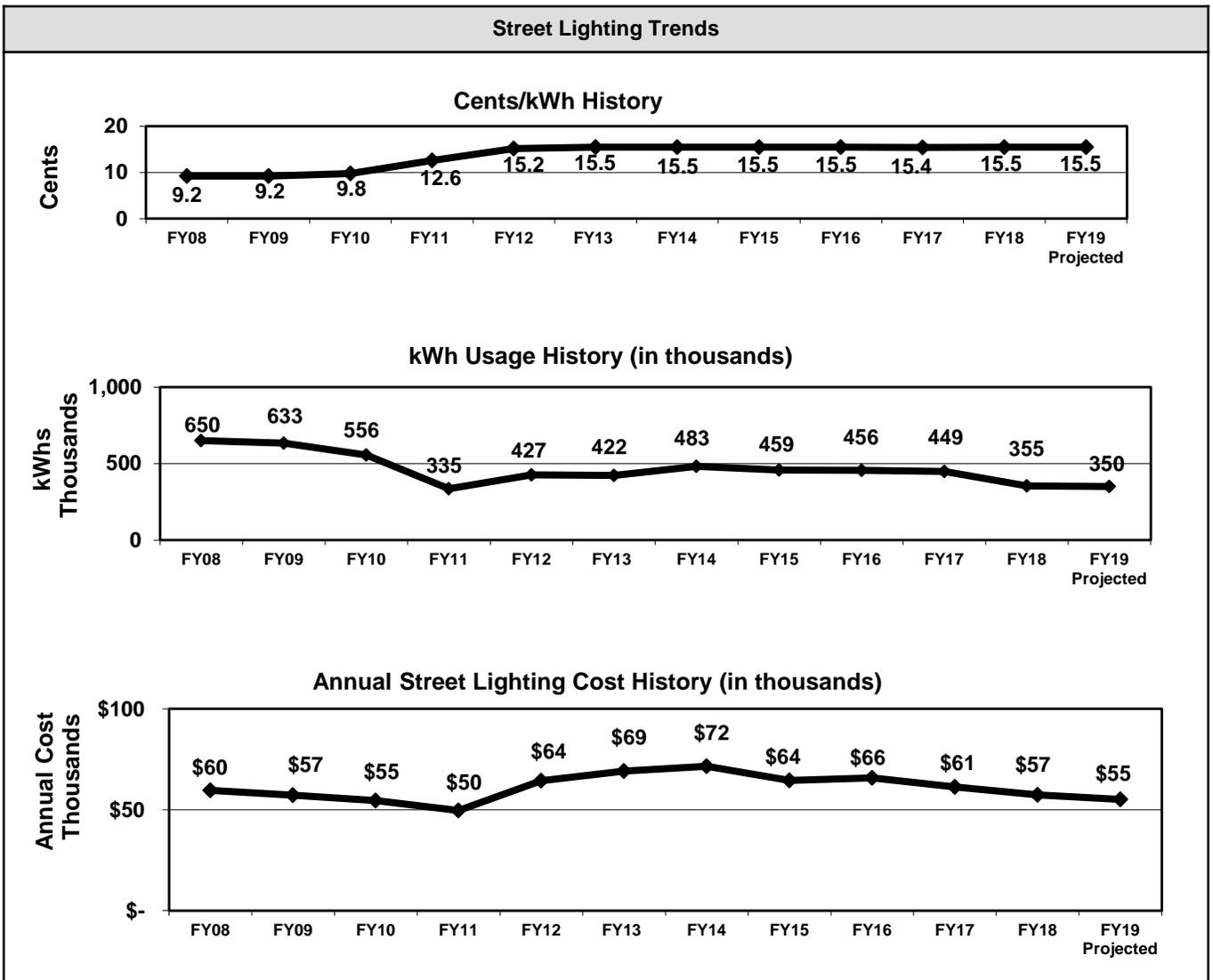
The proposed FY20 budget amount of \$57,400.

PUBLIC WORKS: Street Lighting

Item 19

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	61,377	54,569	57,400	57,400	57,400
Totals	\$ 61,377	\$ 54,569	\$ 57,400	\$ 57,400	\$ 57,400

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 56,863	99.06%	\$ 56,863	99.06%	0.00%
Town Trust Fund	537	0.94%	537	0.94%	0.00%
Totals	\$ 57,400	100.00%	\$ 57,400	100.00%	0.00%



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 is *level funded* in comparison to the General Fund capital appropriation in the FY19 budget.
- The FY20 vehicle and equipment replacement plan includes the replacement of E5 – 2010 Ford SUV, H35 – 2005 International 35,000 GVWR truck with swap/plow/spreader/scraper, H16 - 2008 Ford passenger van, H21 - 2005 International 26,000 GVWR dump truck with plow.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 300,000	\$ 325,000	\$ 325,000	\$ 325,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 300,000	\$ 325,000	\$ 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 FY20 equipment plan includes replacement of the following:

- E5 – 2010 Ford SUV. This vehicle will be replaced with a compact SUV or possibly an electric vehicle.
- H35 – 2005 International 35,000 GVWR truck with swap/plow/spreader/scraper. This truck will be replaced with a 35,000 GVWR truck with swap/plow/spreader/scraper.
- H16 - 2008 Ford passenger van. This vehicle will be replaced with a similar size passenger van.
- H21 - 2005 International 26,000 GVWR dump truck with plow. This truck will be replaced with a 35,000 GVWR dump truck with plow/scraper.

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

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 is *level funded* in comparison to the General Fund capital appropriation from the FY19 budget.
- FY20 preliminary plan includes:
 - Drainage collection system rehabilitations on Baker Ave., Baker Ave. Extension, Independence Road, Alcott Road, and Monsen Road in conjunction with the 2019/2020 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 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, 1,214 drainage manholes, 2,770 catch basins, 162 leaching structures, 61.1 miles of drain lines, 15 detention basins, 2 infiltration basins, 7 bioretention areas, 8 treatment chambers, 3 tree box filters 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	205,000	205,000	205,000	205,000	205,000
Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 205,000	100.00%	\$ 205,000	100.00%	0.00%
Totals	<u>\$ 205,000</u>	100.00%	<u>\$ 205,000</u>	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000	\$ 110,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 102,500	\$ 102,500	\$ 105,000
	Totals	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>	<u>\$ 212,500</u>	<u>\$ 212,500</u>	<u>\$ 215,000</u>

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 new permit issued in July of 2018 updates the six minimum control measures that Towns need to meet 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 Town, in accordance with Permit requirements, filed the Notice of Intent outlining the best management practices (BMPs) that will be implemented in the permit cycle to meet the six minimum control measures outlined above.

Preliminary Program Plan (FY20):

The FY20 Drainage Program includes drainage collection system improvements within the 2019/20 Roads Program and the Cambridge Turnpike Improvement Project. The projects will also incorporate stormwater sustainable infrastructure retrofits through the installation of a bioretention area and creating green space where available.

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 FY19:

Parking Lot Rehabilitation (Phase I) – The Project made significant improvements to drainage infrastructure. The contractor installed 2 tree box filters, 3 bio -retention areas, 9 new catch basins, 6 drainage manholes, and 290 LF of drainage pipe. These improvements significantly improved drainage capacity and mitigation of runoff from the newly constructed parking lots while maintaining an emphasis of point-source pollution prevention, sustainable design and recharge of groundwater. The project was designed by staff with drainage best management practices (BMPs) specially designed to maximize improvements to the existing system.

2018/19 Roads Program – CPW’s Engineering Division completed significant drainage improvements in the Independence/Alcott neighborhood prior to paving, including 10 new catchbasins, 8 drainage manholes, 5 gutter inlets and 1,060 LF of drainage pipe. Also, bid within the project are significant improvements on Baker Avenue, Baker Avenue Extension, and Dee Road which will be installed in spring 2019.

NPDES MS4 Permit – In accordance with Permit requirements, the Division filed a Notice of Intent outlining the BMPs that will be implemented in the permit cycle to meet the six minimum control measures outlined in the previous section.

Mission Statement:

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

Budget Highlights:

- This budget represents a 8.70% increase in the General Fund capital appropriation from that of the FY19 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000

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 59 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.

Since the mid-1990’s Concord has been on the cutting edge of roadway and sidewalk management through the use of a data-oriented proprietary software program developed by Vanasse Hangen Brustlin, Inc. (VHB). However, as technology has improved, innovators in the field of data collection and resource management have improved as well. CPW has converted to the use of Street Scan as the Town’s newly contracted asset, data and software solution for pavement and sidewalk management. Street Scan’s approach consists of two phases:

Data Collection:

Instead of a typical “windshield survey,” Street Scan’s patented sensing technology eliminates subjectivity through the use of a multi-sensory van that records acoustic, optical, and electromagnetic waves that are translated into countless data points. Ground-penetrating radar, surface radar, front and rear cameras, microphones, etc., all combine to allow Street Scan to provide PCI and SCI information.

Data Management:

Once the data points are collected and sorted, they are uploaded into PAVEMON, a web-based app which allows the Town to plan and engineer road and sidewalk improvements with consideration to benefit/cost analysis, financial constraints, and pavement treatment options. The software is a user-friendly GIS app that can be accessed in the field or the office.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail

	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000
Totals	\$ 100,000	\$ 110,000	\$ 115,000	\$ 125,000	\$ 125,000

Funding Plan

	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 115,000	100.00%	\$ 125,000	100.00%	8.70%
Totals	\$ 115,000	100.00%	\$ 125,000	100.00%	8.70%

Capital Outlay Plan

Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
J-9	Sidewalk - Maintenance	\$ 115,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	Totals	\$ 115,000	\$ 125,000	\$ 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	52.4 mi
Stone Dust	2.0
Portland Cement	4.0
Stone Treated	0.3
Brick	0.4
Total Miles	59.1

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2014	82
2015	81
2016	79
2017	77
2018	75

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	0.8	1%
Localized Repair	51-70	15	25%
Shows Wear	71-90	32	55%
No Distresses	91-100	11.3	19%
Total		59.1	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:

- FY20 funding level of \$100,000 is *level funded* from the FY19 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 a portion of Monument St. (Ball’s Hill Rd. – Silver Hill Rd.), a portion of Sudbury Rd. (Heath’s Bridge Rd. – Seven Star Lane) and a portion of Old Marlboro Rd. (ORNAC – Harrington Ave.). The anticipated treatment will consist of mill and overlay and associated improvements.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$2,021,434	\$2,083,909	\$ 2,210,356	\$ 2,068,900
Total Expenditures	\$2,111,434	\$2,183,909	\$ 2,310,356	\$ 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”).

Since the mid-1990’s Concord has been on the cutting edge of roadway and sidewalk management through the use of a data-oriented proprietary software program developed by Vanasse Hangen Brustlin, Inc. (VHB). However, as technology has improved, innovators in the field of data collection and resource management have improved as well. CPW has converted to the use of Street Scan as the Town’s newly contracted asset, data and software solution for Pavement and Sidewalk management. Street Scan’s approach consists of two phases:

Data Collection: Instead of a typical “windshield survey,” Street Scan’s patented sensing technology eliminates subjectivity through the use of a multi-sensory van that records acoustic, optical, and electromagnetic waves that are translated into countless data points. Ground-penetrating radar, surface radar, front and rear cameras, microphones, etc., all combine to allow Street Scan to provide PCI and SCI information.

Data management: Once the data points are collected and sorted, they are uploaded into PAVEMON, a web-based app which allows the Town to plan and engineer road and sidewalk improvements with consideration to benefit/cost analysis, financial constraints, and pavement treatment options. The software is a user-friendly GIS app that can be accessed in the field or the office.

PUBLIC WORKS: Road Improvements

Item 23

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 2,111,434	\$ 2,183,909	\$ 2,310,356	\$ 2,168,900	\$ 2,168,900
Total Expenditure	\$ 2,111,434	\$ 2,183,909	\$ 2,310,356	\$ 2,168,900	\$ 2,168,900

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,000	4.33%	\$ 100,000	4.61%	0.00%
State Aid - Chapter 90	810,356	35.07%	668,900	30.84%	-17.46%
Roads Program Borrowing	1,400,000	60.60%	1,400,000	64.55%	0.00%
Totals	<u>\$ 2,310,356</u>	100.00%	<u>\$ 2,168,900</u>	100.00%	-6.12%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
J-1	Road Improvements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 110,000
	Totals	<u>\$ 100,000</u>	<u>\$ 110,000</u>				

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, engineering judgment, and coordination with planned Town utility projects.

The Road Program selection process was revised in 2008 to dedicate a portion, if possible, 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 2019/20 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 2019 Public Works Commission public hearing on the Roads Program. At this point approximately 2.2 miles of roadway improvements are planned within the 2019/2020 Roadway Rehabilitation bid.

Performance

Town Manager Goal: To Maintain the Town’s Infrastructure

- The 2018/19 Roads Program improved approximately 3.2 miles of roadway. The current Townwide PCI is 75 (77 PCI for major roadways and 73 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 5 year 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

	2010	2011	2012	2013	2014	2015	2016	2017	2018
<u>PCI Network Average</u>	82	80	80	81	82	82	80	78	75
<u>Recommended Repairs</u>									
Rehabilitation	8%	8%	10%	6%	7%	6%	12%	12%	15%
Maintenance	48%	52%	51%	40%	29%	36%	38%	53%	42%
No Maintenance Required	44%	40%	39%	54%	64%	58%	50%	35%	43%

- The recommended funding level for FY20 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, of which \$600,000 is designated for the ongoing Cambridge Turnpike project.

Road Program Funding History & Improvement Plan

		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
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		100,000	1,400,000	810,356	50771	2,310,356
2020	Plan	100,000	1,400,000	668,900	50771	2,168,900
2021	Plan	100,000	2,000,000	668,900	50771	2,768,900
2022	Plan	100,000	1,300,000	668,900	50771	2,068,900
2023	Plan	100,000	1,500,000	668,900	50771	2,268,900
2024	Plan	100,000	1,500,000	668,900	50771	2,268,900

Town Manager Goal: To Maintain the Town’s Infrastructure

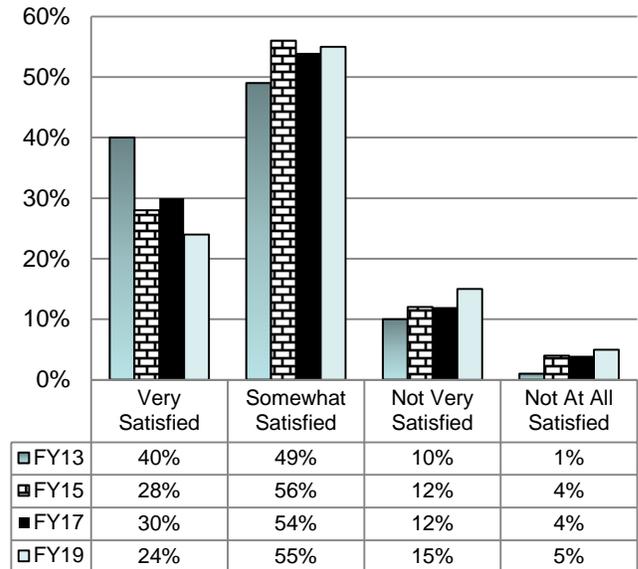
Division Goal: To maintain a Townwide target PCI of 80 for both the major and residential roadway networks.

Objective: To measure citizen satisfaction with town roads

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality of the town’s roads. In FY19, 74% 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

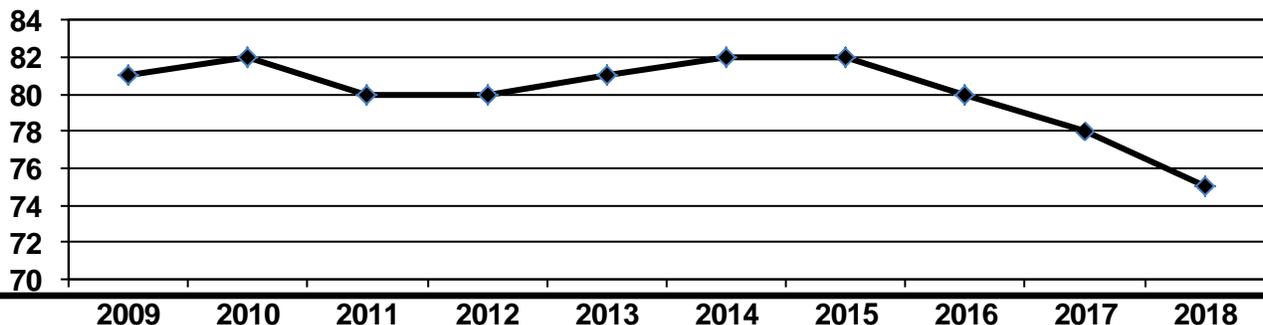
Division Goal: To maintain quality roads

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 75 and below the targeted 80-85 range. CPW expects the PCI to increase during the FY 20 period following the scheduled Town-wide roadway assessment and increased funding availability. Any contingency funding which has not been used at that time for the Cambridge Turnpike project will also be utilized to improve the PCI.

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 3.53% decrease in the General Fund operating appropriation over that of the FY19 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 FY20.
- Capital Outlay consists of \$10,000 for building and site improvements.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 102,237	\$ 83,579	\$ 83,107	\$ 78,527
Other Funds	\$ 69,349	\$ 69,227	\$ 70,646	\$ 70,133
Total Expenditures	\$ 171,586	\$ 152,806	\$ 153,753	\$ 148,660

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 (2008)	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
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%
FY2018	13,247	2.12	-12%	-3%	114,800	-28%	-5%

135 Keyes Rd Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms from Base Year (2008)	% Change in Therms from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
FY2012	1,576	n/a	-16%	-47%	62,180	-31%	-12%
FY2013	2,344	n/a	25%	49%	62,486	-30%	16%
FY2014	3,145	n/a	68%	34%	61,238	-31%	19%
FY2015	3,562	n/a	90%	13%	58,995	-34%	-4%
FY2016	2,579	n/a	38%	-28%	55,148	-39%	-10%
FY2017	2,797	n/a	49%	8%	61,005	-32%	10%
FY2018	3,500	0.56	87%	25%	60153	-33%	-1%

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,050	\$ -	\$ -	\$ -	\$ -
Purchased Services	-	-	-	-	-
Capital Outlay	32,500	13,000	10,000	16,250	8,000
133 Keyes Road	93,321	92,556	97,888	94,105	94,105
135 Keyes Road	43,715	47,250	45,865	46,555	46,555
Totals	\$ 171,586	\$ 152,806	\$ 153,753	\$ 156,910	\$ 148,660

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	83,107	54.05%	78,527	52.82%	-5.51%
Water Fund	49,313	32.07%	49,070	33.01%	-0.49%
Sewer Fund	16,438	10.69%	16,357	11.00%	-0.49%
Solid Waste Fund	4,895	3.18%	4,706	3.17%	-3.86%
Totals	\$ 153,753	100.00%	\$ 148,660	100.00%	-3.31%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
I-1	Building Improvements	10,000	8,000	8,000	8,000	8,000	13,000
	Totals	\$ 10,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 13,000

Personnel Services Summary					
		FY19 Budgeted		FY20 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	0.00 FTEs	\$ -	0.00 FTEs	\$ -

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 2.89% *increase* in the General Fund operating appropriation from that of the FY19 budget.

- \$57,000 is proposed for a new Social Media & Technology Coordinator position to assist with library communications and technology training and initiatives.
- \$68,096 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned six days/week during the year.
- The General Fund contribution for new Library books and materials is proposed at \$130,000, which represents a 3.94% increase over FY19. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY20.

Expenditure Summary

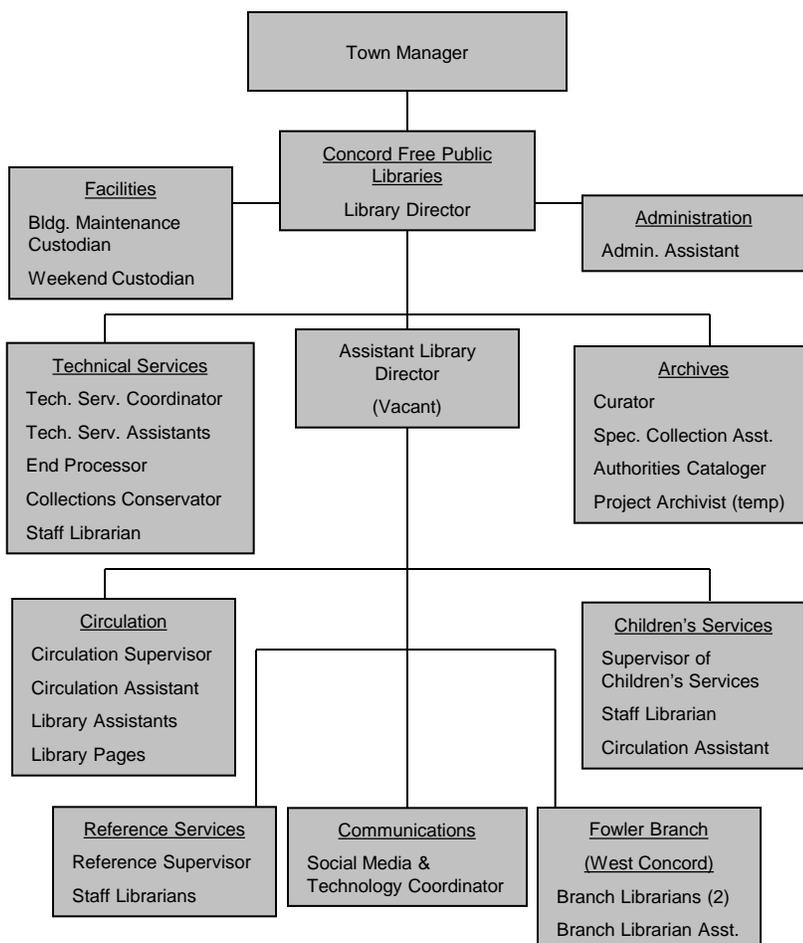
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 1,951,574	\$ 1,995,801	\$ 2,260,820	\$ 2,325,798
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 1,977,574	\$ 2,021,801	\$ 2,286,820	\$ 2,351,798

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, the Trustees of the Library Corporation in consultation with Town officials purchased an adjacent property at 151 Main Street. The Trustees have retained the services of an architect and are proceeding with a capital campaign. It is anticipated that construction for the proposed expansion of the Main Library campus will begin during FY20 and will have an impact on future budget operating costs beginning in FY21.

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,477,724	\$ 1,498,933	\$ 1,870,573	\$ 1,948,062	\$ 1,918,653
Purchased Services	233,295	240,101	133,100	150,596	150,596
Supplies	109,563	141,728	125,075	130,486	130,344
Other Charges	1,637	423	2,500	2,500	2,500
Capital Outlay	137,106	130,805	145,571	139,705	139,705
Assumption of Lib. Corp. Costs	18,248	9,812	10,000	10,000	10,000
Totals	<u>\$ 1,977,574</u>	<u>\$ 2,021,801</u>	<u>\$ 2,286,820</u>	<u>\$ 2,381,349</u>	<u>\$ 2,351,798</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,260,820	98.86%	\$ 2,325,798	98.89%	2.87%
State Aid	26,000	1.14%	26,000	1.11%	0.00%
Totals	<u>\$ 2,286,820</u>	100.00%	<u>\$ 2,351,798</u>	100.00%	2.84%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ 10,000
	Totals	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 5,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

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%
FY2017	11,437	1.88	-17%	-9%	398,520	-15%	-4%
FY2018	13,692	2.19	-3%	16%	333,840	-29%	-16%

HUMAN SERVICES: Library

Item 25

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 137,735	1.00	\$ 137,735
	Assistant Library Director	1.00	92,881	1.00	92,881
	Administrative Assistant	1.00	61,242	1.00	61,242
	Non-Union Sub Total	<u>3.00 FTEs</u>	<u>\$ 291,858</u>	<u>3.00 FTEs</u>	<u>\$ 291,858</u>
	Technical Services Coordinator	1.00	98,883	1.00	98,883
	Curator	1.00	99,083	1.00	99,083
	Supervisor of Children's Services	1.00	92,719	1.00	92,719
	Circulation Supervisor	1.00	91,450	1.00	91,450
	Branch Librarian	1.50	117,764	1.50	117,764
	Head of Reference	1.00	67,792	1.00	67,792
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 567,691</u>	<u>6.50 FTEs</u>	<u>\$ 567,691</u>
	Authorities Cataloger	0.41	26,770	0.41	26,770
	Staff Librarian	3.13	255,834	3.87	249,377
	Social Media & Tech. Coordinator	0.00	-	1.00	57,803
	Special Collections Assistant	0.50	34,713	0.50	34,713
	Technical Services Assistant	2.00	122,211	2.00	122,211
	Branch Library Assistant	1.00	46,458	1.24	56,575
	Circulation Assistant	1.94	112,002	2.00	112,002
	Collections Conservator	0.45	28,686	0.45	28,217
	Library Assistant	5.20	229,551	4.55	209,179
	End Processor	0.45	12,826	0.45	12,826
	Library Page	0.90	21,612	0.90	21,612
	Maintenance Custodian	1.25	65,329	1.35	65,329
Union Nonsupervisory Sub Total	<u>17.23 FTEs</u>	<u>\$ 955,992</u>	<u>18.72 FTEs</u>	<u>\$ 996,614</u>	
5115	Library Page	0.70	20,564	0.93	20,564
	Prof. Project Specialist	0.00	-	0.00	-
	Librarian	0.00	-	0.15	5,891
	Reference Librarian	0.00	-	0.00	-
	Project Archivist	0.35	25,051	0.35	25,051
	Senior Worker	0.03	521	0.03	539
	Misc. Sub Total	<u>1.08 FTEs</u>	<u>\$ 46,136</u>	<u>1.45 FTEs</u>	<u>\$ 52,045</u>
	Weekend Staff	N/A	\$ 6,500	N/A	\$ 6,500
	Substitute Staffing Positions	N/A	-	N/A	-
	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
	Cell Phone Allowance	N/A	-	N/A	1,248
Uniform Allowance	N/A	-	N/A	300	
Total	<u>27.81 FTEs</u>	<u>\$ 1,870,573</u>	<u>29.67 FTEs</u>	<u>\$ 1,918,653</u>	

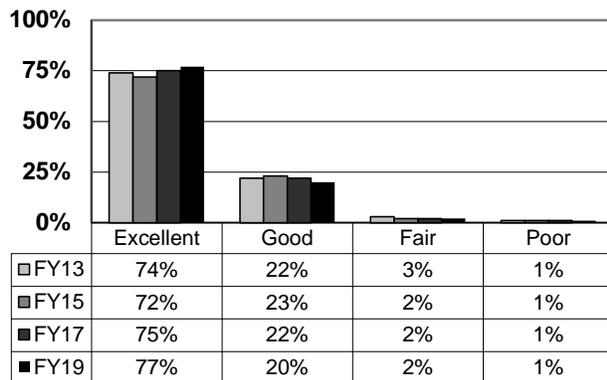
Program Implementation

The FY20 budget provides an additional \$5,000 for Library books and materials. This represents a 3.94% increase over FY19 and is needed in order to meet the requirements for certification in the State Aid to Public Libraries Program.

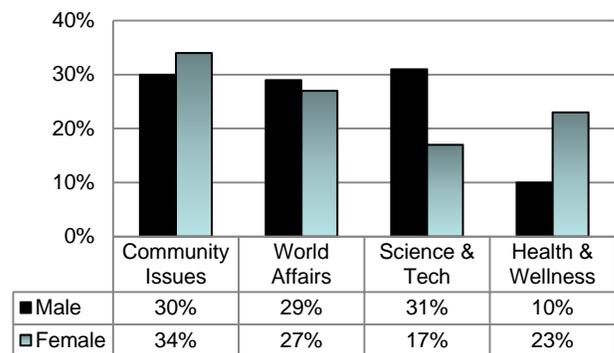
In accordance with the terms of a 1987 agreement between the Select Board and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$83,221), natural gas (\$22,313), and telephone service (\$8,000). The total amount of costs assumed by the Town is \$139,705.

Residents can look forward to the continuation of a number of valued services in FY20 including: library service on Sundays from September – June, 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), and 2018 (FY19).

CFPL Performance Measures					
	2014	2015	2016	2017	2018
Direct Circulation	409,667	414,084	390,131	385,436	385,038
E books-Circulation	8,601	13,298	17,179	19,027	40,989
Programs Held					
Adult	65	178	169	180	205
Young Adult	30	25	22	39	61
Children	111	187	218	233	267
Total	206	390	409	452	533
Program Attendance					
Adult	3,144	3,108	6,539	5,863	7,045
Young Adult	585	620	772	1,206	1,122
Children	2,093	3,887	4,466	4,383	6,031
Total	5,822	7,615	11,777	11,452	14,198

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 16.59% decrease in the General Fund operating appropriation over the FY19 budget.
- The decrease is primarily due to the Town's Youth Services Coordinator position remaining vacant for this Fiscal Year. In its place, a second School Resource Officer dedicated to the Middle School was added.

Expenditure Summary

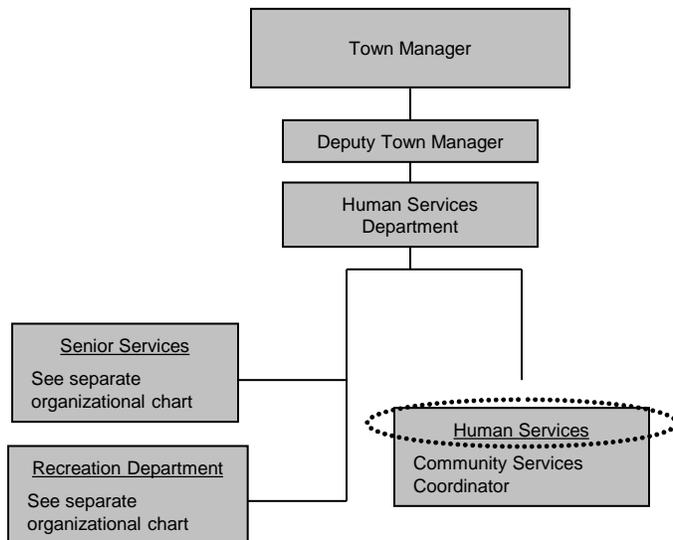
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 27,149	\$ 38,191	\$ 56,562	\$ 47,178
Other Funds	\$ -	\$ -	\$ 39,483	\$ 21,157
Total Expenditures	\$ 27,149	\$ 38,191	\$ 96,045	\$ 68,335

Description:

Under the direction of the Deputy Town Manager, the Community Services Coordinator provide important social services to Concord residents. The position is partially funded by grant monies received from the Concord-Carlisle Community Chest (CCCC).

Specific Boards, including the proposed Human Services Advisory Counsel, work throughout the year to help staff identify economic trends and successful programming initiatives which may be implemented in Town.

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.



HUMAN SERVICES: Human Services

Item 26A

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 22,555	\$ 31,507	\$ 89,884	\$ 64,110	\$ 64,110
Purchased Services	1,440	1,327	3,826	2,550	2,550
Supplies	2,899	2,209	1,200	550	550
Other Charges	255	348	1,135	1,125	1,125
Capital Outlay	-	2,800	-	-	-
Totals	\$ 27,149	\$ 38,191	\$ 96,045	\$ 68,335	\$ 68,335

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	56,562	58.89%	47,178	69.04%	-16.59%
Community Chest	39,483	41.11%	21,157	30.96%	-46.41%
Totals	\$ 96,045	100.00%	\$ 68,335	100.00%	-28.85%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	64,110	1.00	64,110
		<u>1.00 FTEs</u>	<u>\$ 64,110</u>	<u>1.00 FTEs</u>	<u>\$ 64,110</u>
5115	Youth Coordinator	1031 hrs.	25,774	0 hrs.	-
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.49 FTEs</u>	<u>\$ 25,774</u>	<u>0.00 FTEs</u>	<u>\$ -</u>
	Total	<u>1.49 FTEs</u>	<u>\$ 89,884</u>	<u>1.00 FTEs</u>	<u>\$ 64,110</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</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.

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 75% since FY13. These statistics have led 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 staff position to become fully funded over the next two fiscal years. 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: mental health outreach services, at-risk youth drug and alcohol assessments, peer mentoring group challenges, and programming that relate to stress awareness and meditation trainings.

Town Manager Goal: Continue to identify and advocate acceptable funding strategies related to the Human Services Department overall.

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: One position fully funded by the General Fund by FY21; Varying percentages 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 social service programming Town-wide. Partner with other area non-profits and/or municipalities for topical and relevant 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 that are widely attended because they are of interest to the community, reflect popular trends, or epidemics which warrant educational efforts.

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

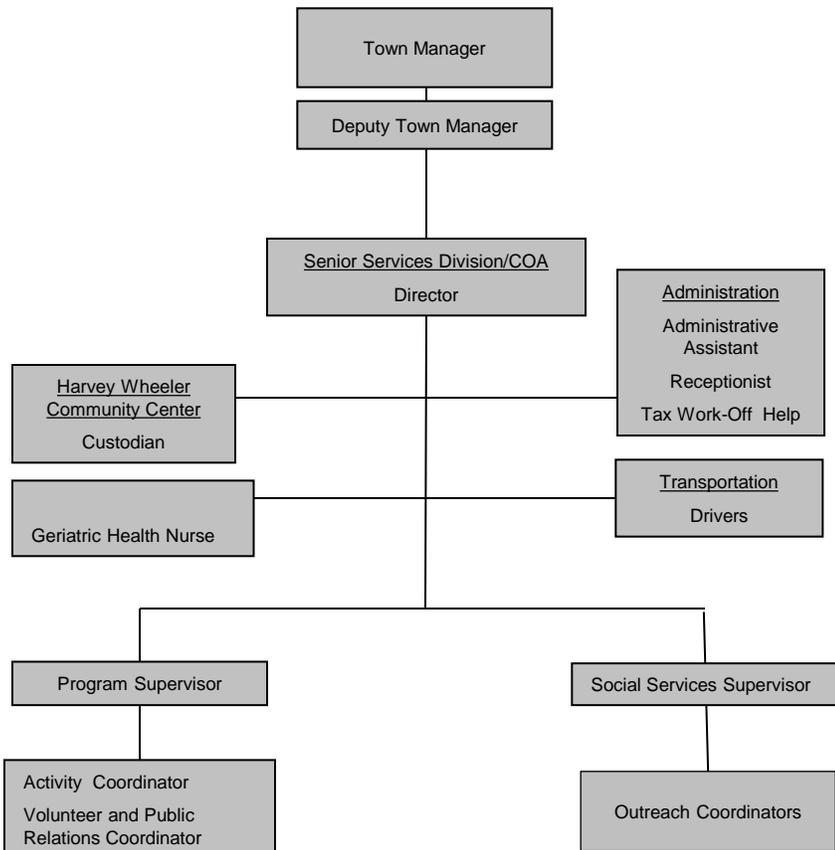
Trend: Substance Abuse, mental health awareness and peer pressure epidemics are visible in all communities throughout the world. Concord is no different. It is the Town's responsibility to respond appropriately to trends both positive and negative and work to educate citizens on prevention, treatment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

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 350,759	\$ 394,226	\$ 496,789	\$ 479,687
Other Funds	\$ -	\$ -	\$ 86,636	\$ 98,193
Total Expenditures	\$ 350,759	\$ 394,226	\$ 583,425	\$ 577,880



Budget Highlights:

- This budget represents a 11.09% *increase* in the General Fund operating appropriation from that of the FY19 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY20 is expected to be \$55,463, 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 \$35,239 will be used to fund or partially fund the Outreach, Social Service, and Volunteer and Public Relations coordinators.
- This budget proposes 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 budget proposes to increase the hours of the Volunteer and Public Relations Coordinator position from 16 per week to 19 per week.
- A gift from the estate of John Florio contributes \$7,491 towards the services of an Outreach Coordinator.
- Proceeds from the Harvey Wheeler Gift Shop are used to support several special events at the COA.

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 293,585	\$ 323,830	\$ 476,585	\$ 532,330	\$ 532,330
Purchased Services	20,164	23,735	18,525	20,425	20,425
Supplies	28,203	14,749	18,825	23,225	20,305
Other Charges	2,807	3,412	4,490	4,820	4,820
Capital Outlay	6,000	28,500	65,000	-	-
Totals	\$ 350,759	\$ 394,226	\$ 583,425	\$ 580,800	\$ 577,880

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 496,789	85.15%	\$ 479,687	83.01%	-3.44%
EOEA Grant	45,300	7.76%	55,463	9.60%	22.43%
Community Chest Gift	32,976	5.65%	35,239	6.10%	6.86%
Florio Gift	8,360	1.43%	7,491	1.30%	N/A
Totals	\$ 583,425	100.00%	\$ 577,880	100.00%	-0.95%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
O-2	COA Van	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ 65,000	\$ -				

HUMAN SERVICES: Senior Services

Item 26B

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 90,532	1.00	\$ 90,532
	Assistant Senior Services Director	1.00	59,894	1.00	59,894
	Administrative Assistant	1.00	57,390	1.00	57,734
	Social Services Supervisor	0.00	-	1.00	58,464
	Receptionist/Clerk	1.00	40,051	1.00	40,591
	Van Driver	1.00	33,032	1.00	33,032
	Sub Total		<u>5.00 FTEs</u>	\$ 280,899	<u>6.00 FTEs</u>
5115	Van Drivers	1840 hrs.	27,600	1955 hrs.	30,303
	Wellness Clinic Coordinator	1044 hrs.	27,144	1096 hrs.	32,886
	Activity Coordinators	1409 hrs.	21,493	1670 hrs.	26,309
	Outreach Coordinators	4176 hrs.	80,389	4176 hrs.	81,433
	Social Services Coordinator	882 hrs.	24,696	0 hrs.	-
	Volunteer Coordinator	800 hrs.	12,000	950 hrs.	14,488
5130	Overtime	60 hrs.	2,364	60 hrs.	2,428
	Tuition Reimbursement	N/A	-	N/A	4,236
Total		<u>9.86 FTEs</u>	\$ <u>476,585</u>	<u>10.72 FTEs</u>	\$ <u>532,330</u>

Program Implementation

The FY20 budget recommendation provides funding to cover 8 full-time positions, and 8 part-time positions.

According to the January 2018 Town Census, there are 4,930 Concord residents over the age of 60 representing 32% of the total population of Concord. In FY18, approximately 1,995 seniors received services through the COA and 234 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, friends and neighbors. In FY18, 538 seniors and their associated family, friends, neighbors and helping professionals used Outreach/Social Services. Over 300 “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; 105 seniors participated in blood pressure clinics, and 112 seniors received the flu vaccine. In addition, 1209 seniors came to 4,564 exercise classes. The Senior Services Division maintains a large inventory of durable medical equipment, which is available for loan free of charge, and 282 seniors borrowed 755 pieces of equipment in FY18.

The Harvey Wheeler Community Center is the hub of activities: 505 seniors participated in 5,299 recreational opportunities, 276 seniors in 971 cultural events, and 160 seniors in 827 educational events. Senior Services operates van service that provides transportation services to those senior residents and 215 seniors used the service, which included 9,461 rides in FY18. 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

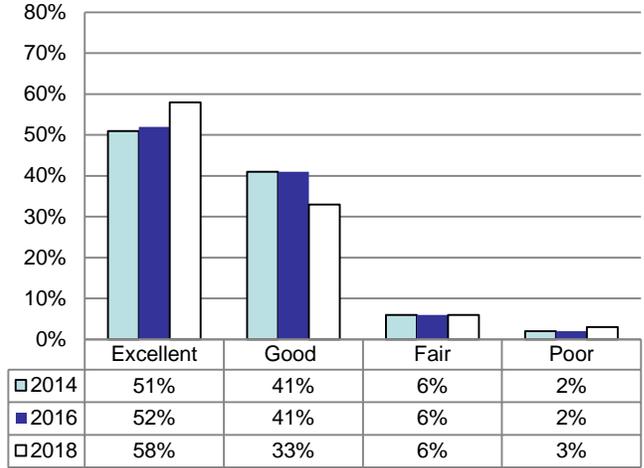
Division Goal: To provide quality services for COA participants

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

Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, 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 2018



Town Manager Goal: To enhance Residents' Quality of Life

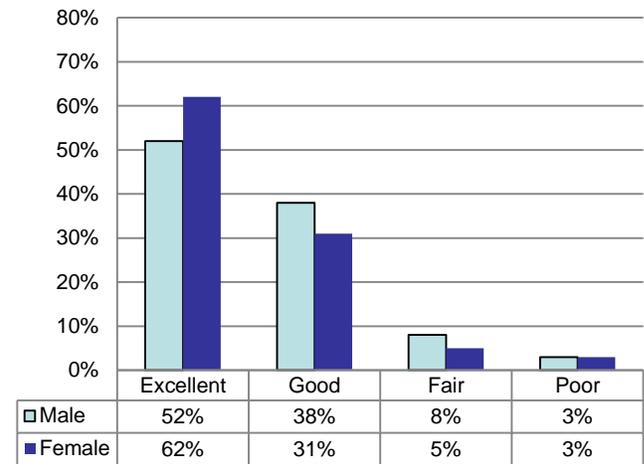
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Measure: Town Biennial Citizen Survey of 1,254 Concord residents in FY19, that produces a statistically significant result

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

Rating of Serviced of the COA by Gender in FY19



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 FY20 Enterprise Budget Book.

Budget Highlights:

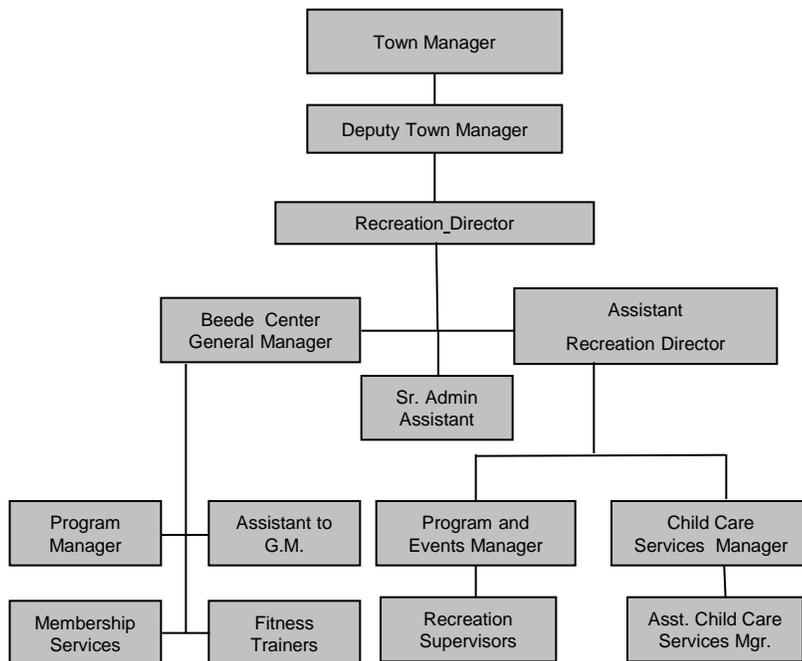
- This budget *level funded* in comparison to the General Fund operating appropriation from that of the FY19 budget.
- The FY20 budget is proposed to reflect 100% of the Recreation Director's salary being funded by the General Fund.
- Along with the management of the Beede Swim & Fitness and Recreation Revolving programs and budgets, the Recreation Director manages field space users and general Park Maintenance.
- The Recreation Director reports to the Deputy Town Manager and is part of the Human Services Division.
- The Recreation Director works directly with a Commission of five residents (Recreation Commission) that provide insight and advice to the Department as to the community's needs and wants for recreation.

Expenditure Summary				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 70,093	\$ 76,678	\$ 108,376	\$ 108,376
Other Funds	\$ 24,393	\$ 25,083	\$ -	\$ -
Total Expenditures	\$ 94,486	\$ 101,761	\$ 108,376	\$ 108,376

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
- White Pond



HUMAN SERVICES: Recreation Services

Item 26C

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 94,486	\$ 100,545	\$ 108,376	\$ 108,376	\$ 108,376
Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Other Charges	-	-	-	-	-
Capital Outlay	-	1,216	-	-	-
Rec. Fund Contribution	-	-	-	-	-
Totals	\$ 94,486	\$ 101,761	\$ 108,376	\$ 108,376	\$ 108,376

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 108,376	100.00%	\$ 108,376	100.00%	0.00%
Recreation Fund	-	0.00%	-	0.00%	0.00%
Swim and Fitness Fund	-	0.00%	-	0.00%	0.00%
Totals	\$ 108,376	100.00%	\$ 108,376	100.00%	0.00%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	\$ 108,376	1.00	\$ 108,376
5157	Car Allowance	N/A	-	N/A	-
	General Fund Sub Total	N/A	\$ 108,376	1.00 FTEs	\$ 108,376

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

**See Enterprise Budget Book for the FY20
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 8.10% decrease in the General Fund operating appropriation over that of the FY19 budget.
- Rental income in FY18 was \$30,779.
- The HVAC budget line item was removed in anticipation of the hiring of an in house HVAC Technician.
- Replacement of the red tile roof on Harvey Wheeler was completed.
- Replacement of 6 Air Handler Units and parking lot resurfacing and restriping are expected in FY20.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 120,424	\$ 126,491	\$ 125,905	\$ 115,133
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 120,424	\$ 126,491	\$ 125,905	\$ 115,133

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 is 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 nonprofit 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%
FY2018	8,309	1.33	-35%	7%	86,100	-25%	3%

HUMAN SERVICES: Harvey Wheeler Community Center

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 46,778	\$ 44,894	\$ 49,747	\$ 50,326	\$ 50,326
Purchased Services	49,915	49,586	54,708	45,141	45,141
Supplies	3,989	3,304	6,450	6,450	6,450
Other Charges	-	-	-	-	-
Capital Outlay	19,742	28,706	15,000	150,000	13,216
Totals	\$ 120,424	\$ 126,491	\$ 125,905	\$ 251,917	\$ 115,133

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 125,905	100.00%	\$ 115,133	100.00%	-8.56%
Totals	\$ 125,905	100.00%	\$ 115,133	100.00%	-8.56%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 47,146	1.00	\$ 48,108
	Sub Total	<u>1.00 FTEs</u>	\$ 47,146	<u>1.00 FTEs</u>	\$ 48,108
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	-
5115	Electrician	0 hrs.	-	0 hrs.	-
5130	Overtime	60 hrs.	2,601	50 hrs.	2,218
	Total	<u>1.00 FTEs</u>	<u>\$ 49,747</u>	<u>1.00 FTEs</u>	<u>\$ 50,326</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
O-1	HWCC Building Improvements	\$ 15,000	\$ 13,216	\$ 13,216	\$ 13,216	\$ 13,216	\$ 13,216
	Totals	<u>\$ 15,000</u>	<u>\$ 13,216</u>				

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 4.68% decrease in the General Fund operating appropriation from that of the FY19 budget.
- The routine maintenance of the building is paid for by the Recreation Fund, and this is not a General Fund Capital Improvement Program expense.
- This budget also includes \$5,050 to cover the utility costs and building upkeep for the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 105,574	\$ 111,701	\$ 100,636	\$ 95,930
Other Funds	\$ 26,045	\$ 21,200	\$ 21,997	\$ 17,829
Total Expenditures	\$ 131,619	\$ 132,901	\$ 122,633	\$ 113,759

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. It is also the polling site for Precinct 5 and 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 57,287	\$ 53,762	\$ 55,486	\$ 56,209	\$ 56,209
Purchased Services	52,036	41,956	49,917	46,000	46,000
Supplies	6,522	4,966	6,500	6,500	6,500
55 Church Street	-	15,040	-	-	-
Rideout Fieldhouse	7,760	10,933	10,730	5,050	5,050
105 Everett Street	6,225	6,244	-	-	-
Capital Outlay	1,789	-	-	35,000	-
Totals	\$ 131,619	\$ 132,901	\$ 122,633	\$ 148,759	\$ 113,759

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,636	82.06%	\$ 95,930	84.33%	-4.68%
Recreation Fund	21,997	17.94%	17,829	15.67%	-18.95%
Totals	\$ 122,633	100.00%	\$ 113,759	100.00%	-7.24%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 55,486	1.00	\$ 56,209
	Total	1.00 FTEs	\$ 55,486	1.00 FTEs	\$ 56,209

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
N-2	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

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	-17%	2%	90,520	-3%	-6%
FY2018	6,952	1.11	-8%	11%	84,360	-10%	-7%

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 19.70% decrease in the General Fund operating appropriation from that of the FY19 budget.
- The reduction is a result of the expected decrease in the number of eligible residents receiving benefits in FY20.
- The FY20 budget proposes to fund veterans benefits at \$53,724, a decrease of \$21,276 from FY19.
- Funds are also allocated for the wages of the Veterans Agent as well as office supplies, gasoline, vehicle supplies, and conference/training expenses.
- The Massachusetts Office of Veterans' Affairs reimburses the Town 80% of the total costs of veterans benefits at year's end.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 99,958	\$ 97,629	\$ 107,970	\$ 86,696
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 99,958	\$ 97,629	\$ 107,970	\$ 86,696

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 115, and it 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 23,450	\$ 26,264	\$ 31,320	\$ 30,930	\$ 30,930
Purchased Services	1,999	5,620	200	420	420
Supplies	3,426	3,109	600	1,160	917
Other Charges	250	195	850	705	705
Sub Total	\$ 29,126	\$ 35,187	\$ 32,970	\$ 33,215	\$ 32,972
<u>Veterans Benefits</u>					
Other Charges	70,832	62,442	75,000	53,724	53,724
Totals	\$ 99,958	\$ 97,629	\$ 107,970	\$ 86,939	\$ 86,696

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 107,970	100.00%	\$ 86,696	100.00%	-19.70%
Totals	\$ 107,970	100.00%	\$ 86,696	100.00%	-19.70%

Personnel Services Summary					
		FY19 Budgeted		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	1044 hrs.	31,320	1031 hrs.	30,930
	Total	<u>0.50 FTEs</u>	<u>\$ 31,320</u>	<u>0.49 FTEs</u>	<u>\$ 30,930</u>

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 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 15.89% decrease in the General Fund operating appropriation from that of the FY19 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$3,500, which is calculated based upon prior years’ experience as well as FY20 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 for the annual purchase of Memorial Day flags and maintenance of the street flags displayed on significant days and events during the year remains an important element of this account. The FY19 proposed budget for flag replacement is \$3,700.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 24,307	\$ 19,012	\$ 22,624	\$ 19,030
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 24,307	\$ 19,012	\$ 22,624	\$ 19,030

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. Public Safety coverage for the various ceremonies and events remains one of the top priorities of this fund. Additional appropriations are used to cover other Town-wide event related expenses including postage, advertisements, and rentals. The Public Ceremonies and Celebrations Committee reports that they face increasing challenges to secure sufficient event grants and participants due to their limited resources. However, this citizen committee does not wish to request additional General Fund support at this time as they are working on additional types of fundraising in FY20.

HUMAN SERVICES: Ceremonies & Celebrations

Item 30

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Other	\$ -	\$ 4,658	\$ -	\$ -	\$ -
Public Ceremonies	20,705	6,150	20,544	14,830	14,830
Memorial Day Flags	3,602	1,886	1,080	2,500	2,500
Street Flags	-	-	1,000	1,200	1,200
U.N. Day Committee	-	6,318	-	-	-
Special Events	-	-	-	500	500
Totals	<u>\$ 24,307</u>	<u>\$ 19,012</u>	<u>\$ 22,624</u>	<u>\$ 19,030</u>	<u>\$ 19,030</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 22,624	100.00%	\$ 19,030	100.00%	-15.89%
Totals	<u>\$ 22,624</u>	100.00%	<u>\$ 19,030</u>	100.00%	-15.89%

Capital Outlay Plan							
Ref. #	Description	FY19 Budgeted	FY20 Proposed	FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

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 FY19 budget.
- At the end of FY18, \$92,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2018 was \$280,538.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 98,838	\$ 99,299	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 98,838	\$ 99,299	\$ 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 seven 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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ 41,513	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	148	122	2,500	2,500	2,500
Employee Assistance Program	7,177	7,177	7,500	7,500	7,500
To Sick Leave Buyback Reserve	50,000	92,000			
Totals	\$ 98,838	\$ 99,299	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 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				
	FY15	FY16	FY17	FY18
Police Union	\$ 226,966	\$ 212,632	\$ 208,588	\$ 209,468
Fire Union	557,186	549,329	568,263	631,582
All Other Town Gov't	423,142	460,670	372,061	349,148
Total Town Liability	\$ 1,207,294	\$ 1,222,630	\$ 1,148,912	\$ 1,190,199
CPS Employees	1,710,696	1,603,323	1,506,372	1,345,482
Total Liability	\$ 2,917,990	\$ 2,825,953	\$ 2,655,285	\$ 2,535,681

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 FY15 to FY18 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 FY20 through FY24 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 \$245,713 on June 30, 2018, as shown below.

General Fund Sick Leave Buyback Reserve				
	Beginning Balance	Uses	Added @ 6/30	Ending Balance
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
FY18	\$ 188,538	\$ (34,826)	\$ 92,000	\$ 245,713

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 FY17 budget.
- This account is **0.45%** of the appropriation proposed in Article 6, the accounts under the jurisdiction of the Town Manager.
- The one FY18 Reserve Fund request totaled \$225,000 and is listed below.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (169,118)	\$ (225,000)	N/A	N/A
Return to Revenue	\$ 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 2019 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 FY18, the Finance Committee approved the following reserve fund transfers:

FY18 Reserve Fund Transfers

Account	Amount	Explanation
Legal Services	\$ 225,000	To provide funds for additional legal services.

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(169,118)	(225,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	55,882	-	N/A	N/A	N/A

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	100.00%	\$ 225,000	100.00%	0.00%
Totals	<u>\$ 225,000</u>	100.00%	<u>\$ 225,000</u>	100.00%	0.00%

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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Appropriation	\$ 755,708	\$ 793,923	\$ 1,407,895	\$ 1,169,988
Less Transfers & Encumbrances	\$ (746,594)	\$ (793,923)	N/A	N/A
Balance Unexpended	\$ 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 FY20 recommendation is projected to be sufficient for approximately a 2.5% for market adjustments and 2.5% for step and merit adjustments for non-union staff, for the funding of existing collective bargaining agreements (CBAs), and for funding potential resolutions to outstanding Public Works and Public Safety Dispatchers CBAs. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY20 step increase and merit pay plan prior to July 1, 2019.

The FY19 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 FY20 are proposed for funding from this account.

The budget proposed for FY20 includes an allowance for funding settlements of the collective bargaining agreements with workers at the Police Department and Department of Public Works, and these collective bargaining agreements have not yet been concluded as of the setting of the appropriation amount of the Salary Reserve Fund.

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 755,708	\$ 793,923	\$ 1,407,895	\$ 1,169,988	\$ 1,169,988
Less:					
Total Transfers	(536,594)	(554,688)	N/A	N/A	N/A
Encumbered	(210,000)	(239,235)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 9,114	\$ -	N/A	N/A	N/A

Note: The Salary Reserve Fund includes funds for outstanding collective bargaining agreements.

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,407,895	100.00%	\$ 1,169,988	100.00%	-16.90%
Totals	<u>\$ 1,407,895</u>	100.00%	<u>\$ 1,169,988</u>	100.00%	-16.90%

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>
7/1/09	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%
7/1/19 **	FY20	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 FY20.
- 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 15,000	\$ 15,000	\$ 10,000	\$ 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 FY20.

UNCLASSIFIED: Land Fund

Item 34

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000
Other Charges & Expenses	-	-	-	-	-
Total Expenditure	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 10,000	100.00%	\$ 10,000	100.00%	0.00%
Totals	\$ 10,000	100.00%	\$ 10,000	100.00%	0.00%

Land Fund History							
	FY14	FY15	FY16	FY17	FY18	FY19 Revised	FY20 Proposed
<u>Fund Source</u>							
Beginning Balance	\$ 1,764	\$ 2	\$ 15,021	\$ 35,539	\$ 7,296	\$ 12,607	\$ 20,267
Return to Fund	-	-	9,889	-	-	-	-
Sale of Land	-	-	-	-	-	10,000	-
Tax Levy	10,000	15,000	15,000	15,000	15,000	10,000	10,000
Gifts	-	-	-	-	-	-	-
Interest Earned	2	19	129	196	312	150	150
Total Available	\$ 11,766	\$ 15,021	\$ 40,039	\$ 50,735	\$ 22,608	\$ 32,757	\$ 30,417
<u>Fund Uses</u>							
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Purchase	-	-	-	-	-	-	-
Options	-	-	-	-	-	-	-
Appraisal, Legal, Surveying, etc.	11,764	-	4,500	43,439	10,001	12,490	-
Total Used	\$ 11,764	\$ -	\$ 4,500	\$ 43,439	\$ 10,001	\$ 12,490	\$ -
Ending Balance	\$ 2	\$ 15,021	\$ 35,539	\$ 7,296	\$ 12,607	\$ 20,267	\$ 30,417

Note: FY19 amounts have been updated as of January 28, 2019.

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 7.9% *increase* in the General Fund appropriation from that of the FY19 budget.
- This budget covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- Approximately 64% of Town employees and 54% of 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Use for Group Insurance	\$4,350,000	\$4,800,000	\$ 5,235,907	\$ 5,966,069
Transfer to OPEB Trust Fund	\$ 300,000	\$ -	\$ 290,193	\$ -
Total General Fund	\$4,650,000	\$4,800,000	\$ 5,526,100	\$ 5,966,069
Appropriation Transfer		\$ 78,306		
Other Funds	\$ 540,589	\$ 627,832	\$ 513,830	\$ 561,369
Total Expenditures	\$5,190,589	\$5,506,138	\$ 6,039,930	\$ 6,527,438

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.

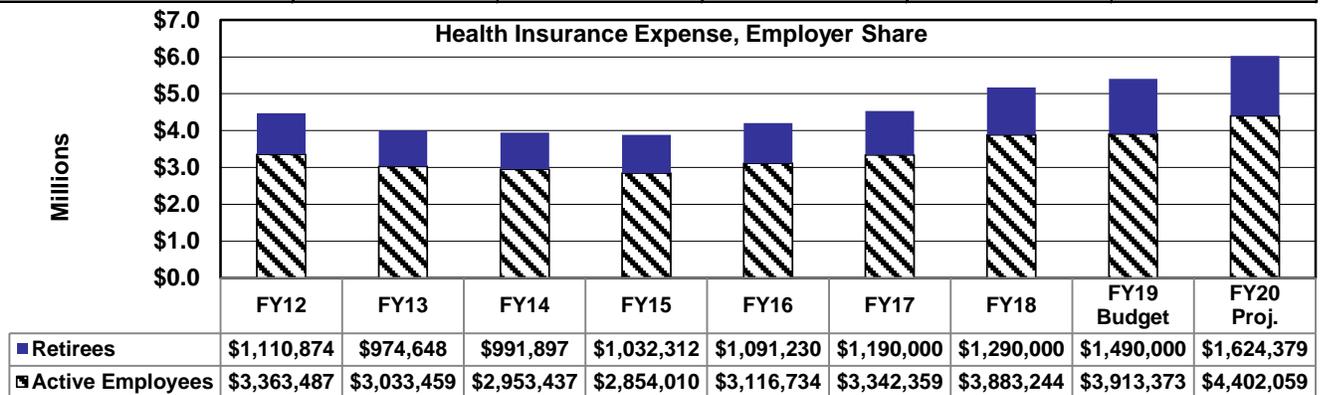
JOINT (TOWN-CPS): Group Insurance

Item 35A

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 3,342,359	\$ 3,883,244	\$ 3,913,737	\$ 4,402,059	\$ 4,402,059
Health Insurance - Retired	1,190,000	1,290,000	1,490,000	1,624,379	1,624,379
Health Insurance - Ret. (MGL 32, 9A1/2)	3,503	-	-	-	-
Life Insurance	28,041	15,791	20,000	20,000	20,000
Dental Insurance	304,472	266,393	285,000	285,000	285,000
Other Prof. Services	7,600	14,954	25,000	30,000	30,000
Medicare Part B Penalty Reimbursement	14,615	35,756	16,000	16,000	16,000
Employer Health Savings Accounts	-	-	-	150,000	150,000
Transfer to Insurance Reserve Fund	-	-	-	-	-
Transfer to OPEB Trust Fund	300,000	-	290,193	-	-
Total Expenditure	\$ 5,190,589	\$ 5,506,138	\$ 6,039,930	\$ 6,527,438	\$ 6,527,438

Note: OPEB information is presented in Item 35B

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 5,526,100	91.49%	\$ 5,966,069	91.40%	7.96%
Light Fund	329,814	5.46%	360,566	5.52%	9.32%
Water Fund	86,835	1.44%	94,914	1.45%	9.30%
Sewer Fund	21,709	0.36%	23,728	0.36%	9.30%
Recreation Fund	30,711	0.51%	41,001	0.63%	33.51%
Swim & Fitness Center Fund	37,766	0.63%	33,465	0.51%	-11.39%
Retirement	6,995	0.12%	7,695	0.12%	10.01%
Totals	\$ 6,039,930	100.00%	\$ 6,527,438	100.00%	8.07%



JOINT (TOWN-CPS): Other Post Employment Benefits

Item 35B

Mission Statement:

The purpose of this funding is to supplement resources to cover the Actuarially Determined Contribution (ADC) associated with Other Post-Employment Benefits (OPEB).

Budget Highlights:

- This budget represents a 5.0% or \$80,850 increase in the General Fund allocation over the FY19 budgeted amount.
- In FY20, an amount of \$1,697,850 has been proposed from the General Fund to supplement resources to cover the Actuarially Determined Contribution (ADC).
- The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) propose to fund their portion of the ADC in the amount of \$95,838.
- The Net OPEB Liability (NOL) is planned to be fully funded by 2039.
- The discount rate was decreased from 7.50% to 7.25% with the June 30, 2016.

Funding Summary

Transferred to OPEB Trust	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund Appropriation	\$1,400,000	\$1,470,000	\$ 1,617,000	\$ 1,697,850
Enterprise Funds	\$ 80,000	\$ 141,000	\$ 155,100	\$ 95,838
Transfer from Group Ins. (#31A)	\$ 300,000	\$ -	\$ -	\$ -
Total Funding	\$1,780,000	\$1,611,000	\$ 1,772,100	\$ 1,793,688

Funding Plan

	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,617,000	92.82%	\$ 1,697,850	94.66%	5.00%
Light Fund	94,100	5.40%	72,089	4.02%	-23.39%
Water Fund	25,000	1.44%	19,148	1.07%	-23.41%
Sewer Fund	6,000	0.34%	4,600	0.26%	-23.33%
Swim and Fitness Center	-	0.00%	-	0.00%	0.00%
Totals	\$ 1,742,100	100.00%	\$ 1,793,688	100.00%	2.96%

Description:

In June 2015, the Government Accounting Standards Board (GASB) approved two Statements related to Other Post Employment Benefits (OPEB): GASB Statement No. 74. Financial Reporting for Postemployment Benefits other than Pensions effective for FY17 and GASB Statement No. 75. Accounting and Financial Reporting for Postemployment Benefits other than Pensions effective for FY18. With these new standards, the methodology and terminology for accounting for and reporting the OPEB liability, which is mainly the Town’s responsibility to cover its share of health care benefits for qualified retirees, spouses and survivors from the Town and CPS, has changed.

Prior to FY10, the Town budgeted funds to pay only the annual benefits for current qualified retirees, spouses and survivors from the Town and CPS. However, these “pay-as-you-go” contributions did not take into account the accrued liability associated with the future health care benefits for active employees nor did it fund the past accrued liability for current retirees, spouses or dependents.

This total OPEB Liability (TOL) is \$50,712,859, as of June 30, 2018. With contributions beginning in FY10, the Plan Fiduciary Net Position (FNP), the amount of funds to cover the liability, is \$16,199,612. As a result, the Net OPEB Liability (NOL) is \$34,593,247 and Funded Ratio is 31.9% with full funding expected in 2039.

**OPEB
SUMMARY of June 30, 2018 actuarial valuation**

	FY18 Actual	allocated by fund				
		General	Light	Water	Sewer	
	TOTAL				Beede	
OPEB Liability						
1	Service (Normal) Cost	1,167,743	98,036	15,265	3,816	31,056
2	Interest	2,868,066	240,783	37,491	9,373	76,275
3	Difference in Actual Experience	1,264,827	106,186	16,534	4,133	33,638
4	Changes in Assumptions	2,158,248	181,192	28,212	7,053	57,398
5	Benefit Payments	(1,696,156)	(142,398)	(22,172)	(5,543)	(45,108)
6	Net Change in OPEB Liability	5,762,729	483,799	75,330	18,832	153,258
7	Total OPEB Liability - Beginning	39,925,836	3,062,519	371,985	93,780	764,792
8	Total OPEB Liability - End	45,688,564	3,546,318	447,315	112,612	918,050
Plan Fiduciary Net Position						
9	Employer Contribution	3,125,757	262,417	40,860	10,215	83,128
10	Net Investment Income	937,415	78,699	12,254	3,063	24,930
11	Benefit Payments	(1,696,156)	(142,398)	(22,172)	(5,543)	(45,108)
12	Administrative Expenses	0	0	0	0	0
13	Net Change in PFNP	2,367,016	198,718	30,942	7,735	62,950
14	Plan Fiduciary Net Position - Beginning	11,937,528	1,002,193	156,046	39,012	317,473
15	Plan Fiduciary Net Position - End	14,304,545	1,200,911	186,988	46,747	380,423
Net OPEB Liability						
16	Total OPEB Liability	45,688,564	3,546,318	447,315	112,612	918,050
17	Plan Fiduciary Net Position	14,304,545	1,200,911	186,988	46,747	380,423
18	Net OPEB Liability	31,384,020	2,345,407	260,328	65,865	537,627
19	Funded Ratio (17 ÷ 16)	31.79%	33.86%	41.80%	41.51%	41.44%

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 5% *increase* in the appropriation of that of the FY19 budget.
- Various MIIA discounts have been received in recent years, but their continuation lacks predictability and, therefore, are not assumed in this proposed budget.
- In FY20, CCRSD will contract for Property Insurance on its own.
- Premium budget of \$465,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 157,398	\$ 250,000	\$ 275,000	\$ 288,750
Transfer to Insurance Reserve	\$ 92,602	\$ -		
Other Funds	\$ 199,552	\$ 212,456	\$ 242,000	\$ 186,250
Total Expenditures	\$ 449,552	\$ 462,456	\$ 517,000	\$ 475,000

	<u>Amount</u>	<u>% of total</u>
Town Appropriation	\$278,750	60.0%
Public Schools (K-8)	76,673	16.5%
Light Fund	41,500	8.9%
Water Fund	41,004	8.8%
Sewer Fund	15,439	3.3%
Swim & Fitness Ctr.	<u>11,634</u>	<u>2.5%</u>
Total	\$465,000	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, 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 Facility).

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 FY20 is \$465,000.

JOINT (TOWN-CPS): Property and Liability Insurance

Item 35C

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 351,950	\$ 384,149	\$ 507,000	\$ 465,000	\$ 465,000
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	92,602	-			
Total Expenditure	\$ 449,552	\$ 384,149	\$ 517,000	\$ 475,000	\$ 475,000

Insurance Premium Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Automobile	\$ 86,188	\$ 86,257	\$ 110,000	\$ 110,000	\$ 110,000
General Liability, Umbrella, Pub. Officer, School Board	100,730	119,687	145,000	143,000	143,000
Property Insurance	129,569	145,757	175,000	145,000	145,000
Pollution Liability	-	-	-		
Police and Fire Medical	33,651	32,488	75,000	65,000	65,000
All Other	1,813	-	2,000	2,000	2,000
Total Expenditure	\$ 351,950	\$ 384,189	\$ 507,000	\$ 465,000	\$ 465,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 275,000	53.19%	\$ 288,750	60.79%	5.00%
Other Sources:					
CMLP	64,900	12.55%	41,500	8.74%	-36.06%
Water	37,400	7.23%	41,004	8.63%	9.64%
Sewer	13,200	2.55%	15,439	3.25%	16.96%
Swim and Fitness	9,700	1.88%	11,634	2.45%	19.94%
CPS	72,600	14.04%	76,673	16.14%	5.61%
CCRSD	41,800	8.09%		0.00%	-100.00%
Other	2,400	0.46%		0.00%	-100.00%
Totals	\$ 517,000	100.00%	\$ 475,000	100.00%	-8.12%

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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 200,000	\$ 200,000	\$ 210,000	\$ 210,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 200,000	\$ 200,000	\$ 210,000	\$ 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 the Town does not foresee 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. The Town's 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, 2018 to June 30, 2019) is \$51,284.

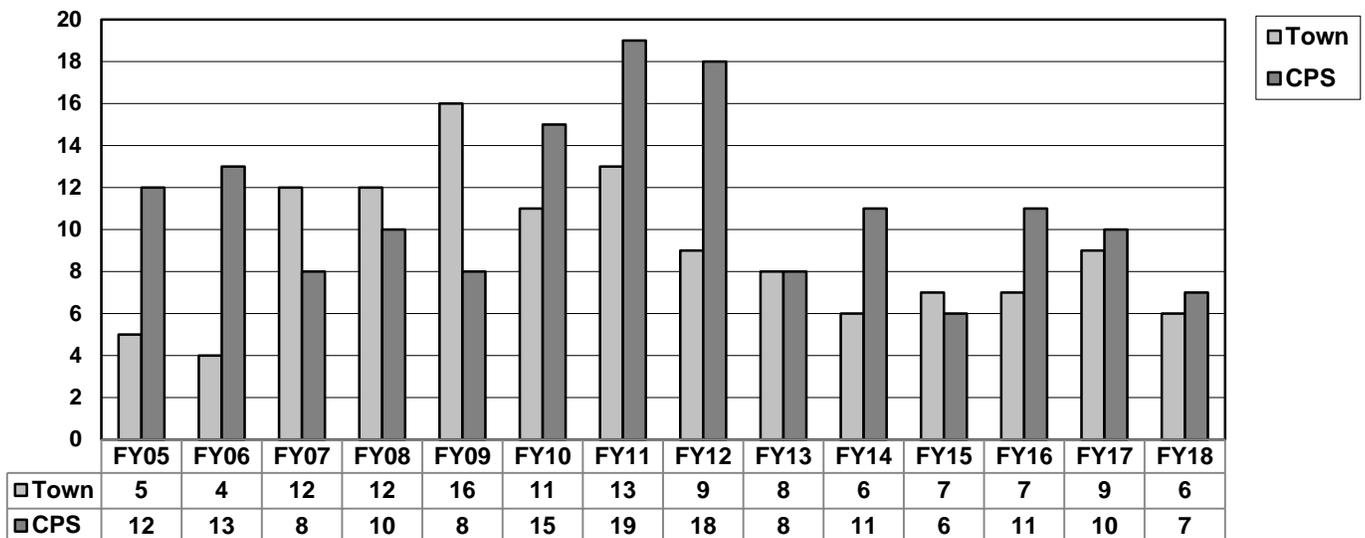
JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 36

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 95,421	\$ 56,946	\$ 110,000	\$ 110,000	\$ 110,000
<u>Workers Comp.</u>					
Admin. Services	\$ 22,389	\$ 34,969	\$ 25,000	\$ 25,000	\$ 25,000
Reinsurance/Stop-loss	35,770	38,065	35,000	35,000	35,000
Workers Comp. Claims	-	11,661	-	-	-
Medical Expenses	\$ 46,421	\$ 58,359	40,000	40,000	40,000
Total Expenditure	\$ 200,000	\$ 200,000	\$ 210,000	\$ 210,000	\$ 210,000

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 210,000	100.00%	\$ 210,000	100.00%	0.00%
Totals	\$ 210,000	100.00%	\$ 210,000	100.00%	0.00%

Unemployment Compensation History

Number of Recipients



Mission Statement:

The purpose of this funding is to provide for the cost of the Town's required annual payment to the Concord Contributory Retirement System, determined pursuant to a funding schedule based upon a biennial actuarial valuation. The Concord Retirement System is one of 106 Boards functioning as part of a statewide defined benefit pension system operated for all eligible employees of Massachusetts state and local government, in lieu of the federal Social Security system.

Budget Highlights:

- This budget represents a 5.0% *increase* over the appropriation from that of the FY19 budget.
- At the most recent biennial actuarial valuation date of January 1, 2018, the Funded Ratio (Plan Fiduciary Net Position (FNP) / Total Pension Liability (TPL)) is 90.6% and the funding schedule projects full funding status by 2030.
- The assumed rate of return was reduced from 7.50% to 7.25% for the valuation on January 1, 2015 and to 7.00% for the valuation on January 1, 2016.
- Government Accounting Standards Board (GASB) No. 67 was implemented in FY14 and GASB No. 68 in FY15.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$3,317,000	\$3,667,000	\$ 3,777,010	\$ 3,965,861
Other Funds	\$ 616,485	\$ 521,038	\$ 748,774	\$ 1,002,017
Total Expenditures	\$3,933,485	\$4,188,038	\$ 4,525,784	\$ 4,967,878

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 1/1/17	At 1/1/18	Δ% (2017 to 2018)
Total Pension Liability (TPL)	\$177,566,000	\$183,717,000	3.4%
Plan Fiduciary Net Position (FNP)	\$145,339,000	\$166,415,000	14.5%
Net Pension Liability (NPL)	\$32,227,000	\$17,302,000	- 46.3%
Funded Ratio (FNP / TPL)	81.8%	90.6%	N/A
Earning Rate Assumed	7.00%	7.00%	N/A
Amortization Increase*	2%	2%	N/A
Funding Year Projected**	2030	2030	N/A
Asset Market Value	145,338,000	166,338,000	14.4%

* Max permitted = 4%; ** Max permitted = 2040; Governing Statute: 5.22F of M.G.L Ch. 32.

JOINT (TOWN-CPS): Retirement

Item 37

Uses				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Required Employer Share to Pension Fund	\$ 4,449,269	\$ 4,703,076	\$ 4,873,262	\$ 5,111,075
Transfer to (from) Town Pension Reserve Fund	\$ (515,784)	\$ (515,038)	\$ (347,478)	\$ (143,197)
Total Uses	\$ 3,933,485	\$ 4,188,038	\$ 4,525,784	\$ 4,967,878

Funding Sources				
	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
<u>General Fund Appropriation</u>	\$ 3,317,000	\$ 3,667,000	\$ 3,777,010	\$ 3,965,861
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 423,095	\$ 347,354	\$ 572,244	\$ 752,565
Water Fund	\$ 86,179	\$ 82,117	\$ 98,164	\$ 146,719
Sewer Fund	\$ 21,545	\$ 20,529	\$ 24,541	\$ 36,680
Swim & Fitness Fund	\$ 85,666	\$ 71,038	\$ 53,825	\$ 66,053
Subtotal Enterprises	\$ 616,485	\$ 521,038	\$ 748,774	\$ 1,002,017
Total Sources	\$ 3,933,485	\$ 4,188,038	\$ 4,525,784	\$ 4,967,878

Performance Highlights (amounts in thousands) prior to GASB No. 67 and 68						
Date of Actuarial Valuation and Data Provided	Actuarial Accrual Liability (AAL)	Actuarial Value of Assets (AVA)	Unfunded Actuarial Accrued Liability (UAAL)	Funding Ratio (AVA / AAL)	Annual Covered Payroll	UAAL as a Percentage of Annual Covered Payroll
January 1, 1994	\$38,207	\$27,603	\$10,604	72.25%	\$11,011	96.30%
January 1, 1996	\$42,701	\$33,678	\$9,023	78.87%	\$11,655	77.42%
January 1, 1998	\$51,392	\$43,221	\$8,171	84.10%	\$13,676	59.75%
January 1, 2000	\$59,720	\$56,251	\$3,469	94.19%	\$14,807	23.43%
January 1, 2002	\$67,763	\$56,748	\$11,015	83.74%	\$16,776	65.66%
January 1, 2004	\$76,564	\$63,067	\$13,497	82.37%	\$17,996	75.00%
January 1, 2006	\$83,989	\$75,974	\$8,015	90.46%	\$18,925	42.35%
January 1, 2008	\$94,681	\$90,963	\$3,718	96.07%	\$21,295	17.46%
January 1, 2010	\$106,054	\$90,445	\$15,609	85.28%	\$24,097	64.78%
January 1, 2012	\$123,798	\$94,996	\$28,802	76.73%	\$25,221	114.20%
January 1, 2014	\$142,405	\$115,340	\$27,065	80.99%	\$27,514	98.37%

Performance Highlights (amounts in thousands) with GASB No. 67 and 68						
Date of Actuarial Valuation and Data Provided	Total Pension Liability (TPL)	Plan Fiduciary Net Position (FNP)	Net Pension Liability (NPL)	Funding Ratio (FNP / TPL)	Annual Covered Payroll	NPL as a Percentage of Covered Payroll
January 1, 2016	\$165,699	\$133,766	\$31,933	80.73%	\$29,941	106.65%
January 1, 2017	\$177,566	\$145,339	\$32,227	81.85%	\$31,503	102.30%
January 1, 2018	\$183,717	\$166,415	\$17,302	90.58%	\$33,275	52.00%

Program Implementation

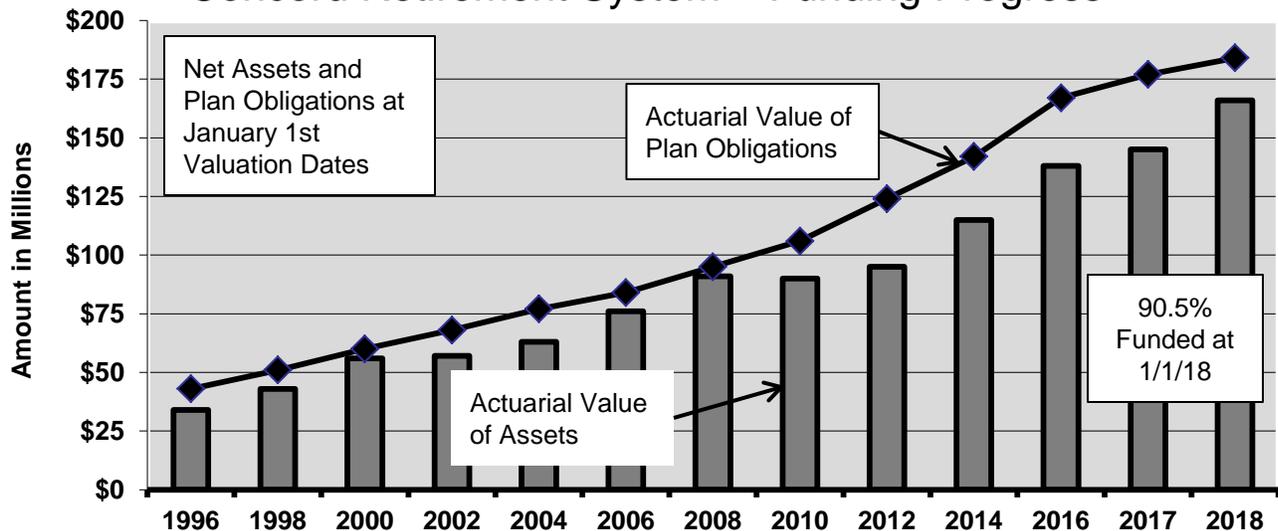
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by 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 7.00%.

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, 2018, the Retirement System was 90.5% 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 \$10,514,474 million on January 1, 2019.

The Pension Fund contribution required from the employers for FY20 is \$5,918,336. The Cost of Benefits required to be funded in FY19 is estimated at \$7,517,124. This difference of \$1,598,788 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). FY17-19 costs and projected FY20 costs are:

	FY17	FY18	FY19	FY20
Pension Fund – Cost of Benefits	\$5,689,153	\$6,276,635	\$6,612,276	\$7,517,124
Less cost payable only by CHA	0	0	0	0
Less PRF transfer	531,776	800,942	944,374	1,598,788
Net Funding (all employers)	\$5,157,377	\$5,475,693	\$5,667,902	\$5,918,336

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:

	FY18		FY19		FY20	
Town (including CPS)	\$4,703,076	85.89%	\$4,873,262	85.98%	\$5,111,075	86.36%
CCRS D	723,339	13.21%	741,362	13.08%	750,445	12.68%
Housing Authority (CHA)	49,281	0.90%	53,278	0.94%	56,816	0.96%

Performance Information: The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2017, system receipts were derived as follows:

Employee Contribution	\$3,243,661
Employer Contribution	5,475,693
Commonwealth Contribution (COLA)	22,854
Investment Earnings (Losses)	21,791,385
Other	<u>851,267</u>
Total	\$31,384,864

Concord's funded ratio at January 1, 2018 ranked 9th out of 104 retirement boards as reported on PERAC's website.

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 projected to *decreased* 1.9%, from \$698,046 to \$685,000 to reflect an adjustment of the FY20 budgeted amount to correspond with historical actual amounts.
- Social Security coverage applies to those town and school employees not members of the town's retirement system under state law (M.G.L., Chapter 32). The General Fund cost for FY20 is projected to *decrease* by 1.4% from \$116668 to \$115,000.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 717,978	\$ 740,837	\$ 814,713	\$ 800,000
Other Funds	\$ 157,713	\$ 151,626	\$ 154,902	\$ 150,890
Total Expenditures	\$ 875,691	\$ 892,463	\$ 969,615	\$ 950,890

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. Possible escalation in 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 90% by 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	FY17	FY18
Town	78%	79%	80%	82%	85%	86%	87%
CPS	89%	90%	91%	92%	92%	92%	92%

Social Security Tax

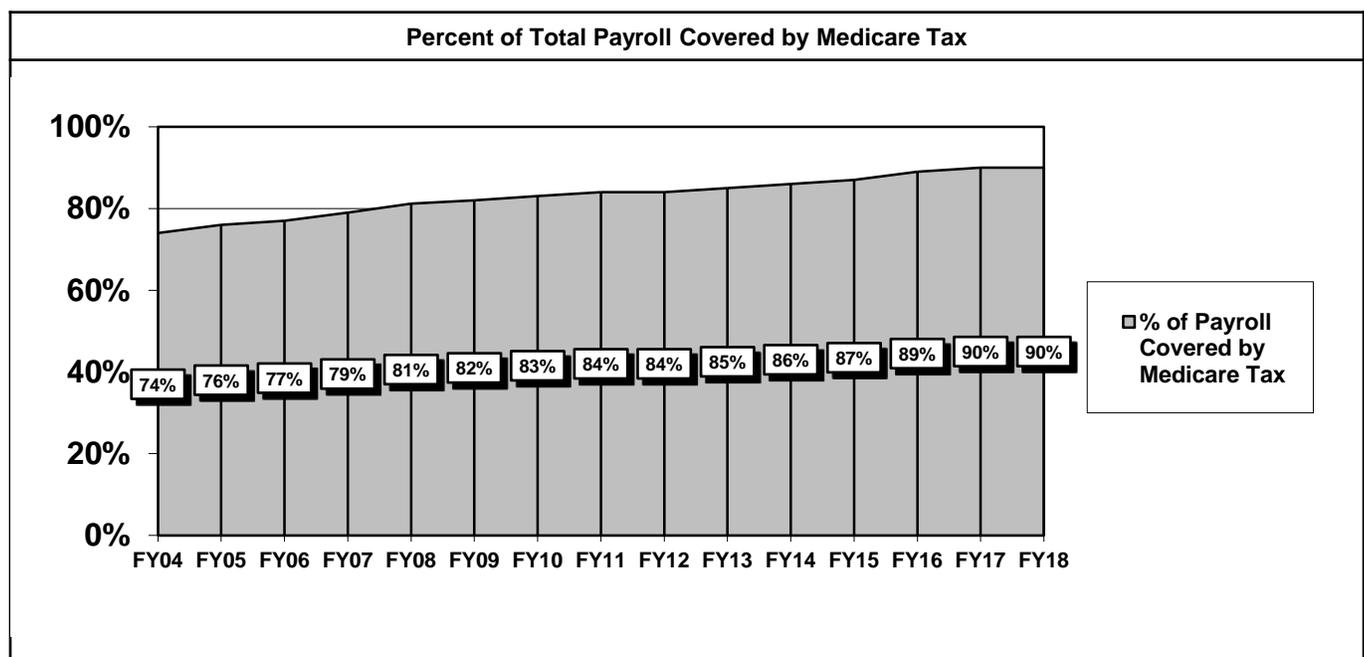
% of Expense	FY15 Actual	FY18 Actual
Town – General Fund	25.4%	24.4%
Recreation	22.7%	20.8%
Swim & Fitness	9.7%	12.1%
CPS	39.7%	40.5%
Other	2%	2.2%

JOINT (TOWN-CPS): Social Security/Medicare

Item 38

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 717,978	\$ 740,837	\$ 787,112	\$ 779,925	\$ 779,925
Social Security Tax	157,713	151,926	182,503	170,965	170,965
Total Expenditure	\$ 875,691	\$ 892,763	\$ 969,615	\$ 950,890	\$ 950,890

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 814,713	84.02%	\$ 800,000	84.13%	-1.81%
Light Fund	44,805	4.62%	46,423	4.88%	3.61%
Water Fund	13,925	1.44%	14,280	1.50%	2.55%
Sewer Fund	3,940	0.41%	4,337	0.46%	10.08%
Recreation Fund	54,758	5.65%	46,424	4.88%	-15.22%
Swim and Fitness Center	28,245	2.91%	31,509	3.31%	11.56%
Solid Waste Disposal Fund	1,572	0.16%	1,545	0.16%	-1.72%
Parking Meter Fund	1,016	0.10%	1,324	0.14%	30.31%
Gift Fund	5,612	0.58%	3,601	0.38%	-35.83%
Retirement Admin. Fund	1,029	0.11%	1,446	0.15%	40.52%
Totals	\$ 969,615	100.00%	\$ 950,890	100.00%	-1.93%



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 2018, 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

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Within the Levy Limit	\$3,626,653	\$3,660,785	\$3,994,645	\$4,196,145
Excluded Debt	<u>3,007,264</u>	<u>2,597,235</u>	<u>3,384,870</u>	<u>3,221,181</u>
Total Expenditure	\$6,633,917	\$6,258,020	\$7,379,514	\$7,417,326

Funding Summary

General Fund	\$5,224,039	\$5,473,020	\$7,104,514	\$7,417,326
Stabilization Funds	1,000,000	785,000	275,000	-
Thoreau MSBA Grant	<u>409,878</u>	-	-	-
Total Funding	\$6,633,917	\$6,258,020	\$7,379,514	\$7,417,326

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			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
i. Long-Term Debt					
Town - Principal	\$ 2,430,000	\$ 2,590,000	\$ 2,748,179	\$ 2,901,000	\$ 2,901,000
Town - Interest	255,973	314,393	505,670	549,625	549,625
Subtotal	\$ 2,685,973	\$ 2,904,393	\$ 3,253,849	\$ 3,450,625	\$ 3,450,625
School - Principal	830,000	620,000	595,021	594,000	594,000
School - Interest	109,386	80,223	108,275	121,520	121,520
Subtotal	\$ 939,386	\$ 700,223	\$ 703,296	\$ 715,520	\$ 715,520
Refunding Savings	\$ -	\$ -	\$ -	\$ -	\$ -
Within the Levy Limit Total	\$ 3,625,359	\$ 3,604,615	\$ 3,957,145	\$ 4,166,145	\$ 4,166,145
Town - Excluded Principal	82,529	84,196	319,897	262,633	262,633
Town - Excluded Interest	17,265	15,598	72,397	88,161	88,161
Subtotal	\$ 99,794	\$ 99,794	\$ 392,294	\$ 350,794	\$ 350,794
School - Excluded Principal	2,043,800	1,795,000	2,318,905	2,275,000	2,275,000
School - Excluded Interest	863,670	702,441	673,670	595,387	595,387
Subtotal	\$ 2,907,470	\$ 2,497,441	\$ 2,992,575	\$ 2,870,387	\$ 2,870,387
Excluded Debt Total	\$ 3,007,264	\$ 2,597,235	\$ 3,384,870	\$ 3,221,181	\$ 3,221,181
Long-Term Debt Total	\$ 6,632,623	\$ 6,201,850	\$ 7,342,015	\$ 7,387,326	\$ 7,387,326
II. Short-Term Debt					
BAN Interest - within levy limit	-	53,000	30,000	25,000	25,000
III. Issuance Costs					
Issuance costs within levy limit	1,294	3,170	7,500	5,000	5,000
Grand Total	\$ 6,633,917	\$ 6,258,020	\$ 7,379,514	\$ 7,417,326	\$ 7,417,326

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,994,645	54.13%	\$ 4,196,145	56.57%	5.04%
Gen. Fund - Debt Exclusion	3,109,870	42.14%	3,221,181	43.43%	3.58%
General Fund Total	\$ 7,104,514	96.27%	\$ 7,417,326	100.00%	4.40%
Stabilization Fund Allocation	275,000	3.73%	-	0.00%	-100.00%
Totals	\$ 7,379,514	100.00%	\$ 7,417,326	100.00%	0.51%

JOINT (TOWN-CPS):

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Section III

Budget Detail – Unappropriated

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UNAPPROPRIATED

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Mission Statement:

This account funds certain charges that are levied on the Town by state law, which are not subject to Town Meeting appropriation. The primary item (constituting 86.9% of the General Fund assessment in FY19) is the Town's share of MBTA operating support.

Budget Highlights:

- The FY20 Town fiscal plan allows for State Assessments to increase to \$554,481.
- The Governor's Proposal in the FY20 Cherry Sheet recommends that State Assessments to be 537,472. Before the State Assessment amount is finalized, it requires the review and approval of the Massachusetts State Legislature and then the signature of the Governor.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ 495,310	\$ 486,446	\$ 502,439	\$ 537,472
Other Funds	\$ -	\$ 42,556	\$ -	\$ 17,009
Total Expenditures	\$ 495,310	\$ 529,002	\$ 502,439	\$ 554,481

Description:

Certain charges are levied on the Town by state law and are not subject to Town Meeting appropriation. The principal item is the Town's assessment for MBTA services, which is \$436,996 for FY19 and is estimated at 449,158 for FY20. While existing state law stipulates that assessments on cities and towns in the aggregate cannot rise more than 2 ½% per year, the allocations to individual municipalities are determined in part by relative equalized property valuation. A portion of the MBTA charge is allocated by periodic passenger boarding counts. Thus, the forecasted charges to an individual municipality are not precisely predictable. Further, the state legislature has acted on occasion to exceed this overall 2 ½% growth limit.

Legislation enacted in 1999 as part of the state budget established a new structure for financing the MBTA. Over the ensuing years, this legislation promised a modest reduction in Concord's assessment as the paying district was enlarged beyond the prior 78 cities and towns previously comprising the assessment area. The assessment paid in FY01 was \$364,828. It declined to \$316,373 in FY06, but has since increased at an average annual rate of 2 ½%. The MBTA assessment for FY20 is budgeted to increase by 2.7%.

Detail – State Assessments

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Est. *
MBTA Assessment	\$412,978	\$417,083	\$422,609	\$436,996	\$449,158
Air Pollution Control District	9,124	9,353	9,557	9,830	9,632
Metro Area Planning Council	9,023	9,249	9,482	10,331	10,058
RMV Non-Renewal Surcharge	17,100	17,100	12,300	12,300	12,300
Charter School Assessment	45,906	15,725	19,711	18,400	39,180
School Choice Assessment	20812	26,800	13,400	19,056	17,144
Total	\$514,943	\$495,310	\$486,446	\$502,574	537,472

* Estimated from FY20 Cherry Sheet (Governor's FY20 Proposal)

UNAPPROPRIATED: State & County Assessments

Item 101

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
State Assessments	\$ 495,310	\$ 486,446	\$ 502,439	\$ 537,472	\$ 537,472
Other Assessments	-	42,556	-	17,009	17,009
Totals	<u>\$ 495,310</u>	<u>\$ 529,002</u>	<u>\$ 502,439</u>	<u>\$ 554,481</u>	<u>\$ 554,481</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 502,439	100.00%	\$ 554,481	100.00%	10.36%
Totals	<u>\$ 502,439</u>	100.00%	<u>\$ 554,481</u>	100.00%	10.36%

Mission Statement:

This account covers the costs of property tax abatements, exemptions, abatements granted by the local Board of Assessors, and appeals made to the State Appellate Tax Board or the courts.

Budget Highlights:

- About \$125,000 of the Overlay account covers the expected cost of property tax exemptions granted to eligible taxpayers by state law.

Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
Original Overlay	\$ 552,900	\$ 565,018	\$ 527,016	\$ 500,000

Description:

"Overlay" is the amount added to the property tax levy in excess of the sum required to meet appropriations, state assessments, and deficits (if any). It cannot exceed five percent of the levy and is used to cover abatements and exemptions granted by the Board of Assessors or as a result of appeals to the State Appellate Tax Board or to the courts. The overlay amount is counted in the total tax levy subject to the limitations of "Proposition 2 ½."

After all abatements and exemptions have been settled for a given year, any surplus remaining in that year's overlay account is first applied to any deficit balances from other years. Funds remaining after such transfer become part of the Town's fund balance available for appropriation by Town Meeting ("Free Cash"). The overlay amount itself is not subject to Town Meeting appropriation or ratification. It is, however, a part of the Town's budget plan. A deficit overlay balance which cannot be met from any other year's overlay account surplus must be raised as part of the next tax levy. This allocation must, by state law, also remain within the annual levy limit prescribed by "Proposition 2 ½."

Fiscal Year	Original Tax Levy	Overlay	Overlay as % of Levy	Used as of 6/30/18		Balance as of 6/30/18
				\$	% of Levy	
FY06	53,273,087	481,979	0.90%	384,565	0.72%	97,414
FY07	56,065,720	453,991	0.81%	235,668	0.42%	218,323
FY08	58,946,964	588,461	1.00%	353,342	0.60%	235,119
FY09	62,648,641	523,555	0.84%	298,521	0.48%	225,034
FY10	65,797,569	506,857	0.77%	511,071	0.78%	(4,214)
FY11	66,545,397	545,082	0.82%	408,690	0.61%	136,392
FY12	69,122,997	500,183	0.72%	304,279	0.44%	195,904
FY13	71,123,429	538,810	0.76%	206,724	0.29%	332,086
FY14	74,135,633	539,880	0.73%	135,198	0.18%	404,682
FY15	77,341,746	555,513	0.72%	128,398	0.17%	427,115
FY16	81,319,099	543,663	0.67%	156,682	0.19%	386,981
FY17	84,050,189	552,900	0.66%	161,249	0.19%	391,651
FY18	87,807,058	565,018	0.64%	123,895	0.14%	441,123
FY19 Budgeted	91,291,586	527,016	0.58%			
FY20 Forecast	95,782,135	500,000	0.52%			

UNAPPROPRIATED: Overlay

Item 102

Expenditure Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Actual	FY18 Actual	FY19 Budgeted	Department Request	Town Manager's Proposed
Original Overlay	\$ 552,900	\$ 565,018	\$ 527,016	\$ 500,000	\$ 500,000
Plus: Amount to be raised from recap	-	-	-	-	-
Less: Used for abatements and exemptions thru 6/30/18.	(161,249)	(123,895)	-	-	-
Transferred to (from) other years	-	-	-	-	-
Transferred to unreserved fund balance	-	-	-	-	-
Balance	<u>\$ 391,651</u>	<u>\$ 441,123</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 527,016	100.00%	\$ 500,000	100.00%	-5.13%
Totals	<u>\$ 527,016</u>	100.00%	<u>\$ 500,000</u>	100.00%	-5.13%

UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits

Item 103

Account Summary:

This account helps the Town address snow removal expense that can vary substantially from year to year. State law permits the appropriation for snow and ice removal to be overspent. The budget plan each year makes allowance for this possibility. This account also handles Overlay Account deficits, covering property tax abatements and exemptions.

Budget Highlights:

- The average annual expenditures for FY09-FY18 is \$690,063.
- The budget objective is to appropriate at or close to the 10-year average (see Account Item 18 Snow & Ice Removal). The FY20 proposed budget is \$65,063 short of this objective.
- Variance from the average annual cost is significant; the average deviation for the past ten years is \$213,886.
- When deficits occurred, the average annual snow account deficit for the past 5 years is \$232,495.

Expenditure Summary - Snow Account Deficit

	FY17 Actual	FY18 Actual	FY19 Budgeted	FY20 Proposed
General Fund	\$ -	\$ (178,656)	\$ -	\$ (230,000)

Description:

Snow removal expense is unpredictable from year to year and is subject to wide variations. The budget strategy is to recognize long-term trends without assuming a "worst-case" situation. As long as the amount originally appropriated is at least equal to the prior year's original appropriation, the state law permits deficit spending for this purpose. The amount of any deficit is then added to the following year's levy. However, this is subject to the levy limit, so budget changes could be required if the size of the snow removal deficit is greater than the budget plan allowance. By the time of the Annual Town Meeting, the size of the deficit is known or at least susceptible to more precise estimation and is considered in making any final revisions to the proposed budget. Authorization to spend in excess of the appropriated budget for Snow and Ice Removal requires the joint approval of the Town Manager and the Finance Committee.

The amounts shown above as an "expenditure" represent budget overruns of the prior year added to the budget plan of the year shown, as authorized by MGL Ch.44, s31D. For example, the FY18 snow and ice deficit budget covers the deficit that may be incurred during FY18 (July 1, 2017 - June 30, 2018) which would have to be funded as part of the FY19 tax levy. This is only an estimate at this stage of the FY19 Budget process.

Surplus (Deficit) History		Snow Appropriation	Snow Expenditure	Xfers from other Appropriated Accts.	State and Federal Aid	Net Expenditure	Surplus (Deficit)
	FY06	405,000	516,857			516,857	(111,857)
	FY07	430,000	401,226			401,226	28,774
	FY08	444,750	803,665			803,665	(358,915)
	FY09*	500,255	739,985			739,985	(239,730)
	FY10	455,000	554,198			554,198	(99,198)
	FY11	495,000	722,017		69,179	652,838	(157,838)
	FY12	513,000	291,685			291,685	221,315
	FY13	525,000	626,951			626,951	(101,951)
	FY14	540,000	825,362			825,362	(285,362)
	FY15	555,000	965,611		99,839	865,772	(310,772)
	FY16	570,000	468,988			468,988	101,012
	FY17	597,500	776,065			776,065	(178,565)
	FY18	610,000	1,098,696	488,696		610,000	-
Budgeted	FY19	610,001	-			-	610,001
Proposed	FY20	625,000	-			-	625,000

*FY09 includes \$48,255 transfer from the Reserve Fund.

UNAPPROPRIATED: Snow and Ice Deficit/Other Deficits

Item 103

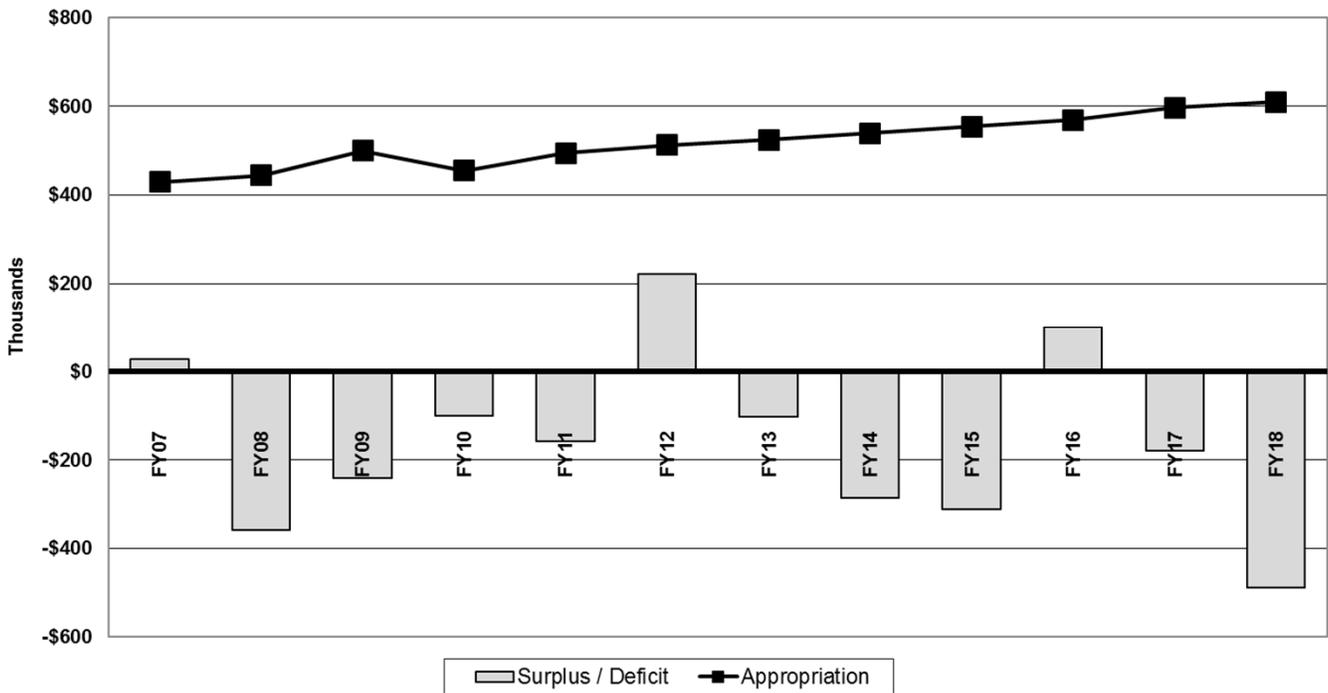
Expenditure Detail					
	Tax Levy for Prior Year Deficit			FY20 Proposed (Deficit for FY19)	
	FY17 (Deficit of FY16)	FY18 (Deficit of FY17)	FY19 (Deficit of FY18)	Department Request	Town Manager's Proposed
Snow and Ice Deficit of Prior Year (raised in current tax levy)	\$ -	\$ (178,656)	\$ *	\$ (230,000)	\$ (230,000)
Totals	\$ -	\$ (178,656)	\$ -	\$ (230,000)	\$ (230,000)

Note: A negative number represents a surplus or funds not spent for snow and ice removal.

* FY19 (Deficit of FY18) covered by the transfer of \$488,696 from other appropriated accounts.

Funding Plan					
	FY19 Budgeted	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	100.00%	\$ (230,000)	100.00%	N/A
Totals	\$ -	100.00%	\$ (230,000)	100.00%	N/A

Snow and Ice Appropriation and Surplus/Deficit History



Discussion: The above chart demonstrates that while the Town's snow and ice removal appropriation has risen steadily over the past 10 years (see the above line-graph), the actual cost of snow and ice removal is unpredictable (see the above bar graph). During the past 5 years (FY14 to FY18), the actual cost has exceeded the appropriation 4 times for the 5-year average of approximately \$230,000.

UNAPPROPRIATED

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SCHOOLS:

Section IV

Schools

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Mission Statement:

The mission of the Concord Public Schools, as partners with our families and communities, is to maximize each student’s opportunities for intellectual and personal development, so as to perform effectively in and become productive citizens of a rapidly changing world. CPS seeks to provide a rigorous and varied educational experience as measured against best educational practices, guided by highly competent and caring staff in a supportive and safe environment consistent with the community’s historic commitment to social consciousness, mutual respect, intellectualism, and public education.

Budget Highlights:

- The total FY20 CPS budget is proposed to increase 2.99%, which is \$1,143,268 above the FY19 appropriation.

- K-8 enrollment as of 10/19/18 was :

Grade	Number	Change
K-5	1,338	- 26
6-8	736	+ 12
Total	2,074	- 14

(Source: NESDEC, October 2018)

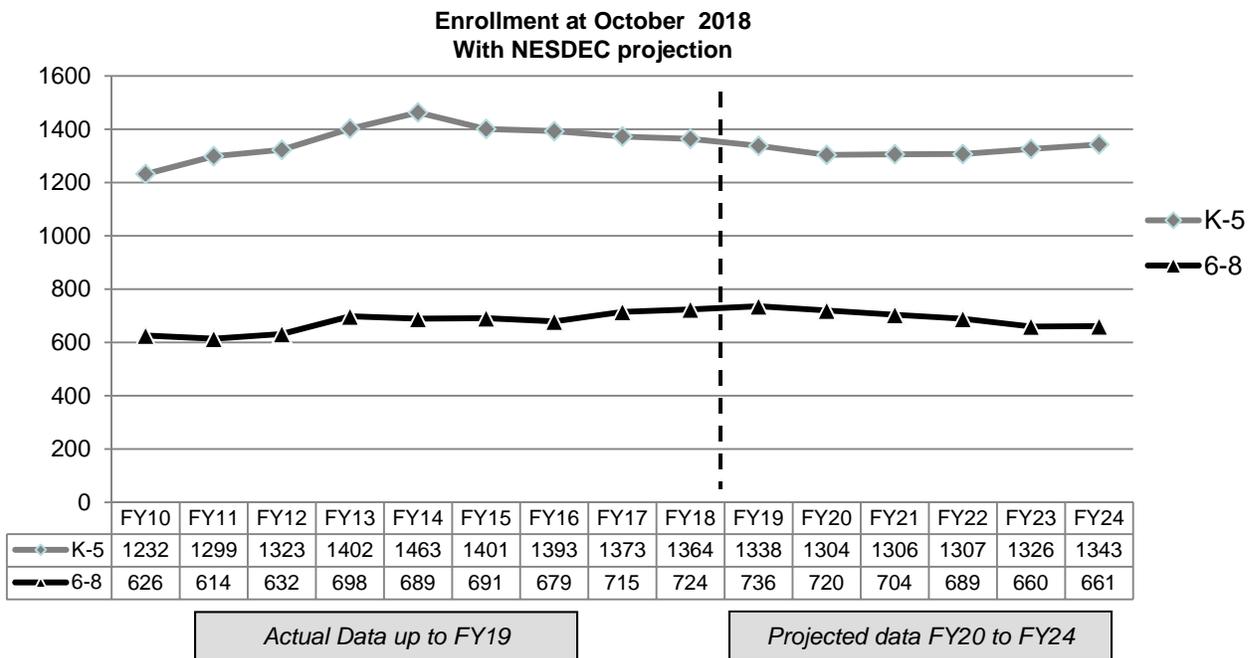
Budget Summary

	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed
General Fund	\$35,660,111	\$36,810,111	\$38,246,895	\$39,390,163

Description:

The Concord Public School (CPS) Department operates three elementary schools (Grades K-5) and a middle school (Grades 6-8), serving an enrollment of 2,074 students as of October 2018 (an increase of 11.63% since FY10 when the enrollment was 1,858).

A five-member elected School Committee is responsible for providing policy direction to the school administration.



SCHOOLS: Concord Public Schools

Item 104

Budget Detail					
Program Area	Previous Fiscal Years			FY20 Proposed	
	FY17 Budget	FY18 Budget	FY19 Budget	Fin. Com. Guideline	School Com. Proposed
Regular Education	\$ 20,411,283	\$ 21,397,440	\$ 23,128,609	N/A	\$ 23,590,272
Special Education	8,029,614	8,099,241	8,140,095	N/A	8,495,519
Operations	4,832,985	4,801,420	4,940,941	N/A	5,282,228
Administration	2,324,741	2,448,554	1,978,750	N/A	1,960,747
Fixed Cost	61,488	63,456	58,500	N/A	61,397
Total	\$ 35,660,111	\$ 36,810,111	\$ 38,246,895	\$ -	\$ 39,390,163

Funding Plan					
	FY19 Budget	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 38,246,895	100.00%	\$ 39,390,163	100.00%	2.99%

Personnel Services Summary					
		FY19 Budget		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	216.50	21,724,704	220.00	22,807,489
N/A	All Other	141.20	9,614,284	135.00	9,298,585
	Total	357.70 FTEs	\$ 31,338,988	355.00 FTEs	\$ 32,106,074

SCHOOLS: Concord-Carlisle Regional School District Item 105

Mission Statement:

The mission of the Concord-Carlisle Regional School District, as partners with our families and communities, is to maximize each students opportunities for intellectual and personal development, so as to perform effectively in and become productive citizens of a rapidly changing world, by providing a rigorous and varied educational experience as measured against best educational practices, guided by highly competent and caring staff in a supportive and safe environment consistent with the communities historic commitment to social consciousness, mutual respect, intellectualism, and public education.

Budget Highlights:

- The total FY20 CCRSD budget is proposed to increase 3.34% to \$31,023,239.
- Concord's operating budget assessment (net of excluded debt) is proposed to increase by 4.44% or \$850,000 to \$19,996,874, which is \$0.00 over the Finance Committee guideline. The assessment for debt service in FY20 is proposed to be \$3,348,113.
- The FY19 and FY20 assessment ratios are:

	FY19	FY20
Concord	75.46%	75.25%
Carlisle	24.54%	24.75%

Expenditure Summary - Assessments

	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed
Concord Share	20,783,976	21,599,072	22,654,028	23,344,987
Carlisle Share	7,451,285	7,783,423	7,367,213	7,678,252
Total	\$28,235,261	\$29,382,495	\$30,021,241	\$31,023,239

Description: The Concord-Carlisle Regional School District (CCRSD) manages the grades 9-12 Academic High School (CCHS). The District is a separate political jurisdiction under the control of an elected School Committee. It does not, however, have independent taxing power. It receives state aid directly and carries out its own financial operations.

	FY15	FY16	FY17	FY18	FY19 Budget	FY20 Proposed
Gross Budget	\$ 27,437,329	\$ 30,643,037	\$ 31,741,774	\$ 33,027,108	\$ 33,749,420	\$ 34,687,733
Less:						
State Aid	(2,603,319)	(2,738,828)	(2,831,513)	(2,844,114)	(3,003,719)	(3,104,494)
District	(600,000)	(675,000)	(675,000)	(800,499)	(724,460)	(560,000)
Net Assessable	\$ 24,234,010	\$ 27,229,209	\$ 28,235,261	\$ 29,382,495	\$ 30,021,241	\$ 31,023,239
Concord	17,715,062	20,070,650	20,783,976	21,599,072	22,654,028	23,344,987
Carlisle	6,518,949	7,158,559	7,451,285	7,783,423	7,367,213	7,678,252

Long Term Debt

Ballot Date	Amount	Date of Issue	Rate (TIC)	FY19 Debt Service	Final Maturity
Nov. 5, 2011	\$ 32,500,000	June 4, 2013	3.00%	\$ 2,064,091	FY38
Nov. 5, 2011	\$ 30,000,000	Mar. 15, 2015	2.87%	\$ 2,137,189	FY38
Nov. 5, 2011	\$ 2,500,000	Mar. 1, 2016	2.41%	\$ 170,800	FY38
	\$ 1,190,322	Dec. 21 2018	2.50%	\$ 77,240	BAN FY20
Gross Total Debt Service:				\$ 4,449,320	
Less reserved from FY18 assessments:				-	
Net Apportioned to Concord and Carlisle:				\$ 4,449,320	
Concord Share (75.25%):				\$ 3,348,113	
Carlisle Share (24.75%):				\$ 1,101,207	

SCHOOLS: Concord-Carlisle Regional School District Item 105

Budget Detail					
	Previous Fiscal Years			FY20 Proposed	
	FY17 Budget	FY18 Budget	FY19 Budget	Finance Comm. Guideline	School Comm. Proposed
Program Area					
Regular Education	\$ 13,092,185	\$ 13,891,488	15,201,776	N/A	15,995,039
Special Education	5,331,032	5,471,114	5,828,681	N/A	5,892,036
Administrative Support	1,476,205	1,599,099	1,615,325	N/A	1,606,776
Operations	3,311,281	3,567,527	3,017,440	N/A	3,036,535
Fixed Costs	2,692,678	2,777,772	2,838,499	N/A	3,144,583
OPEB Trust	705,000	735,499	600,000	N/A	563,444
Operations Subtotal	\$ 26,608,381	\$ 28,042,499	\$ 29,101,720	N/A	\$ 30,238,413
Debt Service					
Debt Reimbursed by State Aid	-	-		N/A	-
Debt Paid from Prior Reserves	-	162		N/A	-
Debt Exclusion Assessed	5,133,393	4,984,447	4,647,700	N/A	4,449,320
Debt Service Subtotal	\$ 5,133,393	\$ 4,984,609	4,647,700	N/A	4,449,320
Total Budget	\$ 31,741,774	\$ 33,027,108	\$ 33,749,420	N/A	\$ 34,687,733

Funding Plan - Concord Assessment					
	FY19 Budget	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund:					
Ratio	75.46%		75.25%		
Operating	19,146,874	84.52%	19,996,874	85.66%	4.44%
Debt Service	3,507,154	15.48%	3,348,113	14.34%	-4.53%
Totals	\$ 22,654,028	100.00%	\$ 23,344,987	100.00%	3.05%

Personnel Services Summary					
		FY19 Budget		FY20 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
N/A	Teachers	125.85	13,189,885	125.85	13,859,665
N/A	All Other	95.33	5,767,338	95.33	5,850,878
	Total	<u>221.18 FTEs</u>	<u>\$ 18,957,223</u>	<u>221.18 FTEs</u>	<u>\$ 19,710,543</u>

Enrollment as of October 1						
Grade	Actual	Projected (NESDEC, October 2018)				
	2018	2019	2020	2021	2022	2023
9	330	318	289	327	306	263
10	306	301	324	295	334	312
11	298	324	297	319	291	329
12	<u>340</u>	<u>333</u>	<u>330</u>	<u>302</u>	<u>325</u>	<u>296</u>
Total	1,274	1,276	1,240	1,243	1,256	1,200
Resident						
Concord	903	914	936	959	942	911
Carlisle	297	284	267	265	272	259
Effective for Budget Year:	FY19	FY20	FY21	FY22	FY23	FY24

Mission Statement:

The Minuteman Career & Technical High School system provides an educational program that supplements the academic high school system and offers a broad range of programs designed for students seeking vocational training.

Budget Highlights:

- The total Minuteman Career & Technical High School budget is expected to increase by \$1,608,690 from \$21.16 million in FY19 to \$22.77 million in FY20, a 7.6% increase.
- The Minuteman School Committee has assessed Concord's FY20 portion to be \$1,066,841, which contains \$768,846 in operating expenditures and \$297,995 in debt.

Expenditure Summary

	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed
Total Budget	\$19,728,097	\$19,449,466	\$21,160,140	\$22,768,830
Concord Assessment	\$ 423,444	\$ 599,313	\$ 742,679	\$ 1,066,841

Description:

Budget and Assessment Details

State aid and Minuteman's own funds (tuition and prior fund balances) are deducted from the gross budget to arrive at a net amount assessable to member communities. According to the Regional Agreement, which was amended in 2016, the major part of an individual town's assessment is computed using a rolling 4-year average of that town's enrollment as it relates to the total of average member enrollments for the same four-year period. Assessment shares applicable to the FY20 District budget rely upon the October 1st enrollment counts for the Calendar Years 2015 thru 2018.

Budget and Assessment History

	FY15	FY16	FY17	FY18	FY19 Budgeted	FY20 Proposed
Total Budget	\$ 19,645,065	\$ 19,831,003	\$ 19,728,097	\$ 19,449,466	\$ 21,160,141	\$ 22,768,830
Less:						
State Aid	2,926,918	2,978,154	3,113,690	2,971,923	2,962,095	2,924,795
Tuition & Choice	6,347,997	5,818,352	4,845,668	4,328,468	3,838,424	3,447,131
Other Revenue	100,000	135,000	825,000	600,000	540,000	540,000
Total Assessment	\$ 10,270,150	\$ 10,899,497	\$ 10,943,739	\$ 11,549,075	\$ 13,819,622	\$ 15,856,904

SCHOOLS: Minuteman Regional High School

Item 106

Expenditure Detail					
	Previous Fiscal Years			FY20	
	FY17 Budget and Assessment	FY18 Budget and Assessment	FY19 Budget and Assessment	Fin. Com. Estimate (November)	Superintendent's Recommendation
Administration	\$ 1,739,885	\$ 1,597,041	\$ 1,439,785	N/A	\$ 1,446,330
Instructional Services	9,626,521	9,825,078	9,821,058	N/A	10,352,764
Student Services	2,240,048	1,902,488	1,942,355	N/A	2,020,899
Operations & Maintenance	1,803,804	1,779,420	1,795,723	N/A	1,793,498
Insurance, Retirement, Leases	2,913,565	2,787,268	2,994,697	N/A	3,215,506
Community Services	100,000	100,000	100,000	N/A	100,000
Capital Expenditures	157,322	272,623	410,360	N/A	205,000
Debt Service	1,116,952	1,155,549	2,636,163	N/A	3,614,833
Tuition to Non-Public	30,000	30,000	20,000	N/A	20,000
Total	\$ 19,728,097	\$ 19,449,468	\$ 21,160,141	N/A	\$ 22,768,830
Concord Assessment	\$ 407,041	\$ 599,313	\$ 742,679	\$ 1,072,765	\$ 1,066,841
Assessment per Enrollment	\$ 23,944	\$ 28,539	\$ 35,366	N/A	\$ 42,674

Funding Plan					
	FY19 Proposed	% of Budget	FY20 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 742,679	100%	\$ 1,066,841	100%	43.6%
Totals	<u>\$ 742,679</u>	100%	<u>\$ 1,066,841</u>	100%	43.6%

Enrollment as of October 1								
	2011	2012	2013	2014	2015	2016	2017	2018
All Communities *	430	401	430	411	391	399	342	354
Concord Only	18	9	8	16	17	21	18	25
Concord Share	5.28%	4.40%	3.34%	3.05%	3.06%	3.80%	4.67%	5.45%

Note: Concord's share is calculated by taking the average Concord enrollment over four years divided by the average enrollment of all communities.

* Prior to July 1, 2015, there were 16 Member Communities. From July 1, 2015 forward, there are 10 Member Communities of the Minuteman Career & Technical High School.

SCHOOLS:

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Section V

Appendix

APPENDIX

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APPENDIX: Budget Process

Budget Process

The Town of Concord operates under state statutes in general; under the Town Charter as amended, which established the present Select Board-Town Manager form of government; and under various Town bylaws. The legislative body of Concord is an open Town Meeting, in which all voters registered in Concord are permitted to participate. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects, except for specific instances where statutes or regulations do not require appropriation. Any amendments to appropriations adopted at a Town Meeting require subsequent approval at either a regular Town Meeting or Special Town Meeting. Only the Town Meeting can authorize the transfer of funds between appropriation accounts within the Town Government budget (Article 6, Line Items 1-39 on the 2019 Annual Town Meeting Warrant). Nevertheless, if there happens to be need for an “extraordinary or unforeseen” expenditure, the Finance Committee can authorize additions to appropriation accounts by transferring funds from the appropriated Reserve Fund (Article 6, Line Item 32, proposed at \$225,000).

For the Concord Public Schools budget, state law gives the School Committee the power to authorize transfers within the appropriation total voted by Town Meeting. The regional high schools both are separate political jurisdictions of the Commonwealth that can assess member municipalities but do not have separate taxing powers. The regional school committees have power to authorize transfers within their adopted budgets.

Under the Town Charter and Town bylaws, the Town Manager is required to submit a proposed budget to the Select Board. The Select Board in turn is required to transmit to the Finance Committee a copy of the Town Manager’s Proposed Budget, together with its recommendations. Finally, the Finance Committee must make budget recommendations to Town Meeting.

Like prior budgets, this budget has been developed based upon projected assumptions of available revenue. The budget is based upon a budget ceiling or levy limit of revenue derived from local property taxes in accordance with Proposition 2½. Added to these revenues are projections for state aid; miscellaneous revenues, such as fees, permits, and interest earned; and available funds, such as free cash and special revenues. This levy limit may be increased if the Town Meeting adopts a budget requiring an override and the override amount is approved by a majority of voters at the polls.

While the projection of available revenues creates a budget ceiling for the Town, an expenditure floor is created by calculating certain fixed or semi-fixed costs such as debt payments, employee benefits, and various assessments. These costs subtracted from projected revenues leave remaining funds that are available for discretionary spending, such as education, public safety, infrastructure maintenance, and community services.

For the past several fiscal years, this budget development framework has been altered to meet expected fiscal reductions. Departments have been instructed to provide budget requests that level fund non-personnel related line items. These requests were then further adjusted to meet revenue estimates while avoiding major service or personnel reductions.

Budget Schedule

Beginning in September each fiscal year, the key boards and committees discuss budget issues and provide policy guidance to the Town and School staff at a series of working meetings. The Finance Committee issues its budget guidelines to the Select Board and School Committees by November 30th. With input from these groups, the Town Manager submits the recommended budget to the Select Board at least 90 days prior to the beginning of the Annual Town Meeting, which begins this year on Monday, April 8, 2019.

In late February 2019, the Finance Committee holds public hearings on the Town Manager’s recommended budget and on the recommended School budgets. Prior to the first public hearing, all Concord households are mailed a copy of the Town Warrant containing all the financial and non-financial articles to be considered by Town Meeting. A Report from the Finance Committee is mailed to every Concord household prior to the first session of Town Meeting, with specific recommendations and background information. The precise timing of the process varies somewhat from year-to-year. Shown on the following pages are a chart of the budget schedule and a calendar of important dates for developing and acting on the budget.

APPENDIX: Budget Calendar

July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June
	Establish goals; hold planning meeting										
		Depts develop operating & CIP budget requests									
			Depts present budget requests; Finance Comm presents budget guidelines								
					Warrant is open						
					Town Manager reviews budgets & submits them to the Board of Selectmen						
					Departments develop & submit Enterprise Fund budgets to Town Manager						
						Finance Comm holds hearings & completes final recommendations on Town Govt. & School budgets & all articles					
						Town Mgr reviews, publishes & holds hearing on Enterprise Fund budgets					
									Town Meeting discusses & adopts Town Govt., Schools, & capital budgets		
July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June

APPENDIX: Budget Process

FY20 Budget Calendar

This calendar describes the steps leading to adoption of the budget for those accounts overseen by the Town Manager under the jurisdiction of the Select Board and requiring appropriation by the Town Meeting. The School Superintendent and School Committees carry out similar steps.

2018

August 1	Capital Improvement Program (FY20-24) Instructions issued
August 31	Capital Improvement Program (FY20-24) Requests due
September 14	Budget Instructions issued to all departments, boards and committees
September 20	Joint Meeting on FY20 fiscal and budgetary plan
October 12	FY20 General Fund Operating Budget Requests due
October 29 – November 9	FY20 General Fund Operating and FY20-24 Capital Budget Requests review: meetings with Town Department Heads and Budget Review Team
November 5	Classification Report submitted by Board of Assessors to Board of Selectmen (Re: setting the FY19 property tax rate or rates)
November 12	Public Hearing ("Classification Hearing"), proposed property tax rates for FY19 (based on FY19 appropriations voted at April 2018 Town Meeting)
November 29	Finance Committee votes Budget Guidelines and issues by November 30 to Selectmen and School Committees
December 1 (Saturday)	Selectmen/Committees Coordination Meeting; planning session for 2019 Annual Town Meeting
December 1	Warrant opened for 2019 Annual Town Meeting
December 7	Preliminary FY20 General Fund Operating Budget and FY20-24 Capital Budget recommendations compiled by Budget Review Team for Town Manager's review and adjustment
December 17	Presentation of Preliminary FY20 General Fund Operating and FY20-24 Capital Budget recommendations by Town Manager to the Select Board

Continued on next page

APPENDIX: Budget Process

2019

January 3	Warrant for Town Meeting closes at 4:00 PM
January 8	90 days prior to the Annual Town Meeting, the Town Manager's Proposed Budget for FY20 (General Fund operations and proposed appropriations) is set and submitted to Select Board. (Also, no later than this date, the Superintendent of Schools submits budgets for Concord Public Schools and Concord-Carlisle Regional High School to the respective School Committees.) Through February, these committees and Finance Committee will conduct a review
January 11	Completed PowerPoint Narratives for General Fund Departments due
January 17	Presentation of FY20 General Fund Budget to Finance Committee
January 31	Public Hearings advertised (for FY20 General Fund operations)
February 1	Town Manager's Proposed FY20 General Fund Budget is published
February 8	Proposed FY20 Enterprise Budget Requests due
February 11	Finance Committee's Public Hearing on Town Manager's General Fund operating and capital budget proposals for FY20 and other non-school and non-CPA financial articles on the Town Meeting Warrant
February 25	Finance Committee's Public Hearing on Education budget proposals for FY20 (Concord Public Schools, Concord-Carlisle Regional High School, and Minuteman Career and Technical High School) and Community Preservation Act Article
February 25 – March 1	Enterprise Budget Requests review: Meetings with Enterprise Directors and Budget Review Team
March 8	Town Manager's Proposed FY20 Enterprise Budget published
March 11	Public Hearing on Enterprise Fund budgets and articles
March 14	Finance Committee completes its recommendations for Town Meeting
March 18	Finance Committee Report to printer
March 29	Finance Committee Report mailed (10 days prior to Town Meeting)
April 8	Town Meeting begins

APPENDIX: Finance Committee's Budget Guidelines

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

APPENDIX: Finance Committee's Budget Guidelines

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

APPENDIX: Finance Committee's Budget Guidelines

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

APPENDIX: Finance Committee's Budget Guidelines

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

APPENDIX: Finance Committee's Budget Guidelines

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.

APPENDIX: Finance Committee's Budget Guidelines

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	0.50%	\$ 426,883	FY20 Debt Exclusion - FY19 Debt Exclusion
	3.79%	\$ 3,217,205	Change in Tax Levy coming from Existing Taxpayer
New Growth	1.30%	\$ 1,100,000	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:

APPENDIX: Finance Committee's Budget Guidelines

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

APPENDIX: Finance Committee's Budget Guidelines

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:

APPENDIX: Finance Committee's Budget Guidelines

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.

APPENDIX: Community Profile

TOWN OF CONCORD

COMMUNITY PROFILE

An excerpt from the Official Statement dated June 6, 2018

HISTORY

Purchased from the local Indians and founded in 1635, Concord was the first interior, non-tidewater town in Massachusetts Bay Colony. Though the origin of its name is unknown, one theory is that it derived from the peaceful manner in which the colonists and Indians reached agreement on its purchase and settlement. In fact, relations between the colonists and Indians during the 1600's were such that Concord was largely spared any hostile Indian actions during King Philip's War, which began in 1675. By 1775 Concord had evolved from a frontier town into a prosperous regional center with a mixed society, including small yeoman farmers, affluent gentry, and immigrants from Italy and Norway. In 1775 the town was witness to the famous Battle of Concord, which, along with the Lexington skirmish preceding it, ushered in the Revolutionary War for Independence. In the 19th century Concord became the leader of American literature and philosophy. Louisa May Alcott, Bronson Alcott, Ralph Waldo Emerson, Henry David Thoreau, and Nathaniel Hawthorne, among others, all lived in Concord.

As the 20th century progressed Concord evolved into primarily a suburban, residential community, with a mix of non-residential activities. The community has focused on preserving its rich Colonial and literary history as a means of promoting tourism and diversity in its economy. Diversity of population is also a major community focus. Concord is a part of the Boston Metropolitan Statistical Area, and a member of the Metropolitan Area Planning Council.

GEOGRAPHY

The Town of Concord in Middlesex County in eastern Massachusetts is located approximately 17 miles northwest of Boston, 34 miles northeast of Worcester, and 215 miles northeast of New York City. It is bordered by the towns of Maynard and Acton on the west, Carlisle on the north, Bedford and Lincoln on the east and southeast, and Sudbury and Wayland on the south. Of Concord's 25.89 square miles of gentle hills, valleys, fields, and ponds 24.92 square miles are land area. Concord is situated at the confluence of the Assabet and Sudbury Rivers, which join to flow northeast as the Concord River.

TRANSPORTATION AND ACCESS

Access to Concord is excellent, with east-west Route 2 traversing the town, and Route 128/95 (circumferential to Boston) just to the east, Interstate 90 (the Massachusetts Turnpike) several miles to the south, Interstate 93 several miles to the northeast, and Interstate 495 several miles to the west. In addition, there is regular commuter rail service from Boston to both Concord and West Concord, along with freight rail service. The Massachusetts Bay Transportation Authority (MBTA), of which Concord is a member community, provides a para-transit bus service for the elderly and disabled, while Yankee Lines provides bus service (1 trip daily) to Boston. Hanscom Field, a joint civil-military airport, is located in neighboring Bedford, and provides limited commercial air services.

FORM OF GOVERNMENT

Local legislative decisions are made by an open Town Meeting consisting of registered voters. Participation in Town Meeting, and volunteerism, are relatively high. Subject to town meeting decisions, and pursuant to the Town Charter adopted in 1956, the Town Manager handles the daily affairs of the Town of Concord and of the Municipal Light Plant. Matters of policy are referred first to the Town's five-member Select Board. Select Board members are elected at-large and serve three-year staggered terms. The Concord Municipal Light Plant is managed by a five-person board appointed by the Town Manager for staggered three-year terms. The Water/Sewer Division is part of the Public Works Commission managed by a five-person Board of Commissioners appointed by the Town Manager for staggered three-year terms. Local property taxes are assessed by a board of five assessors appointed for staggered three-year terms by the Town Manager with the approval of the Select Board.

APPENDIX: Community Profile

GOVERNMENT SERVICES

Concord provides a broad range of general governmental services, including police and fire protection; disposal of garbage and rubbish; water and sewer, including a secondary treatment plant; electricity; public works; parks and recreation; a community center; libraries; and a land conservation program. The Concord Housing Authority provides low-income and elderly housing.

EDUCATION

Concord's school system consists of the Concord Public Schools, grades kindergarten through 8, and the Concord-Carlisle Regional High School, grades 9 through 12. Concord contributes about 73% of the enrollment in the regional high school. Total enrollment is over 3,400, and has been slightly increasing since 1998. Technical education at the high school level is provided by the Minuteman Regional Vocational Technical School District, located in Lexington. Additionally, a number of fine private schools operate in Concord: Nashoba Brooks School, Concord Academy, the Fenn School, and the Middlesex School.

POPULATION

Although the 2010 Federal Census population figure for Concord is 17,668 (which includes the inmate population at MCI – Concord), a more representative number of residents is calculated by the January 2011 local census that shows a population of 15,627 (not including the prison population). The number of housing units in the Town has increased by 9% from 2000 to 2010, while the Town's population has increased. In addition, the average household size decreased from 2.62 persons per household in 2000 to 2.46 in 2010. Approximately 46% of the town's population in 2010 was between 25 and 54 years of age, with the largest age category being 45-54 years of age. From 2000 to 2010, the median age has increased 11% from 42.2 to 46.9, due in part to the expansion in residential nursing homes and assisted living facilities in the town.

HOUSING

Within Concord's 26 square miles of territory are approximately 16,000 acres—over 90%—of residentially zoned land, and 600 acres of commercially zoned land. About 45% of the land is developed; approximately 32% of the land is permanently protected open space in the form of private conservation land, trust land, and municipal, state, and federal park lands, and conservation and agricultural lands. Approximately 5,000 acres—about 28% of the land—have not been developed or permanently protected; the majority of these acres are zoned for one- and two-acre residential development. Approximately 35 acres of commercially zoned land remain undeveloped.

Concord's housing stock is in excellent condition. Over half of the housing units have been built since 1950. Those constructed before 1950 are well maintained due to the affluence of the owners, the high value of housing and land, and the increasing turnover rate. Concord has a low homeowner vacancy rate of approximately 0.9%, and a rental vacancy rate of 9.3%, which also factors into overall maintenance of the of housing stock condition. The rate of residential development in Concord has been relatively stable since the mid-1970s. From 1990 to the present, new residential construction activity has averaged from 25 to 30 units per year. With fewer developable lots available, an increasing number of these new houses are a result of the tear-down of existing homes. As of January 1, 2018 the average household single-family home assessed value was \$1,065,176, while the median assessed value was \$991,550.

APPENDIX: Community Profile

ECONOMIC DEVELOPMENT

Concord has long recognized the importance of balanced community development. In 1928, the Town adopted one of the first zoning bylaws in the United States, which included districts for residential, business, and industrial uses. Since that time the Town has continued to adopt or expand zoning and comprehensive planning designed to provide an optimum mix of residential and non-residential uses. In addition, the Town has invested considerable capital in providing infrastructure to serve its industrial areas. From 1990 to 2000, the number of firms in Concord reporting to the Massachusetts Department of Employment and Training increased approximately 22%, from 779 to 948. In 2006, there were 929 firms with an average monthly employment of 12,723 and an average weekly wage of \$1,119.

The major employers in Concord¹, excluding the Town itself, are:

Name	Nature of Business	Number of Employees
Emerson Hospital	Healthcare	1,731
300-310 Baker Avenue	Technology	1,050
Newbury Court	Healthcare	290
Middlesex School	Education	197
Care One of Concord	Healthcare	166
Concord Academy	Education	165
Harvard Vanguard Medical	Healthcare	162
Nashoba Brooks	Education	83
Hamilton, Brook, Smith & Reynolds	Professional Services	75
Fenn School	Education	73

¹As of March 15, 2018.

INCOME AND EMPLOYMENT

Concord's population is relatively affluent. Median family income was \$138,661, and per capita income was \$67,846 compared to \$83,371 and \$35,051, respectively, for the state as a whole. According to the state Department of Revenue's Division of Local Services in 2017, the labor force living in Concord equaled 8,662 persons, of which 8,399 were employed and 263 or 3.0% were unemployed, as compared to the unemployment rate of 3.8% for the state.

APPENDIX: Financial Policies

TOWN OF CONCORD

FINANCIAL POLICIES

1. Annual Budgets

A. *General Fund Budget*

1. It is Town policy that the Town Manager shall direct the preparation of the General Fund budget that takes into account the Finance Committee guideline.
2. It is Town policy that the Town Manager shall submit a budget detailing estimated revenues and expenditures for the ensuing fiscal year to the Select Board at least 90 days before the Annual Town Meeting, per Concord Town Charter, Section 16, Estimate of Expenditures.

B. *Enterprise Budgets*

1. It is Town policy that the Town Manager shall direct the preparation of budgets for the Enterprise Funds and certain Revolving Funds that ensure that these funds operate in a fiscally self-sustaining manner with respect to operating expenses, capital expenses, and long-term liabilities.

2. Revenue Assessment

A. *Full and Fair Cash Value*

1. It is Town policy that the Assessing Division assesses real estate and personal property at its full and fair cash value per M.G.L. 59 § 2A. To accurately assess real estate property values, the Assessing Division inspects all properties on a 5-year cycle or at a pace of approximately 1,200 properties per year.

B. *Calculation of Tax Rate*

1. It is Town policy that the Board of Assessors calculates a tax rate by dividing the total taxable property value as determined on January 1st of a given year, plus the value of any new taxable construction (“New Growth”) occurring before June 30th, by the tax levy as appropriated by Town Meeting in the spring of that year.
2. In the Fall, the Board of Assessors shall make a recommendation to the Select Board in a Classification Hearing for the adoption of the following four tax rate-related factors: the residential factor, open space discount, residential exemption, and small commercial exemption.
3. With the adoption of these factors, the Assessing Division shall submit this information to the Bureau of Local Assessment, which certifies the tax rate.

APPENDIX: Financial Policies

3. Revenue Collection

A. *Property Taxes*

1. *Collection of Property Tax*

- a. It is Town policy to issue bills for real estate and personal property taxes on a quarterly basis in order to optimize cash flow. Interest shall be charged at a rate of 14 percent per annum for any unpaid balances after the respective due dates. Demand notices shall be mailed by May 31st on any balances outstanding after May 1st. A demand fee of \$10.00, as well as 14% interest, shall be included on the demand bills in accordance with state statute. If the outstanding balance is less than \$10, the demand fee is not charged.

2. *Application of Tax Payments*

- a. It is Town policy to assure the correct application of taxpayers' payments to their accounts on a timely basis. Receipts that are subject to interest, demands and other costs shall be applied based on the following order: interest, demand or other fees, utility liens, betterment assessments, real estate or personal property tax due.

3. *Tax Abatements and Exemption*

- a. The Town policy is to assure the correct application of taxpayers' abatements and exemptions to their accounts on a timely basis. As approved by the Board of Assessors or directed by the Appellate Tax Board, the Assessing Division grants abatements for real estate and personal property tax. The Board of Assessors may grant exemptions to qualifying veterans, the blind, surviving spouses, elderly and others along with those applying for tax deferrals that meet the statutory requirements as of July 1st.
- b. The Assessing Division enters all abatements and exemptions into the financial service software. As a result of this process, a *Notice and Certificate of Abatement Document* is created, signed by the Board of Assessors, and mailed to the taxpayer and provided to the Treasurer/Collector Division as evidence of the reduction in accounts receivable.

4. *Property Tax Refunds*

- a. It is Town Policy that the Treasurer/Collector Division is responsible for taxpayer refunds. Refunds for real estate and personal property are processed after May 1st (last tax due date) of any given year to assure all taxes due for the fiscal year have been paid. All precautions must be taken to assure the correct party receives the refund. Refunds shall be processed within 30 days (of the posting of the abatements/exemptions) for credit balances caused by the abatement/exemption.

5. *Refunds on Overpayments Due to Abatements*

- a. It is Town policy to assure the accurate calculation and the subsequent distribution of taxpayers' abatements to the proper party on a timely basis.

6. *Special Situations*

- a. It is the policy of the Town to bill, collect and record in an accurate and timely manner all of the special situations in accordance with Massachusetts General Law.

7. *Property Tax Payment Delinquency*

- a. It is Town policy is to collect all property taxes owed. Property taxes that are owed and not paid on time shall result in the taxpayer being charged penalties and interest, and may result in a tax taking and ultimately in a foreclosure.

APPENDIX: Financial Policies

A. Motor Vehicle Excise Tax

1. It is Town policy to optimize the Town's cash flow by mailing each motor vehicle commitment within 15 days of receipt of the *Assessors Warrant to the Treasurer/Collector* for each commitment from the Registry of Motor Vehicles (RMV).
2. The RMV maintains all records on motor vehicles and values. Several times over the course of the year, the RMV provides an electronic record to the Town Assessor, which documents the total value of the specific commitment and contains all of the information for billing to specific motor vehicle owners/accounts.
3. The first major motor vehicle excise (MVX) commitment of each calendar year, which is the largest commitment, will be mailed within 21 days of receipt of the commitment file from the RMV. All subsequent commitments are to be mailed within two weeks of receipt of the file from the RMV.
4. The Town currently has a contract with a Deputy Collector which provides that this vendor is responsible for MVX bill printing and mailing, delinquent payment processing, collection at warrant and reporting. The Town is responsible to assure that the commitment is accurate, for review and approval of abatements; for refunds and the overall monitoring of the process and for the reconciliation of the MVX receivable.
5. Bills are due and payable in full within 30 days of issue. Demand notices will be mailed within 15 days of the due date of the excise bill.
6. A \$10.00 demand fee will be included along with interest on the unpaid balance of the bill. Payments not paid at demand are subject to:
 - o Warrant fee of \$10.00 and notice fee of \$12.00
 - o If not paid, then final warrant fee of \$17.00 and
 - o If not paid, then Registry of Motor Vehicle fee of \$20.00.

4. Other Revenues

A. State Aid

1. It is Town Policy to budget conservatively in anticipation of the receipt of State Aid. Under M.G.L. 58 § 25A, the Commissioner of Revenue is required to provide an estimate of local aid to municipalities. Likewise, under M.G.L. 59 § 21, the Commissioner of Revenue is required to provide the Town with advance estimates of state assessments and charges and the Assessing Division is required to use these figures in determining the local property tax rate.

B. State and Federal Grants

1. It is Town policy that, with the approval of the Town Manager, Departments may apply for Federal and State grants to support Town initiatives or projects. All grant contracts must be approved and signed by the Town Manager. A copy of the grant documents must be provided to the Accounting Division. Departments shall comply with all of the requirements presented in the grant.
2. The source of the grant funding determines whether a grant is a state or federal grant.
3. It is Town policy that all procurement associated with State and Federal grants comply with State and Local laws and regulations.

APPENDIX: Financial Policies

5. Operating Expenditures

A. *Accounts Payables*

1. It is Town policy that the Accounting Division shall assure the timely payment of all original invoices and vouchers submitted and approved by authorized Town employees. In order to accomplish this, vendors are paid weekly.
2. It is Town policy that vendor invoices are only paid after verification of available funds for said purpose and upon evidence of compliance with procurement requirements established by State law, Town Bylaws and Administrative Policies and Procedures.

B. *Payroll*

1. It is Town policy that Town and Concord Public School employees shall be accurately compensated in a timely fashion for their work.

6. Cash Management

A. *Departmental Receipts*

1. It is Town policy that the Town Treasurer shall have the fiduciary duty for the collection, management, and disbursement of cash.
2. It is Town policy that the department that collects cash, checks and credit card payments for services performed be responsible for safeguarding the collection and remittance of receipts until this money is turned over to the Treasurer/Collector Division. All cash received shall be turned over to the Treasurer/Collector Division; and no money shall be retained for petty cash or for making change.
3. It is Town policy that the department shall turn over these receipts to the Treasurer/Collector Division at least weekly or when total receipts are greater than \$2,000 and/or cash is greater than \$100. Exceptions to this turnover policy can be made by the Town Treasurer. The department shall separately send a copy of the turnover sheet to the Accounting Division.
4. Upon receipt of a departmental turnover, the Treasurer/Collector Division shall verify the amounts of the turnover. Within a period of one business day, the Treasurer/Collector Division shall post the receipt and deposit the collected money into a Town bank account. The Accounting Division will then post the receipts to the General Ledger.

B. *Cash Disbursements*

1. It is Town policy that warrants shall be processed on a weekly basis and payroll payments shall be processed on a bi-weekly basis. Warrants shall be duly signed and approved by the Town Accountant and the Select Board. The Treasurer/Collector or her designee shall be responsible for the disbursement and mailing of all vendor checks and shall assure that all Town checks are delivered only to the designated vendor.

C. *Emergency Disbursements (Special Warrants)*

1. It is Town policy that only in extenuating circumstances will the Treasurer/Collector Division be allowed to issue a disbursement outside of the normal weekly warrant process. Following the issuance of a check by the Town Accountant, the Town Manger must approve the release of funds in advance of Select Board approval.

APPENDIX: Financial Policies

D. Petty Cash Administration

1. It is Town policy that Petty Cash accounts shall be authorized by the Treasurer for departments that need a small amount of cash to make payments required at the time of service or to manage cash change transactions. Petty cash can only be replenished by submittal of all documentation and receipts through the warrant process for review by the Accounting Division.

E. Tailings (Uncashed Checks)

1. It is Town policy to identify and research all Uncashed Checks (Tailings) as a part of the timely reconciliation of all bank accounts. If after 60 days from the date of issuance of a check and the check has not been cashed, either a letter shall be sent to the known address for the check recipient or a notice shall be posted on the Town website. If there is no response within 60 days, for checks that are \$100 or more and are not cashed, a notice shall be advertised in a local newspaper. After one year of the newspaper notice, funds from these unclaimed checks may be credited to the Town's General Fund.

F. Reconciliation of Cash

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.

7. Reserves

A. General Fund

1. It is Town policy to maintain Free Cash, the General Fund's unassigned fund balance as certified by the Massachusetts Department of Revenue (DOR), at a level between 5% and 10% of the ensuing General Fund Budget with the following stipulations:
 - a. Free Cash shall be used only to the extent that it can be replenished within a one-year period.
 - b. Free Cash can be used to provide relief to Town taxpayers by allocating a portion of Free Cash that is not more than 1% of the ensuing General Fund Budget to reduce the tax levy, if that allocation is expected to be replenished in the ensuing year.
 - c. If Free Cash falls below 5% of the ensuing General Fund Budget, Town Manager and the Finance Director shall develop a plan to bring Free Cash back up to the 5% level.
 - d. If Free Cash rises above 10% of the ensuing General Fund Budget, the Town Manager shall consider recommending using the excess Free Cash in the following ways:
 - i. Appropriate a portion of the excess Free Cash for a special non-recurring expenditure that would include a capital item that would otherwise be eligible to be funded through borrowing, and
 - ii. Appropriate a portion of the excess Free Cash to a General Fund Stabilization Fund.

APPENDIX: Financial Policies

A. *Enterprise and Revolving Funds*

1. It is Town policy to maintain unrestricted fund balance for its enterprise and revolving funds at a minimum level that would provide adequate resources to sustain operations through unexpected and unfavorable financial events. These financial events could result in an unexpected expenditure outlay or revenue loss.
2. For the enterprise funds, unrestricted fund balance is categorized into two groups: depreciation funds and undesignated funds. The purpose of depreciation funds should be to allocate resources for the maintenance of capital assets. By setting aside annual depreciation expense using a half-year, straight-line convention, depreciation funds monetarily recognize the gradual wear of capital assets.
3. Undesignated funds are the additional funds need to sustain operations through unexpected and unfavorable financial events. Insurance policies (Refer to the Risk Mitigation section) cover the Town for events related to property damage and liability claims. Since enterprise funds rely on fees for services to fund operations, loss of expected revenue from the customer base may have an impact on the enterprise. Since some enterprises (Light Fund, Water Fund, and Sewer Fund) have a stable customer base, there is not the need for a large minimum undesignated fund balance. Other enterprises (Beede Fund) are dependent on a market-driven customer base, and there is the need for a larger minimum undesignated fund balance to sustain operations if market conditions change.
4. According, it is Town policy to maintain a minimum undesignated fund balance for the enterprise funds as follows:
 - a. Light Fund: Two months of annual operating revenue,
 - b. Water Fund: Two months of annual operating revenue,
 - c. Sewer Fund: Two months of annual operating revenue, and
 - d. Beede Fund: Six months of annual operating revenue.
5. For the two revolving funds (Solid Waste Revolving Fund and Recreation Revolving Fund), which do have a market-driven customer base but have flexibility in adjusting operations more rapidly because they do not have capital assets to maintain, it should be the Town's policy to maintain a minimum fund balance as follows:
 - a. Solid Waste Revolving Fund: Two months of annual operating revenue, and
 - b. Recreation Revolving Fund: Two months of annual operating revenue.
6. If an undesignated fund balance for an enterprise or revolving fund falls below these minimum levels, the Town Management should develop a plan to bring the respective fund balance up to the minimum levels.
7. It should be noted that these defined levels of fund balance are minimums and a greater amount is permitted in order for the enterprise or revolving fund to accumulate resources for an anticipated future event.

A. *Stabilization Funds*

1. It is Town policy that stabilization funds can be created to set aside funds to be used for a specific purpose at some later date.

APPENDIX: Financial Policies

D. *Encumbrances*

1. It is Town policy that a Department Head may request at the end of the fiscal year that the Town Manager set aside available funds from the department's General Fund appropriated account to be used for a specific purpose at some later date. Encumbered funds shall not be used for operating expenses in future years. Once these encumbered funds are approved and established, the Department Head may use these funds for the stated purpose in subsequent fiscal years.

E. *Reserve Fund*

1. It is Town policy that the Town Manager, with the certification as to fund balance by the Town Accountant, can make a request to the Finance Committee for a transfer from the General Fund Reserve Fund to another appropriated account in the event that the account incurs an expenditure which is extraordinary or unforeseen, per M.G.L. 40 § 6. The Finance Committee shall have the sole authority to approve such a transfer.

7. Investments

A. *Investments of Treasury Funds*

1. It is Town policy that the Town Treasurer may invest Treasury Funds as follows:
 - a. Massachusetts State Pooled Fund (in unlimited amounts and the pool is liquid) – The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the direction of State Treasurer.
 - b. Commercial Bank Deposits or Certificates of Deposit, which are fully collateralized through a third party agreement (in unlimited amounts for up to three-year maturity).
 - c. Massachusetts list of Legal Investments, per M.G.L. 167 § 15A as updated each July 1st.
 - d. Other financial instruments as defined in M.G.L. 44 § 55.

B. *Investments of Trust Funds*

1. It is Town policy that the Town Treasurer may invest Trustee Funds as specified in the investment policy established by the Trustees of Town Donations, the entity that has fiduciary duty over these funds.

C. *Diversification*

1. Diversification shall be interpreted in two ways: in terms of maturity, as well as instrument type and issuer. The diversification concept shall include prohibition against over-concentration of maturities as well as concentration in a specific institution.
2. It is Town policy that with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies and state pools (e.g., MMDT), no more than 10 percent of the Town's investments shall be invested in a single financial institution.

APPENDIX: Financial Policies

A. *Ethics*

1. It is Town policy that the Town Treasurer (and other Finance Department staff) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Town Manager any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the Town's investments.
2. It is Town policy that the Town Treasurer shall not make a deposit in any bank, trust company or banking company that he/she is associated with as an officer or employee, or has been associated with as an officer or employee for any time during the three years immediately preceding the date of any such deposit.

B. *Relationship with Financial Institutions*

1. It is Town policy that financial institutions shall be selected first and foremost with regard to the safety of the Town assets.
2. It is Town policy that the Town shall only select brokers who are recognized, reputable dealers. The Town Treasurer shall require any brokerage houses and broker/dealers wishing to do business with the municipality to supply the following information to the treasurer:
 - a. Audited financial statements,
 - b. Proof of National Association of Security Dealers certification,
 - c. A statement that the dealer has read the municipality's investment policy and will comply with it, and
 - d. Proof of credit worthiness (minimum standards of at least five years in operation and a minimum capital of \$10 million).

9. **Capital Expenditures**

A. *Capital Assets*

1. It is Town policy that capital items are defined as assets such as structures, land, and equipment (including related plans, designs, and studies), which have a life expectancy of at least 2 years and a cost of at least \$10,000.
2. It is Town policy that in compliance with GASB #34, capital assets (other than land) are depreciable and should follow straight-line depreciation schedules in accordance with the Massachusetts Department of Revenue's useful life schedules.

B. *Capital Funding Target Level (General Fund – within the levy limit)*

1. It is Town policy that a target of 7% to 8% of the total budget net of the excluded debt levy be allocated for capital financing. Of the 7% to 8%, no more than 5% shall be for debt service within the levy limit. Capital Outlay from the Town Departments and the Concord Public Schools shall be at least 2% to 3% of the annual budget (not including excluded debt).

APPENDIX: Financial Policies

A. *Five-Year Capital Improvement Program (CIP)*

1. It is Town policy that the Town shall maintain and annually update a 5-year Capital Improvement Program to identify current and future capital needs. The CIP shall allocate resources to fund new needed capital projects and fund the repair and replacement of existing capital assets in effort to maintain the Town's physical infrastructure and avoid deferring maintenance for future years.

10. Debt

A. *Debt Structure*

1. It is Town policy that capital items that can be funded through borrowing include infrastructure, facilities, vehicles, equipment, and land, which have (1) an estimated cost of \$100,000 or more and (2) a useful life of at least 5 years.
2. It is Town policy that all borrowing whether tax-supported by the General Fund or revenue-supported by the Enterprise Funds shall be issued as General Obligation (GO) bonds, having the Town's pledge of full faith and credit for repayment.
3. It is Town policy that tax-supported borrowing can be used for the sustainability, improvement, or expansion of the Town's significant capital assets with debt service is paid for by the General Fund.
4. It is Town policy that the maximum level of indebtedness shall not exceed 5% of the equalized valuation of the Town per M.G.L. 44 § 10.
5. It is Town policy that the Town shall develop a 5-year debt capacity analysis inclusive of CPS, with estimated project costs updated annually.
6. It is Town policy that for tax-supported borrowing within the levy limit, the Town's goal is to structure the Town's debt in the following way:
 - a. The repayment schedule is at an accelerated pace in which of 60% of the principal is repaid within 5 years and 90% is repaid within 10 years. This goal reduces the cost of interest expense and frees up debt capacity for future borrowing.
 - b. The annual amount of debt services is approximately 5% of the annual General Fund expenditures net of excluded debt service. The purpose of this goal is to allocate sufficient funds for the Town's capital needs and prevent operating needs from "crowding out" the proper investment in capital.
7. It is Town policy that revenue-supported borrowing shall be reserved for capital assets associated with expansion of service. Debt service is paid through user fees and rates earned by the specific Enterprise Fund.
8. It is Town policy that excluded debt shall be used for capital items that cannot be funded through the debt plan within the levy (e.g., new schools construction, facility expansion, land acquisition, etc.). For all excluded debt proposals, the impact on property tax shall be calculated prior to the presentation at Town Meeting.
9. It is Town policy that the retirement structure of a specific bond shall not be greater than the useful life of the underlying capital assets.
10. It is Town policy that borrowing shall not be used for operating expenses or to fund other long-term liabilities such as pension or other post-employment benefit obligations.

APPENDIX: Financial Policies

A. *Debt Authorization*

1. It is Town policy that the Town shall publish a notice of the Town Meeting warrant article for a borrowing at least 7 days prior to an Annual Town Meeting and at least 14 days prior to a Special Town Meeting, per M.G.L. 44 § 10.
2. It is Town policy that all borrowing authorizations require a two-thirds majority vote by Town Meeting per M.G.L. 44 § 7. For borrowing authorizations outside the levy limit, Town Meeting must approve the borrowing by a two-thirds majority and the Town must approve it by a majority vote in a community-wide referendum per M.G.L. 44 § 8.

B. *Debt Issuance*

1. It is Town policy that the Town should retain a financial advisor and bond counsel for financial and legal guidance for debt issuance. Prior to the issuance of a bond, the Town shall provide an Official Statement containing legally required disclosure information pertaining to the financial and economic position of the Town (17 CFR § 240.15c2-12).
2. It is Town policy that with the guidance of Bond Counsel, the Town shall award the winning bond bid to the bidder with the lowest True Interest Cost (TIC).
3. It is Town policy that the Town shall spend the bond proceeds in a timely manner to avoid IRS arbitrage penalties. The Finance Department as well as the particular departments shall monitor the use of bond proceeds to ensure compliance with arbitrage regulations.

11. Other Liabilities

A. *Pension*

1. It is Town policy to allocate resources to fully fund the Town's portion of the Concord Contributory Retirement System by 2030. In order to do so, the Town shall contribute to the pension fund its share of the Annual Required Contribution (ARC) payment as determined by a biennial actuarial valuation report, certified by the Public Employee Retirement Administration Commission (PERAC), and reviewed by Contributory Retirement Board. This contribution may consist of (1) a General Fund appropriation increasing at a 3% annual growth rate, (2) the use the Town Pension Reserve Fund to supplement the required General Fund allocation as necessary, and (3) the full funding of the ARC associated with the Town's enterprise operations.
2. It is Town policy that management and investment of the pension fund are the responsibility of the Concord Contributory Retirement Board.

B. *OPEB*

1. It is Town policy to allocate resources to fully fund the Town's portion of Other Post-Employment Benefits (OPEB) by 2039. In order to do so, the Town shall contribute to the OPEB Trust Fund its share of the Net OPEB Obligation (NOO) as determined by an actuarial valuation report. This contribution may consist of (1) a General Fund appropriation increasing by \$250,000 annually until the General Fund's portion of the NOO is fully funded, and (2) the full funding of the NOO associated with the Town's enterprise operations.
2. Funds invested and reinvested in the OPEB Trust Fund by the Town Treasurer shall be consistent with the prudent investor rule established under M.G.L. 203C.

APPENDIX: Financial Policies

12. Accounting and Financial Reporting

A. *Financial Reporting*

1. It is Town policy that the Town's accounting practices shall conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB), the Uniform Municipal Accounting System (UMAS), and the Massachusetts Department of Revenue (DOR) Informational Guideline Releases.
2. It is Town policy that a certified public accounting firm shall conduct an independent annual audit of the Town financial records. There are four types of opinions provided by the auditor of the independent annual audit: Unqualified Opinion (Clean Opinion), Qualified Opinion, Adverse Opinion, and Disclaimer of Opinion. It is Town policy that Town government shall maintain its financial records so that the auditor can render a Clean Opinion, the opinion in which the Town financial records have been maintained in accordance to GAAP. An opinion rendered by an auditor that is not a clean opinion shall be reviewed by the Finance Department and corrections shall be made in the next fiscal year.
3. It is Town policy that the Finance Department shall take steps to address Management Letter items (e.g., items that the independent auditor sees deficiencies) during the subsequent fiscal year.
4. It is Town policy that a completed audit by the Town shall be submitted to the Division of Local Services, per State law.
5. It is Town policy that whenever the total annual federal grants to the Town and CPS total more than the level that triggers a single audit, the Town is required to comply with the Single Audit Act for Audits of States, Local Governments, and Non-Profit Organizations.
6. It is Town policy to have a Financial Audit Advisory Committee (FAAC) to assist the Select Board, Town and Concord Public School financial management officials in the organization, implementation and review of the annual examination of financial reporting and control procedures and in the continuous review and improvement of fiscal accountability matters.

B. *Reconciling Accounts*

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division shall reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.
2. It is Town policy that the Treasurer Collector Division shall reconcile all receivable accounts on a monthly basis. The reconciliation shall show each receivable account by levy year for property and excise taxes and total balances for betterment, tax title, and lien accounts. A separate report shall be provided for any other receivables. Deferred revenue accounts for all funds shall be reconciled to the receivable accounts on a monthly basis.
3. It is Town policy that the Accounting Division shall reconcile the General Ledger accounts as follows:
 - a. Payable and payroll withholding accounts shall be checked periodically and not less than semiannually to determine that the balances are properly clearing.
 - b. Budgeted expenditure accounts shall be reviewed monthly to identify any unusual activity or predict potential budget shortages.

APPENDIX: Financial Policies

- a. Revenue and expenditure accounts shall be reconciled to the control accounts. This is performed automatically by the financial system but should be periodically checked to assure that there are no system errors.
- b. All funds should be checked to be sure they are in balance.
- c. Interfund transfers and receivable/payable accounts shall be reconciled where applicable.
- d. Appropriation balances shall be reconciled to the tax recap and Town meeting votes.
- e. All accounts shall be reviewed analytically from time to time for reasonableness and to identify unusual activity.

A. *Monitoring Accounts*

1. It is Town policy that all expenditure budgets be reviewed on a monthly basis by department heads. The official record of expenditures is the Town's General Ledger as maintained by the Accounting Division and department heads or authorized employees must submit documentation to support any journal entry if an expenditure account on the General Ledger needs adjustment.
2. It is Town policy that all revenue transactions be reviewed on a monthly basis by department heads. The official record of revenues is the Town's General Ledger as maintained by the Accounting Division, and department heads or authorized employees must submit documentation to support any journal entry if a revenue account on the General Ledger needs adjustment.

B. *Year-End Closing*

1. It is Town policy that the Accounting Division shall complete the year-end closing process once the auditors have finished their field work and have given the Town approval to generate year-end financial statements and to submit documentation for Free Cash certification.

C. *Regulatory Reporting*

1. *Free Cash Certification (Balance Sheet)*: It is Town Policy to file appropriate documentation with Massachusetts Department of Revenue's (DOR) Bureau of Account for the certification of Free Cash after the close of each fiscal year. Certified Free Cash is available for appropriation at the subsequent Town Meeting. Please refer to *Section 7. Reserve Funds* for the Free Cash Policy.
2. *Schedule A*: It is Town policy that the Accounting Division files *Schedule A*, the year-end statement of revenues and other financing sources, expenditures and other financing uses, changes in fund balances, certain balance sheet and other information with the DOR, by annual deadline of November 30th.
3. *Tax Recapitulation Sheet*: It is Town policy that the Finance Administration Division, Assessing Division and Accounting Division work collectively to complete the Department of Revenue's *Tax Rate Recapitulation* form, a four-page form that assembles all information necessary to calculate tax rates for the municipality, by the end of November. Once the tax rate has been approved by DOR, the Accounting Division shall record a journal entry for the final overlay account (allowance for abatements and exemptions).

CPA Reporting: It is Town policy that the Town completes and submits to the DOR three Community Preservation Act (CPA) reports annually: the CP-1 Form (Community-

APPENDIX: Financial Policies

1. Preservation Act Surcharge Report), the CP-2 Form (The Community Preservation Fund Report), and the CP-3 Database (The Online Community Preservation Projects Report).
5. *Cash and Receivable Reconciliation*: It is Town policy that the Accounting Division and the Treasurer/Collector Division submit an end-of year cash and receivable reconciliation to DOR.
6. *Snow and Ice Reporting*: It is Town policy that the Accounting Division submits a snow and ice report signed by the Town Manager and the Finance Committee to the DOR by deadline of September 30th. This report is a statement of snow and ice expenditures and financing sources for the previous winter.
7. *1099 Reporting*: It is Town policy that the Accounting Division shall issue *1099 Forms* by January 31st. The Accounting Division shall submit a 1099 file to both the IRS and the State. A 1099-MISC is issued for each person the Town has paid at least \$600 for rents, services, prizes and awards, or other income payments during the calendar year. A 1099-INT is issued for each person to whom the Town has paid \$10 or more of interest during (from tax abatement refunds, 53-G refunds, etc.) for the calendar year.
8. *Annual Provider Information Form*: It is Town policy that the Accounting Division is responsible for generating this report and submitting this report to the State by August 1st. Massachusetts General Laws Chapter 62C § 47A requires that cities and towns report certain information on vendors. The Town is required to list all persons who furnished goods, services, or real estate space for \$5,000 or more during the preceding fiscal year under contracts or agreements. The listing shall contain the name, address, and social security or federal identification number. The Department of Revenue further requires that the Town submit the Tax ID number of all providers of goods and services to the Town.
9. *Fixed Asset Reporting*: It is Town policy that the Accounting Division is responsible for fixed asset reporting. A capital asset is defined as having a value of \$10,000 or more and useful life is 2 years or more. GASB 34 requires the Town to account for capitalized infrastructure associated with Government Activities.

13. Risk Mitigation

A. Financial Risk

1. It is Town Policy that the Town will contract with an independent auditing firm to examine the Town's financial statements, render an opinion, and provide a management letter. The Financial Audit Advisory Committee has the charge for reviewing the audited financial statements and management letter.

B. Property Risk

1. It is Town policy that that the Town shall contract for sufficient insurance coverage to protect Town property in the case of an unforeseen catastrophe or damage to Town property. Property Risk mitigation is the responsibility of the Town Manager's Office and policies and procedures for property risk mitigation are established by that department.

APPENDIX: Financial Policies

A. *Information Risk*

1. It is Town policy that the Town shall provide safeguards against cyber threats. Information risk mitigation is the responsibility of the Information Technology Department and policies and procedures for information risk mitigation are established by that department.

D. *Professional Liability Risk*

1. It is Town policy that the Town shall contract for sufficient professional liability insurance coverage to protect Town officials and members of Town boards and committees for decisions made during official duty.

14. Procurement

A. *Procurement*

1. It is Town policy that the purchase of goods, services, and construction activities are obtained at the best value. Best value is defined as the lowest price for purchases that have similar quality and a combination of lowest price and highest quality for other purchases. This policy is implemented through compliance with State procurement statutes and Town regulations that promote competition in the award of contracts: competition is ensured by requiring that the Town conduct a sealed bid or proposal process for items over a certain dollar threshold and by allowing the Town to participate in federal, state and regional competitively-bid purchasing agreements.

B. *Chief Procurement Officer and Delegation of Authority*

1. As set forth in Section 9F of the Town Charter, the Town Manager shall be responsible for the procurement of all supplies, materials and equipment and for the award of all contracts. Town Manager shall be appointed as the Chief Procurement Officer of the Town. Most of these duties and powers shall be delegated to the Finance Director and the School Finance Officer as allowed by M.G.L. 30B § 19 and specified in APP #36. The Town Manager shall alone retain the sole authority to award and execute contracts.

C. *Purchase Orders*

1. It is Town policy that purchase orders shall be used for all purchases of \$1,000 or more, unless otherwise exempted.

D. *Authorization*

1. *Purchase Orders between \$1,000 and \$4,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, and Budget & Purchasing Director.
2. *Purchase Orders between \$5,000 and \$34,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director and Finance Director.
3. *Purchase Orders of \$35,000 or more:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director, Finance Director and Town Manager.

APPENDIX: Financial Policies

A. *Statutory and Regulatory Compliance*

1. *Goods & Services:* For the procurement of goods and services, the Town shall follow the Uniform Procurement Act, M.G.L. 30B.
2. *Building Design:* For building design, the Town shall follow the Designer Selection Law, M.G.L. Chapter 7 §§ 38 A½ - O.
3. *Building Construction and Repair:* For building construction and repair, the Town shall follow M.G.L. 149 §§ 44 A-M.
4. *Public Works Construction:* For roads, bridges, water and sewer systems, and other public works construction, the Town shall follow M.G.L. 30 § 39M.

Fund Descriptions

Governmental Funds

Most Town functions are financed through what are called *governmental funds*. There are **four** types of governmental funds maintained by the Town: the General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Projects Fund. The Town Meeting appropriates the General Fund, the Swim & Fitness Center Enterprise Fund, Stabilization Funds, and the Community Preservation Act Fund, in accordance with state law requirements. The Capital Projects Fund accounts for projects funded by issuance of tax-supported debt obligations ("bonds"). All other funds are not appropriated by Town Meeting but are expended under the direction of the Town Manager in accordance with state laws and the Town Charter..

General Fund: The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds: The Town maintains four Enterprise Funds: the Sewer Fund, the Water Fund, the Beede Swim & Fitness Center Fund, and the Light Fund (Concord Municipal Light Plant). In addition, the Solid Waste Disposal Fund, which technically is a Special Revenue Fund, is operated as an Enterprise Fund but does not include any capital improvement activity. An enterprise operation is a business-type activity that is supported primarily by charges for services. Funds raised from charges are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses. The concept of an enterprise operation also includes the maintenance of the capital facilities of the business. That is, fees for services are charged to recover not only the operating costs of the activity but also the "using up" (depreciation) of the capital assets supporting the service.

Budgeting and financial reporting for enterprise operations utilizes terms and concepts that differ significantly from those utilized for the General Fund . The purpose of enterprise financial reporting is to measure with reasonable accuracy and consistency the net income derived from operations, and then to measure the availability and use of capital acquisition and construction financing. The presentation of the enterprise budgets utilizes budgetary terms and reporting structure found in the audited financial statements. As such, the key measures are *Net Income* and *Capital Resource Availability*.

Special Revenue Funds: The Town maintains several Special Revenue Funds, which are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except expendable trusts, or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. Special Revenue Funds include the following types of funds:

1. **Revolving Funds:** Revolving Funds allow the Town to raise revenues from a specific service, and use those revenues to support the service without appropriation. Revolving Funds are established by state statute or local bylaw, and may require re-authorization each year at Town Meeting. The Town maintains a number of Revolving Funds, such as the Cemetery Fund, the Parking Fund and the Recreation Fund.

2. **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to a specific use, but also require annual appropriation by Town Meeting, The Road Repair Fund is a "Receipts Reserved" Fund

APPENDIX: Fund Descriptions

3. **School Grants:** These grants account for several specially-financed education programs under grants received from the federal or state governments, including professional development, SPED early childhood development, drug-free school programs, and certain capital improvements.

4. **Other Intergovernmental Funds:** These funds account for several grants or monies received by the Town from the federal or state governments, including a variety of community policing grants, Chapter 90 highway monies, state election grants, state library aid, and various Council on Aging programs, such as “meals-on-wheels.”

5. **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose, such as the Arts & Technology Education Fund, departmental gifts for police and fire, various Council on Aging programs, and Planning Board gifts from developers for infrastructure improvements related to proposed projects.

Capital Projects Fund: The Capital Projects Fund is used to account for monies expended for the acquisition or construction of major capital facilities (buildings, roads, etc.) other than those financed by trust funds. The Town’s Capital Projects Fund is funded primarily by the receipt of bond proceeds resulting from the Town’s issuance of bonds for specific project grants, but may also be derived from private sources, grants, or transfers from other Town funds.

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

1. **Expendable Trusts:** Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of the fund may be expended.

2. **Non-expendable Trusts:** These trusts are used to account for funds where the principal must, by law or covenant, remain intact (that is, cannot be expended). Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. An example is the Cemetery Perpetual Care Fund.

3. **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, collected and expensed on behalf of other units of government, such as sales taxes and other fees collected on behalf of and transmitted to the state government.

Basis of Accounting & Basis of Budgeting

Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

Basis of Budgeting

An annual budget is adopted by the Town Meeting for the Town's General Fund. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town's General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principals (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as "Special Articles" and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed.. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

APPENDIX: Glossary

A GLOSSARY OF TERMS COMMONLY USED IN MUNICIPAL FINANCE

Abatement: A complete or partial cancellation of a levy imposed by a governmental unit; applicable to tax levies and special assessments.

Accrual Basis: In the context of accounting, practice in which expenses and income are accounted for as they are earned or incurred, whether or not they have been received or paid.

Actuarial Accrued Liability (AAL): Generally represents the portion of the present value of fully projected benefits attributable to service credit earned (or accrued) as of the valuation date.

Actuarial Value of Assets (AVA): The value of a pension plan investments and other property used by the actuary for the purpose of an actuarial valuation (sometimes referred to as valuation assets). Actuaries often select an asset valuation method that smoothes the effects of short-term volatility in the market value of assets.

Annual Required Contribution (ARC): The employer's periodic required contributions, expressed as a dollar amount or a percentage of covered plan compensation, determined under GASB 25. The ARC consists of the Employer Normal Cost and the Amortization Payment.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time when it may be expended. Only a vote of Town Meeting or the School Committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of the general appropriation not spent or encumbered by June 30 automatically reverts to surplus. A specific or particular appropriation is carried forward from year to year until spent for the designated purpose or transferred by Town Meeting vote to another account.

Assessed Valuation: The value placed upon a particular property by the local Board of Assessors for the purpose of apportioning the Town's tax levy among individual property owners equitably and in accordance with the legal requirement that property be assessed at "full and fair cash value," certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

Audit: Work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing efficiency and economy of operations, and reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

Balance Sheet: A statement which discloses the assets, liabilities, reserves, and equities of a fund or government unit at a specified date.

Balanced Budget: A plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues).

APPENDIX: Glossary

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a 12-month period referred to as the Fiscal Year, or FY) and the proposed means of financing them. A budget may be preliminary (the financial plan presented to the Town Meeting) or final (the plan approved by that body).

Capital Budget: A plan of proposed capital outlays, and the means of financing them for the current fiscal period. It is usually a part of the current budget but may also be a multi-year plan.

Capital Improvement: A major, non-recurring expenditure involving one of the following:

- a. Real Property - Includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
- b. Equipment - Includes the replacement or addition of major items of equipment with a life expectancy of at least two years and a cost of at least \$5,000. Similar items can be bundled together.
- c. Projects - Include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering, and related fees).
 2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities, aside from routine maintenance.
 3. Studies or other activities (costing \$5,000 or more) that either relate to future “brick and mortar” projects, or are a part of a multi-year program of infrastructure improvements.
 4. An annual sum available for routine building improvements, renovations, or repairs.

Cherry Sheet: An annual statement received from the Massachusetts Department of Revenue (DOR) detailing estimated receipts for the next fiscal year from the various state aid accounts, and estimated state and county government charges payable by the Town, and included by the local Assessors in setting the tax rate. The actual receipts and charges may vary from the estimates.

Classification: The division of property valuations by type of property. There are five classes: Residential, Open Space, Commercial, Industrial, and Personal. The Selectmen may set as many as three different tax rates (within limits set forth in state law): for residences, for business and personal, and for open space.

Cooling Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was *higher* than a specific base temperature. They are used for calculations relating to the energy consumption required to *cool* buildings

Debt Service: Payment of interest and principal related to long term debt.

Depreciation: A non-cash expense (also known as non-cash charge) that provides a source of available funds. Amount allocated during the period to amortize the cost of acquiring long-term assets over the useful life of the assets. This is an accounting expense not a real expense that demands cash.

Encumbrance: Obligations such as purchase orders, contracts, or salary commitments that are chargeable to an appropriation, and for which a part of the appropriation is reserved.

APPENDIX: Glossary

Enterprise Fund: A fiscal entity with a self-balancing set of accounts that is utilized to account for a governmental service when it is the intent to recover the total cost of service, including depreciation, primarily through user charges imposed on the consumers of the service. Examples in Concord include: electricity provided by the Concord Municipal Light Plant, and Water and Sewer services provided by the Department of Public Works.

Equalized Valuation (EQV): The value of all property as determined by the Commissioner of Revenue biennially, using a standard of "full and fair value"; also referred to as EQV.

Expenditure: The spending of money by the Town for the programs or projects within the approved budget.

Fiscal Year (FY): A 12-month period, commencing July 1 and ending June 30, to which the annual budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. The number of the fiscal year is that of the calendar year in which it ends; FY2016 is the fiscal year which ends June 30, 2016.

Free Cash: Free cash refers to the amount of Fund Balance that is available for appropriation. It is certified each July 1 by the state. Because of the stringent way that the state makes these calculations, Free Cash more closely represents Cash (actual dollars held) than does Fund Balance, which includes a variety of receivables (i.e., cash due).

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Balance: The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to the stockholders equity account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected (see **Free Cash**).

General Fund: The fund into which the general (non-earmarked) revenues of the Town are deposited, and from which money is appropriated to pay expenses.

General Obligation Bonds: Bonds issued by the Town that are backed by the full faith and credit of its taxing authority.

Governmental Funds: Funds used to organize and separate the finances of various Town activities and objectives. Governmental Fund categories include: the General Fund; Enterprise Funds; Special Revenue Funds; and the Capital Projects Fund.

Heating Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was *lower* than a specific "*base temperature*" (or "*balance point*"). They are used for calculations relating to the energy consumption required to *heat* buildings.

Kilowatt-hour (kWh): Kilowatt-hour is an energy unit (symbol kWh). One kilowatt-hour is defined as the energy consumed by power consumption of 1kW during 1 hour. The Town of Concord uses kWh to measure electric output for facilities.

APPENDIX: Glossary

Land Fund: A fund established by Town bylaw in FY1986 to which may be added an annual appropriation, gifts, and grants. The use of the fund is restricted to the acquisition of land, debt service on designated land purchases, and related costs, such as legal and appraisal fees.

Massachusetts School Building Authority (MSBA): A quasi-independent government authority created to reform the process of funding capital improvement projects in the Commonwealth's public schools.

Net OPEB Obligation (NOO): The cumulative difference since the effective date of this Statement between annual OPEB cost and the employer's contributions to the plan, including the OPEB liability (asset) at transition, if any, and excluding (a) short-term differences and (b) unpaid contributions that have been converted to OPEB-related debt. (GASB 45 only)

Other Post-Employment Benefits (OPEB): Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for are life insurance premiums, healthcare premiums and deferred-compensation arrangements

Overlay: The amount raised from the property tax levy in excess of appropriations and other charges. It cannot exceed 5 percent of the levy, and is used to cover abatements and exemptions granted locally or on appeal.

Overlay Surplus: The unused portions of **overlay** accounts from previous years; at the end of each fiscal year, this amount is computed from information provided by the Board of Assessors. Any sum so designated is transferred to, and becomes part of, the General Fund undesignated fund balance.

Override: A vote to increase the amount of property tax revenue that may be raised over the levy limit set by **Proposition 2½**.

Payment in lieu of Taxes (PILOT): made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.

Personal Services: The cost of salaries, wages, and related employment benefits.

Property Tax Levy: The amount produced by multiplying the assessed valuation of property by the tax rate. The tax rate is expressed per thousand dollars of assessed valuation. For example: (based on \$14.29 tax rate)

<i>House Value:</i>	\$700,000
<i>Tax Rate:</i>	\$14.29 (which means \$14.29 per thousand \$\$ of valuation)
<i>Levy Calculation:</i>	\$14.29 multiplied by \$700,000 divided by \$1,000.
Result, Property Tax Levy:	\$10,003

Proposition 2½ (see below): A tax limitation measure passed by Massachusetts voters in 1980 that limits the growth of the total property tax levy to 2.5% per year. New construction values are added to this limit. Two provisions of Prop 2½, so-called, allow the Town to raise taxes above this tax levy limit, upon approval by a Town-wide vote: an operating override or a debt exclusion.

APPENDIX: Glossary

Public Employee Retirement Administration Commission (PERAC): A government agency that was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

Purchased Services: The cost of services that are provided by a vendor.

Reserve Fund: A fund appropriated each year that may be used only by vote of the Finance Committee for "extraordinary or unforeseen expenditures."

Revolving Fund: Those funds that may be used without **appropriation**, and that are established for special uses. Fees (such as for recreation) may be paid into a revolving fund. Revolving funds are established directly by state law or by Town bylaw consistent with state law.

Tax Levy: Total amount of dollars assessed in property taxes by the Town each **fiscal year**.

Therm: A unit of measure for heating energy. In Concord this can be linked to facility natural gas output.

Unfunded Actuarial Accrued Liability (UAAL): The excess, if any of the **Actuarial Accrued Liability** over the **Actuarial Value of Assets**. In other words, the present value of benefits earned to date that are not covered by current plan assets.

Warrant: A list of items to be voted upon at Town Meeting.

Terms Associated with Proposition 2½

Excess Levy Capacity: The difference between the Town's maximum annual tax levy limit as established by Proposition 2½, and its actual **tax levy** for the current year. It is additional **tax levy** that a town could raise without asking voters for an **override** or debt exclusion.

Growth Revenue: The amount of property tax revenue that the Town can add to its allowable tax levy as a result of new construction, alterations, subdivision, or change of use of a parcel.

Primary Levy Limit, or Absolute Limit: 2.5 percent of certified full and fair cash value of taxable property.

Secondary Levy Limit, or Annual Levy Limit: Prior levy limit plus 2.5 percent (base) plus **growth revenue**.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Town of Concord

Massachusetts

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director