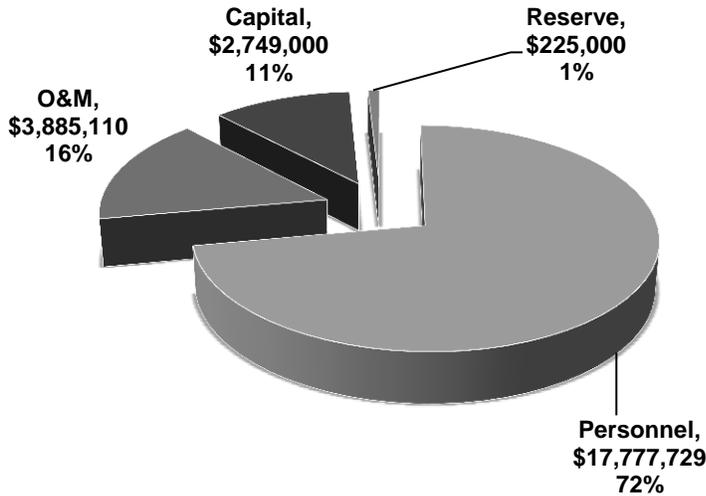


Section III

Budget Detail – Town Government

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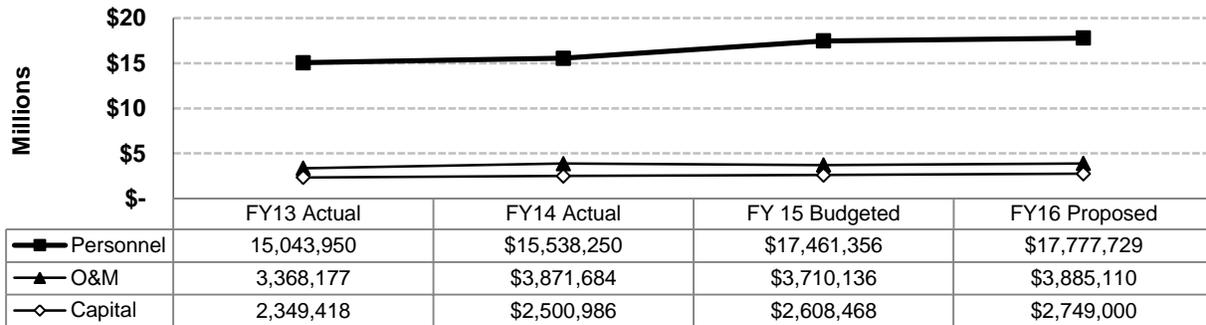
FY16 Proposed Budget Expenses



Budget Highlights:

- The FY16 Town Government Appropriated Budget is \$21,114,013. After including funds transferred in by the Town’s Enterprise Funds and other sources, the Total Budget is \$24,636,839.
- The FY16 Appropriated Budget is proposed to increase \$750,000 or 3.7%, with personnel expenses increasing by 4.7%, operations and maintenance (O&M) by 3.5%, and capital expense decreasing by 4.8%.
- The FY16 Total Budget is proposed to increase by \$631,879 or 2.6%, with personnel expenses increasing by 1.8%, O&M by 4.7%, and capital expenses by 5.4%.

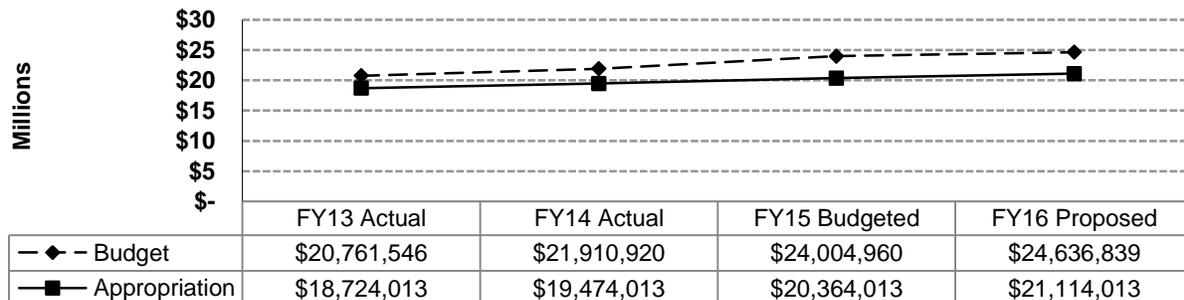
Town Government - Expense Categories History



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

In this FY16 budget, Personnel expense represent 72.2% of the total budget, O&M represents 15.8%, and Capital represents 11.1% (the Reserve Fund appropriation of \$225,000 represents the remaining 0.9%).

Town Government - Budget and Appropriation History



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

The FTE discussion and analysis below

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

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

Overtime hours are not included in the FTE counts.

Full-Time Equivalents

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

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

FTE Discussion:

The FY16 proposed staffing levels represent an increase in Full-Time Equivalents (FTEs) of 1.79 over FY15 budgeted levels. Total Town Government FTEs are proposed to rise from 249.39 to 251.19.

The changes are as follows:

- The Town Manager Division is proposing to add a new Public Information Coordinator and to move the Community Services Coordinator and Youth Services Coordinator into the Human Services Administration account reflecting a (-.48 FTE) decrease.
- Town-Wide Building Maintenance is proposing a new Facilities Manager (1.00 FTE) position for centralized oversight for Town buildings.
- Resource Sustainability is proposing the addition of a part time Energy Manager (0.20 FTE) to assist the Town in achieving energy savings.
- In the Elections Account, it is proposed that the FY16 staffing level be decreased by 1,044 hours for Election Officers and Technicians, due to the expectation that there will be 2 elections in FY16.
- The Inspections Division is proposing an additional part time Inspector (0.40 FTE) as well as 100 additional hours for Assistant Plumbing, Gas, and Electrical Inspectors, due to increased demand.
- The Health Division is proposing an additional 265 hours for the Public Health Nurse
- The 141 Keyes Rd. facility has switched to contracted cleaning services from a Part Time Custodian (-0.50 FTE).
- The Accounting Division is proposing increasing the Assistant Town Accountant from part time to full time, a (0.25 FTE) increase.
- The Assessors Division is proposing a new Part Time Field Lister which would be an increase of (0.26 FTE).
- The Police Department is proposing the funding of a full time Administrative Assistant which would be an increase of (0.50 FTE)
- The Police & Fire Station has switched to contracted cleaning services from a Part Time Custodian (-0.47 FTE).
- The Highway Maintenance Division is proposing an additional 200 hours for Temporary & Seasonal workers (0.10 FTE).
- The Library is proposing a shift in funding from the Library Assistant and Staff Librarian positions to support a full time Head of Reference position (-0.01 FTE).
- Human Services Administration is a new Department and carries over the Community Services Coordinator, and Youth Services Coordinator from the Town Manager account (1.48 FTE).
- The Recreation Department reflects a decrease of (-1.00 FTE) because of the retirement of the Recreation Director.
- The Council on Aging is proposing increasing the hours for the Van Drivers by 468, Wellness Coordinators by 25, Outreach Coordinators by 104 and Activity Coordinator by 21, and increasing the Administrative Assistant to full time in order to meet the demand for the associated services. The total proposed increase is (0.42 FTE).
- Veterans' Services is proposing an increase of 157 hours (0.08 FTE) for the Veterans' Agent in order to meet the demand for the associated services

Town Government Full-Time Equivalents (FTEs) Detail

Budget Unit	FY14 Budget	FY15 Budget	FY16 Proposed	FY15-FY16 Change
1a Town Manager's Office	5.48	6.01	5.53	-0.48
1b Human Resources	4.00	4.00	4.00	0.00
1c Town-Wide Maintenance	1.00	1.00	2.00	1.00
1d Energy Conservation	0.00	0.00	0.20	0.20
1e Visitors' Center	0.13	0.13	0.13	0.00
2 Legal Services	0.00	0.00	0.00	0.00
3a Elections	0.31	0.82	0.32	-0.50
3b Registrars	0.10	0.10	0.10	0.00
4 Town Meeting and Reports	0.00	0.00	0.00	0.00
5a Planning	5.00	5.00	5.00	0.00
5b Natural Resources	3.86	3.86	3.86	0.00
5c Inspections	4.92	4.94	5.39	0.45
5d Health	4.04	4.04	4.16	0.13
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	5.00	5.00	0.00
8b Treasurer-Collector	5.00	5.00	5.00	0.00
8c Town Accountant	5.25	5.25	5.50	0.25
8d Assessors	4.14	4.14	4.40	0.26
8e Town Clerk	3.45	3.45	3.45	0.00
9 Information Systems	3.23	3.25	3.25	0.00
10 Town House	1.02	1.02	1.02	0.00
11 Police Department	45.30	45.80	46.30	0.50
12 Fire Department	39.90	43.90	43.90	0.00
13 West Concord Fire Station	0.00	0.00	0.00	0.00
14 Police and Fire Station	0.50	0.50	0.03	-0.47
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	7.10	7.10	7.00	-0.10
17c Highway Maintenance	13.19	13.19	13.28	0.10
17d Parks and Trees	9.43	9.43	9.43	0.00
17e Cemetery	1.47	1.47	1.47	0.00
18 Snow and Ice Removal	1.77	1.77	1.77	0.00
19 Street Lighting	0.00	0.00	0.00	0.00
20 Public Works Equipment	0.00	0.00	0.00	0.00
21 Drainage	0.00	0.00	0.00	0.00
22 Sidewalks	0.00	0.00	0.00	0.00
23 Road Improvements	0.00	0.00	0.00	0.00
24 133 and 135 Keyes Road	1.00	1.00	1.00	0.00
25 Library	25.71	27.13	27.12	-0.01
26a Human Services Admin.	0.00	0.00	1.48	1.48
26b Recreation Administration	25.70	25.70	24.70	-1.00
26c Hunt Recreation Center	1.00	1.00	1.00	0.00
26d Council on Aging	7.89	8.50	8.93	0.42
26e Harvey Wheeler Community	1.41	1.02	1.02	0.00
26f Veterans' Services	0.38	0.38	0.45	0.08
26g Ceremonies	0.00	0.00	0.00	0.00
Totals	242.18	249.39	251.19	1.79

Town Government (Accounts 1 - 30) - Expense Categories by Function

	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Proposed
General Government				
Personnel	\$ 2,035,570	\$ 2,083,101	\$ 2,320,820	\$ 2,168,335
O&M	\$ 528,117	\$ 587,687	\$ 563,819	\$ 613,940
Capital	\$ 169,205	\$ 170,752	\$ 250,899	\$ 447,500
Subtotal	\$ 2,732,892	\$ 2,841,539	\$ 3,135,538	\$ 3,229,775
Finance & Administration				
Personnel	\$ 1,507,771	\$ 1,588,436	\$ 1,904,547	\$ 1,945,913
O&M	\$ 602,394	\$ 669,771	\$ 721,562	\$ 731,412
Capital	\$ 238,622	\$ 354,818	\$ 190,000	\$ 197,000
Subtotal	\$ 2,348,786	\$ 2,613,025	\$ 2,816,109	\$ 2,874,325
Public Safety				
Personnel	\$ 7,072,184	\$ 7,331,917	\$ 7,955,655	\$ 7,948,636
O&M	\$ 567,606	\$ 713,031	\$ 620,030	\$ 667,925
Capital	\$ 255,873	\$ 171,526	\$ 227,500	\$ 272,000
Subtotal	\$ 7,895,663	\$ 8,216,475	\$ 8,803,185	\$ 8,888,561
Public Works				
Personnel	\$ 2,528,454	\$ 2,608,732	\$ 2,744,395	\$ 2,761,403
O&M	\$ 1,067,841	\$ 1,247,185	\$ 1,184,585	\$ 1,200,997
Capital	\$ 1,579,666	\$ 1,673,723	\$ 1,920,069	\$ 1,820,000
Subtotal	\$ 5,175,962	\$ 5,529,640	\$ 5,849,049	\$ 5,782,400
Human Services				
Personnel	\$ 1,809,981	\$ 1,854,208	\$ 2,224,627	\$ 2,210,039
O&M	\$ 602,969	\$ 644,009	\$ 605,140	\$ 655,836
Capital	\$ 116,052	\$ 130,168	\$ 20,000	\$ 12,500
Subtotal	\$ 2,529,002	\$ 2,628,384	\$ 2,849,767	\$ 2,878,375
Unclassified				
Personnel	\$ 89,991	\$ 71,856	\$ 311,311	\$ 743,404
O&M	\$ -	\$ 10,000	\$ 15,000	\$ 15,000
Capital	\$ -	\$ -	\$ -	\$ -
Reserve	\$ -	\$ -	\$ 225,000	\$ 225,000
Subtotal	\$ 89,991	\$ 81,856	\$ 551,311	\$ 983,404
Town Government Total	\$ 20,772,296	\$ 21,910,920	\$ 24,004,960	\$ 24,636,839

Town Government (Accounts 1 - 30) - Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 20,364,013	84.8%	\$ 21,114,013	85.7%	3.7%
Light Fund	437,833	1.8%	407,891	1.7%	-6.8%
Telecom Fund	-	0.0%	23,690	0.1%	0.0%
Water Fund	611,075	2.5%	609,840	2.5%	-0.2%
Sewer Fund	209,211	0.9%	208,415	0.8%	-0.4%
Swim and Fitness Center	81,148	0.3%	67,285	0.3%	-17.1%
Solid Waste Fund	131,732	0.5%	132,292	0.5%	0.4%
Parking Meter Fund	127,287	0.5%	127,889	0.5%	0.5%
Recreation Fund	41,006	0.2%	41,928	0.2%	0.0%
Cemetery	156,474	0.7%	168,140	0.7%	7.5%
Retirement	117,444	0.5%	117,966	0.5%	0.4%
Misc.	1,527,736	6.4%	1,517,490	6.2%	-0.7%
Stabilization Fund	200,000	0.8%	100,000	0.4%	-50.0%
Totals	\$ 24,004,960	100.0%	\$ 24,636,839	100.0%	2.6%

Account Summary - General Government

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY15	FY16	%Δ	FY15	FY16	%Δ
1a Town Manager's Office	\$ 606,995	\$ 551,691	-9.1%	\$ 341,188	\$ 366,308	7.4%
1b Human Resources	325,343	340,536	4.7%	202,606	215,367	6.3%
1c Town-Wide Building	200,000	220,000	10.0%	200,000	220,000	10.0%
1d Resource Sustainability	75,000	75,000	0.0%	75,000	75,000	0.0%
1e Visitors' Center	24,924	27,426	10.0%	24,924	27,426	10.0%
2 Legal Services	225,000	225,000	0.0%	225,000	225,000	0.0%
3a Elections	40,368	54,229	34.3%	40,368	52,164	29.2%
3b Registrars	10,578	10,483	-0.9%	8,031	8,103	0.9%
4 Meeting and Reports	81,550	81,550	0.0%	81,550	81,550	0.0%
5a Planning	429,532	520,631	21.2%	349,345	439,629	25.8%
5b Natural Resources	280,628	257,536	-8.2%	228,737	205,256	-10.3%
5c Inspections	395,662	422,087	6.7%	395,662	422,087	6.7%
5d Health	365,141	370,238	1.4%	286,582	291,209	1.6%
6 141 Keyes Road	74,817	73,368	-1.9%	74,817	73,368	-1.9%
Total	\$ 3,135,538	\$ 3,229,775	3.0%	\$ 2,533,810	\$ 2,702,467	6.7%

Account Summary - Finance and Administration

Accounts	<u>Budget</u>			<u>Appropriation</u>		
	FY15	FY16	%Δ	FY15	FY16	%Δ
7 Finance Committee	\$ 3,410	\$ 3,410	0.0%	\$ 3,410	\$ 3,410	0.0%
8a Finance Administration	455,933	459,740	0.8%	\$ 273,539	\$ 275,831	0.8%
8b Treasurer-Collector	482,562	494,243	2.4%	\$ 272,135	\$ 281,056	3.3%
8c Town Accountant	386,069	393,665	2.0%	\$ 143,171	\$ 150,769	5.3%
8d Assessors	396,632	392,676	-1.0%	\$ 396,632	\$ 392,676	-1.0%
8e Town Clerk	235,427	236,879	0.6%	\$ 232,427	\$ 233,879	0.6%
9 Information Systems	728,869	768,237	5.4%	639,133	675,933	5.8%
10 Town House	127,207	125,475	-1.4%	104,757	103,370	-1.3%
Total	\$ 2,816,109	\$ 2,874,325	2.1%	\$ 2,065,204	\$ 2,116,924	2.5%

Account Summary - Public Safety

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
11 Police Department	\$ 4,237,158	\$ 4,296,704	1.4%	\$ 4,157,814	\$ 4,217,360	1.4%
12 Fire Department	4,264,386	4,249,072	-0.4%	\$ 4,058,386	\$ 4,143,072	2.1%
13 W. Concord Fire	36,697	60,062	63.7%	\$ 36,697	\$ 60,062	63.7%
14 Police and Fire Station	227,034	234,812	3.4%	\$ 227,034	\$ 234,812	3.4%
15 Emergency Management	12,810	22,810	78.1%	\$ 12,810	\$ 22,810	78.1%
16 Dog Officer	25,100	25,100	0.0%	\$ 25,100	\$ 25,100	0.0%
Total	\$ 8,803,185	\$ 8,888,561	1.0%	\$ 8,517,841	\$ 8,703,217	2.2%

Account Summary - Public Works

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
17a CPW Administration	\$ 373,548	\$ 372,032	-0.4%	\$ 182,363	\$ 181,462	-0.5%
17b Engineering	687,675	680,379	-1.1%	\$ 374,595	\$ 373,062	-0.4%
17c Highway Maintenance	1,308,058	1,310,329	0.2%	\$ 1,279,897	\$ 1,281,986	0.2%
17d Parks and Trees	761,595	728,917	-4.3%	\$ 666,670	\$ 633,992	-4.9%
17e Cemetery	214,574	232,521	8.4%	\$ 61,100	\$ 67,381	10.3%
18 Snow and Ice Removal	555,001	570,000	2.7%	555,000	570,000	2.7%
19 Street Lighting	74,000	74,000	0.0%	73,463	73,463	0.0%
20 Public Works Equipment	288,000	250,000	-13.2%	288,000	250,000	-13.2%
21 Drainage	205,000	205,000	0.0%	205,000	205,000	0.0%
22 Sidewalks	100,000	100,000	0.0%	100,000	100,000	0.0%
23 Road Improvements	1,105,069	1,090,000	-1.4%	90,000	90,000	0.0%
24 133 and 135 Keyes Road	176,528	169,223	-4.1%	109,414	100,967	-7.7%
Total	\$ 5,849,049	\$ 5,782,400	-1.1%	\$ 3,985,503	\$ 3,927,312	-1.5%

Account Summary - Human Services

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
25 Library	\$ 2,029,016	\$ 2,021,097	-0.4%	\$ 2,003,016	\$ 1,995,097	-0.4%
26a Human Services Admin.	\$ -	\$ 78,558	0.0%	\$ -	\$ 9,000	0.0%
26b Recreation Programs	119,483	50,000	0.0%	\$ 106,471	\$ 50,000	-53.0%
26c Hunt Recreation Center	110,988	115,809	4.3%	\$ 91,481	\$ 95,623	4.5%
26d Council on Aging	392,786	410,937	4.6%	\$ 311,881	\$ 328,996	5.5%
26e HWCC	117,717	117,079	-0.5%	\$ 117,717	\$ 117,079	-0.5%
26f Veterans	55,771	60,889	9.2%	\$ 55,771	\$ 60,889	9.2%
26g Ceremonies	24,006	24,006	0.0%	\$ 24,006	\$ 24,006	0.0%
Total	\$ 2,849,767	\$ 2,878,375	1.0%	\$ 2,710,343	\$ 2,680,690	-1.1%

Account Summary - Unclassified

Accounts	Budget			Appropriation		
	FY15	FY16	%Δ	FY15	FY16	%Δ
27 Town Employee Benefits	\$ 100,000	\$ 100,000	0.0%	\$ 100,000	\$ 100,000	0.0%
28 Reserve Fund	225,000	225,000	0.0%	225,000	225,000	0.0%
29 Salary Reserve	211,311 *	643,404	N/A	211,312	643,404	N/A
30 Land Fund	15,000	15,000	N/A	15,000	15,000	0.0%
Total	\$ 551,311	\$ 983,404	78.4%	\$ 551,312	\$ 983,404	78.4%

* Original appropriation of \$555,434 in FY15; \$344,123 has been transferred to other accounts as of 12/22/14.

TUTORIAL

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				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 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			

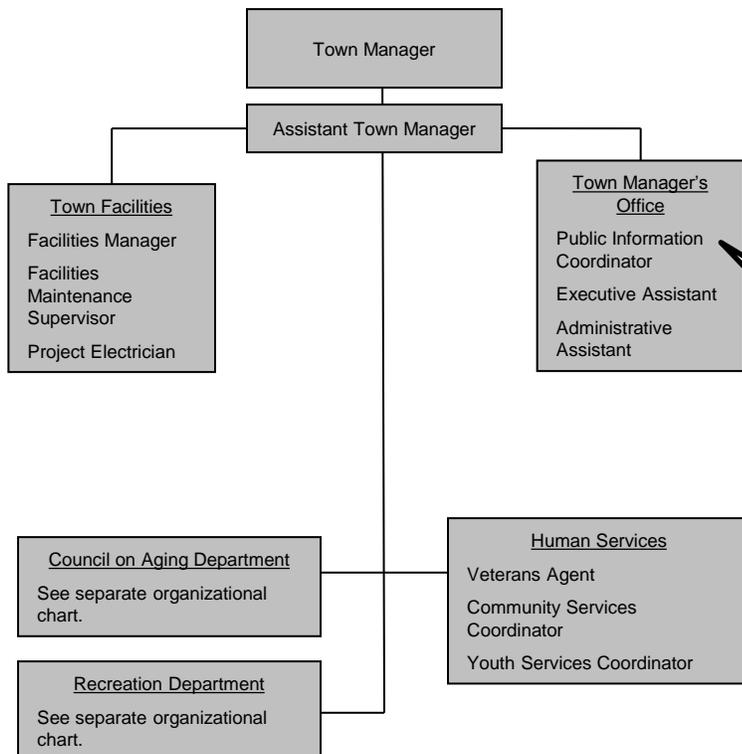
Budget Highlights:

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.

TUTORIAL

Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 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

		FY15 Budgeted		FY16 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:

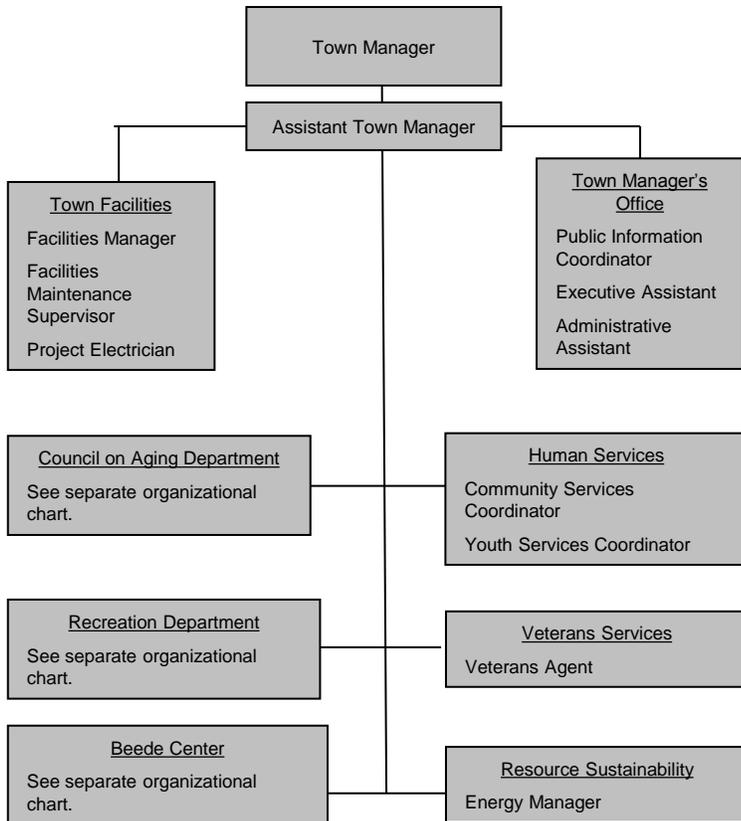
The mission of the Office of the Town Manager is to support the Town Manager and the Board of Selectmen in the performance of their executive, administrative and policy-setting duties as established by Massachusetts statutes, Town bylaws and the Concord Town Charter, as they provide leadership and support 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 7.5% *increase* in the operating appropriation from that of the FY15 budget.
- This budget shows the realignment of the Community Services Coordinator and Youth Services Coordinator to the new Human Services Administration account.
- This budget reflects a change in organizational structure from a Deputy Town Manager to an Assistant Town Manager. The Assistant Town Manager will oversee the new Facilities Manager, and all of the other accounts previously managed by the Deputy Town Manager.
- This budget represents the addition of a new Public Information Coordinator, to better communicate Town activity with the public.
- For FY16, \$2,000 is proposed to support the Concord Cultural Council to promote the local arts.
- This budget continues to include \$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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 316,743	\$ 320,198	\$ 341,188	\$ 366,308
Other Funds	\$ 236,730	\$ 238,868	\$ 265,807	\$ 185,383
Total Expenditures	\$ 553,473	\$ 559,066	\$ 606,995	\$ 551,691



Description:

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

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

The office staff includes the Assistant Town Manager, the Public Information Coordinator, an Executive Assistant to the Town Manager and an Administrative Assistant. The staff serves in furtherance of the mission, goals and objectives of the Town Manager and Board.

GENERAL GOVERNMENT: Town Manager

Item 1A

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 492,151	\$ 516,837	\$ 562,554	\$ 522,750	\$ 504,750
Purchased Services	34,876	28,767	19,371	21,871	21,871
Supplies	2,923	2,812	3,800	3,800	3,800
Other Charges	11,595	10,269	16,270	16,270	16,270
Capital Outlay	11,929	381	5,000	5,000	5,000
Totals	\$ 553,474	\$ 559,066	\$ 606,995	\$ 569,691	\$ 551,691

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 341,188	56.21%	\$ 366,308	66.40%	7.36%
Light Fund	101,540	16.73%	95,066	17.23%	-6.38%
Water Fund	60,925	10.04%	57,041	10.34%	-6.38%
Sewer Fund	30,464	5.02%	28,522	5.17%	-6.37%
Solid Waste Disp. Fund	5,078	0.84%	4,754	0.86%	-6.38%
Community Chest	67,800	11.17%	-	0.00%	-100.00%
Totals	\$ 606,995	100.00%	\$ 551,691	100.00%	-9.11%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-2	ADA Compliance	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

GENERAL GOVERNMENT: Town Manager

Item 1A

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Manager	1.00	\$ 177,456	1.00	\$ 177,456
	Assistant Town Manager	1.00	\$ 137,284	1.00	\$ 102,000
	Public Information Coordinator	0.00	\$ -	1.00	\$ 51,366
	Exec. Asst. to the Town Manager	0.00	\$ 76,953	1.00	\$ 77,069
	Administrative Assistant	1.00	\$ 58,090	1.00	\$ 58,882
	Community Services Coordinator	1.00	\$ 50,000	0.00	\$ -
	Sub Total	4.00 FTEs	\$ 499,783	5.00 FTEs	\$ 466,773
5115	Youth Coordinator	992 hrs.	24,800	0 hrs.	-
5199	Town Manager 401(a)		15,000		15,000
5120	Senior Employee Program	1111 hrs.	10,000	1111 hrs.	10,000
5130	Overtime	20 hrs.	971	20 hrs.	977
5157	Car Allowance	N/A	12,000	N/A	12,000
	Total	5.00 FTEs	\$ 562,554	5.00 FTEs	\$ 504,750

Program Implementation

- The FY16 budget recommendation provides funding for the Town Manager as well as the Assistant Town Manager, Executive Assistant to the Town Manager, and Administrative Assistant who together support the Town Manager and Selectmen. Along with other responsibilities, the Assistant Town Manager oversees the following Departments: Recreation; Council on Aging; and the new Human Services Administration. In addition, the Assistant Town Manager supervises the following positions: the new Public Information Coordinator, Veterans' Services Officer; Community Services Coordinator (largely funded by the Community Chest) and the Youth Services Coordinator (funded by the Community Chest). The Assistant Town Manager will also supervise the new Facilities Manager who will manage the Facilities Maintenance Supervisor (funded by the Town-wide Building Fund and capital project funds on a per-project basis); the Project Electrician (funded by capital project funds on a per-project basis); and the Custodian responsible for the Town House and Assessor's office at 24 Court Lane.
- The proposed new Public Information Coordinator will enhance the Town's ability to communicate effectively with the public. This will be done through an improved social media presence, as well as a refined Town website in order to keep the public informed on important Town activity.
- Purchased Services and Supplies support day-to-day operating expenses such as telephone (\$2,700); printing, postage, and advertising (\$6,000); and office supplies and stationery (\$2,200). Purchased Services also include management consulting services supporting the Town Manager's and Selectmen's Town-wide objectives (\$5,000), and professional services such as clerical support on Hanscom Area Towns Committee (HATS) related matters (\$2,500). Also included is the support of the Concord Cultural Council to support the local arts and humanities (\$2,000).
- Other expenses include the following: Town membership dues in the Massachusetts Municipal Association, Metropolitan Area Planning Council and other organizations (\$7,925); professional staff membership dues for similar organizations (\$2,945); professional conference registration fees (\$2,100); and out-of-state travel expense to attend the annual International City Manager's Association conference (\$2,300).
- A \$10,000 capital outlay was requested for continued improvements related to Americans with Disabilities Act (ADA) requirements for accessibility to Town property. Due to limited resources, \$5,000 is recommended.

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

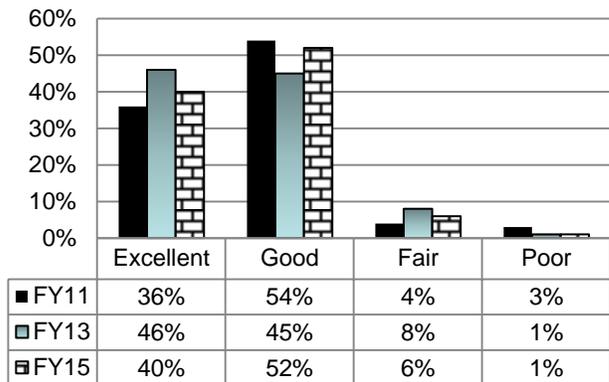
Division Goal: *To ensure that Town services are of the highest quality*

Objective: To measure citizen satisfaction with Town services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

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

Rating of Quality of Services provided by Town Government



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

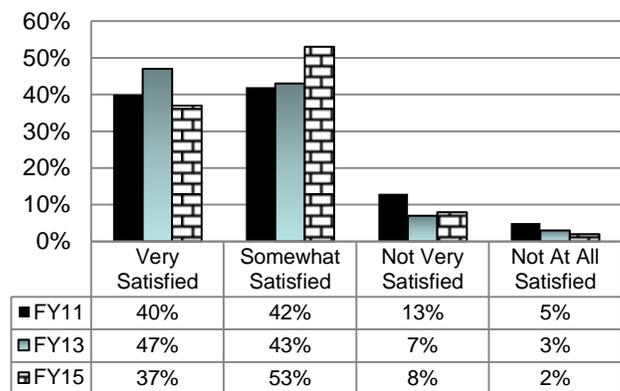
Division Goal: *To provide residents with quality services in relation to taxes paid*

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the level of services offered in relation to taxes paid. In FY15 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

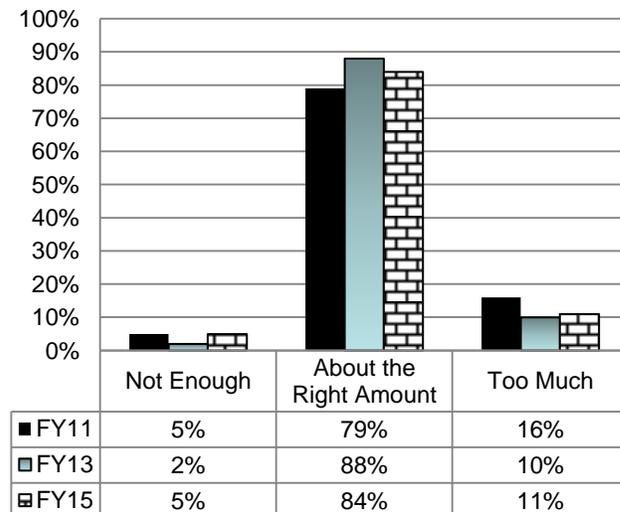
Division Goal: *To spend the right amount on Town Government Services*

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: In FY15 84% 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:

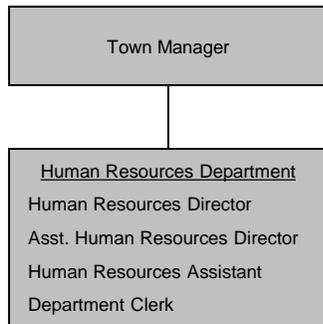
The mission of the Human Resources Department is to support achievement of Town-wide goals by encouraging a work environment that fairly, consistently, and lawfully develops and sustains a professional, productive, efficient, informed, and innovative workforce, and by providing quality administration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

Budget Highlights:

- This budget represents a 6.3% *increase* in the operating appropriation from that of the FY15 budget.
- A new allocation of \$15,000 is included to fund a new Human Resources Information System (HRIS) which is needed to replace software no longer supported after 25 years of use.
- Other than the new software expense, the budget represents level funding in the operating appropriation from that of the FY15 budget.
- 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 187,160	\$ 198,015	\$ 202,606	\$ 215,367
Other Funds	\$ 117,205	\$ 119,782	\$ 122,737	\$ 125,169
Total Expenditures	\$ 304,365	\$ 317,797	\$ 325,343	\$ 340,536



Description:

The Human Resources Department provides services to approximately 600 regular, limited, and temporary employees.

The Human Resources Department 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.

The Human Resources Department manages and administers 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 242,566	\$ 261,899	\$ 292,673	\$ 292,866	\$ 292,866
Purchased Services	50,795	44,782	19,765	34,765	34,765
Supplies	1,022	1,476	2,000	2,000	2,000
Other Charges	9,808	8,728	10,905	10,905	10,905
Capital Outlay	175	913	-	-	-
Totals	\$ 304,365	\$ 317,797	\$ 325,343	\$ 340,536	\$ 340,536

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 202,606	62.27%	\$ 215,367	63.24%	6.30%
Light Fund	57,403	17.64%	59,541	17.48%	3.72%
Water Fund	17,587	5.41%	18,234	5.35%	3.68%
Sewer Fund	5,337	1.64%	5,532	1.62%	3.65%
Solid Waste Fund	1,252	0.38%	1,298	0.38%	3.67%
Recreation Fund	6,499	2.00%	6,742	1.98%	3.74%
Swim and Fitness Center	30,988	9.52%	30,076	8.83%	-2.94%
Retirement System	2,001	0.62%	2,076	0.61%	3.75%
Schools	1,670	0.51%	1,670	0.49%	0.00%
Totals	\$ 325,343	100.00%	\$ 340,536	100.00%	4.67%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Human Resources Director	1.00	\$ 113,900	1.00	\$ 113,900
	Assistant HR Director	1.00	74,590	1.00	71,400
	Human Resources Assistant	1.00	63,552	1.00	64,269
	Department Clerk	1.00	38,712	1.00	39,234
	Sub Total	<u>4.00 FTEs</u>	\$ 290,754	<u>4.00 FTEs</u>	\$ 288,803
5130	Overtime	42 hrs.	1,919	88 hrs.	4,063
	Total	<u>4.00 FTEs</u>	<u>\$ 292,673</u>	<u>4.00 FTEs</u>	<u>\$ 292,866</u>

Program Implementation
<ul style="list-style-type: none"> •The FY16 budget recommendation provides funding for 4 full-time positions: a Human Resources Director, Assistant Human Resources Director, Human Resources Assistant, and Department Clerk; funding is included in the recommended budget (\$4,063) for support staff overtime. •Purchased Services and Supplies support day-to-day operating expenses such as telephones, printing, office supplies and stationery, and \$15,000 for software maintenance. •Purchased Services also includes management consulting services supporting the Town Manager’s human resources-related objectives (\$9,500), staff training services to ensure department staff remain up-to-date with personnel laws and practices (\$1,140), and Town-wide staff training services to support continuing and emerging training needs, such as effective communication, harassment prevention, supervision, customer service, diversity awareness, and computer proficiencies (\$4,100). Funds needed to perform mandated drug and alcohol testing for employees with a commercial driver’s license are also included (\$3,240). •Other expenses include a modest allotment (about \$30 per regular-status employee) for the employee recognition program (\$8,450), dues for membership in the Massachusetts Municipal Personnel Association (\$250), the International Public Management Association (\$140) and the Society for Human Resource Management (\$180), professional conference registration fees (\$830), transportation fees related to attending training and conferences (\$630), 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 600 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 2014, HR staff: processed 989 applications for employment; managed 34 recruitments and new appointments; managed 24 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies; managed 41 work-related injury cases; supported the Personnel Board in hearing the appeal of a former employee; coordinated the Town’s response to 2 discrimination claims; supported legal counsel and management in an arbitration matter; verified and processed more than 827 personnel action forms; implemented the provisions of new collective bargaining agreements, which included processing approximately 115 retroactive salary adjustments dating back to July of 2012; made arrangements for an employee appreciation picnic attended by 209 employees and for an ice cream truck visit enjoyed by approximately 275 employees; coordinated 58 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 4 positions; partnered with Finance and IT to implement use of new software that will integrate human resources, payroll, time and attendance systems; ensured that summaries of the Massachusetts conflict of interest law were distributed to all new employees and that they were notified of their obligation to complete training on the law; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

Benefits administration activities included: development and distribution of notices regarding Affordable Care Act provisions, HIPAA requirements, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan; processing of individual plan enrollments/changes; calculation and communication of 192 individual long-term disability subscriber rates; and processing of 34 “Go the Extra Mile” Certificates and 12 gift-certificate awards in recognition of employee actions.

Programs organized included: an annual employee forum to share information regarding goals, initiatives and programs and address employee questions; trainings for supervisors regarding conducting performance evaluations and managing performance concerns; training for new employees regarding harassment prevention; an employee benefits and wellness fair; and a 6-week yoga wellness program.

Employment Data By Calendar Year					
	2010	2011	2012	2013	2014
Number Employed	612	583	597	593	621
Regular-Status Positions	279	280	280	281	283
Regular-Status New Hires	8	18	16	19	32
Regular-Status Terminations	10	10	9	13	12
Regular-Status Retirements	3	6	3	6	10

Mission Statement:

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

Budget Highlights:

- This budget represents an 10% *increase* in capital expense over that of the FY15 budget.
- The Town’s goal is to eventually budget Town-Wide Building Maintenance at a level of approximately \$400,000 (equal to 2.75% of the replacement cost of the approximately \$14.8 Million invested in General Fund-supported Town buildings).
- In FY16, a Facilities Manager position is proposed to oversee the preservation and improvement of Town buildings. The Facilities Manager is proposed to work under the direction of the Assistant Town Manager and supervise the Facilities Maintenance Supervisor.
- The Town plans to gradually increase this budget to meet the above stated goal; however the FY16 budget recommends only a modest increase of \$20,000 (over FY15 as originally budgeted).
- An amount of \$12,000 is proposed to be allocated for the upkeep of Marshall Farm, \$8,000 for McGrath Farm, and \$20,000 for 37 Knox Trail.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 170,001	\$ 180,000	\$ 200,000	\$ 220,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 170,001	\$ 180,000	\$ 200,000	\$ 220,000

Description:

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

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

As a result of these recommendations, the Town Manager consolidated a portion of the building maintenance appropriations within the Town Manager account. Under the new funding structure, individual building managers still retain some money for maintenance and repairs. Under the general direction of the Town Manager, the Assistant Town Manager, and Facilities Manager oversee project-by-project expenditures from the central account for the purpose of funding building systems assessments on a periodic basis, and for carrying out priority emergency repairs and renovations. It is planned in the FY16-20 proposed CIP that this fund will be augmented through that period. The funding of this account supports a majority of the salary of the Facility Manager, the Facilities Maintenance Supervisor, and the hourly wages of the Town Electrician when his services are not charged to a specific project.

GENERAL GOVERNMENT: Town-Wide Building Maintenance

Item 1C

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 170,001	\$ 180,000	\$ 200,000	\$ 255,000	\$ 220,000
Totals	\$ 170,001	\$ 180,000	\$ 200,000	\$ 255,000	\$ 220,000

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Facilities Manager	0.00	\$ -	1.00	\$ 89,675
	Facilities Maintenance Supervisor	1.00	\$ 74,459	1.00	\$ 74,459
	Total	1.00 FTEs	\$ 74,459	2.00 FTEs	\$ 164,134

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 220,000	100.00%	10.00%
Totals	\$ 200,000	100.00%	\$ 220,000	100.00%	10.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-1	Town-Wide Building Improvements	\$ 200,000	\$ 220,000	\$ 235,000	\$ 265,000	\$ 295,000	\$ 325,000
	Totals	\$ 200,000	\$ 220,000	\$ 235,000	\$ 265,000	\$ 295,000	\$ 325,000

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

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in capital appropriation over that of the FY15 budget..
- A grant of \$1.7 million from the Alfred H. Sawyer Trust currently provides funds to implement energy conservation initiatives in Town buildings. As of December 2014, this fund is nearing close-out. The Resource Sustainability Fund is intended to augment the initiatives begun by the Sawyer Trust Fund and to continue these measures after the Sawyer Trust Fund is depleted.
- The recommended funding level for the Resource Sustainability Fund is \$150,000 by FY20.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 25,000	\$ 40,000	\$ 75,000	\$ 75,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 25,000	\$ 40,000	\$ 75,000	\$ 75,000

Description:

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

These broader guidelines are intended to implement a goal adopted by the Board of Selectmen in 2010 for the Town to achieve a 20% reduction in municipal energy consumption by Town buildings and streetlights from the 2008 level by July 1, 2015.

Efforts to achieve reduced energy consumption for Town buildings are ongoing. With the availability of \$1.7 million of funds donated by the Alfred H. Sawyer Trust, the Town allocated the dollars available from that Trust for various energy conservation measures in Town-owned buildings. The measures included, but were not limited to the following:

- Installing energy efficient HVAC systems and / or components at the Assessor’s Office Building, West Concord Fire Station, Public Safety Building, 135 Keyes Road, Friends of the Performing Arts in Concord (FOPAC), Hunt Gym, Harvey Wheeler Community Center and Beede Center;
- Replacing / upgrading / installing lighting fixtures with higher efficiency bulbs and fixtures at the Town House, Hunt Gym, Beede Center, Public Safety Building, West Concord Fire Station, 133 &141 Keyes Road, and Town House; and
- Designing and implementing weatherization work at the Emerson Umbrella, Town House, West Concord Fire Station, 133 Keyes Road, 135 Keyes Road, 141 Keyes Road, Hunt Gym and Harvey Wheeler Community Center.

It should be noted that the Resource Sustainability Fund will be available for initiatives associated with sustainability and conservation projects in addition to improving the energy efficiency of Town buildings.

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-5	Resource Sustainability Projects	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000	\$ 150,000
	Totals	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 125,000	\$ 150,000

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.

In an effort to promote the sustainable use of resources and implement conservation programs in the Town, the Town continues its efforts in the following ways:

- to upgrade lighting, control systems and HVAC systems and to weatherize Town buildings;
- to pursue renewable sources of energy both within the Town and through the Concord Municipal Light Plant;
- to track and report municipal energy use through Mass Energy Insight; and
- to prioritize the purchase of fuel efficient vehicles and environmentally preferable products.

The Concord Conserves Campaign

Electricity consumption across fifteen Town government buildings declined 5% during a year-long workplace energy conservation campaign carried out from October 2013 through September 2014. The 5% decline saved the Town \$17,000 during the campaign year, and prevented 65 tons of carbon dioxide emissions. That's equivalent to the CO₂ emitted by an average passenger vehicle driven 140,398 miles.

An employee in each building volunteered to serve as an Energy Coach, helping co-workers learn about and adopt energy saving practices. Employees made changes in their daily routines such as:

- leaving shredders, printers and AV equipment turned off until needed, to reduce standby power consumption;
- turning off computer monitors, air compressors and large format plotters and scanners at the end of the workday;
- removing one or more lamps from the overhead lighting fixtures in their work area. Employees found that they adjusted easily to lower light levels, or even found it more comfortable.
- in some spaces used by the public, leaving it to visitors to turn on lights when and if they need them, rather than turning all of the lights on when the building opens.

Employees also adopted the use of energy-saving devices. These included:

- lower-powered space heaters in areas where they're needed;
- smart power strips that reduce standby power usage by automatically turning off multiple energy-using devices when a computer monitor, for example, is turned off;
- motion sensors and timers that power down lights, vending machines, hot/cold water dispensers and TV cable boxes overnight.

Several of the major equipment upgrades described on page III-11 also contributed to the decline in electricity consumption during the year-long campaign.

Greening Your Heat Program (GYHP)

In an effort to promote energy conservation, the Town has contracted services to provide energy audits, as well as subsidizing residential weatherization improvements. With State grant funding, the Town will cover the costs of a half-hour express energy audit from the contractor. Based on the audit, residents have the opportunity to make energy efficient construction improvements that will be partially subsidized through the Town via the grant.

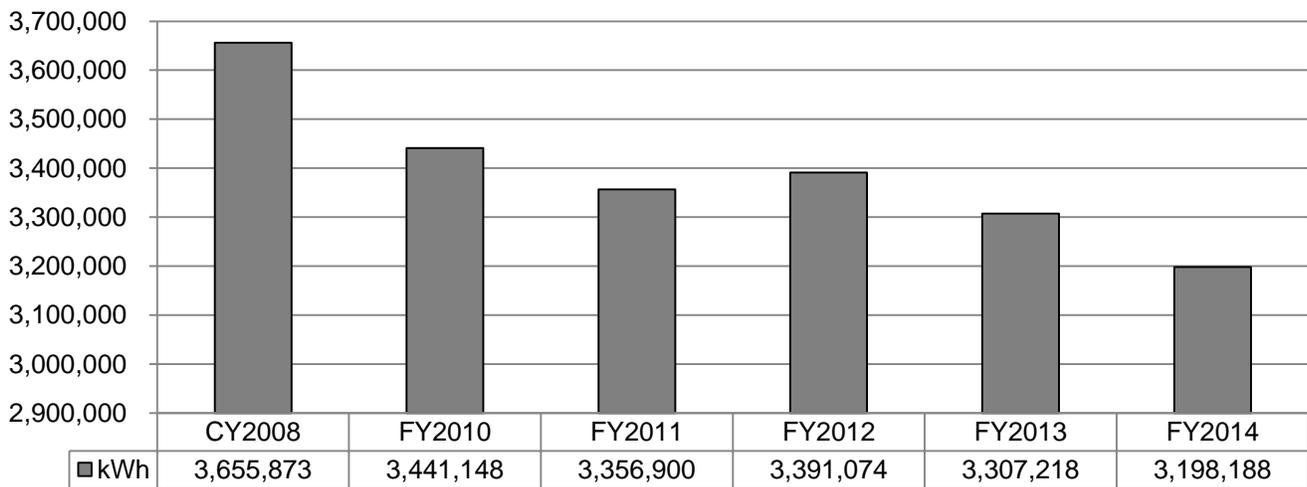
Electricity

Analysis: The 13% decline in electricity use since CY2008 reflects decreased use by some large users: Streetlight electricity use in FY12 is still 24% below CY2008 levels, even though electricity use for streetlights increased in FY12 compared to FY11. Electricity use at the Beede Center declined 27% from CY2008. This is likely due to a variety of major equipment and lighting upgrades. Decreases in usage by such a big user make a substantial contribution to the reduction seen for the Town’s facilities. Electricity use at the Main Library declined after problems with the air conditioning system were resolved in FY10.

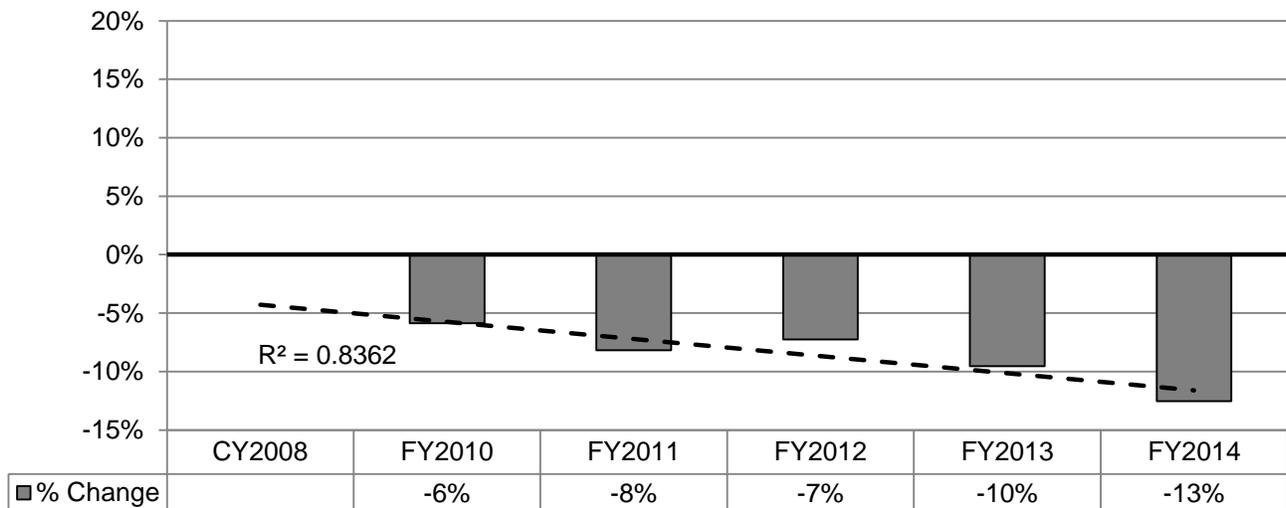
Lighting upgrades at 141 Keyes Rd, the Town House and the Public Safety building also reduced electricity consumption. The reduced use at Water/Sewer headquarters is due to a move away from all-electric heating to combined use of natural gas and electricity for heating. Upgrades to exterior lighting fixtures at CPW headquarters may have contributed to the decline in electricity consumption there.

However, reductions in electricity use in the above buildings were offset somewhat by increases during the same period at buildings such as the Water/Sewer garage, the expanded Fowler Library, the Building at the Knoll. Energy consumed by the Town House chillers also increased during this period.

Townwide Electricity Output (kWh)



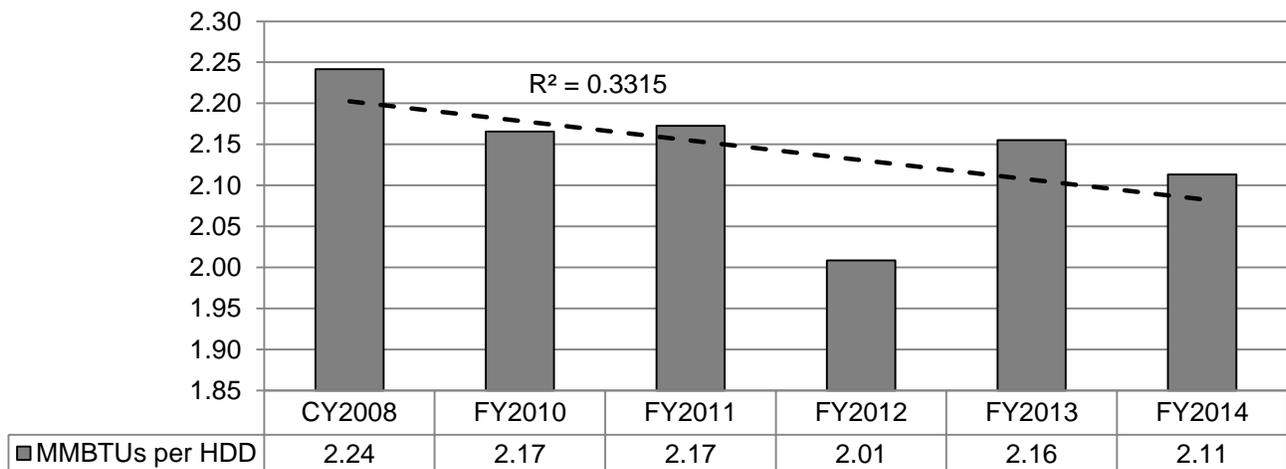
% Change in Electricity Output from Base Year (CY2008)



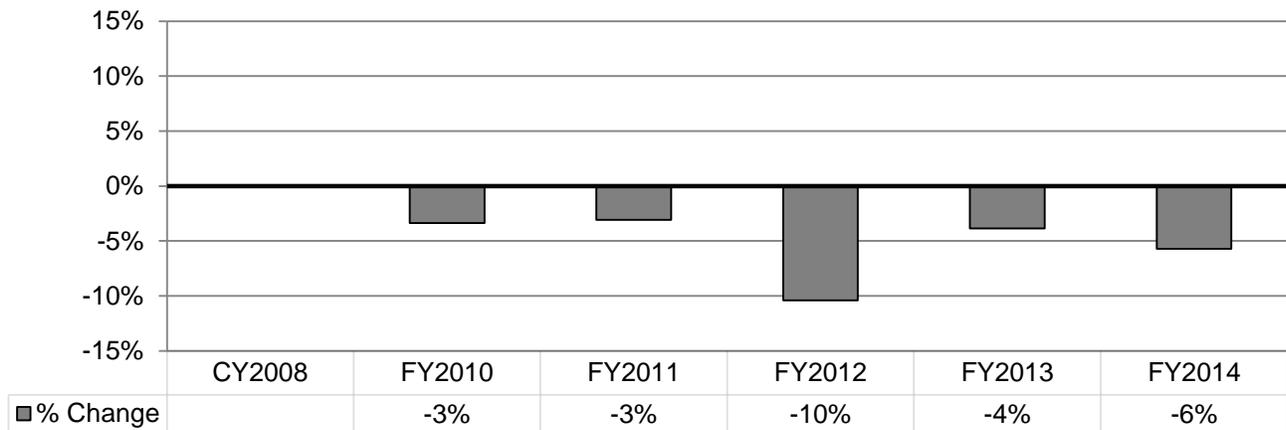
Natural Gas

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

MMBTUs per HDD



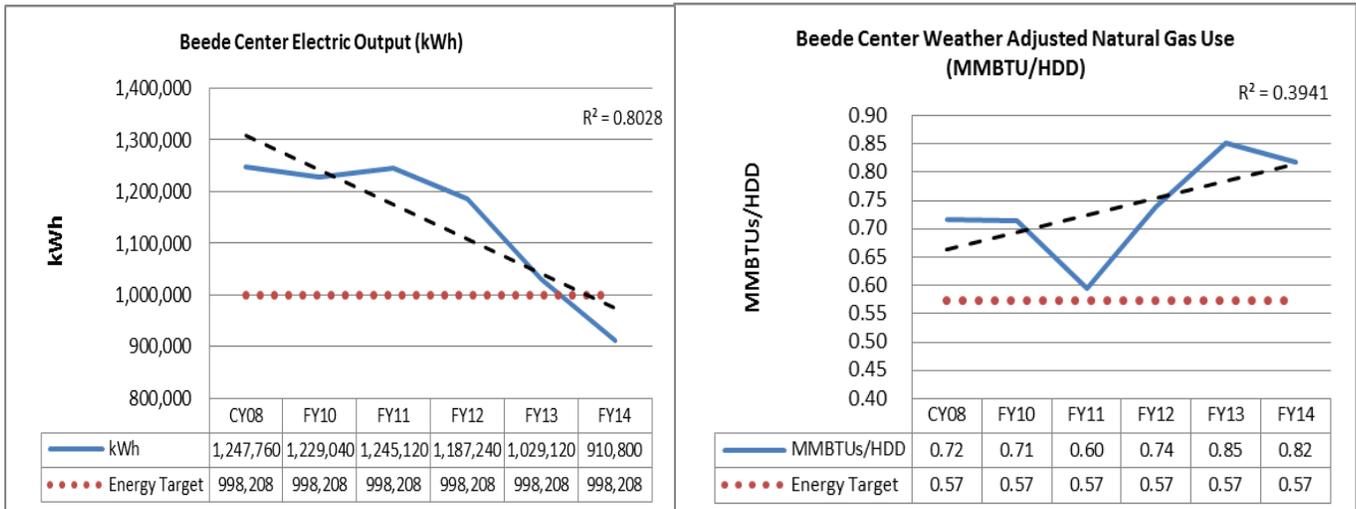
% Change in MMBTUs/HDD from Base Year (CY2008)



Analysis: The 6% decline in heating energy use per heating degree day observed in municipal facilities since CY2008 has been driven primarily by heating system upgrades (West Concord Fire Station, Public Safety Building, Hunt Gym, Harvey Wheeler Community Center, Fowler Library), building envelope improvements (West Concord Fire Station, Town House), and diversion of heat generated in the server rooms at CMLP to heat the rest of the building .

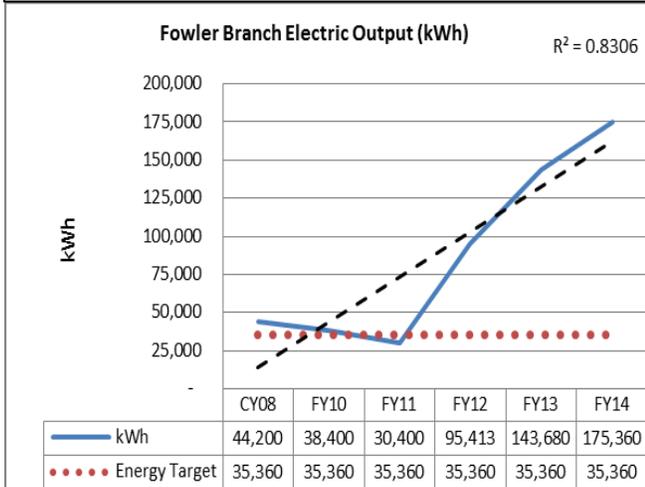
However, reductions in heating energy use in the above buildings were offset somewhat by increases during the same period at buildings such as the Beede Center, the Main Library and 141 Keyes Rd.

Beede Center, Fowler Library Branch & Street Light Energy Consumption

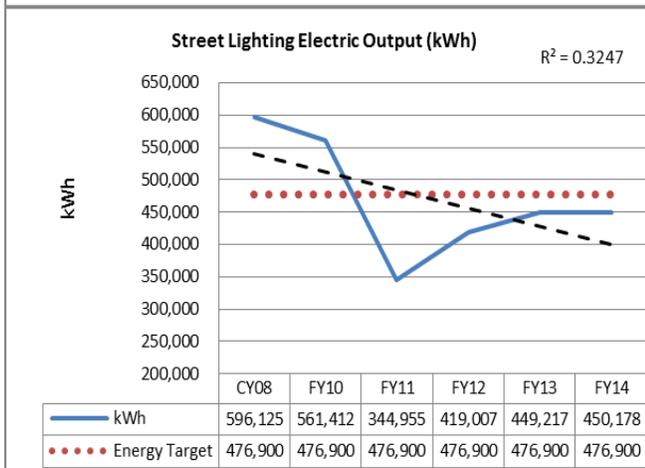


Analysis: Electric: The continued significant reduction in electricity use in FY14 compared to FY13 was likely due to the fact that the new lighting and VFDs were in place for a full year in FY14.

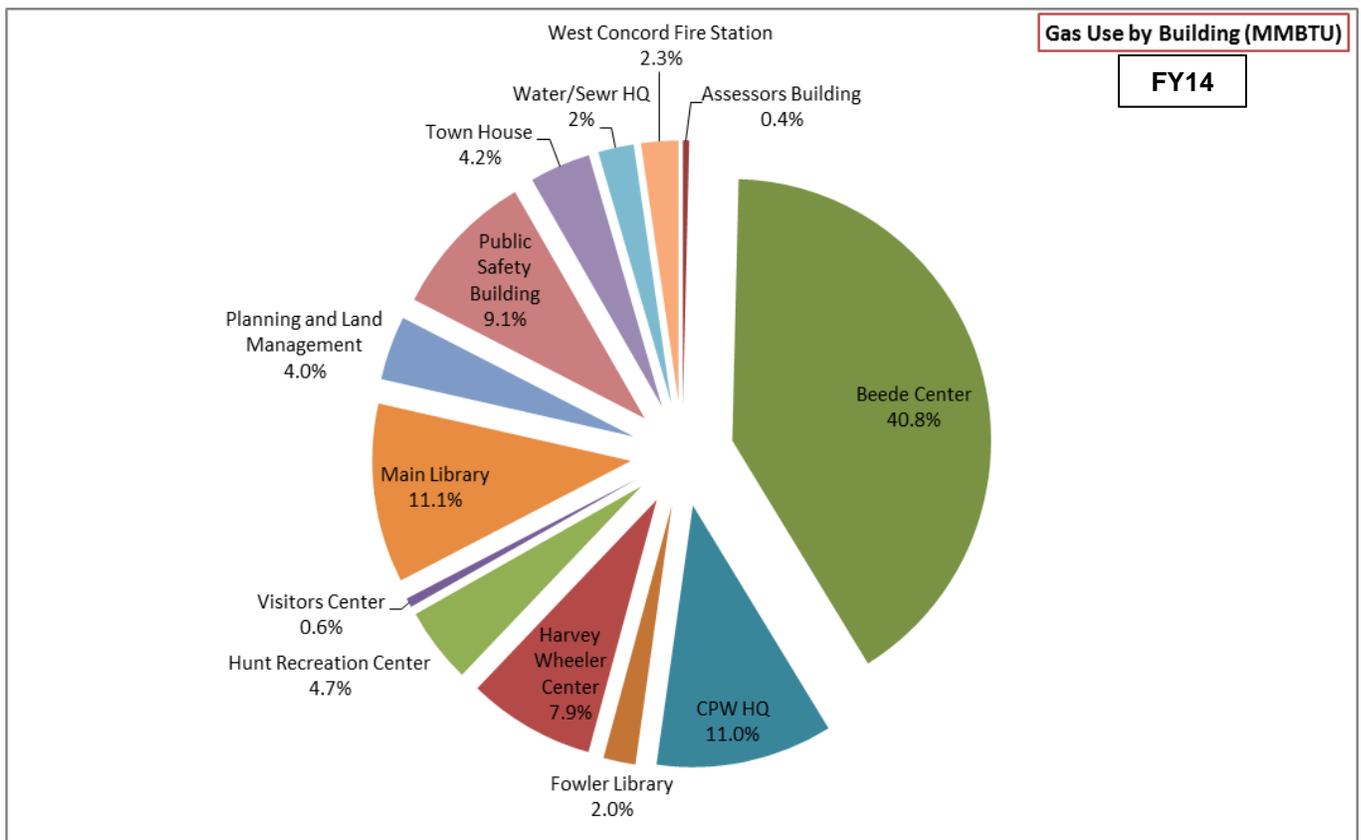
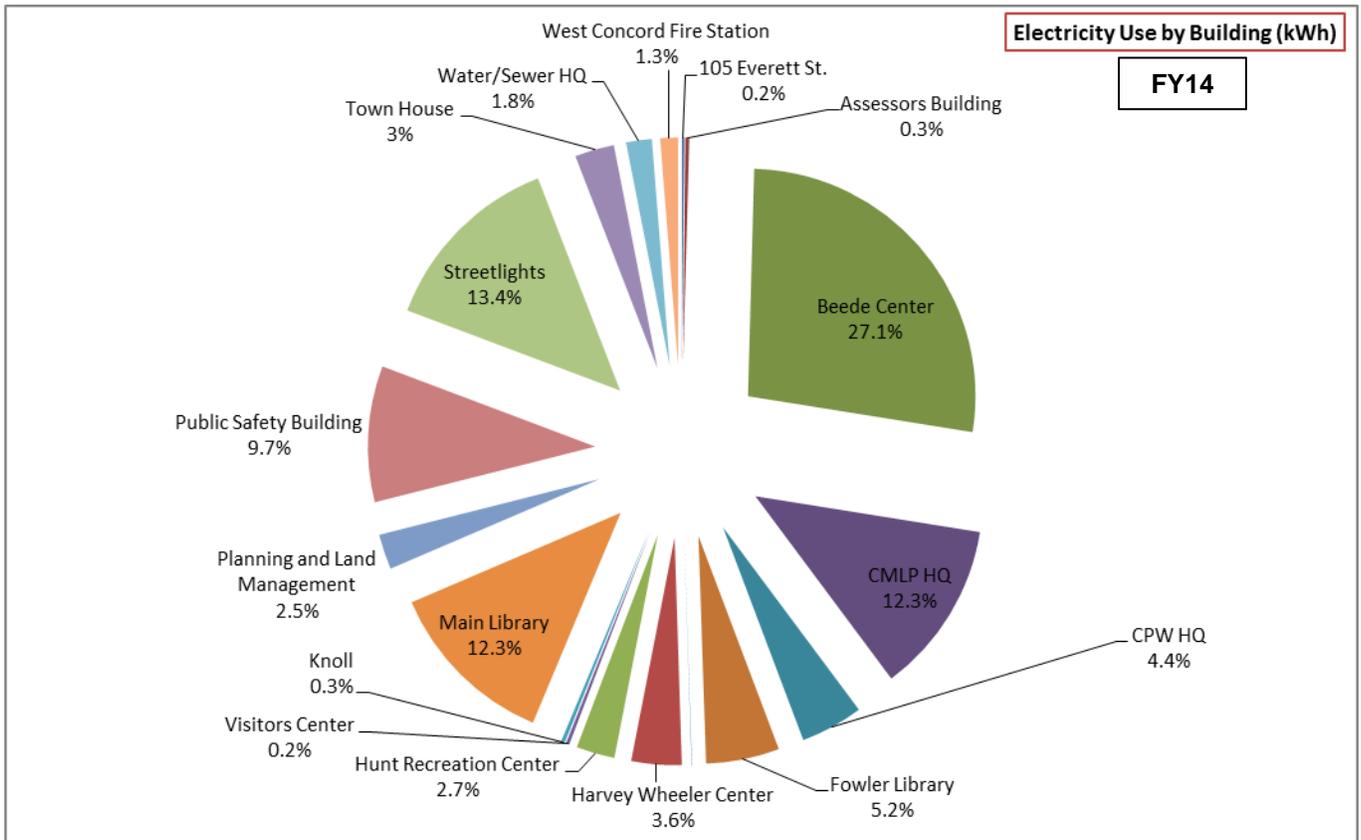
Gas: In August 2014, the existing I boilers were replaced with three new high efficiency condensing domestic water heaters, and three high efficiency condensing boilers for pool water heating. The new domestic hot water heaters and boilers will save 5,300 therms of natural gas per year. Also two new dehumidification units installed in the Fall/Winter project to save 88,000 kWh of electricity and 3,900 therms of natural gas per year.



Analysis: Electricity use increased dramatically at the Fowler in FY13, and heating energy use increased significantly as well. A review of the Fowler's monthly electricity use indicated that usage increased dramatically in November of 2012, and stayed at the higher level for the rest of the year. The Fowler has a central Liebert dehumidifier that had not been working properly prior to November/December 2012. Stand alone dehumidifiers had been used to dehumidify the archives, but the Liebert system was put back into use around the time the electricity use increased. This is the likely explanation for the increase in electricity use. Year-long use of the central Liebert dehumidifier likely explains, at least in part, the increase in electricity use from FY13 to FY14.



Analysis: The significant, year-over-year declines in energy use for street lighting in FY10 and FY11 likely reflect both the installation of more efficient lighting and the removal of streetlights. The increase in energy use for street lighting in FY12 likely reflects the re-installation of some streetlights, per Town Meeting vote.



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 11.2% *increase* in the operating appropriation from that of the FY15 budget.
- Daily restroom cleaning of this highly used facility remains a high priority, with cleaning costs split between part-time staff custodial costs (weekends) and contract cleaning (weekdays).
- An additional \$2,500 in the FY16 budget is proposed for general support to the Concord Chamber of Commerce.
- Custodial supplies also remain a significant portion of this account.

Expenditure Summary

	FY14 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 17,604	\$ 24,329	\$ 24,924	\$ 27,426
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 17,604	\$ 24,329	\$ 24,924	\$ 27,426

Description:

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures for the Visitors' Center/Public Restroom Facility located on Main Street. The Concord Chamber of Commerce is currently a tenant in the Visitors' Center portion of the building, in the third year of a 10-year lease, managing the information center service. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building and is responsible for cleaning costs within its occupied space. Care and maintenance of the facility is coordinated by the Assistant Town Manager. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies at least once each day.

Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$1,223	\$1,308	\$1,313	\$1,348	1.168	6.054
Natural Gas	\$1,360	\$1,385	\$911	\$1,065	1.237	0.655
Water	\$505	\$538	\$556	\$583	0.481	0.108
Sewer	\$1,167	\$1,254	\$1,310	\$1,360	1.120	0.108

The Visitors Center has a square footage of 1,120 and is used daily.
 Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Visitors Center Restroom

Item 1E

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,208	\$ 3,548	\$ 3,915	\$ 3,915	\$ 3,915
Purchased Service	9,645	13,927	15,559	18,091	18,091
Supplies	4,329	2,454	2,950	2,920	2,920
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	424	4,400	2,500	2,500	2,500
Totals	\$ 17,605	\$ 24,329	\$ 24,924	\$ 27,426	\$ 27,426

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,924	100.00%	\$ 27,426	100.00%	10.04%
Totals	\$ 24,924	100.00%	\$ 27,426	100.00%	10.04%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-4	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	\$ 2,500					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	261 hrs.	\$ 3,915	261 hrs.	\$ 3,915
	Total	0.13 FTEs	\$ 3,915	0.13 FTEs	\$ 3,915

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY15 budget.
- The FY16 budget proposal assumes that no major litigation matters will arise.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 202,104	\$ 217,788	\$ 225,000	\$ 225,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 202,104	\$ 217,788	\$ 225,000	\$ 225,000

Description:

This budget provides for the cost of Town Counsel’s services. The Town Manager appoints Town Counsel annually, subject to the approval of the Board of Selectmen. 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 Board of Selectmen, 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.

Mr. William Lahey of the firm of Anderson & Kreiger LLP is presently appointed as Town Counsel.

Expenses through six-months of the current fiscal year total approximately \$67,475 and are on track to be under budget. Assuming that no major new litigation matters will arise and because of budget constraints, the proposed FY16 Legal Services budget is level funded at the FY15 level.

GENERAL GOVERNMENT: Legal Services

Item 2

Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	202,104	217,788	225,000	225,000	225,000
Totals	<u>\$ 202,104</u>	<u>\$ 217,788</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

Funding Plan

	FY15 Budgeted	% of Budget	FY16 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%

Legal Services' Expense History

Fiscal Year	Original Budget	Reserve Fund Transfer	Adjusted Budget	Expended
2005	250,000	-	\$ 250,000	206,699
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 Budgeted (Status thru 12/31/14)	225,000	-	\$ 225,000	67,475

*FY15 expended amount (\$67,475) reflects costs through only 6 months.

Mission Statement:

The mission of Elections is to conduct all elections fairly and efficiently, while working to maximize voter turnout and judiciously administering all appropriate campaign finance laws.

Budget Highlights:

- This budget represents a 57.5% decrease in operating appropriation from that of the FY15 budget, due to the decrease in the number of scheduled elections.
- Two elections are scheduled for FY16 (Town Election & Presidential Primary) compared to three in FY15. The budget is further reduced by a proposed combination of the Town Election and the Presidential Primary onto one day (dual election with 2 ballots), at a savings of about \$8,800. This has been done in Concord on 4 previous occasions with good success.
- The budget includes \$35,000 to replace the Town's 20-year old electronic voting equipment, used at all polling places.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 37,168	\$ 15,270	\$ 40,368	\$ 52,164
Other Funds	\$ 17,605	\$ -	\$ -	\$ 2,065
Total Expenditures	\$ 54,773	\$ 15,270	\$ 40,368	\$ 54,229

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 FY15, the Town budgeted for one Annual Town Election, one State Primary, and one State/Gubernatorial Election. In FY16, only two elections are budgeted and the Town Clerk is proposing that they be held on the same day (see note above in Budget Highlights). For State Elections, Concord is reimbursed for 3 hours per election, under the "Uniform Polling Hours Law" of 1983. In FY16, this reimbursement amounts to \$2,065.

The Town's current electronic voting equipment was purchased in 1996, and has been used for 65 elections. Although still functioning accurately, servicing is becoming more frequent and the model is no longer being sold

Elections			
Recent Election Events		# of Voters Participating	% of Registered Voters
Date	Election Description		
November 2, 2010	State Election/Gubernatorial	8,765	72%
November 15, 2011	Special Town Election/CCHS	4,235	35%
March 6, 2012	Presidential Primary	2,973	24%
September 6, 2012	State Primary	3,897	31%
November 6, 2012	State Election/Presidential	11,055	85%
March 19, 2013	Annual Town Election	3,059	24%
April 30, 2013	Special State Primary (US Senate)	3,237	26%
June 25, 2013	Special State Election (US Senate)	5,325	42%
March 25, 2014	Annual Town Election	2,194	17%
September 6, 2014	State Primary	3,119	25%
November 4, 2014	State Election/Gubernatorial	8,274	64%

GENERAL GOVERNMENT: Elections

Item 3A

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 40,925	\$ 8,421	\$ 29,868	\$ 11,479	\$ 11,479
Purchased Services	9,766	5,743	7,725	6,400	6,400
Supplies	4,082	1,105	2,775	1,350	1,350
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	34,185	35,000
Totals	\$ 54,773	\$ 15,270	\$ 40,368	\$ 53,414	\$ 54,229

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 40,368	100.00%	\$ 52,164	96.19%	29.22%
State Reimbursement	-	0.00%	2,065	3.81%	N/A
Totals	\$ 40,368	100.00%	\$ 54,229	100.00%	34.34%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
C-3	Voting Machines	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Elections Officer	1708 hrs.	\$ 16,641	659 hrs.	\$ 7,049
	Technician	63 hrs	2,400	18 hrs	800
	Overtime	39 hrs.	1,527	13 hrs	530
5131	Police Overtime	168 hrs.	9,300	65 hrs	3,100
	Total	<u>0.92 FTEs</u>	<u>\$ 29,868</u>	<u>0.32 FTEs</u>	<u>\$ 11,479</u>

Mission Statement:

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

Budget Highlights:

- This budget represents a 0.9% *increase* in operating appropriation from that of the FY15 budget.
- Revenues from the sale of the Street List book and electronic disc, totaling \$2,040 in CY14, are credited to the General Fund to offset the printing costs (\$1,405 for 275 copies in FY14—new printer—price is anticipated to go back to the normal range of \$2,500).

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 5,718	\$ 5,765	\$ 8,031	\$ 8,103
Other Funds	\$ 2,563	\$ 2,501	\$ 2,547	\$ 2,380
Total Expenditures	\$ 8,281	\$ 8,266	\$ 10,578	\$ 10,483

Description:

The Registrars budget provides for the costs of:

- Conducting the Annual Census;
- Compiling, preparing, and printing approximately 275 Street List books (budgeted cost: \$2,500); the # of printed books was reduced since FY12 since more customers prefer buying an electronic version of the Street List.
- Registering voters, maintaining resident and voter database, and preparing voter lists for elections and candidates;
- Certifying nomination papers for candidates and initiative petitions for Town Meeting and state ballot.

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 FY16, it is expected that the School Department will provide \$2,380 for this purpose.

Performance Information

	2009	2010	2011	2012	2013	2014
Residents Counted in Census January 1	15,397	15,538	15,627	15,638	15,954	15,830
Registered voters as of December 31	12,097	12,069	12,300	12,716	12,820	12,581
New Voters Registered during Year	516	830	668	1,553	637	820
Nomination/Petition Papers Signatures Certified	1,103	2,592	1,547	3,862	2,510	3,398

GENERAL GOVERNMENT: Registrars

Item 3B

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 2,047	\$ 2,603	\$ 2,778	\$ 3,283	\$ 3,283
Purchased Services	5,399	2,317	7,100	6,500	6,500
Supplies	835	846	700	700	700
Other Charges	-	-	-	-	-
Capital Outlay	-	2,500	-	-	-
Totals	\$ 8,281	\$ 8,266	\$ 10,578	\$ 10,483	\$ 10,483

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 8,031	75.92%	\$ 8,103	77.30%	0.90%
School Department Transfer	\$ 2,547	24.08%	\$ 2,380	22.70%	-6.56%
Totals	\$ 10,578	100.00%	\$ 10,483	100.00%	-0.90%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Office Assistant	200 hrs.	\$ 2,778	200 hrs.	\$ 2,646
5130	Overtime	0 hrs.	-	15 hrs.	637
	Total	<u>0.10 FTEs</u>	<u>\$ 2,778</u>	<u>0.10 FTEs</u>	<u>\$ 3,283</u>

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY15 budget.
- The cost of A-V (audio and visual) system setup at Town Meeting is the most significant budget item at \$36,650 (approximately \$25,000 for 4 sessions of Annual Town Meeting and \$11,000 for 1 night of Special Town Meeting).

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 61,794	\$ 75,366	\$ 81,550	\$ 81,550
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 61,794	\$ 75,366	\$ 81,550	\$ 81,550

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 2014, and a one-session Special Town Meeting is budgeted, as this has become a routine occurrence in recent years.

This budget provides \$69,450 to cover the cost of holding the 2014 Annual Town Meeting and a one-session Special 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 high school auditorium, cafeteria, and 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 \$12,100 (printing and editing).

Town Meeting Costs

Expense Items	Cost
Sound System Rental (5 nights)	\$36,650
Tellers (60 hrs/night)	2,700
Police & DPW Overtime	8,000
Postage (Warrant/Fin. Comm. Report)	4,500
Warrant Printing	5,500
Finance Comm. Report Printing	8,000
Other Printing	1,500
Misc. Expenses	2,600
Total	\$69,450

Town Report Cost

Expense Items	Cost
Printing: Annual Town Report	\$4,000
Town Budget, Bylaws, Zoning Bylaws	1,000
Editing Town Report	7,000
Misc. Expenses	100
Total	\$12,100

Unit Printing Costs of Principal Reports

	Town Report	Warrant	Fin. Comm. Report
Copies	1,200	6,800	7,000
Cost	\$3.33	\$0.81	\$1.14

Meeting capacity at the high school is 2,204 (654 in the auditorium, 400 in the cafeteria, and 1,150 in the gymnasium).

GENERAL GOVERNMENT: Town Meeting & Reports

Item 4

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 18,748	\$ 21,914	\$ 17,700	\$ 17,700	\$ 17,700
Purchased Services	42,936	53,136	63,550	63,550	63,550
Supplies	110	316	300	300	300
Other Charges	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Totals	\$ 61,794	\$ 75,366	\$ 81,550	\$ 81,550	\$ 81,550

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%
Totals	\$ 81,550	100.00%	\$ 81,550	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5120	Tellers	300 hrs.	\$ 2,700	300 hrs.	\$ 2,700
5130	DPW Overtime	75 hrs.	3,000	75 hrs.	3,000
5130	Town Reports Overtime	175 hrs.	7,000	175 hrs.	7,000
5131	Police Overtime	100 hrs.	5,000	100 hrs.	5,000
	Total	<u>0.14 FTEs</u>	<u>\$ 17,700</u>	<u>0.14 FTEs</u>	<u>\$ 17,700</u>

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

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

Planning Division Mission Statement:

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

Budget Highlights:

- This budget represents a 1.3% decrease in operating appropriation over that of the FY15 budget.
- Included in the Planning Division budget are funds to support the Planning Board, Board of Appeals, the Historical Commission, and the Historic Districts Commission, among others.
- In FY16, \$60,000 of a proposed Capital Outlay is to begin an update to the Town's 2005 Comprehensive Long Range Plan and \$35,000 to begin recodification of the Zoning Bylaw.
- In addition, \$15,000 is proposed to fund Concord's share of the Regional Housing Services Office, which promotes affordable housing opportunities.

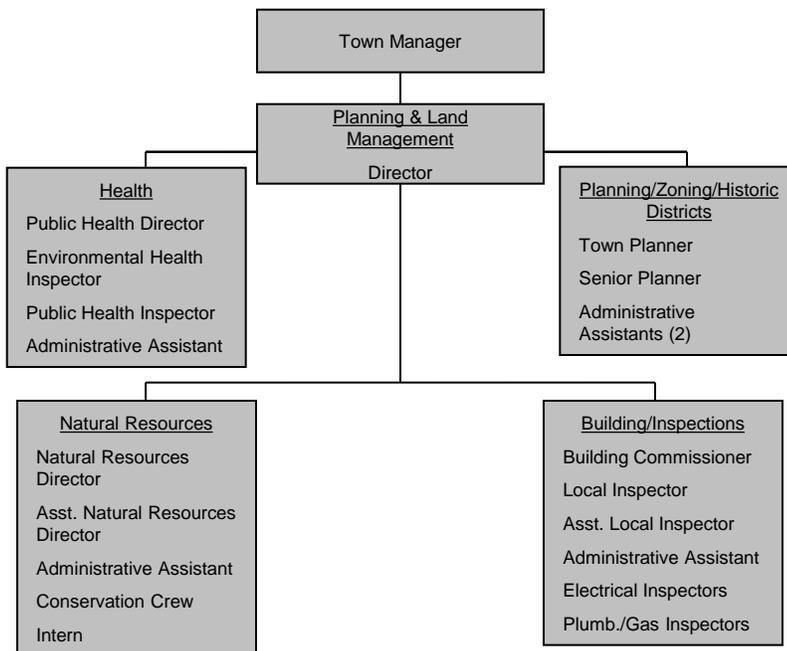
Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 285,864	\$ 310,283	\$ 349,345	\$ 439,629
Other Funds	\$ 87,473	\$ 73,475	\$ 80,187	\$ 81,002
Total Expenditures	\$ 373,337	\$ 383,758	\$ 429,532	\$ 520,631

Description:

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

The Planning Division is responsible for coordinating the review and administration of development proposals that are submitted for approval to the Planning Board, the Board of Appeals, and the Historic Districts Commission. The Division also supports the work of the Community Preservation Committee, Historical Commission, Bruce Freeman Rail Trail Advisory Committee and Sustainable Energy 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 351,690	\$ 317,046	\$ 396,182	\$ 389,266	\$ 389,266
Purchased Services	14,169	38,596	24,050	24,150	24,150
Supplies	4,332	5,767	4,100	7,800	7,800
Other Charges	2,871	3,548	5,200	4,415	4,415
Capital Outlay	275	18,801	-	135,000	95,000
Totals	<u>\$ 373,337</u>	<u>\$ 383,758</u>	<u>\$ 429,532</u>	<u>\$ 560,631</u>	<u>\$ 520,631</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 349,345	81.33%	\$ 439,629	84.44%	25.84%
Light Fund	10,627	2.47%	10,771	2.07%	1.36%
Water Fund	42,502	9.89%	43,077	8.27%	1.35%
Sewer Fund	7,085	1.65%	7,181	1.38%	1.35%
Community Preserv. Fund	19,973	4.65%	19,973	3.84%	0.00%
Totals	<u>\$ 429,532</u>	100.00%	<u>\$ 520,631</u>	100.00%	21.21%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
B-2	Zoning Bylaw Recodification	\$ -	\$ 35,000	\$ 65,000	\$ -	\$ -	\$ -
B-7	Long Range Plan	\$ -	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>	<u>\$ 95,000</u>	<u>\$ 105,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Dir. of Planning & Land Management	1.00	\$ 124,096	1.00	\$ 124,096
	Town Planner	1.00	83,023	1.00	84,179
	Senior Planner	1.00	79,889	1.00	79,889
	Planning Administrative Assistant	1.00	53,779	1.00	54,393
	ZBoA Administrative Assistant	1.00	55,395	1.00	46,709
	Total	<u>5.00 FTEs</u>	<u>\$ 396,182</u>	<u>5.00 FTEs</u>	<u>\$ 389,266</u>

Program Implementation

The FY16 budget recommendation will allow the Planning Division staff to provide technical and administrative support to three regulatory boards (Planning Board, Board of Appeals and Historic Districts Commission) and to other town committees, which include the Community Preservation Committee, the Historical Commission and the Bruce Freeman Rail Trail Advisory Committee. The full-time staff includes the Director of Planning and Land Management, one Town Planner, one Senior Planner and two Administrative Assistants. The Senior Planner position is partially funded by the Community Preservation Fund, as permitted by statute.

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 staff and technical support to the Bruce Freeman Rail Trail Advisory Committee, as that committee continues its work to advise and make recommendations to the Board of Selectmen on developing a rail trail in Concord. The Director will also continue to provide support to the Parking Management Plan Implementation Group, a group that includes the Finance Director, Police Chief, Public Works Director, Town Engineer and an outside consultant focused on improving parking management in Concord Center, Thoreau Depot and West Concord. Planning Division staff will be continuing efforts with other Town staff and a consultant to prepare a Development Guide to provide information about the permitting process in Concord.

The Town Planner serves as the Planning Division Manager and provides Planning staff support to the Planning Board and Board of Appeals. Additional projects identified for FY16 include beginning the Comprehensive Long Range Plan update and the Zoning Bylaw Recodification.

The Senior Planner will continue working with the Regional Housing Services Office staff to promote affordable housing opportunities in Concord including monitoring services for the Concord Mews rental development, assisting the Concord Housing Development Corporation with its small grants program to help income qualified residents maintain their homes, and working with the Concord Housing Authority to utilize WestMetro HOME funds for additional facility renovations at Thoreau Street and Peter Bulkeley Terrace. The Senior Planner also supports the work of the Historic Districts Commission, the Community Preservation Committee and the Historical Commission. The Historical Commission is working with Brandeis University to develop an Archeological Program and with consultants to develop a masterplan for the Wheeler-Harrington House & Park.

The Planning Division submitted 5 applications for funding consideration by the Community Preservation Committee in the fall of 2014 for the continued support for the Regional Housing Services Office; the 100% design for Phase 2B of the Bruce Freeman Rail Trail (the portion of the trail over Route 2); the pilot Archaeology Program administration; the restoration of 141 Keyes Road's historic slate roof; and a dredging feasibility study for Warner's Pond. Four of the five projects are recommended for funding at the 2015 Annual Town Meeting (141 Keyes Rd Slate Roof was not recommended).

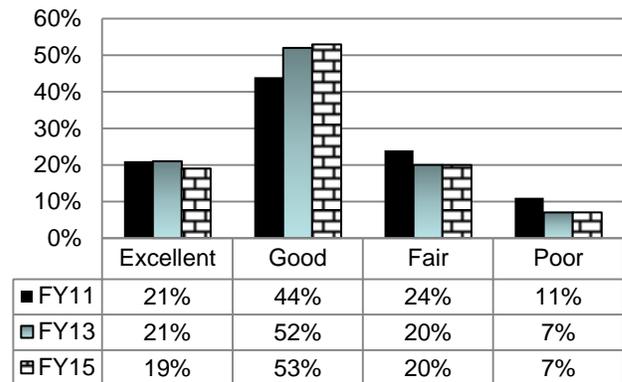
Town Manager Goal: To Preserve the Town's Character

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

Objective: To measure citizen satisfaction with the Planning Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

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



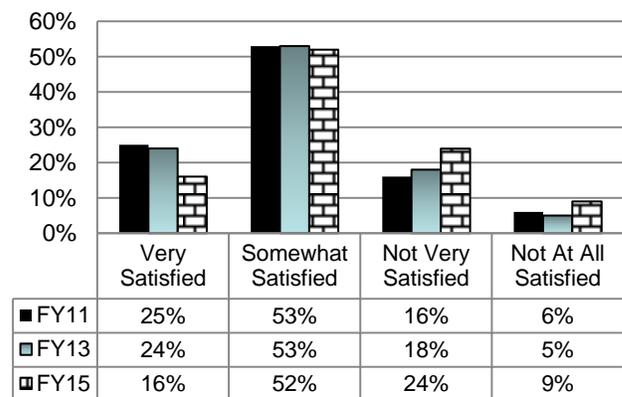
Town Manager Goal: To Preserve the Town's Character

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

Objective: To measure citizen satisfaction with the way Concord is being developed

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Satisfaction with the way Concord is being developed



Goal: *To acknowledge completion of the majority of recommendations from the 2005 Comprehensive Long Range Plan and begin the ten year update of that planning document.*

Objective: Inform all board and committee members of recommendations completed over the last ten years that were identified in the 2005 Comprehensive Long Range Plan and invite participation in the next Comprehensive Long Range Plan.

Measure: The number of board and committee members able to attend a Saturday forum.

In the summer 2014, the Director presented a memorandum to the Board of Selectmen noting that there had been 35 pages of recommended action items in the 2005 Comprehensive Long Range Plan. Of the 354 action items, 64 had been completed and 164 items were either ongoing or underway. The completed items included studies of the three commercial areas with particular focus on West Concord (Village Center Study and West Concord Master Plan); achievement of several housing initiatives including reaching and exceeding the State's ten percent affordable housing mandate (Concord Mews rental housing); support of economic development initiatives including identification of additional capacity and alternatives that made it feasible to expand sewer and water service to commercially zoned properties (Beharrell Street redevelopment, Residence Inn and Woods Hill Table restaurant); continued support of farming operations through acquisition of farmland and housing for farmers (Hubbard Brook land, McGrath Farmstead and Marshall Farm Houses); protection of historic and cultural resources (creation of the Church Street Historic District); and expanding facilities for organized recreational activities (constructing two artificial turf fields at the Concord-Carlisle Regional High School).

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 will allow the Board to determine the merits of an application when making a decision on special permits, site plan review associated with a special permit, appeals of the Building Inspector's decision, variances from the Zoning Bylaw and comprehensive permits in compliance with State regulations.

Description:

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

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

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

The Administrative Assistant is responsible for insuring compliance with State laws regarding notice of hearings, timing/publishing of public notices, maintaining records of the Board and filing the Board's decisions.

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 Board of Appeals decisions and the Zoning Bylaw, 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 a similar capacity to the Historic Districts Commission.

Board of Appeals Programs

Program 1 – Board of Appeals Operations:

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

The Board conducted 12 public hearings and 14 public meetings in 2014, during which it considered 37 applications. (Some of these applications included multiple activities; therefore, the activity totals below exceed the number of applications.) Twenty seven special permits were granted, and one variance was granted. One application is pending. There were no appeals of the Board’s decisions. Four applications were withdrawn without prejudice at the request of the Applicant.

ZONING BOARD OF APPEALS ACTIVITIES

Special Permits Granted

	FY09	FY10	FY11	FY12	FY13	FY14
Change, alteration or extension of a nonconforming use and structure	22	11	14	15	21	13
Reconstruction of a nonconforming use and/or structure	6	22	17	19	18	16
Restoration of a non-conforming use or structure damaged by fire	1	0	1	0	0	0
Site plan approval (associated with a special permit)	17	4	12	11	6	2
Amend or extend a special permit and site plan approval	1	2	1	0	0	0
Relief from design requirements	2	0	1	4	1	2
Relief from parking requirements	5	1	1	9	6	1
Off-site parking/increased parking demand/joint parking facilities	8	0	1	0	1	1
Parking of Commercial Vehicles	2	3	1	0	2	1
Special home occupation (new and renewal)	6	7	4	4	1	2
Additional dwelling unit	4	6	2	5	3	5
Planned residential development (PRD)	3	3	0	1	0	2
Hammerhead lot (new and amendment)	0	2	0	3	1	1
Private Recreation	0	1	1	1	0	0
Seasonal catering in LBD #5	1	0	0	0	0	1
Accessory Uses	0	0	4	4	0	3
Work in the Flood Plain conservancy district	5	0	2	4	4	3
Work in the Groundwater conservancy district	0	1	0	4	0	1
Extend Zoning district line	1	0	1	0	0	0
Combined Industrial/Business/Residential Use	0	0	0	1	1	0
Bed & Breakfast	1	1	1	0	1	0
Temporary event parking or special event	0	1	2	0	2	2
Wireless communications facility (amendment and new)	7	3	6	1	0	0
Lodging for farm workers/Farm Product Sales/Stables	0	0	0	0	3	0
Increase gross floor area by more than 50%	0	0	0	0	7	5
Comprehensive permit	0	0	0	0	1	0
Amendment to a comprehensive permit or variance	0	3	0	0	0	0
Special permits denied	0	0	0	0	0	0
Variances granted	0	0	0	3	0	1
Sign bylaw variances granted	0	2	2	0	2	2
Sign bylaw variances denied	1	0	0	0	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 Board of Selectmen and Town Manager in open space planning; to manage open space and farmland to the benefit of current and future generations, and to provide environmental outreach and education to Concord residents.

Budget Highlights:

- This budget represents a 0.8% *increase* in operating appropriation from that of the FY15 budget.
- This budget includes \$16,800 in funding for the Conservation Crew positions, and \$4,000 for an Intern to assist with land management priorities.
- This budget includes \$5,000 in capital expenditures for pond and stream management.

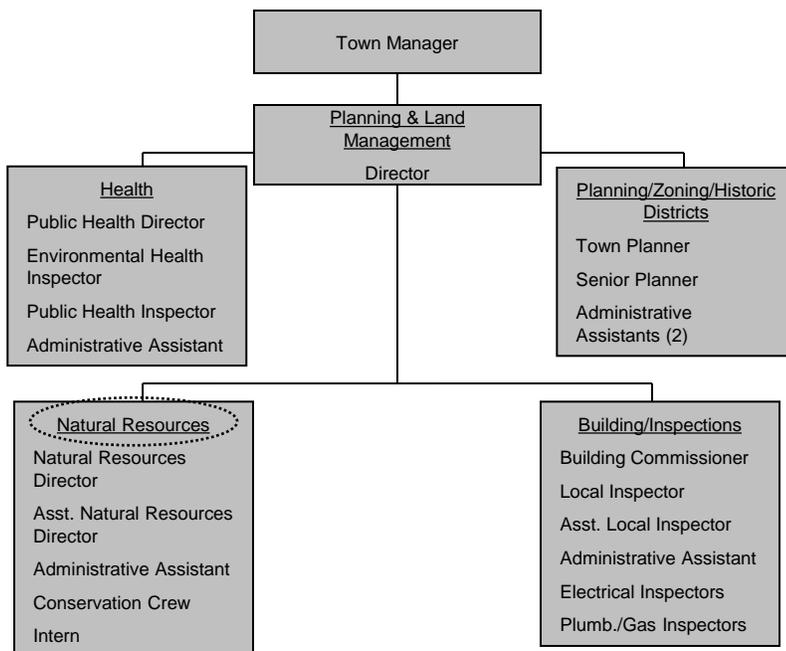
Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 208,827	\$ 190,302	\$ 228,737	\$ 205,256
Other Funds	\$ 47,026	\$ 49,950	\$ 51,891	\$ 52,280
Total Expenditures	\$ 255,853	\$ 240,252	\$ 280,628	\$ 257,536

Description:

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

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



GENERAL GOVERNMENT: Natural Resources

Item 5B

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 214,379	\$ 212,327	\$ 229,253	\$ 227,161	\$ 226,161
Purchased Services	9,107	15,656	11,030	15,230	15,230
Supplies	10,883	10,540	8,370	9,000	9,000
Other Charges	1,484	1,730	1,975	2,145	2,145
Capital Outlay	20,000	-	30,000	50,000	5,000
Totals	<u>\$ 255,853</u>	<u>\$ 240,252</u>	<u>\$ 280,628</u>	<u>\$ 303,536</u>	<u>\$ 257,536</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 228,737	81.51%	\$ 205,256	79.70%	-10.27%
Light Fund	20,556	7.32%	20,710	8.04%	0.75%
Water Fund	25,065	8.93%	25,255	9.81%	0.76%
Sewer Fund	6,270	2.23%	6,315	2.45%	0.72%
Totals	<u>\$ 280,628</u>	100.00%	<u>\$ 257,536</u>	100.00%	-8.23%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
B-4	Pond & Stream Management	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
B-5	Vehicle Replacement	\$ 25,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000
B-6	Agricultural Field Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ 30,000</u>	<u>\$ 5,000</u>	<u>\$ 25,000</u>	<u>\$ 5,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Natural Resources Director	1.00	\$ 91,110	1.00	\$ 91,110
	Assistant Natural Resources Director	1.00	63,322	1.00	63,445
	Administrative Assistant	1.00	53,641	1.00	50,426
	Sub Total	<u>3.00 FTEs</u>	\$ 208,073	<u>3.00 FTEs</u>	\$ 204,981
5120	Conservation Crew	1400 hrs.	16,800	1400 hrs.	16,800
	Intern	400 hrs.	4,000	400 hrs.	4,000
	Overtime - Police	10 hrs.	380	10 hrs.	380
	Total	<u>3.86 FTEs</u>	<u>\$ 229,253</u>	<u>3.86 FTEs</u>	<u>\$ 226,161</u>

Program Implementation

The FY16 budget recommendation includes funding for three full-time staff positions, two seasonal positions (Conservation Crew), and a temporary part-time Intern position.

The majority of full-time staff time is spent administering and enforcing the state Wetlands and Rivers Protection Acts, and the Concord Wetlands Bylaw; providing technical guidance to homeowners, real estate professionals, and other Town departments; and reviewing certain Planning Board and Zoning Board of Appeals applications for potential effects to the environment.

Division staff updates and implements the Open Space and Recreation Plan, and initiates projects and programs on conservation land to protect and improve the environment, and to provide recreational trail access. Division staff provide support to the Natural Resources Commission (NRC) and three active subcommittees of the NRC to accomplish the goals of establishing and monitoring conservation restrictions, managing conservation lands, protecting and preserving Heywood Meadow, and mapping and maintaining trails on Town land. Division staff also support the three community gardens in town and manage 13 agricultural leases on Town-owned land in active farming use.

Funding for the Conservation Crew allows trail maintenance, invasive species control, land management on 1,400 acres of conservation land (including White Pond Reservation) and 24.5 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.

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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Public Hearings	23	24	23	24	21
Notices of Intent and ANRADs	46	54	45	57	37
Request for Determination of Applicability	15	12	16	21	14
Administrative Approvals	15	36	49	37	45
Amended Orders	6	4	7	2	1
Requests for Extension	6	2	2	0	0
Certificates of Compliance	26	32	36	48	29
Regulatory Appeals	2	0	0	2	2
Wetland Enforcement Actions/Violations	10	10	3	4	0
Emergency Certifications	2	4	1	3	4

In 2014, the NRC reviewed 37 Notices of Intent and Abbreviated Notices of Resource Area Determination and 14 Requests for Determination of Applicability, for a total of 51 new applications. Administrative approvals for very minor projects remained high at 45. Certificates of Compliance to close out projects dropped from last year’s high to 29 this year, more in the range of previous years.

No new violations were identified in 2014. Of the two outstanding violations from 2013, one was resolved and the second remains under appeal at DEP. DEP issued a decision in 2014 upholding the NRC’s decision, which was then appealed. Two additional projects were appealed this year to DEP. Four Emergency Certifications were issued in 2013, three for beaver-related flooding and one for a broken pipe connection.

GENERAL GOVERNMENT: Inspections

Item 5C

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 6.7% *increase* in the operating appropriation from the FY15 budget.
- A new part-time Local Inspector is proposed to meet increasing building inspection demand (0.40 FTE).
- Building construction activity in Concord continued strong in CY14, total construction value was \$80.4 million (\$47.0 million residential & \$33.4 million commercial). Construction value in CY13 was \$142.6 million (\$94 million for the new High School). The value of “new residential dwelling units” built in Concord went from \$23.5 million last year to \$24.0 million in CY14. The residential construction value represents 38 new homes along with 74 new attached dwellings at 50 Beharrell Street.
- The Building Inspections Division collected \$1 million in permit fees vs. \$784,000 in CY13.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 369,665	\$ 387,395	\$ 395,662	\$ 422,087
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 369,665	\$ 387,395	\$ 395,662	\$ 422,087

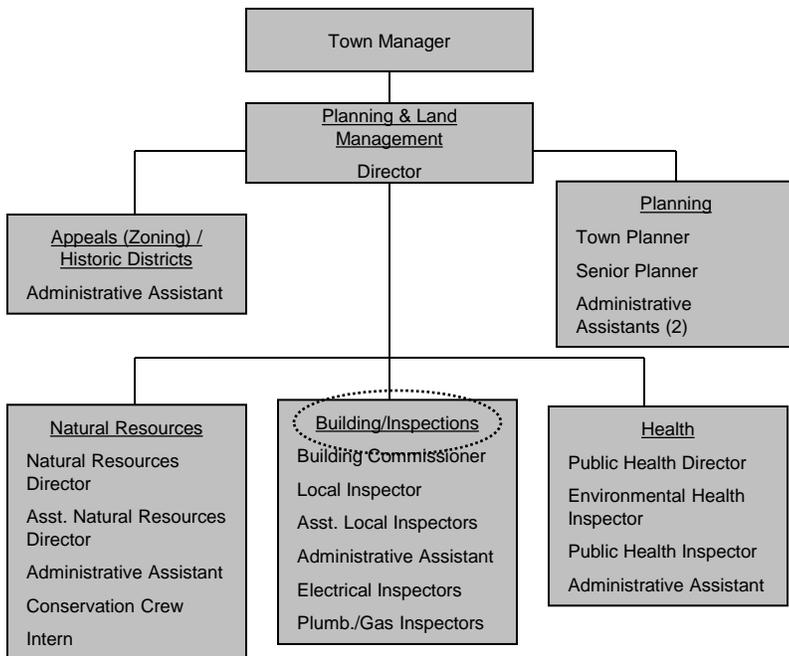
Description:

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 issues now issue 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 356,144	\$ 368,644	\$ 384,206	\$ 409,967	\$ 409,967
Purchased Services	2,917	6,884	1,632	1,588	1,588
Supplies	4,400	4,498	3,254	3,450	3,450
Other Charges	6,205	7,050	6,570	7,082	7,082
Capital Outlay	-	319	-	-	-
Totals	<u>\$ 369,665</u>	<u>\$ 387,395</u>	<u>\$ 395,662</u>	<u>\$ 422,087</u>	<u>\$ 422,087</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 395,662	100.00%	\$ 422,087	100.00%	6.68%
Totals	<u>\$ 395,662</u>	100.00%	<u>\$ 422,087</u>	100.00%	6.68%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

GENERAL GOVERNMENT: Inspections

Item 5C

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Commissioner	1.00	\$ 108,450	1.00	\$ 108,450
	Local Inspector	1.00	84,150	1.00	84,150
	Assistant Local Inspector	1.00	59,427	1.00	59,325
	Part Time Assistant Local Inspector	0.00	-	0.40	21,705
	Administrative Assistant	1.00	62,505	1.00	63,162
	Sub Total	<u>4.00 FTEs</u>	\$ 314,532	<u>4.40 FTEs</u>	\$ 336,792
5115	Plumbing/Gas Inspector	980 hrs.	\$ 36,986	1030 hrs.	\$ 39,707
	Electrical Inspector	980 hrs.	29,988	1030 hrs.	29,988
5158	Cell Phone Allowance	N/A	-	N/A	780
5131	Car Allowance	N/A	2,700	N/A	2,700
	Total	<u>4.94 FTEs</u>	<u>\$ 384,206</u>	<u>5.39 FTEs</u>	<u>\$ 409,967</u>

Program Implementation

The major expenditure in the FY16 budget is for staffing. The Inspections Division includes four full-time staff positions (Building Commissioner, Local Inspector, Assistant Local Inspector, and Administrative Assistant). The Division is also assisted by six part-time positions (Three part-time Electrical Inspectors and two part-time Plumbing & Gas Inspectors, and new part-time Assistant Local Inspector). Construction of the new multi-use commercial building at 50 Beharrell Street is underway. The new \$92.5 million Concord-Carlisle Regional High School will finish construction in 2015.

The Building Inspections Division issued 873 building permits in 2014, which is a 9% decrease from last year's record breaking year. The overall construction value in 2014 was \$80.4 million compared to \$142.6 million in 2013. Of this total, \$47.0 million was for residential construction with \$33.4 million in commercial work. The value of "new residential dwelling units" built in Concord went from \$23.5 million last year to \$24.0 million in 2014. This new residential construction value represents thirty-eight (38) new detached single family dwelling units permitted in 2014. Of these thirty-eight (38) new dwellings, twenty-four (24) or 63% were the result of "tear downs" (the demolition of an existing house to allow the construction of a new, often larger, home). The new Beharrell Street mixed use development project accounts for another 74 attached dwelling units. Over the past year, an additional \$23.0 million dollars was spent on alterations or additions to existing single family residential homes in Concord. In 2014: Mechanical permits increased by 30%, Electrical permits decreased by 3%, Gas permits increased by 6%, and Plumbing permits decreased 14%. The increase in the overall level of building construction activity is reflected in a total of 2,956 permits (all permits) being issued compared to 2,899 permits in 2013. This represents a 2 % increase in the total number of permits issued over last year. The Building Inspections Division collected \$1,015,370 in permit fees in 2014 versus \$783,883 collected in 2013. This is a 29% increase over last year.

Demands on the Inspections Division staff remained high, as they provide technical assistance to property owners, builders, real estate professionals, other Town departments, boards, committees, and personnel at an increasing level each year. Beyond issuing building permits and carrying out site inspections, the Division's staff spends an increasing amount of time reviewing sub-division proposals, special permit applications, variance requests; making zoning determinations; and addressing zoning complaints. In 2015 the Inspections Division will be taking over the issuance of Sprinkler and Fire Alarm permits from the Fire Department and this will add to our workload.

The Division is strongly committed to pursuing Zoning and Sign Bylaw enforcement. Division staff also work to keep-up with the expanding, quickly changing, and increasingly complicated regulations that require enforcement (such as the adoption by Concord of the "Stretch Energy Code" for one and two-family dwellings and for commercial construction).

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.

Permits Issued						
	2009	2010	2011	2012	2013	2014
New single family home	25	41	30	29	55	38
Multi-family attached units	6	353*	0	0	0	75
Additions and Alterations	537	644	686	631	770	759
Commercial	97	90	90	73	100	114
Total Building Permits	665	1128	806	733	925	873
Electrical	643	642	745	730	933	907
Plumbing	435	424	470	487	480	546
Mechanical	0	0	26	70	91	119
Gas	326	320	340	382	416	443
Sign	50	30	41	35	54	68
Total (all permits)	2,119	2,544	2,428	2,437	2,899	2,956

Value of Construction						
	2009	2010	2011	2012	2013	2014
Value in Millions	\$40.6	\$90.0*	\$44.0	\$68.8	\$142.6	\$80.4

Permit Fee Revenue (by Calendar Year)						
	2009	2010	2011	2012	2013	2014
Revenue	\$486,410	\$955,212*	\$554,211	\$809,045	\$783,883	\$1,015,370

*Included is the 350-unit Concord Mews project.

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 1.6% *increase* in the operating appropriation over that of the FY15 budget.
- To implement some of the recommendations of the Healthy Communities Initiative, this budget allocates \$10,000.
- \$500 is proposed for compliance checks for tobacco sales to minors.
- In FY16 an amount of \$8,500 (an increase of \$4,500 over FY15) is proposed to provide 340 hours of service by a Public Health Nurse to be associated with the Health Division and the Council on Aging.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 252,397	\$ 261,601	\$ 286,582	\$ 291,209
Other Funds	\$ 66,188	\$ 74,522	\$ 78,559	\$ 79,029
Total Expenditures	\$ 318,586	\$ 336,123	\$ 365,141	\$ 370,238

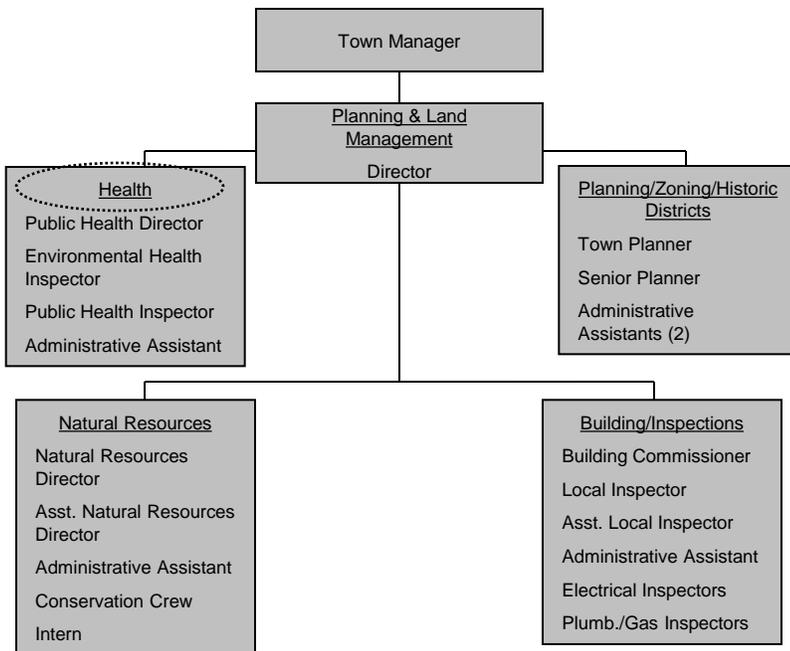
Description:

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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 276,640	\$ 291,191	\$ 304,251	\$ 308,948	\$ 308,948
Purchased Services	37,644	41,067	53,000	53,400	53,400
Supplies	2,787	2,366	3,900	3,900	3,900
Other Charges	1,514	1,498	3,990	3,990	3,990
Capital Outlay	-	-	-	-	-
Totals	\$ 318,586	\$ 336,123	\$ 365,141	\$ 370,238	\$ 370,238

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 286,582	78.49%	\$ 291,209	78.65%	1.61%
Water Fund	27,309	7.48%	27,685	7.48%	1.38%
Sewer Fund	31,550	8.64%	31,644	8.55%	0.30%
Other Towns	19,700	5.40%	19,700	5.32%	0.00%
Totals	\$ 365,141	100.00%	\$ 370,238	100.00%	1.40%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Health Director	1.00	\$ 89,197	1.00	\$ 89,197
	Assistant Public Health Director	1.00	78,449	1.00	78,449
	Public Health Inspector	1.00	69,640	1.00	69,640
	Administrative Assistant	1.00	62,965	1.00	63,162
	Sub Total	<u>4.00 FTEs</u>	\$ 300,251	<u>4.00 FTEs</u>	\$ 300,448
5120	Public Health Nurse	220 hrs.	\$ 4,000	340 hrs.	\$ 8,500
	Total	<u>4.11 FTEs</u>	<u>\$ 304,251</u>	<u>4.16 FTEs</u>	<u>\$ 308,948</u>

Program Implementation

The FY16 budget recommendation includes a 1.6% increase in operating cost for the Health Division.

The significant changes in the budget are as follows: a request to increase funding for the Public Health Nurse position from \$4,000 in FY15 to \$8,500 in FY16, to provide 340 hours of nurse staff time.

The FY16 budget continues funding approved in the FY15 budget for \$10,000 to fund FY16 Healthy Concord initiatives through June 2016; \$500 to conduct tobacco compliance checks to reduce youth access to tobacco products, \$3,600 for water quality testing at public beaches; and the reallocation of approximately \$7,000 from personnel services to purchased services for weights and measures inspections.

Individual line items include: continued level funding – at \$20,000 – for the services of the East Middlesex Mosquito Control Project. These services provide valuable surveillance and response efforts to protect Concord residents from Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV). 2012 was an extremely active year in our area for two mosquito-borne diseases, Eastern Equine Encephalitis (EEE) and West Nile Virus (WNV). Although none of the mosquito pools in Concord tested positive for WNV or EEE in 2014, WNV was found in mosquitos in several surrounding Concord. Line items also include \$900 for rabies testing; the town is legally required to submit samples of animals suspected of carrying rabies that have contacted humans to MDPH state lab for testing. Fees pay for courier service to state lab and veterinarian fees to prepare specimens.

The recommendation also includes \$4,200 to purchase public health nursing services from Emerson Hospital Home Care for communicable disease investigations and seasonal flu clinics.

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

Health Programs

Program 1 – Health Operations:

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

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

The Health Division issued the following permits and licenses in 2014, collecting \$161,000 in total fees.

Permits and Licenses Issued							
	2008	2009	2010	2011	2012	2013	2014
Food services/retail food	123	125	125	180	168	197	207
Tobacco sales	22	22	22	20	17	17	14
Permits to keep farm animals	48	51	64	68	83	84	99
Bathing beaches	3	3	3	3	3	3	3
Swimming pools	22*	22	21	21	21	26	24
Hazardous materials control permits	48	48	48	49	49	50	56
Recreational camp sites	10	10	13	13	13	12	13
Tanning facilities	2	2	2	1	1	1	1
Disposal works installers	110	109	103	71	76	90	97
Septage haulers	17	24	18	20	18	22	24
Rubbish haulers	13	0	13	12	13	13	14
Funeral directors	4	4	4	4	4	3	3
On-site sewage disposal permits	124	135	128	117	108	95	117
Building permit reviews	149	129	151	146	170	191	220
Drinking/irrigation well permits	17	7	14	29	24	17	14
Body Art Establishments					1	1	1
Body Art Practitioners					2	3	5

*Licensing changed from per site to per pool in 2008

Under a regional service contract, the Health Division staff provided a total of 500 hours (or 6% of total staff hours) of staff support to the town of Lincoln resulting in \$30,000 in additional revenue for the Town of Concord. Health services to Carlisle were discontinued in June 2010.

Emerson Hospital Home Care held its annual senior flu clinics at the Harvey Wheeler Community Center and vaccinated approximately 135 Concord residents over 60. The Town sponsored a clinic for town employees where approximately 85 employees were vaccinated.

In 2012, The Board of Health licensed Concord’s first Body Art Establishment and two Body Art Practitioners; in 2013 an additional Body Art Practitioner was licensed, and in 2014 4 Body Art practitioners and 1 Apprentice Practitioner were licensed .

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 2.2% decrease in operating appropriation over that of the FY15 budget.
- The decrease reflects the savings realized by switching from a part-time in-house custodian to a cleaning service.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 84,838	\$ 74,095	\$ 74,817	\$ 73,368
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 84,838	\$ 74,095	\$ 74,817	\$ 73,368

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 a little less than 10,000 square feet of Town office space. The building is significant because it is the first municipal building completed in the 20th century by the Town, and is an excellent example of Federal Revival municipal architecture.

The building serves as offices for the Department of Planning and Land Management (DPLM), which includes the Building & Inspections, Health, Natural Resources and Planning Divisions. There are two meeting rooms, with a capacity of 49 persons in the first floor meeting room, and 29 persons in the second floor conference room. These meeting rooms are usually available for use by Town staff, Town boards and committees, and other Town-related groups for day, evening, and weekend sessions, and can be reserved by contacting the Planning Division staff. However for FY16 the 2nd floor conference room is to be occupied by the staff of the Regional Housing Office. 141 Keyes Road also serves as a polling place for Concord residents because of the available parking and the building's accessibility.

There is a public-accessible Geographic Information System (GIS) kiosk located on the first floor, which receives regular visits by the public.

Utility Performance Information

Utility	Cost				Efficiency	
	FY13	FY14	FY15	FY16	FY14 Actual	
	Actual	Actual	Budgeted	Proposed	\$/ Sq.Ft.	Units/Sq.Ft.
Electricity	15,196	\$ 13,630	\$ 16,255	\$ 15,827	1.385	9.605
Natural Gas	\$7,306	\$8,564	\$6,808	\$7,569	0.870	0.567
Water	251	187	258	268	0.019	0.006
Sewer	579	436	607	625	0.044	0.006

141 Keyes Road has square footage of 9,841 and is used on weekdays and evenings.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

GENERAL GOVERNMENT: 141 Keyes Road

Item 6

Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 25,874	\$ 21,457	\$ 25,839	\$ -	\$ -
Purchased Services	34,138	40,918	35,265	57,368	57,368
Supplies	3,357	5,158	3,713	6,000	6,000
Other Charges	-	-	-	-	-
Capital Outlay	21,470	6,562	10,000	10,000	10,000
Totals	<u>\$ 84,838</u>	<u>\$ 74,095</u>	<u>\$ 74,817</u>	<u>\$ 73,368</u>	<u>\$ 73,368</u>

Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 74,817	100.00%	\$ 73,368	100.00%	-1.94%
Totals	<u>\$ 74,817</u>	100.00%	<u>\$ 73,368</u>	100.00%	-1.94%

Capital Outlay Plan

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
B-1	Building Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	<u>\$ 10,000</u>					

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 25,839	0.00	\$ -
	Total	<u>0.50 FTEs</u>	<u>\$ 25,839</u>	<u>0.00 FTEs</u>	<u>\$ -</u>

Mission Statement:

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

Budget Highlights:

•This budget represents *no change* in operating appropriation from that of the FY15 budget.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 2,711	\$ 2,581	\$ 3,410	\$ 3,410
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,711	\$ 2,581	\$ 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 Board of Selectmen, 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.

In calendar year 2014, the Finance Committee met 22 times:

- 14 regular meetings;
- 4 public hearings;
- 1 joint meeting with the Board of Selectmen and the CPS and CCRSD School Committees; and
- 3 Town Meeting sessions.

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2014 of budget guidelines for the FY16 budget year commencing July 1, 2015.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	2,345	2,215	2,760	2,760	2,760
Supplies	-	-	300	300	300
Other Charges	366	366	350	350	350
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 2,711</u>	<u>\$ 2,581</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>	<u>\$ 3,410</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 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:

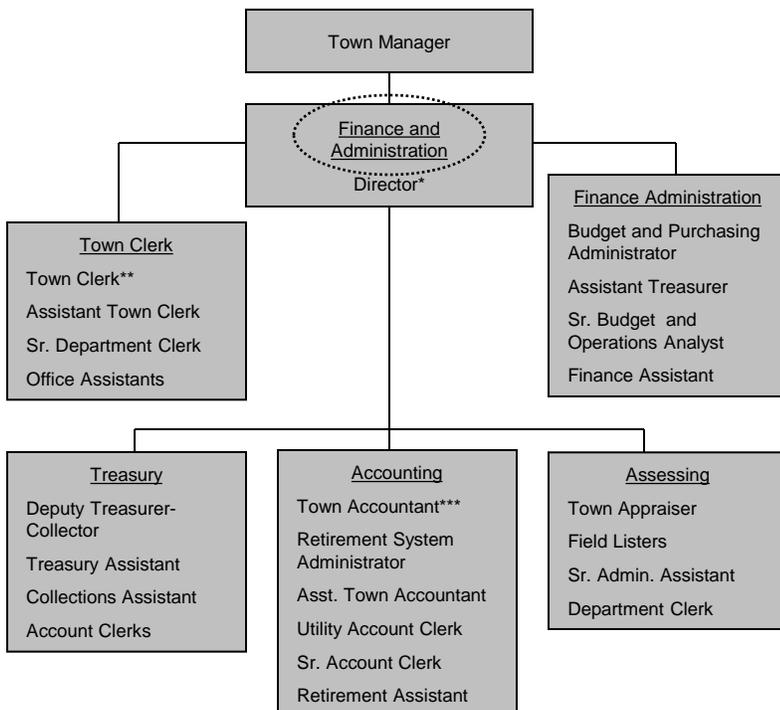
The mission of the Finance Administration Division is to manage the Town's financial resources in a responsible and sustainable manner, to effectively monitor and communicate the Town's financial situation, and to provide numerous high quality administrative services to the Town's departments.

Budget Highlights:

- This budget represents a 0.8% *increase* in the operating appropriation from that of the FY15 budget.
- Personnel costs account for 96% of the proposed budget in FY16. These costs go to cover the salaries of the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The increase in Personnel costs of \$4,243 are due to the promotion of the Budget Analyst to the Senior Budget & Operations Analyst.
- The Purchased Services accounts are proposed to decrease slightly in this group, partial funding is proposed for the Town's biennial Citizen Survey (\$5,000).
- Exactly 40% of the FY16 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 255,435	\$ 264,887	\$ 273,539	\$ 275,831
Other Funds	\$ 166,579	\$ 177,192	\$ 182,394	\$ 183,909
Total Expenditures	\$ 422,014	\$ 442,079	\$ 455,933	\$ 459,740



Description:

The Finance Director is appointed by the Town Manager and serves as the Treasurer-Collector. He serves as custodian of the Concord Contributory Retirement Fund, and as Treasurer of the Trustees of Town Donations and for the Minuteman-Nashoba Health Group as well. 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 Board of Selectmen.

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

*** The Town Accountant is appointed by the Board of Selectmen.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 379,669	\$ 420,353	\$ 435,897	\$ 440,140	\$ 440,140
Purchased Services	9,289	12,481	9,786	9,150	9,150
Supplies	2,199	1,326	2,500	2,500	2,500
Other Charges	7,676	5,860	7,750	7,950	7,950
Capital Outlay	23,181	2,058	-	-	-
Totals	\$ 422,014	\$ 442,079	\$ 455,933	\$ 459,740	\$ 459,740

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 273,539	60.00%	\$ 275,831	60.00%	0.84%
Light Fund	45,597	10.00%	45,977	10.00%	0.83%
Water Fund	72,952	16.00%	73,560	16.00%	0.83%
Sewer Fund	18,241	4.00%	18,392	4.00%	0.83%
Solid Waste Fund	9,121	2.00%	9,196	2.00%	0.82%
Swim and Fitness Fund	9,121	2.00%	9,196	2.00%	0.82%
Parking Meter Fund	18,241	4.00%	18,392	4.00%	0.83%
Town Trust Fund	9,121	2.00%	9,196	2.00%	0.82%
Totals	\$ 455,933	100.00%	\$ 459,740	100.00%	0.83%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 151,392	1.00	\$ 151,392
	Budget and Purchasing Administrator	1.00	91,235	1.00	91,235
	Assistant Treasurer	1.00	70,186	1.00	70,186
	Senior Budget & Operations Analyst	1.00	55,833	1.00	59,241
	Finance Assistant	1.00	63,351	1.00	64,186
	Sub Total	<u>5.00 FTEs</u>	\$ 431,997	<u>5.00 FTEs</u>	\$ 436,240
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	<u>\$ 435,897</u>	<u>5.00 FTEs</u>	<u>\$ 440,140</u>

Program Implementation

- The proposed FY16 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Administrator, Assistant Treasurer, Sr. Budget & Operations Analyst, and Finance Assistant.
- The Finance Director, who is appointed by the Town Manager with the approval of the Board of Selectmen, 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.
- Personnel Services is proposed to increase by \$4,243 due to the promotion of the Budget Analyst to the Senior Budget and Operations Analyst.
- 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. In addition, the Assistant Treasurer serves as backup to the Deputy Treasurer / Collector and acts as Division Manager and supervisor in his or her absence.
- Other non-Personnel expenditures reflect a decrease of \$636 in Purchased Services, most of which is used to partially fund the biennial Citizen Survey (\$5,000). 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

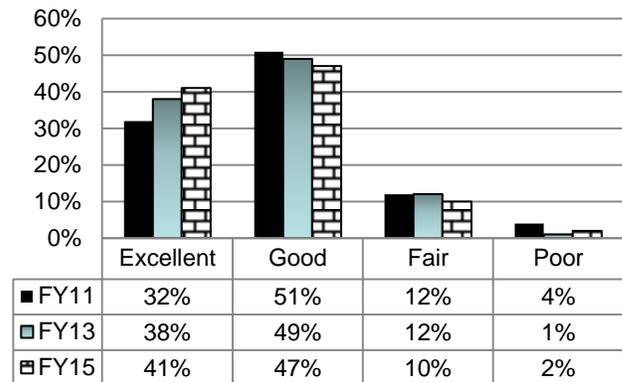
Division Goal: *To provide quality and cost-effective financial services that support the Town's mission*

Objective: To measure citizen satisfaction with Finance Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

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

Ratings of Services Provided by the Finance Department



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

Target: Moody's Investors Services Aaa bond rating

Benchmark: Moody's Aaa bond rating is the highest quality rating with the lowest level of credit risk

Trend: Since FY06 Concord has been able to maintain a Moody's Aaa rating which demonstrates financial stability and ability to borrow at the best rate

Moody's Bond Rating for Concord

FY10	FY11	FY12	FY13	FY14
Aaa	Aaa	Aaa	Aaa	Aaa

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

Division Goal: *To ensure financial flexibility*

Objective: To have strong enough reserves to provide a buffer for potential economic downturns or emergencies

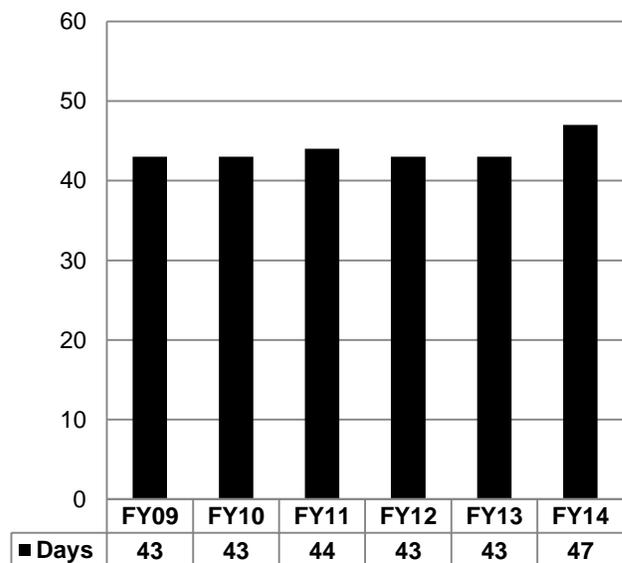
Measure: Reserves as a % of Total Budgeted Expenditures

Target: To have 60 days worth of Total Expenditures in the Certified Free Cash Balance.

Benchmark: GFOA Best Practice standard to have an Unassigned Fund Balance equal to or greater than 2 months of Expenditures

Trend: The Town has maintained a steady reserves to protect against any unforeseen emergency.

of Days Worth of Total Expenditures in Unassigned Fund Balance



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 3.3% *increase* in the operating appropriation from that of the FY15 budget.
- Banking services and postage expense comprise the major Treasury operating expenses. Focus is placed on balancing banking costs with enhanced taxpayer payment options.

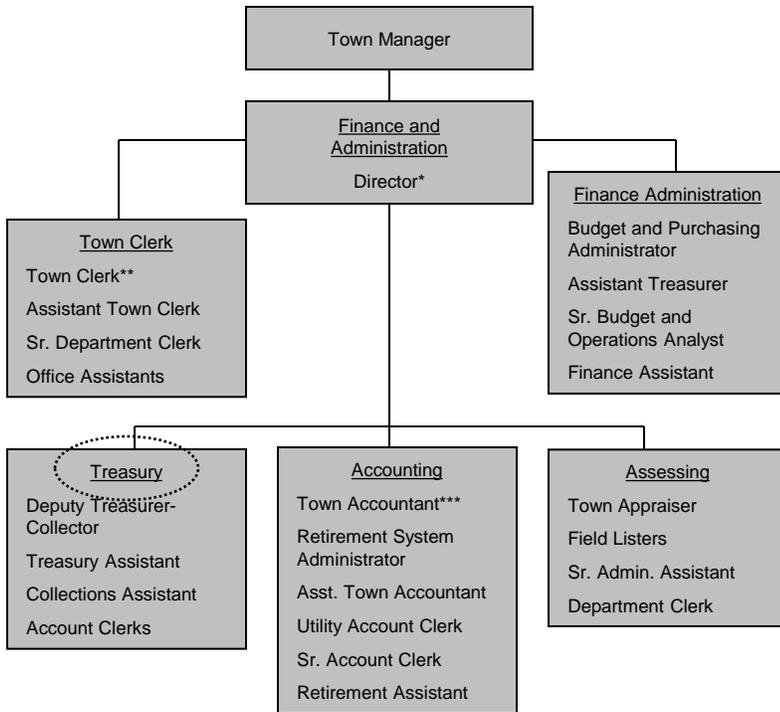
Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 263,681	\$ 265,003	\$ 272,135	\$ 281,056
Other Funds	\$ 195,458	\$ 208,751	\$ 210,427	\$ 213,187
Total Expenditures	\$ 459,140	\$ 473,754	\$ 482,562	\$ 494,243

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 Board of Selectmen.

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

*** The Town Accountant is appointed by the Board of Selectmen.

FINANCE & ADMINISTRATION: Treasurer-Collector

Item 8B

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 285,394	\$ 299,729	\$ 305,117	\$ 305,478	\$ 305,478
Purchased Services	162,342	165,411	168,795	180,190	180,190
Supplies	4,493	4,854	5,700	5,700	5,700
Other Charges	1,910	2,760	2,950	2,875	2,875
Capital Outlay	5,000	1,000	-	-	-
Totals	\$ 459,140	\$ 473,754	\$ 482,562	\$ 494,243	\$ 494,243

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 272,135	56.39%	\$ 281,056	56.87%	3.28%
Light Fund	56,507	11.71%	57,070	11.55%	1.00%
Water Fund	51,963	10.77%	52,638	10.65%	1.30%
Sewer Fund	12,849	2.66%	13,019	2.63%	1.32%
Solid Waste Disp. Fund	29,702	6.16%	30,153	6.10%	1.52%
Swim and Fitness Center	18,564	3.85%	18,845	3.81%	1.51%
Parking Meter Fund	29,702	6.16%	30,153	6.10%	1.52%
Town Trust Fund	3,714	0.77%	3,770	0.76%	1.51%
Retirement System	7,426	1.54%	7,539	1.53%	1.52%
Totals	\$ 482,562	100.00%	\$ 494,243	100.00%	2.42%

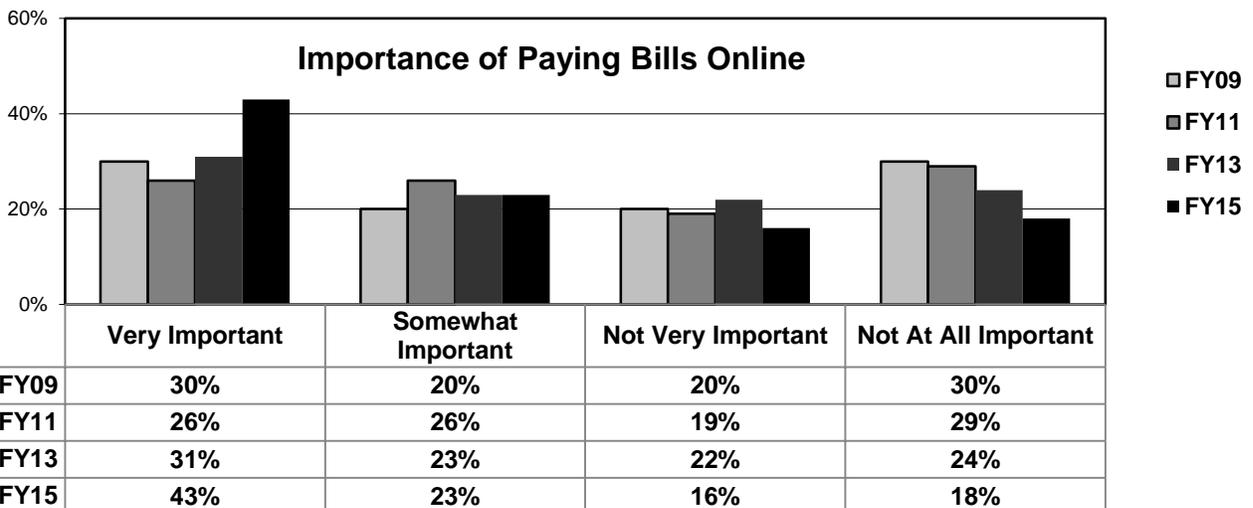
Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 98,265	1.00	\$ 98,265
	Collections Assistant	1.00	52,263	1.00	52,054
	Treasury Assistant	1.00	58,596	1.00	59,696
	Senior Account Clerk	2.00	95,993	2.00	95,463
	Total	<u>5.00 FTEs</u>	<u>\$ 305,117</u>	<u>5.00 FTEs</u>	<u>\$ 305,478</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 assessing service fees turn-over collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$84,100 is for banking services and lockbox fees. Bank account access is crucial to the management 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 \$58,640 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 will continue to expand to other municipal fees in the future.



Discussion: The Citizen Surveys conducted in the fall of 2008 (FY09), 2010 (FY11), 2012 (FY13), and 2014 (FY15) found that there is a movement in the respondents' opinion that being able to pay bills online becoming more important.

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

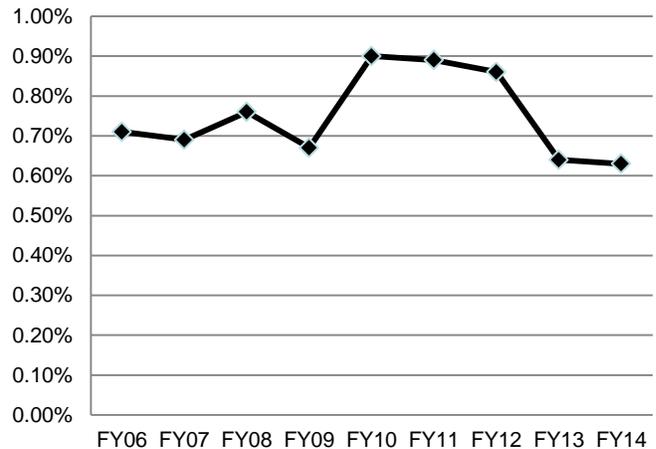
Division Goal: To collect the Town's Property Tax Levy

Measure: Collection Rate

Target: To have a collection percentage in excess of 99%

Trend: The .063% delinquency rate marks the 19th consecutive year in which the rate has been under 1%.

% of Taxes Uncollected (as of June 30th, 2014)



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

Division Goal: To manage the Town's short-term investments in a responsible and effective manner

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

Trend: Interest rates continued their decline through the fiscal year.

Cash Management Summary

	FY10	FY11	FY12	FY13	FY14
Earnings	\$201	\$252	\$196.5	\$151	\$86
Yield	0.65%	0.38%	0.33%	0.25%	0.22%

The above chart shows the Town's short term investments. Shown are the General Fund earnings (in **thousands**) and the Annual Yield from investments.

Revenue Collection Activities

Collections and Billing Summary

Activity	Volume of Activity in FY14	Billing Responsibilities	Collection Responsibilities
Parking violations	11,000		X
Subscriptions for curbside refuse and recycling	7,800	X	X
Motor vehicle excise bills	17,000	X	X
Property tax bills	26,800	X	X
Water bills	33,792		X
Electricity bills	55,932		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 5.3% *increase* in the operating appropriation from that of the FY15 budget.
- This increase can be contributed to the Assistant Town Accountant position becoming a full-time (40 hr/wk) position.
- Audit costs associated with the GASB 68 implementation are budgeted to increase by \$7,000.

Expenditure Summary

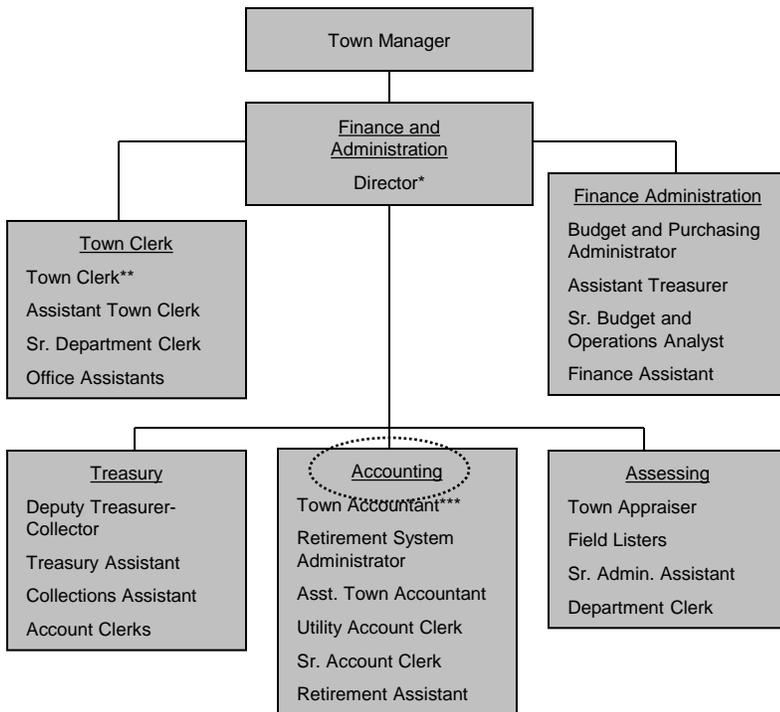
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 129,464	\$ 137,037	\$ 143,171	\$ 150,769
Other Funds	\$ 139,570	\$ 144,369	\$ 242,898	\$ 242,896
Total Expenditures	\$ 269,034	\$ 281,406	\$ 386,069	\$ 393,665

Description:

The Town Accountant Division 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 Board of Selectmen;
- Maintaining budgetary records;
- Managing the Town's audit;
- Monitoring and maintaining records of all contracts/grants;
- Maintaining the accounts/records of the retirement system;
- Providing billing operations relating to water, sewer, and electrical services.

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



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

*** The Town Accountant is appointed by the Board of Selectmen.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 208,181	\$ 217,080	\$ 331,359	\$ 330,955	\$ 330,955
Purchased Services	2,772	9,082	1,200	2,200	2,200
Supplies	257	316	1,110	1,110	1,110
Other Charges	2,825	1,928	2,400	2,400	2,400
Capital Outlay	10,000	5,000	-	-	-
Audit	45,000	48,000	50,000	57,000	57,000
Totals	\$ 269,034	\$ 281,406	\$ 386,069	\$ 393,665	\$ 393,665

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 143,171	37.08%	\$ 150,769	38.30%	5.31%
Light Fund	53,275	13.80%	52,716	13.39%	-1.05%
Water Fund	55,262	14.31%	54,973	13.96%	-0.52%
Sewer Fund	18,197	4.71%	18,723	4.76%	N/A
Solid Waste Disp. Fund	4,296	1.11%	4,491	1.14%	4.54%
Beede Center	9,463	2.45%	9,168	2.33%	-3.12%
Retirement System	102,405	26.53%	102,825	26.12%	0.41%
Totals	\$ 386,069	100.00%	\$ 393,665	100.00%	1.97%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 89,056	1.00	\$ 75,000
	Retirement System Administrator	1.00	71,287	1.00	71,287
	Utility Account Clerk	1.00	50,081	1.00	50,927
	Senior Account Clerk	1.00	45,474	1.00	45,623
	Assistant Town Accountant	0.75	47,343	1.00	60,000
	Retirement Assistant	0.50	28,118	0.50	28,118
	Total	<u>5.25 FTEs</u>	<u>\$ 331,359</u>	<u>5.50 FTEs</u>	<u>\$ 330,955</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, Utility Account Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant.
- The Accounting Division has seen an increase in workload in the utility billing space due to monthly billing, accounts payable processing, grant reporting (Green Communities grant opportunities), monthly reconciliations, etc. resulting in the need to increase the Assistant Town Accountant position to full-time.
- The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (6%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (59%).
- 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 an unqualified 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 maintained an unqualified clean opinion from outside auditors.</p>	Compliance with Accounting Standards				
	FY10	FY11	FY12	FY13	FY14
	Clean Opinion	Clean Opinion	Clean Opinion	Clean Opinion	NA*
*FY14 Audit results were not available at the printing of this book.					

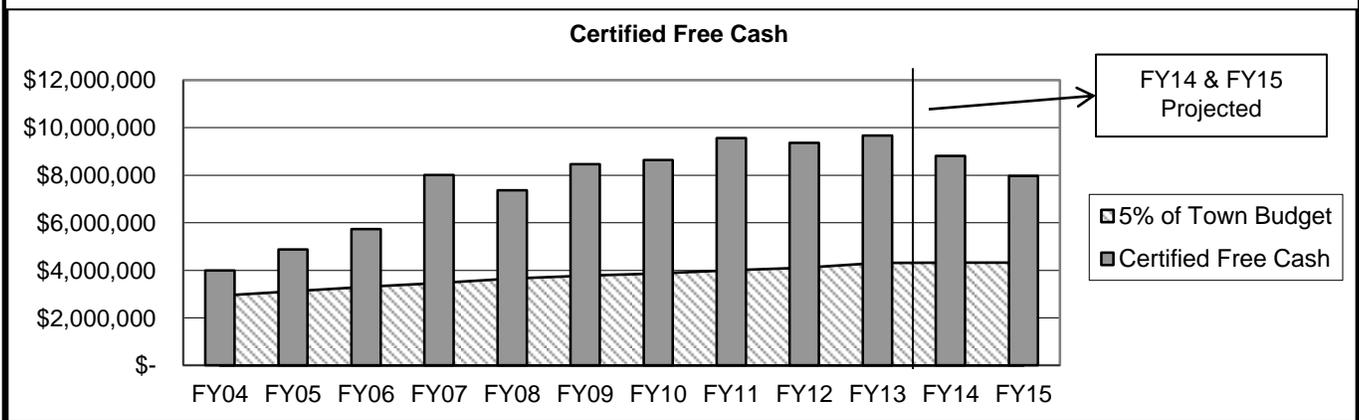
<p>Town Manager Goal: To ensure quality Town Operational & Financial Management</p> <p>Division Goal: To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner</p> <p>Measure: Accounting Activity for the last 4 fiscal years</p>	Accounting Department Activity				
		FY11	FY12	FY13	FY14
	Invoices Processed	14,711	14,640	14,960	16,184
	Warrants Produced	55	55	56	55
	Water and Sewer Bills	33,585	33,739	33,864	33,792
	Electric Bills	43,137	42,171	40,742	55,932

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

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

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

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



Mission Statement:

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

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

Budget Highlights:

- This budget represents approximately a 1.0% decrease in the operating appropriation from that of the FY15 budget.
- The largest item (\$58,374) in the Assessors budget is for professional services, which is used for property revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).
- For FY16 the addition of a part-time Field Lister is proposed in order to be able to assess more properties. Funding for this position will be offset by the retirement of a limited status position and a reduction in purchased services.

Expenditure Summary

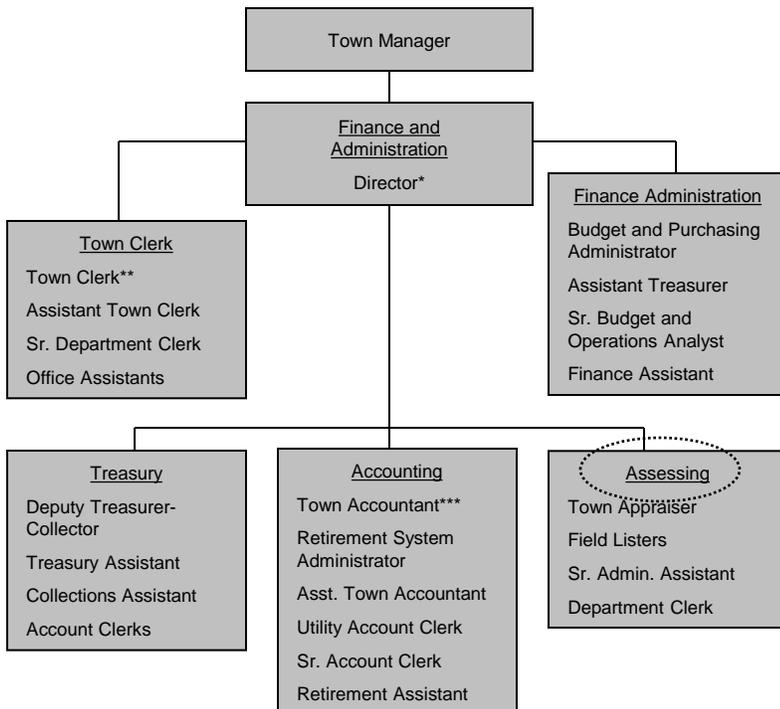
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 367,057	\$ 384,092	\$ 396,632	\$ 392,676
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 367,057	\$ 384,092	\$ 396,632	\$ 392,676

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 exemptions from property tax applications for the elderly, low income, disabled veterans, and the blind, and applications for exemption from the Community Preservation Act Surcharge.



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

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Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 261,454	\$ 271,497	\$ 274,452	\$ 285,622	\$ 285,622
Purchased Services	93,085	74,083	108,190	98,064	93,064
Supplies	3,548	1,298	2,925	2,925	2,925
Other Charges	8,971	8,613	11,065	11,065	11,065
Capital Outlay	-	28,600	-	-	-
Totals	<u>\$ 367,057</u>	<u>\$ 384,092</u>	<u>\$ 396,632</u>	<u>\$ 397,676</u>	<u>\$ 392,676</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 396,632	100.00%	\$ 392,676	100.00%	-1.00%
Totals	<u>\$ 396,632</u>	100.00%	<u>\$ 392,676</u>	100.00%	-1.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

FINANCE & ADMINISTRATION: Assessors

Item 8D

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 100,076	1.00	\$ 100,076
	Field Lister	1.00	57,518	1.40	76,644
	Senior Administrative Assistant	1.00	58,627	1.00	59,195
	Department Clerk	1.00	47,131	1.00	47,607
	Sub Total	<u>4.00 FTEs</u>	\$ 263,352	<u>4.40 FTEs</u>	\$ 283,522
5120	Limited Status	300 hrs.	\$ 9,000	0 hrs.	\$ -
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.14 FTEs</u>	\$ 274,452	<u>4.40 FTEs</u>	\$ 285,622

Program Implementation

- The Assessors Division is proposed to be staffed by a Town Assessor, Field Listers, a Senior Administrative Assistant, and a Department Clerk.
- Correct property values are dependent on accurate data. State guidelines require that all property must be inspected no less frequently than every nine years. 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 20% 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. Also on each tri-annual 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 9-year state requirement and are very close to the 5-year industry standard. The majority of condominiums were inspected in FY12, with the remainder being inspected in FY15. Also an inspection of all Commercial and Industrial properties was completed in the first part of FY13. Personal Property is in compliance with the state guideline and is on a 3-year schedule, starting in FY14.
- FY15 was a tri-annual re-certification year. In a re-certification year a full sales analysis and adjustments 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. The DOR field representatives were in town on several occasions this spring reviewing the data on a sampling of properties. In the fall the DOR representatives were back to review all the reports, before the final review by the DOR staff in Boston. After this extensive scrutiny by the DOR the proposed FY15 values were certified on October 27th.
- For FY16, the most notable proposed change is the addition of a part-time Field Lister. The part-time Field Lister is proposed to work 2 days a week, for a total of 16 hours, and support the Assessors Division with listing and valuing real and personal property in the community. Funding for this position is from the retirement of a limited status position as well as a reduction in contracted services.
- Overall the expense section of the budget has remained level from Fiscal 2015.

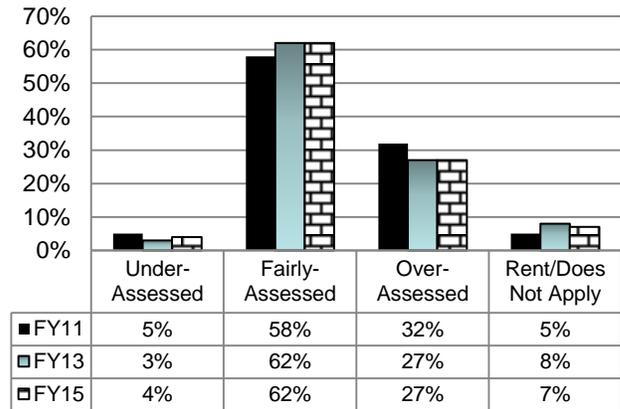
Town Manager Goal: To ensure quality Town Operational & Financial Management

Division Goal: To fairly assess property

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

Opinion of Property Value Assessments



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

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

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

Measure: # of visits and measures

Target: 5-year cycle

Benchmark: State regulated 9-years

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

Property Inspections	FY13	FY14
Total # Visits	1,438	1,142
% Visited	22%	17%
Full Measure & List	661	896

- In FY13 new coding in the assessing computer system was created to better track inspections.
- In FY13 a decision was made to convert to the industry standard of a 5-year inspection schedule from the DOR 9-year guideline
- The 5-year standard is being maintained
- FY13 Included all Commercial Properties
- FY14 Personal property is put on a 3-year inspection schedule
- FY15 Every Improved property in town also received a field review as part of the tri-annual re-certification

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted*	# Filed	# Pending		
FY07	6,500	132	2.0%	70	24	2	9,524,167	100,575
FY08	6,483	174	2.7%	95	31	2	17,628,736	188,980
FY09	6,567	138	2.1%	65	17	2	11,359,798	135,182
FY10	6,580	144	2.2%	79	20	2	10,381,749	135,897
FY11	6,588	158	2.3%	75	12	2	9,369,217	123,580
FY12	6,571	157	2.3%	119	11	2	14,727,602	199,593
FY13	6,590	63	1.0%	37	8	2	6,153,214	86,575
FY14	6,591	53	0.8%	21	6	2	9,551,685	138,022

All cases filed at the Appellate Tax Board have been settled or tried, except the ongoing cases with the telecommunication companies. The value of the telecommunication companies is done by the DOR and is automatically contested each year. The defense of these cases is also handled by the DOR.

* In most cases, partial

Mission Statement:

The mission of the Town Clerk is to accurately record, maintain, and issue certified copies of vital records; to conduct the Annual Town Census; to efficiently issue licenses and permits; to judiciously administer election laws and conduct local, state and federal elections; to record the minutes of Town Meetings; to manage the storage, retrieval and disposal of Town records; and to provide information to town employees, officials and the general public about the Open Meeting, Public Records and Conflict of Interest Laws.

Budget Highlights:

- This budget represents a 0.6% *increase* in the operating appropriation from that of the FY15 budget.
- The Town Clerk’s Office records and processes Cemetery Department deeds and burial records. A modest transfer of \$3,000 from the Cemetery Fund (1.3% of Town Clerk’s budget) reflects these activities.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 215,150	\$ 223,261	\$ 232,427	\$ 233,879
Other Funds	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditures	\$ 218,150	\$ 226,261	\$ 235,427	\$ 236,879

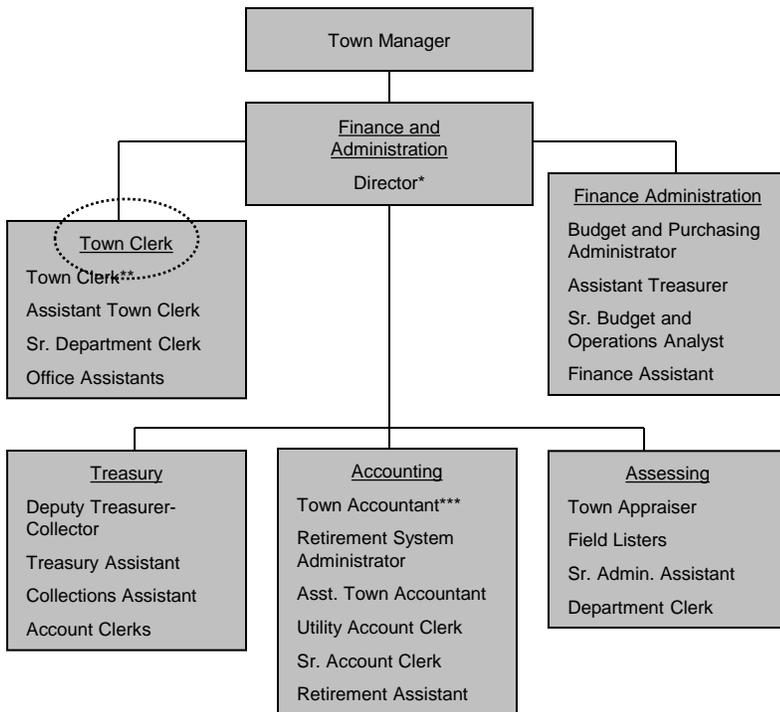
Description:

The Town Clerk Division is responsible for numerous activities associated with:

- Recording, preserving, and issuing certified records of Town business;
- Issuing a variety of licenses and permits;
- Providing information to the public on a wide-array of subjects;
- Administering laws relating to the reporting of election candidates and ballot question committees;
- And performing numerous other miscellaneous tasks.

In addition, some Town Clerk activities are funded through other budget items (e.g., Elections, Item 3A and Registrars, Item 3B). Some examples are:

- Conducting local, state, and national elections;
- Registering voters;
- Conducting the Town Census
- Certifying nomination papers and initiative petitions



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Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 209,114	\$ 214,893	\$ 225,966	\$ 227,418	\$ 227,418
Purchased Services	1,254	838	2,635	2,585	2,585
Supplies	2,672	2,556	2,260	2,260	2,260
Other Charges	3,682	3,473	4,566	4,616	4,616
Capital Outlay	1,428	4,500	-	-	-
Totals	\$ 218,150	\$ 226,261	\$ 235,427	\$ 236,879	\$ 236,879

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 232,427	98.73%	\$ 233,879	98.73%	0.62%
Cemetery Fund	3,000	1.27%	3,000	1.27%	N/A
Totals	\$ 235,427	100.00%	\$ 236,879	100.00%	0.62%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 98,465	1.00	\$ 98,465
	Assistant Town Clerk	1.00	59,637	1.00	60,552
	Senior Department Clerk	1.00	48,671	1.00	48,922
	Sub Total	<u>3.00 FTEs</u>	\$ 206,773	<u>3.00 FTEs</u>	\$ 207,939
5157	Office Assistant	944 hrs.	\$ 16,608	944 hrs.	\$ 16,608
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime (special elections)	66 hrs.	2,585	66 hrs.	2,871
	Total	<u>3.45 FTEs</u>	\$ 225,966	<u>3.45 FTEs</u>	\$ 227,418

Program Implementation
<ul style="list-style-type: none"> •The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions and a part-time Office Assistant (18 hours per week). •The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine. • The following is included under Supplies: office 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	2011	2012	2013	2014
Births Registered (Concord residents)	1,202 (96)	1,171 (102)	1,192 (125)	1,226 (99)
Deaths Registered (Concord residents)	360 (156)	367 (165)	397 (174)	348 (159)
Marriages Registered (Concord residents)	80 (33)	67 (32)	81 (35)	77 (32)
Marriage Intentions Filed	82	68	83	78
Certified Copies of Vital Records Issued	5,965	6,158	5,807	5,362
Fishing & Hunting Licenses Issued	212	Discontinued	Discontinued	Discontinued
Dog Licenses Issued	1,924	1,933	1,958	1,968
Burial Permits Issued	346	351	391	316
Business Certificates Recorded	98	135	137	111
Cemetery Deeds Prepared & Recorded	54	50	37	36
Public Meetings Posted	863	843	951	867
Raffle Permits Issued	13	13	16	19
Passport Applications Processed	64	Discontinued	Discontinued	Discontinued
Affidavits & Corrections Prepared & Recorded	44	32	52	50
Net Receipts to General Fund	\$111,030	\$110,639	\$123,840	\$111,941

Mission Statement:

To operate, maintain, and improve the Town’s information technology to meet current and future needs. The Information Technology Department’s primary 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 6.4% *increase* in the operating appropriation from FY15.
- Phase 2 of a major telephone system upgrade, initially funded in FY14, will be deployed in FY16, completing that effort.
- In FY16, the CIO continues to manage the Telecommunications within CMLP and support Broadband. This is funded by through telecommunications fees paid to that enterprise.
- New Telecomm support expense line item reimburses CMLP for the use of its personnel when they support Town IT network projects or operations.
- Multiple new and upgraded applications have deployed in FY15 and will continue to be added in FY16.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 486,863	\$ 693,084	\$ 639,133	\$ 675,933
Other Funds	\$ 28,305	\$ 58,067	\$ 89,736	\$ 92,304
Total Expenditures	\$ 515,168	\$ 751,151	\$ 728,869	\$ 768,237

Description:

The account is divided into three activities:

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

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

Information Technology Operations: Includes all of the operational support for the Town Government’s Information Technology. This line item contains the general fund allocation for the Chief Information Officer, IS Technician and Geographic Information System and Application Integration Program Manager positions. The CIO is proposed to be funded 55% by the General Fund, 40% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund; other IT staff is proposed to be funded 75% by the General Fund, 20% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund. Capital acquisition for Town Government’s hardware and software is proposed to increase from \$175,000 to \$182,000. This funding provides for continued technology refresh of the servers, data storage, networking and workstation technology used by town Staff. Increasingly, application software and information security systems which are used Town-wide also constitutes some of the technology fund expenses. All uses of the 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.

Major Budgeted Expenses in FY16

Expense Category	Cost	Detail
Financial Systems Operations	\$84,500	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$14,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$487,737	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$182,000	Includes the costs associated with hardware and software upgrades and replacements and a phone system upgrade.

INFORMATION TECHNOLOGY

Item 9

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$111,903	\$110,954	\$ 272,266	\$ 296,787	\$ 296,787
Purchased Services	187,290	259,555	266,303	275,750	270,750
Supplies	8,758	19,272	13,200	18,000	18,000
Other Charges	-	158	2,100	700	700
Capital Outlay	178,913	303,145	175,000	172,000	182,000
Totals	\$486,863	\$ 693,084	\$ 728,869	\$ 763,237	\$ 768,237

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 639,133	87.69%	\$ 675,933	87.98%	5.76%
Light Fund	76,524	10.50%	53,289	6.94%	-30.36%
Telecom Fund	-	0.00%	23,690	3.08%	0.00%
Water Fund	10,568	1.45%	10,659	1.39%	0.00%
Sewer Fund	2,644	0.36%	2,666	0.35%	0.83%
RHSO	-	0.00%	2,000	0.26%	0.00%
Totals	\$ 728,869	100.00%	\$ 768,237	100.00%	5.40%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
C-1	Town-Wide Technology Fund	175,000	182,000	200,000	215,000	230,000	275,000
	Totals	\$ 175,000	\$ 182,000	\$ 200,000	\$ 215,000	\$ 230,000	\$ 275,000

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 118,450	1.00	\$ 118,450
	GIS / App. Prog. Manager	1.00	\$ 77,104	1.00	\$ 79,380
	Information Systems Technician	1.00	68,612	1.00	68,612
	Telecom Support	0.00	-	0.00	22,245
	Total	3.00 FTEs	\$ 264,166	3.00 FTEs	\$ 288,687
5115	Regular Part Time	500 FTEs	\$ 7,500	500 hrs	\$ 7,500
5130	Overtime	20 hrs	600	20 hrs	600
	Total	3.00 FTEs	\$ 272,266	3.24 FTEs	\$ 296,787

Description of Information Technology Infrastructure

The Town's Information Technology infrastructure includes approximately 40 servers, 325 workstations and laptops, 100 printers, and 500 telephones across 16 buildings. Data Center operations are centralized with redundant backup facilities. The Town owns and operates its own fiber optic based data and voice network. In addition to the in-house IT staff, multiple vendors provide support for many of the key systems. Some Town systems are hosted at, or processing is performed by service bureaus.

In FY14 and FY15 major investments in servers and storage substantially expanded our virtualization environment. Server virtualization facilitates replacing aging hardware and network systems to improve service levels and availability. For example, all of the major application servers can be dynamically relocated between two locations without any service disruption. By the end of FY16, we expect to have retired or consolidated almost all the remaining physical servers and much of the phone system onto the virtual infrastructure. This helps the long-term outlook for capital and operating costs, such as energy, in the data center.

The effort to eliminate workstations that are beyond their useful life has been effectively completed. The systematic workstation refresh program in place since 2011 has achieved an approximately 6-year refresh cycle. The data network uses the Town's fiber network, it services virtually all municipal buildings, including locations the Water, Sewer and School departments which otherwise would have required expensive, lower speed connections from other common carriers.

Growing use of mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up the volume of data traffic, storage consumption, and network end-points. Program requirements for community services applications involving technology are also on the rise.

Program Implementation

The FY16 budget for Information Technology Operations is approximately level funded. The budget provides for implementation of the IT support structure first outlined by the CIO in FY12. The infrastructure elements required to provide IT applications are workstations, networks, servers and storage. The improvements achieved through FY14 have enabled IT to deploy new or updated applications for Recreation and Utility Billing in FY15. In FY14 the GIS Coordinator role transferred to IT with added responsibility for Application Integration. This recognizes that mapping data is a key to many departmental applications. This position provides a focal point for optimizing the application environment and expanding the use of GIS data. FY15 was proposed to be the first full year in which the IT Department will have the Geographic Information Systems and Application Integration (GIS/AI) Program Manager role in place, however the position was not filled for much of the year.

- The Chief Information Officer (CIO) reports to the Town Manager and manages the IS Technician, GIS/Applications Program Manager and outsourced IT services vendors. The CIO has Information Technology policy and strategy responsibilities. Since FY14, the CIO has also managed the Telecommunications Service business and the telecommunications staff within the Concord Municipal Light Plant. That activity is funded separately.
- The Information Systems (IS) Technician manages the end-user computing environment. The IS Technician provides direct IT support as in the past, but is now more focused on the workstation refresh program, managing Help Desk services, deploying applications, and managing suppliers of department applications and equipment like large copiers and printers. The IS technician selects and purchases much of the end-user software used on workstations.
- Since early 2011, the Town has used CIS Technical 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, access to advanced support tools, and access to technicians with critical but infrequently needed skills. The FY16 budget provides for professional services at roughly the FY15 level. Establishing an optimal balance between professional services and internal staff resources is an ongoing strategic focus of the CIO.
- Capital initiatives planned for FY16 include more data and voice network integration and expanding wireless capabilities. These projects complement the progress on the server and storage technology from prior years.

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?

Systems are consistently available and availability are monitored continuously. No major availability incidents have occurred in the past two years. The major applications 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.

Under the direction of the CIO, significant capital investments in hardware, software, networks, and processes have been made to improve the reliability of critical systems. A major expansion of the server infrastructure in FY14 added the ability to operate all major systems from two different physical locations. The Town now has redundant internet connections as well. The network upgrades, implemented in FY15, have improved the reliability of the telephone system and enabled IT operations from multiple redundant sites.

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.

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

Just over 2,100 tickets were generated in calendar year 2014 versus about 1,800 in two prior years. Average open tickets, a measure of issues, remained steady. This represents continued progress toward resolving issues in a timely even as the volume went up, the time to closure has declined some.

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

Approximately one third of the technology fund is expended on computer workstation upgrades annually. With an inventory of over 300 workstations, a refresh rate of approximately one system per week is required to achieve the six year replacement cycle target. In 2014, partially driven by the need to eliminate Windows XP, the workstation replacement program deployed 80 workstations and laptops, compared to 67 in 2013, 43 new 2012. Systems continue being replaced faster than the target rate in order to eliminate systems that are nearly obsolete and to complete transition from Windows XP to Windows 7. The Town achieved the goal of eliminating workstations older than six years as of the end of 2014, except in cases where there is an exceptional business need for such a device. 80% of system are running Windows 7. Sufficient funding is proposed to maintain the program.

There remain a few application systems that should be replaced due to age or lack of support. However, in most cases the technology available, while not necessarily the latest, is current. In late 2014, the VMware (virtual server) environment was upgraded to the latest release. This provided the server platform upon which to proceed with application system updates. Working with the senior managers, the CIO identifies and prioritizes application upgrades. New Applications deployed in 2014 included Rectrack and Webtrac for Recreation, Vision Assessing, MVRS for the meter reading division, Northstar 6.4 Utility Billing system for Water and Sewer and Electric.

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 1.5% decrease in the operating appropriation from that of the FY15 budget.
- In FY15, the 1st floor was painted and re-carpeted.
- In FY16, there is a borrowing article on the 2015 Town Meeting Warrant for renovations of the 2nd floor.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 99,959	\$ 87,341	\$ 104,757	\$ 103,370
Other Funds	\$ 23,858	\$ 22,427	\$ 22,450	\$ 22,105
Total Expenditures	\$ 123,817	\$ 109,768	\$ 127,207	\$ 125,475

Description:

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

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

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

The Town House was constructed in 1851, and is now in its 165th year of operation. In recent years, a combination of capital outlay funds within this account, as well as Community Preservation Act funding and other available funds have been used on various significant improvements to the facility, including the most recent exterior masonry restoration and associated work, removal of an antiquated fire escape and restoration of original window openings, new storm windows to match the historic façade, interior accessibility improvements, and assorted interior repairs.

Town House - Utility Performance Information						
Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 15,507	\$ 16,420	\$ 16,197	\$ 17,681	1.107	6.763
Natural Gas	7,751	7,589	7,332	7,668	0.511	0.333
Water	454	649	664	705	0.044	0.007
Sewer	1,021	1,440	1,566	1,646	0.097	0.007

The Town House has a square footage of 14,838 and is used on weekdays and evenings.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

FINANCE & ADMINISTRATION: Town House

Item 10

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 52,055	\$ 53,929	\$ 59,490	\$ 59,753	\$ 59,513
Purchased Services	42,539	34,801	37,312	37,826	37,826
Supplies	5,291	7,352	7,150	6,950	6,950
Other Charges	-	-	-	-	-
Capital Outlay	20,100	10,515	15,000	15,000	15,000
Assessor's Office Building	3,831	3,171	8,255	7,686	6,186
Totals	\$ 123,817	\$ 109,768	\$ 127,207	\$ 127,215	\$ 125,475

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 104,757	82.35%	\$ 103,370	82.38%	-1.32%
Light Fund	5,612	4.41%	5,526	4.40%	-1.53%
Water Fund	6,734	5.29%	6,630	5.28%	-1.54%
Sewer Fund	3,368	2.65%	3,316	2.64%	-1.54%
Solid Waste Disposal Fund	1,124	0.88%	1,107	0.88%	-1.51%
Retirement	5,612	4.41%	5,526	4.40%	N/A
Totals	\$ 127,207	100.00%	\$ 125,475	100.00%	-1.36%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
A-3	Building Improvements	15,000	15,000	15,000	15,000	15,000	15,000
	Totals	\$ 15,000					

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 47,776	1.00	\$ 47,795
	Sub Total	<u>1.00 FTEs</u>	47,776	<u>1.00 FTEs</u>	47,795
5115	Electrician	40 hrs.	1,760	40 hrs.	1,760
5130	Overtime	290 hrs.	9,954	290 hrs.	9,958
	Total	<u>1.02 FTEs</u>	\$ 59,490	<u>1.02 FTEs</u>	\$ 59,513

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.

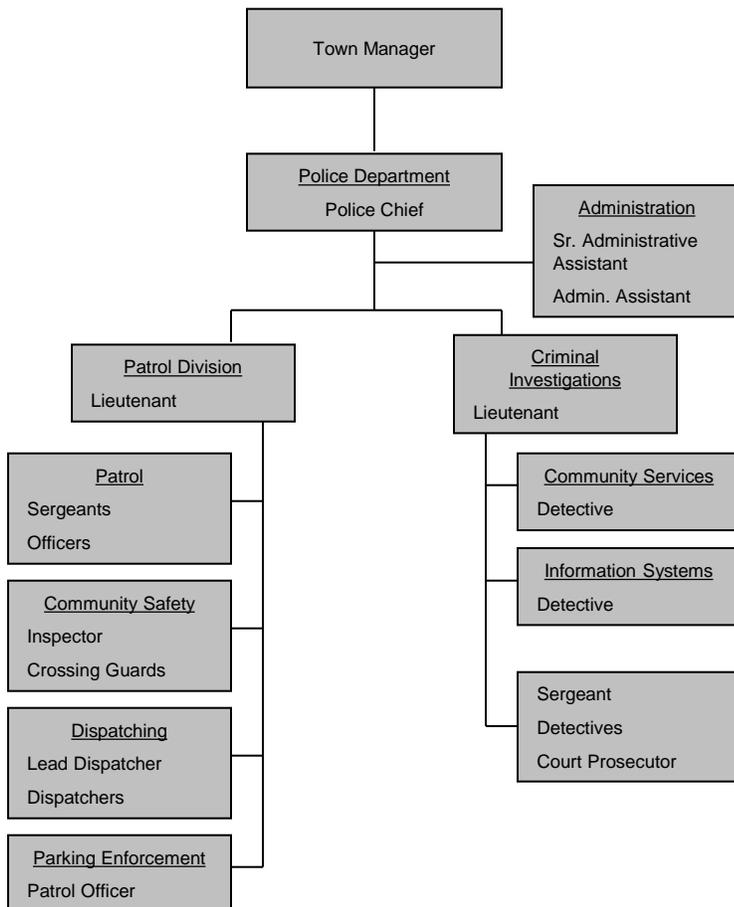
The Concord Police Department is committed to delivering "Exceptional Service. All of the Time".

Budget Highlights:

- This budget represents a 3.4% *increase* in the operating appropriation from that of the FY15 budget.
- The Police Department is proposing to increase the hours of the part-time Administrative Assistant, who assists the Department 's Inspectors/Detectives, to a full-time position.
- It should be noted that the collective bargaining agreement for the Sergeants, Detectives, and Patrol Officers has not been reached as of the printing of this budget book, so salary increases from FY15 for these officers are not shown in the budget.
- The FY16 capital expenditures total \$153,000 and includes the replacement of three (3) police vehicles (\$105,000), the upgrade and maintenance of public safety equipment (\$20,000), the replacement of the 911 replay system (\$13,000), the purchase of one (1) copier (\$10,000), and computer upgrades (\$5,000).

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 3,952,914	\$ 4,106,647	\$ 4,160,352	\$ 4,217,361
Other Funds	\$ 75,406	\$ 75,747	\$ 79,344	\$ 79,344
Total Expenditures	\$ 4,028,320	\$ 4,182,394	\$ 4,239,696	\$ 4,296,705



Description:

The Concord Police Department provides a complete range of public safety and community-based services. These services include; but are not limited to, criminal investigations, motor vehicle and commercial vehicle enforcement, parking control and enforcement, animal control officer services, preventive patrols, school crossing safety, community problem solving, and emergency response. In addition, the department processes a variety of permits, licenses and applications, and provides crime prevention programs, youth services, Drug Abuse Resistance Education (D.A.R.E) and Rape Aggression Defense (R.A.D) instruction.

PUBLIC SAFETY: Police Department

Item 11

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,681,489	\$ 3,817,867	\$ 3,936,748	\$ 4,004,459	\$ 3,993,758
Purchased Services	79,773	140,169	34,225	38,391	38,391
Supplies	91,795	95,198	98,405	110,925	100,926
Other Charges	10,299	12,962	10,318	10,630	10,630
Capital Outlay	164,965	116,198	160,000	214,700	153,000
Totals	<u>\$ 4,028,320</u>	<u>\$ 4,182,394</u>	<u>\$ 4,239,696</u>	<u>\$ 4,379,105</u>	<u>\$ 4,296,705</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,160,352	98.13%	\$ 4,217,361	98.15%	1.37%
Parking Meter Fund	79,344	1.87%	79,344	1.85%	0.00%
Totals	<u>\$ 4,239,696</u>	100.00%	<u>\$ 4,296,705</u>	100.00%	1.34%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
D-1	Police Vehicles	90,000	105,000	140,000	105,000	140,000	105,000
D-2	P.S. Equipment	15,000	20,000	25,000	25,000	25,000	25,000
D-3	Cruiser Laptops	-	-	-	-	-	-
D-4	Vests	-	-	-	-	-	-
D-5	AED Replacement	-	-	-	-	-	-
D-6	Computers	3,000	5,000	-	-	-	-
D-7	Rifle Sights	-	-	-	-	-	-
D-8	Night Vision Devices	-	-	13,200	-	-	-
D-9	Card Access System	-	-	-	-	-	-
D-10	Taser Equipment	-	-	-	-	-	-
D-11	911 Replay System	-	13,000	-	-	-	-
D-12	Office Copiers	-	10,000	-	-	-	-
	Totals	<u>\$ 108,000</u>	<u>\$ 153,000</u>	<u>\$ 178,200</u>	<u>\$ 130,000</u>	<u>\$ 165,000</u>	<u>\$ 130,000</u>

PUBLIC SAFETY: Police Department

Item 11

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Police Chief	1.00	\$ 154,962	1.00	\$ 157,500
	Lieutenant	2.00	258,543	2.00	258,626
	Sergeant	6.00	546,113	6.00	546,113
	Inspection/Detective	7.00	561,454	7.00	561,454
	Patrol Officer	19.00	1,298,819	19.00	1,298,989
	Uniformed Sub Total	35.00 FTEs	\$ 2,819,890	35.00 FTEs	\$ 2,822,681
	Senior Administrative Assistant	1.00	70,024	1.00	70,470
	Administrative Assistant	0.50	28,100	1.00	56,230
	Lead Dispatch	1.00	63,350	1.00	64,332
	P.S. Dispatch	7.00	384,269	7.00	385,970
5114	Crossing Guards	1.30	54,480	1.30	54,480
	Regular Compensation Sub Total	10.80 FTEs	\$ 600,223	11.30 FTEs	\$ 631,482
5130	Overtime - Uniformed	5830 hrs.	327,551	6276 hrs.	352,632
	Overtime - Dispatchers	1463 hrs.	58,807	1463 hrs.	59,159
	Traffic/Alcohol/Tobacco Compliance	482 hrs.	27,081	482 hrs.	27,083
	Overtime Sub Total	0.00 FTEs	\$ 413,439	0.00 FTEs	\$ 438,874
5143	Holiday Pay - Uniformed	768 hrs.	28,767	768 hrs.	28,768
	Holiday Pay - Dispatchers	384 hrs.	10,291	384 hrs.	10,352
5194	Uniform Allowance	N/A	24,500	N/A	24,500
5197	Cleaning Allowance	N/A	37,100	N/A	37,100
	Total	45.80 FTEs	\$ 3,934,210	46.30 FTEs	\$ 3,993,757

Program Implementation

The FY16 Police Department recommended budget provides funding for a staffing level of thirty-five (35) uniformed officers and two (2) Administrative Assistants.

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

The Capital Outlay Plan allocates \$153,000 for the Department, which includes the replacement of three (3) police vehicles (\$105,000), computer upgrades (\$5,000), the upgrade and maintenance of public safety equipment (\$20,000), the replacement of the 911 replay system (\$13,000) and the purchase of one (1) copier (\$10,000).

The proposed budget allocates 482 hours for Traffic, Alcohol and Tobacco compliance programs.

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

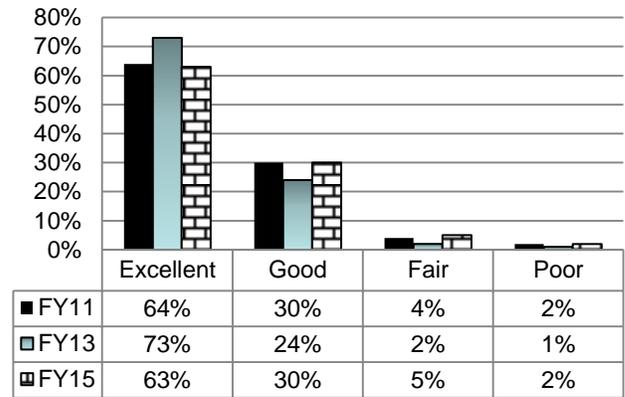
Division Goal: To ensure the CPD services are appropriate, cost-effective, and of the highest quality.

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, 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 provide rapid and effective fire, rescue, and emergency medical services to the community, and strive to make Concord a safer place for all to live, work, and visit.

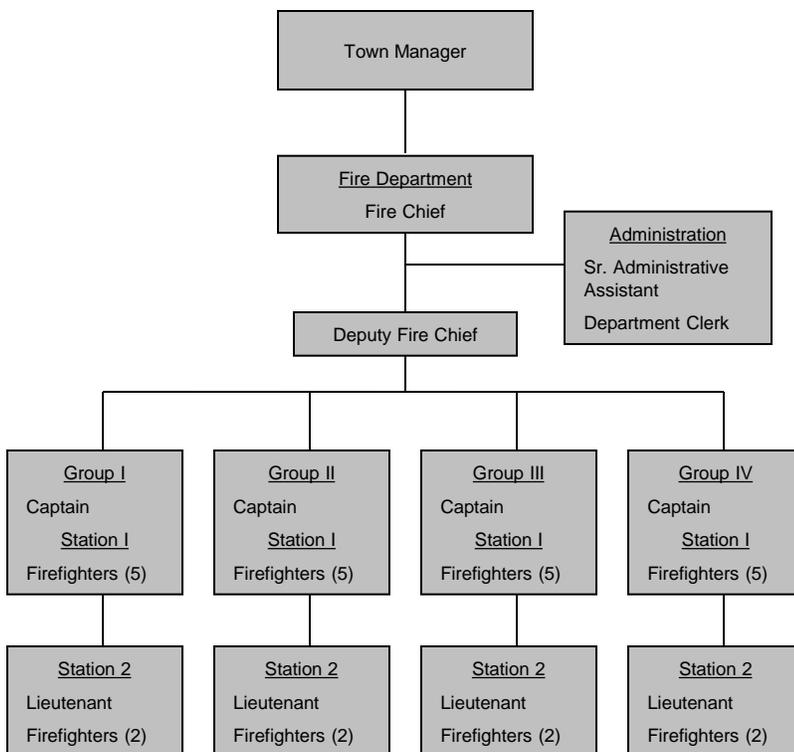
To achieve this mission, the Fire Department's vision is to meet or exceed the expectations of our community by setting a high standard of excellence, guided by the principles of trust, integrity, honesty, loyalty and respect for all.

Budget Highlights:

- This budget represents 1.5% *increase* in the operating appropriation from that of the FY15 budget.
- As of July 2014, four additional firefighters (2 per shift) have been assigned to the West Concord Fire Station to staff the 2nd ambulance from 8AM to 8PM, 7 days a week.
- With the addition of the 2nd ambulance in West Concord, EMS emergency response times decreased by almost 1.5 minutes from 6.03 minutes in 2013 to 4.35 minutes in 2014
- The cost of purchased services in FY16 represents an increase of 8.0% primarily for the licensing of operations management software.
- Capital outlay, totaling \$74,000, will replace miscellaneous firefighting equipment, turnout gear, supply hose, upgrades to defibrillators and partially fund the replacement of a response vehicle.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 3,638,772	\$ 3,793,889	\$ 4,058,386	\$ 4,143,072
Other Funds	\$ 8,500	\$ 8,500	\$ 6,000	\$ 6,000
Stabilization Fund	\$ -	\$ -	\$ 200,000	\$ 100,000
Total Expenditures	\$ 3,647,272	\$ 3,802,389	\$ 4,264,386	\$ 4,249,072



Description:

The Fire Department provides 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,425,919	\$ 3,550,432	\$ 3,994,800	\$ 4,332,472	\$ 3,950,758
Purchased Services	84,439	117,012	94,738	102,406	102,403
Supplies	80,652	86,476	116,840	109,703	109,703
Other Charges	8,186	8,260	10,508	12,208	12,208
Capital Outlay	48,076	40,209	47,500	118,000	74,000
Totals	<u>\$ 3,647,272</u>	<u>\$ 3,802,389</u>	<u>\$ 4,264,386</u>	<u>\$ 4,674,789</u>	<u>\$ 4,249,072</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,058,386	95.17%	\$ 4,143,072	97.51%	2.09%
State Reimb. - HazMat	\$ 6,000	0.14%	\$ 6,000	0.14%	0.00%
Stabilization Fund	\$ 200,000	4.69%	\$ 100,000	2.35%	-50.00%
Totals	<u>\$ 4,264,386</u>	100%	<u>\$ 4,249,072</u>	100%	-0.36%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
F-1	Misc. Equip.	20,000	20,000	25,000	25,000	25,000	25,000
F-2	Car 6 (2002)	-	-	25,000	-	-	-
F-3	Car 2 (2007)	27,500	20,000	-	-	-	-
F-4	Utility Pickup (2006)	-	-	-	25,000	-	-
F-5	Upgrade AEDs	-	10,000	-	-	-	-
F-6	Turnout Gear	-	15,000	15,000	15,000	15,000	15,000
F-7	SCBA	-	-	-	-	-	-
F-8	Supply Hose	-	9,000	-	-	-	-
F-9	EMS Equip.	-	-	-	-	25,000	-
F-10	Upgrade Med. Equip.	-	-	-	-	-	-
	Totals	<u>\$ 47,500</u>	<u>\$ 74,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>	<u>\$ 40,000</u>

Personnel Services Summary						
		FY15 Budgeted		FY16 Proposed		
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount	
5111	Fire Chief	1.00	\$ 130,271	1.00	\$ 130,271	
	Deputy Chief	1.00	96,669	1.00	85,442	
	Captain	4.00	371,239	4.00	371,239	
	Lieutenant	4.00	319,802	4.00	319,802	
	Firefighter	32.00	2,163,729	32.00	2,163,574	
	Uniformed Sub Total		<u>42.00 FTEs</u>	\$ 3,081,710	<u>42.00 FTEs</u>	\$ 3,070,328
	Senior Administrative Assistant	1.00	55,349	1.00	55,938	
	Regular Compensation Sub Total	<u>43.00 FTEs</u>	\$ 3,137,059	<u>43.00 FTEs</u>	\$ 3,126,266	
5120	Department Clerk	1024 hrs.	11,490	1024 hrs.	11,490	
	Office Clerk	783 hrs.	7,658	783 hrs.	7,658	
	Call Firefighters	82 hrs.	1,025	82 hrs.	1,025	
5143	Holiday Pay	4800 hrs.	164,068	4800 hrs.	177,621	
	Sub Total	<u>0.90 FTEs</u>	\$ 184,241	<u>0.90 FTEs</u>	\$ 197,794	
5130	Firefighter Overtime	12143 hrs.	672,439	12204 hrs.	625,627	
	Non-Union Overtime	0 hrs.	1,061	0 hrs.	1,072	
	Total	<u>43.90 FTEs</u>	\$ 3,994,800	<u>43.90 FTEs</u>	\$ 3,950,758	

Program Implementation

In the proposed operating budget, 93% is for salary and related personnel expenses. The remaining 7% of the budget funds purchased services and supplies .

Capital outlay, totaling \$74,000, will replace miscellaneous firefighting equipment, turnout gear, supply hose, upgrades to defribullators and partially fund the replacement of a response vehicle.

In 2014, 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, 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 (1 not staffed-reserve), one ladder truck, and four support vehicles.

As of July 2014, four additional firefighters (2 per shift) have been assigned to the West Concord Fire Station to staff the second ambulance referred to in the EMS Strategic Plan from 8AM to 8PM, 7 days a week. This has had a substantial, positive impact on the performance measures noted below.

During the 8AM to 8PM period in West Concord while operating the second ambulance, EMS emergency response times decreased by almost 1.5 minutes from 6.03 minutes in 2013 to 4.35 minutes in 2014, from July through December.

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

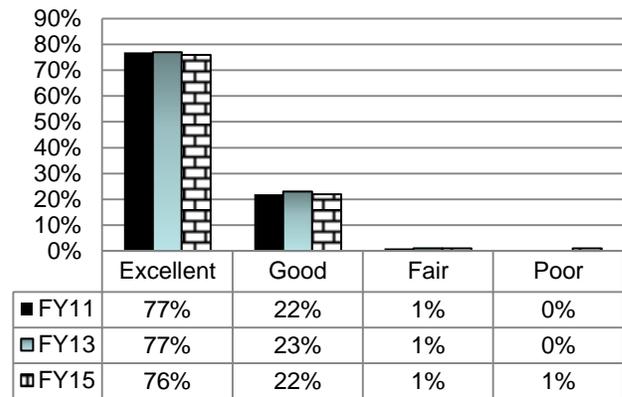
Division Goal: To ensure the CFD services are appropriate, cost-effective, and of the highest quality.

Objective: To measure citizen satisfaction with Fire Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, 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



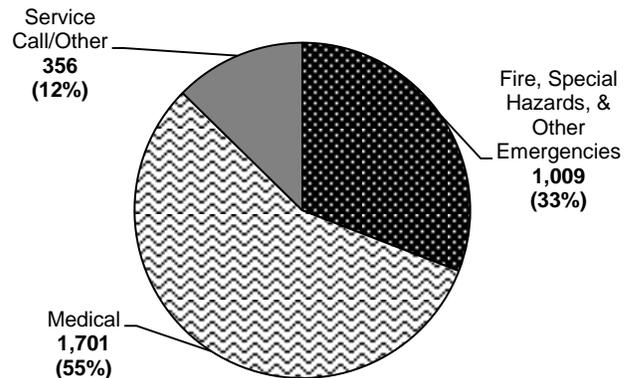
Division Goal: To prepare for the emergency needs of the residents

Objective: To determine the trends in emergency services

Measure: Emergency call breakdown from CY 2014

Trend: The occurrence of calls for fires remains stable. However there is still a high volume of safety hazard and other emergency issues. 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 to address the increased EMS needs.

CFD Emergency Response Calls CY14



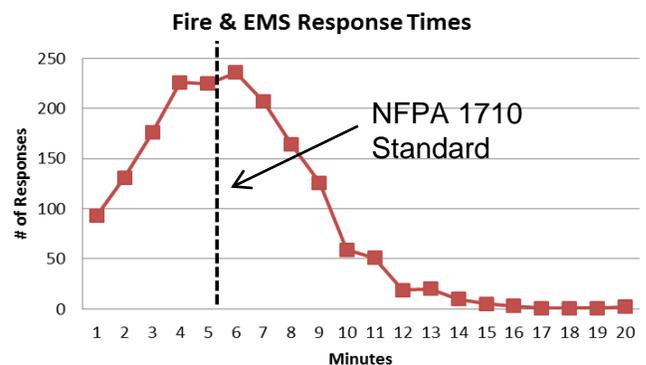
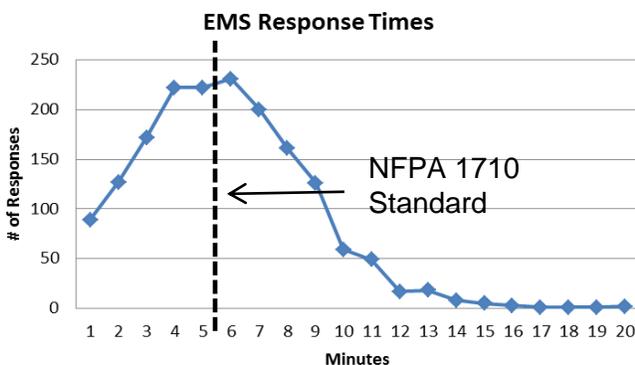
Division Goal: To provide efficient response to fire & medical emergencies

Objective: Arrival of the first fire or medical responders at emergency scene within 5 minutes 20 seconds of Dispatch to the call, 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 6 minutes. The chart below breaks down all of the emergency responses from CY14 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 12.6% *increase* in the operating appropriation from that of the FY15 budget.
- Funding of \$20,000 in the capital outlay plan is provided for improving the exhaust system in the West Concord Fire Station.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 34,830	\$ 35,750	\$ 36,697	\$ 60,062
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 34,830	\$ 35,750	\$ 36,697	\$ 60,062

Description:

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

Station 2 was built and fully equipped in 1932 at a total cost of \$46,540, replacing an older fire station in West Concord that was destroyed by fire. Renovations in 1990-91 were funded through a state grant and included a vehicle exhaust removal system and interior upgrades. In recent years, the floor drain system was made compliant with Plumbing and Department of Environmental Protection regulations; the cupola and exterior siding were scraped and painted; vinyl siding and a new roof were installed; the air compressor, water heater, and emergency generator transfer switch were replaced; the driveway was repaved; and new emergency traffic lights were installed. Recently new overhead doors were installed in the apparatus stalls fronting Main Street. These doors were built to reflect the original doors as found in the 1932 architectural drawings. Interior painting of the second floor, firefighter quarters and offices was completed in 2008. A new highly efficient heating system was installed in 2010. Firefighters assigned to this station continue to provide many hours of sweat equity to improve and maintain the landscaping and exterior of the building.

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, one brush truck, one water rescue boat, 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. To accommodate this new staffing some renovations took place this year at station 2 to include an additional bathroom, shower and gear space.

Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$6,031	\$7,273	\$7,559	\$7,786	1.398	7.067
Natural Gas	\$3,739	\$5,093	\$6,100	\$7,100	0.979	0.553
Water	\$543	\$963	\$904	\$1,410	0.185	0.025
Sewer	\$1,256	\$2,247	\$2,130	\$3,291	0.432	0.025

The West Concord Fire Station has a square footage of 5,204 and is used 7 days-a-week, 24 hours-a-day. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

PUBLIC SAFETY: W. Concord Fire Station

Item 13

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 158	\$ -	\$ -	\$ -	\$ -
Purchased Services	21,365	23,950	23,847	26,324	26,324
Supplies	2,260	3,204	2,850	3,738	3,738
Other Charges	-	-	-	-	-
Capital Outlay	11,047	8,597	10,000	50,000	30,000
Totals	<u>\$ 34,830</u>	<u>\$ 35,750</u>	<u>\$ 36,697</u>	<u>\$ 80,062</u>	<u>\$ 60,062</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 36,697	100.00%	\$ 60,062	100.00%	63.67%
Totals	<u>\$ 36,697</u>	100.00%	<u>\$ 60,062</u>	100.00%	63.67%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
H-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
H-2	Exhaust System Upgrade	-	20,000	-	-	-	-
	Totals	<u>\$ 10,000</u>	<u>\$ 30,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

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 approximately a 1.3% *increase* in the operating appropriation from that of the FY15 budget.
- This budget includes \$15,000 in capital expenditures for various building improvements and renovations, with \$7,500 allocated for Police Department use and \$7,500 allocated for Fire Department use.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 217,741	\$ 228,495	\$ 227,034	\$ 234,812
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 217,741	\$ 228,495	\$ 227,034	\$ 234,812

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 community 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.

The Public Safety Radio Project and upgrade of the Communications Center was successfully completed.

Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$46,221	\$44,026	\$49,167	\$46,200	2.950	24.987
Natural Gas	\$16,315	18,935	\$16,664	\$17,040	1.269	0.742
Water	\$978	994	\$1,171	\$1,175	0.067	0.015
Sewer	\$2,148	2,204	\$2,758	\$2,743	0.148	0.015

The Police / Fire Station has square footage of 14,925 and is used 7 day-a-week, 24 hours-a-day.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

PUBLIC SAFETY: Police / Fire Station

Item 14

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 25,024	\$ 24,365	\$ 26,645	\$ 4,120	\$ 4,120
Purchased Services	163,588	187,130	183,689	208,992	208,992
Supplies	5,244	7,591	6,700	6,700	6,700
Other Charges	-	3,012	-	-	-
Capital Outlay	23,885	6,397	10,000	53,000	15,000
Totals	\$ 217,741	\$ 228,495	\$ 227,034	\$ 272,812	\$ 234,812

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 227,034	100.00%	\$ 234,812	100.00%	3.43%
Totals	\$ 227,034	100.00%	\$ 234,812	100.00%	3.43%

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	0.50	\$ 25,474	0.00	\$ -
5115	Limited Status	0.00	\$ -	60 hrs.	\$ 3,000
5130	Overtime	32 hrs.	\$ 1,172	32 hrs.	\$ 1,120
Total		0.50 FTEs	\$ 26,646	0.00 FTEs	\$ 4,120

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
E-1	Building Improv.	10,000	15,000	20,000	20,000	20,000	20,000
Totals		\$ 10,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Mission Statement:

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

Budget Highlights:

- This budget represents a 78.1% *increase* in the operating appropriation from that of the FY15 budget.
- This budget will provide for the Town’s continued emergency planning and response capability.
- The additional funding in this budget will provide fuel and maintenance for the newly installed emergency generator at the Town’s emergency shelter.
- An amount of \$8,000 has been proposed to partially fund a Haz-Mat Mitigation Update Plan.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 9,219	\$ 6,444	\$ 12,810	\$ 22,810
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 9,219	\$ 6,444	\$ 12,810	\$ 22,810

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 three 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.

CERT volunteers are organized into a Mass Shelter Team, Medical Reserve Corp and the Concord Amateur Radio Emergency Team. These teams 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).

PUBLIC SAFETY: Emergency Management

Item 15

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	1,265	3,727	6,360	24,360	16,360
Supplies	54	2,589	5,750	5,750	5,750
Other Charges	-	-	700	700	700
Capital Outlay	7,900	127	-	-	-
Totals	<u>\$ 9,219</u>	<u>\$ 6,444</u>	<u>\$ 12,810</u>	<u>\$ 30,810</u>	<u>\$ 22,810</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 12,810	100.00%	\$ 22,810	100.00%	78.06%
Totals	<u>\$ 12,810</u>	100.00%	<u>\$ 22,810</u>	100.00%	78.06%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in operating appropriation from that of the FY15 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 21,750	\$ 23,043	\$ 25,100	\$ 25,100
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 21,750	\$ 23,043	\$ 25,100	\$ 25,100

Description:

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

The Animal Control Officer services include, but are not limited to, attending to all animal complaints (domestic or wild), performing humane removal services for all animals, and having a licensed kennel for the confinement of dogs. The Animal Control Officer and his assistant(s) are on call twenty-four (24) hours a day and can be contacted through the Public Safety Communications Center.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	21,750	23,043	25,100	25,100	25,100
Totals	<u>\$ 21,750</u>	<u>\$ 23,043</u>	<u>\$ 25,100</u>	<u>\$ 25,100</u>	<u>\$ 25,100</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 25,100	100.00%	\$ 25,100	100.00%	0.00%
Totals	<u>\$ 25,100</u>	100.00%	<u>\$ 25,100</u>	100.00%	0.00%

Public Works Departmental Mission Statement:

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

Administration Division Mission Statement:

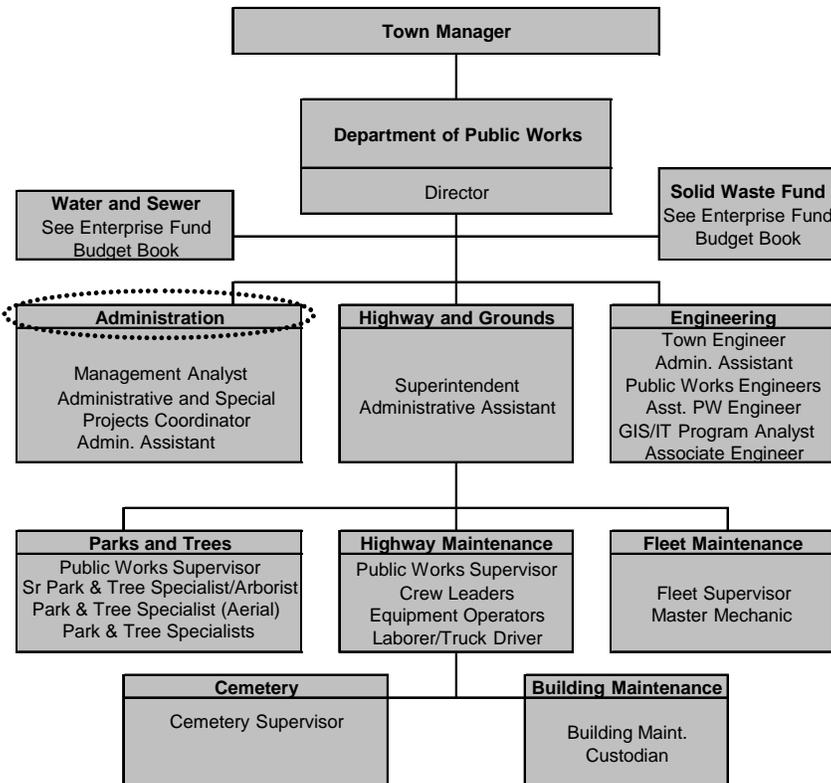
The mission of Public Works Administration is to lead and support Concord Public Works programs and divisions.

Budget Highlights:

- This budget represents a 0.5% decrease in the operating appropriation from the FY15 budget.
- Modest increases in the cost of personnel services and supplies were more than offset by a reduction in purchased services, resulting from a reduction in telephone maintenance charges and a reduction in equipment costs reflecting the decision to purchase copier equipment rather than lease it on an annual basis.
- In exchange for support services provided by Public Works Administration, the Solid Waste Fund funds 50% of the Administrative Assistant position and 13.5% of all other expenditures. In addition, the Water Fund covers 25% of Division expenses; the Sewer Fund covers 10%.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 183,759	\$ 178,912	\$ 182,363	\$ 181,462
Other Funds	\$ 170,850	\$ 187,194	\$ 191,185	\$ 190,570
Total Expenditures	\$ 354,609	\$ 366,106	\$ 373,548	\$ 372,032



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 322,624	\$ 337,281	\$ 348,008	\$ 348,637	\$ 348,637
Purchased Services	10,289	8,930	12,220	11,785	11,785
Supplies	3,259	4,642	6,310	6,550	6,550
Other Charges	1,836	6,253	7,010	5,060	5,060
Capital Outlay	16,600	9,000	-	-	-
Totals	<u>\$ 354,609</u>	<u>\$ 366,106</u>	<u>\$ 373,548</u>	<u>\$ 372,032</u>	<u>\$ 372,032</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 182,363	48.82%	\$ 181,462	48.78%	-0.49%
Water Fund	86,808	23.24%	86,350	23.21%	-0.53%
Sewer Fund	34,724	9.30%	34,542	9.28%	-0.52%
Solid Waste Fund	69,653	18.65%	69,678	18.73%	0.04%
Totals	<u>\$ 373,548</u>	100.00%	<u>\$ 372,032</u>	100.00%	-0.41%

PUBLIC WORKS: Administration

Item 17A

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	CPW Director	1.00	\$ 137,712	1.00	\$ 137,712
	Management Analyst	1.00	85,505	1.00	85,505
	Administrative & Special Projects Coordinator	1.00	70,934	1.00	70,934
	Administrative Assistant	1.00	52,657	1.00	53,286
	Sub Total	<u>4.00 FTEs</u>	\$ 346,808	<u>4.00 FTEs</u>	\$ 347,437
5130	Overtime	0 hrs.	\$ -	0 hrs.	\$ -
5158	Cell Phone Allowance	N/A	\$ 1,200	N/A	\$ 1,200
	Total	<u>4.00 FTEs</u>	\$ 348,008	<u>4.00 FTEs</u>	\$ 348,637

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 approximately \$3.9 million in tax-impact program appropriations, and the executive-level direction, supervision and support of CPW and its 54 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

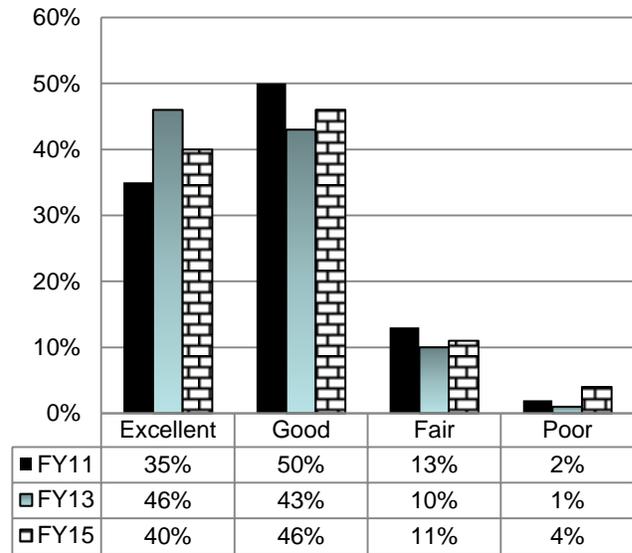
Division Goal: *To ensure the Public Works Department services are cost-effective, and of the highest quality.*

Objective: To measure citizen satisfaction with Public Works Department services

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, 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:

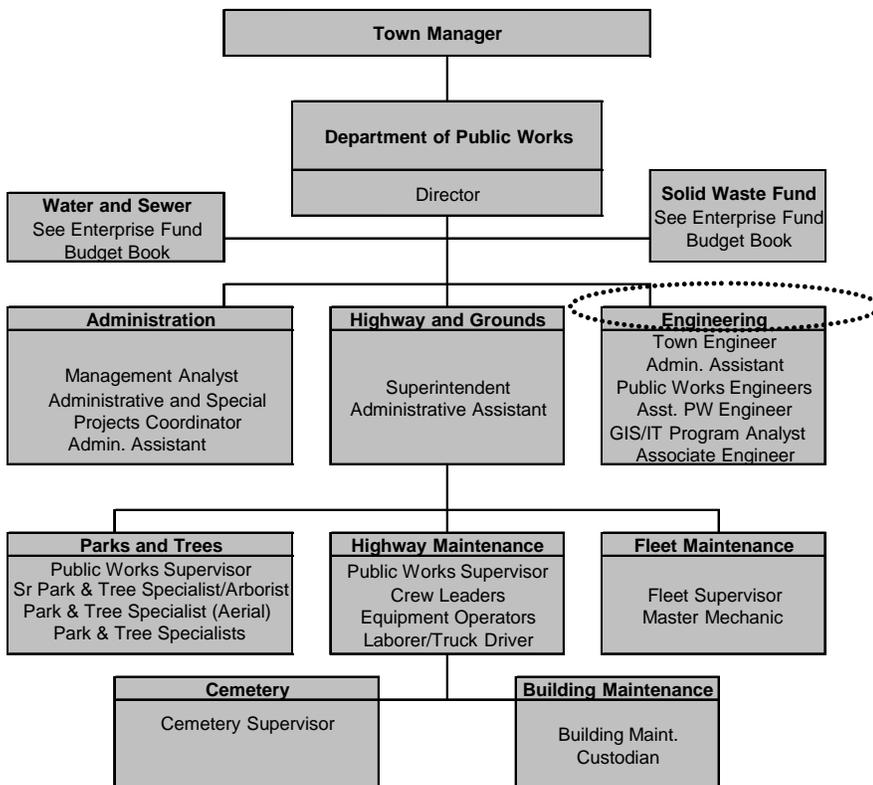
The mission of the Engineering Division is to provide timely and cost-effective comprehensive engineering and technical support and services that promote safe, compliant, context-sensitive and environmentally sustainable infrastructure.

Budget Highlights:

- The Engineering operating appropriation shows a 0.5% decrease from the FY15 budget.
- Major elements in Purchased Services are \$16,000 for groundwater and soil gas monitoring expense at the Landfill site and \$14,400 for computer software maintenance and training related to the Public Works-related Geographic Information System (GIS).
- 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 401,624	\$ 348,498	\$ 374,595	\$ 373,062
Other Funds	\$ 171,735	\$ 264,110	\$ 313,080	\$ 307,317
Total Expenditures	\$ 573,359	\$ 612,608	\$ 687,675	\$ 680,379



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$369,570	\$386,733	\$ 451,531	\$ 455,704	\$ 455,704
Purchased Services	37,896	36,185	42,740	42,320	42,320
Supplies	10,884	9,360	12,245	11,930	11,930
Other Charges	3,598	7,287	10,975	11,175	11,175
Capital Outlay	55,596	56,903	65,000	75,000	65,000
GIS Operations	82,875	87,316	85,184	74,250	74,250
GIS Capital Outlay	12,941	28,824	20,000	20,000	20,000
Totals	\$ 573,359	\$ 612,608	\$ 687,675	\$ 690,379	\$ 680,379

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 374,595	54.47%	\$ 373,062	54.83%	-0.41%
Light Fund	2,967	0.43%	-	0.00%	-100.00%
Water Fund	86,086	12.52%	85,451	12.56%	-0.74%
Sewer Fund	22,027	3.20%	21,866	3.21%	-0.73%
Capital Projects	175,000	25.45%	175,000	25.72%	0.00%
Grant Funds	2,000	0.29%	-	0.00%	N/A
Road Repair Fund	25,000	3.64%	25,000	3.67%	0.00%
Totals	\$ 687,675	100.00%	\$ 680,379	100.00%	-1.06%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 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					

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Engineer	1.00	\$ 106,119	1.00	\$ 106,119
	Public Works Engineer	2.00	168,632	2.00	170,544
	Asst. Public Works Engineer	1.00	71,159	1.00	71,159
	GIS / IT Program Analyst (GIS)	1.00	59,334	1.00	59,850
	Associate Engineer	1.00	51,371	1.00	53,426
	Administrative Assistant	1.00	54,250	1.00	54,456
	Sub Total	<u>7.00 FTEs</u>	\$ 510,865	<u>7.00 FTEs</u>	\$ 515,554
5130	GIS Intern (GIS)	200 hrs.	\$ 2,000	0 hrs.	\$ -
5191	Tuition Reimbursement	N/A	-	N/A	-
	Total	<u>7.10 FTEs</u>	\$ 512,865	<u>7.00 FTEs</u>	\$ 515,554

Program Implementation

Major projects anticipated for FY16 include:

2015/16 Roads Program – In-house design, bidding and construction inspection/administration. The Program will be split into two separate project bids in FY16. The first project is the Southfield/ Riverdale neighborhood paving which is part of a phased plan, coordinated with the water and drainage improvements completed in FY15. This project will include 1.38 miles of pavement rehabilitation. The second project is the general FY2015/16 paving bid and will contain 4.5 miles of additional roadway rehabilitation.

2015 Sidewalk Program - In-house survey, design, HDC permitting, bidding and construction inspection/ad-
 ministration. Targeted rehabilitation areas include the Main Street sidewalk from Keyes Road to Thoreau Street and the Commonwealth Avenue/Church Street intersection reconstruction which will include traffic calming bump-outs. Sidewalks in the Old Marlboro and Old Pickard area are also being targeted for Sidewalk Program inclusion as funding allows.

HMGP Culvert Rehabilitations - In-house final design, bidding, construction oversight and Hazard Mitigation Grant Program (HMGP) reporting for the culvert replacements at Lowell Road, Westford Road and Fitchburg Turnpike. The Division was successful in obtaining \$630,000 in HMGP program grant funds from FEMA over the past few years, representing 75% federal funding for the replacement of the three culverts.

Cambridge Turnpike Improvement Project – Continued consultant management and technical oversight for the final design, bidding and construction of the Cambridge Turnpike Reconstruction Project. Project bid is targeted for calendar year 2016.

NPDES (MS4) Annual reporting (Year 12) for the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit and/or development of the Notice of Intent to apply for coverage under the new 2015 NPDES MS4 permit, which is in draft form.

Small/Internal Project Program - In-house design, coordination and construction oversight of the CPW small project bid and Highway Division Internal Project Programs. Work will include headwall repairs, stormwater Best Management Practice (BMP) maintenance, Thoreau Court drainage improvements and a targeted pavement patching program and the 97 Thoreau Street Sustainable Infrastructure Demonstration Project.

Public Work Programs**Program 1 - Engineering Operations:****Town Manager Goal: To Maintain the Town's Infrastructure**

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

Performance Measures: What has been accomplished in the past year?

2014/15 Roads Program - Completed the in-house design, bidding and construction oversight for the 2014/15 Roads Program rehabilitating 2.54 miles of roadway, replacing/installing 35 drainage structures and installing approximately 450 feet of drain pipe.

Southfield/Riverdale - Completed the in-house design, bidding and construction oversight for the Southfield/Riverdale Water & Drainage Improvement Project. The Engineering Division portion of the project included replacement of 41 drainage structures and approximately 0.44 miles of drainage pipe within the neighborhood.

Winter Rapid Recovery Road Program (WRRRP) – Administered the Winter Rapid Recovery Road Program (WRRRP), a one-time state-aid road funding increase of \$101,500. The Division targeted the funds toward a mill and overlay treatment on Commonwealth Ave and completed internal design, contractor procurement and construction within the accelerated 4-month timeframe.

2014 Guardrail Program - Completed in-house design, bidding and construction oversight for the 2014 Guardrail Replacement Program. The project included 3,800 feet of guardrail replacement and 375 feet of guardrail repair.

Cambridge Turnpike Improvement Project - Continued consultant management and technical engineering guidance for the public outreach and preliminary permitting and design efforts for the Cambridge Turnpike Reconstruction Project. FY15 work included the filing of the FEMA letter of map revision (LOMR) request for the upper Mill Brook watershed.

NPDES MS4 Permit - Completed the National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 11 annual reporting to the Environmental Protection Agency by the May 1st deadline. Major permit accomplishments within Year 11 included the development of a new residential rain garden program. In addition, stormwater technical review and environmental monitoring review and administration were completed for six redevelopment projects meeting NPDES permit thresholds. Lastly, field work also continued to improve location and system condition accuracy to update Concord's stormwater GIS layer. CPW GIS staff completed all field survey work for the data accuracy improvement and will complete all post processing and final mapping by early 2015.

HMGP - Developed successful Hazard Mitigation Grant Program application for the Lowell Road Culvert replacement projects. The project included developing preliminary design plans, and scoping the project within FEMA Benefit/Cost Ratio guidelines. The Town received over \$500,000 in HMGP program funds for the culvert construction.

Sign Management Program - Continued administration of the sign replacement program utilizing a new GIS data layer and asset management tool, prioritizing replacements to meet federal retroreflectivity and dimensional requirements. The program installed/replaced 200 signs (warning, regulatory, and guide/street) in FY15.

2014 Crack Sealing Program - Developed, bid and provided oversight for the annual crack-sealing contract. The project maintained 6.82 miles of Concord roadways.

2014 Pavement Marking - Developed and bid the annual pavement marking contract, coordinating installation of markings on the parade route prior to Patriots Day festivities.

Mission Statement:

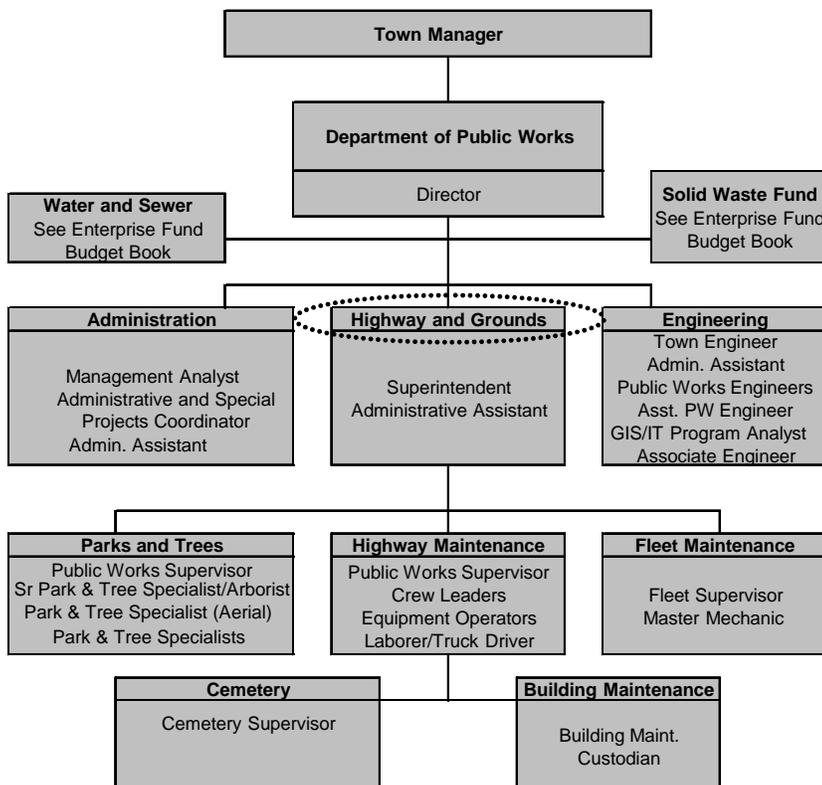
The mission of Highway Maintenance is to maintain and improve the Town’s public ways, transportation infrastructure and storm water drainage system in order to protect the public way infrastructure and abutting environmental resources in an efficient, effective, and responsive manner.

Budget Highlights:

- This budget represents a 0.2% *increase* in the operating appropriation from that of the FY15 budget.
- Cost of fuel continues to be unpredictable. FY16 costs are estimated to be lower than budgeted in FY15 but still higher than FY14, assuming a typical snow season.
- Catch-basin cleaning will continue to be handled in-house, representing significant savings over previous years; however, the cost of disposal in accordance with DEP guidelines represents a significant increase based on increased unit costs. The total disposal cost estimate for FY16 is 68% higher than FY15 despite reduced tonnage due to higher reliance on road salt instead of sand for winter maintenance.
- Budget support is provided by the Water & Sewer Funds for fleet maintenance and trenching activities (\$23,343) and by the Solid Waste Fund for Drop-Off Day assistance and partial funding of Composting Site expenses (\$5,000).
- Capital Outlay includes \$10,000 for guardrail replacement, and \$5,000 for small equipment.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,177,918	\$ 1,239,559	\$ 1,279,897	\$ 1,281,986
Other Funds	\$ 32,558	\$ 27,368	\$ 28,161	\$ 28,343
Total Expenditures	\$ 1,210,476	\$ 1,266,927	\$ 1,308,058	\$ 1,310,329



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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 858,711	\$ 812,644	\$ 917,638	\$ 920,868	\$ 920,868
Purchased Services	73,342	92,385	104,645	117,980	110,480
Supplies	230,946	252,143	267,075	261,756	259,256
Other Charges	2,723	5,580	3,700	4,725	4,725
Capital Outlay	44,754	104,175	15,000	27,500	15,000
Totals	\$ 1,210,476	\$ 1,266,927	\$ 1,308,058	\$ 1,332,829	\$ 1,310,329

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,279,897	97.85%	\$ 1,281,986	97.84%	0.16%
Water Fund	18,507	1.41%	18,652	1.42%	0.78%
Sewer Fund	4,654	0.36%	4,691	0.36%	0.80%
Solid Waste Fund	5,000	0.38%	5,000	0.38%	0.00%
Totals	\$ 1,308,058	100.00%	\$ 1,310,329	100.00%	0.17%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-3	Guardrail Replacement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
J-4	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 15,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000

PUBLIC WORKS: Highway Maintenance

Item 17C

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway & Grounds Superintendent	1.00	\$ 93,999	1.00	\$ 94,099
	Administrative Assistant	1.00	60,833	1.00	61,429
	Public Works Supervisor	1.00	85,459	1.00	86,652
	Fleet Supervisor	1.00	74,458	1.00	75,503
	Crew Leader	2.00	138,291	2.00	139,146
	Master Mechanic	1.00	62,790	1.00	63,225
	Equipment Operator	6.00	321,533	6.00	316,315
	Laborer/Truck Driver	1.00	48,303	1.00	49,507
	Sub Total	<u>14.00 FTEs</u>	\$ 885,666	<u>14.00 FTEs</u>	\$ 885,876
	Less: Snow Reimbursement	-2500 hrs.	\$ (71,890)	-2500 hrs.	\$ (72,870)
	Sub Total	<u>12.80 FTEs</u>	\$ 813,776	<u>12.80 FTEs</u>	\$ 813,006
5120	Temporary / Seasonal	800 hrs.	\$ 10,000	1000 hrs.	\$ 14,000
5130	Overtime - Highway Staff	1420 hrs.	\$ 62,129	1420 hrs.	\$ 62,129
	Overtime - Compost Site	300 hrs.	13,126	300 hrs.	13,126
5131	Overtime - Police	400 hrs.	18,607	400 hrs.	18,607
	Total	<u>12.80 FTEs</u>	\$ 917,638	<u>12.80 FTEs</u>	\$ 920,868

Program Implementation
<ul style="list-style-type: none"> • Under the direction of the Highway & Grounds Superintendent, highway crews and contractors maintain approximately 107 miles of Town roads and 59 miles of Town sidewalks as well as the Town's storm water system consisting of approximately 2,292 catch basins, 179 culverts, 431 outfalls, 950 drainage manholes, 3 dams, 16 detention basins, 4 bio-retention areas, and over 59 miles of drain lines. • Crack sealing is a key element for controlling the deterioration of street surfaces and continues to be part of the Highway budget with oversight by the Engineering Division. Because of the improved condition of Town roads, along with budget constraints, the amount estimated for crack sealing remains slightly below the FY15 level. Future costs for fuel continue to be volatile with budget estimates remaining uncertain for this category. • This Highway Maintenance Program also funds the maintenance of Concord's storm water system to protect the public way infrastructure and the environment. Associated tasks include street sweeping, catch-basin and drain-line cleaning, and minor culvert and outfall repair/cleaning. Catch-basin cleaning will continue to be accomplished by highway staff utilizing equipment purchased in FY12; this service was previously provided by an outside contractor. Disposal costs for catch basin material continue to represent a significant cost in this program with FY16 showing a 68% increase in requested funds. • The budget includes \$98,755 for vehicle and equipment maintenance and supplies, \$41,800 for bituminous concrete material for road and sidewalk repairs, \$10,000 for repair and replacement of street and traffic signs, and \$20,000 for food and supplies for the Massachusetts Correctional Institute (Concord) crew in exchange for their work performing important roadside, equipment, and site maintenance duties.

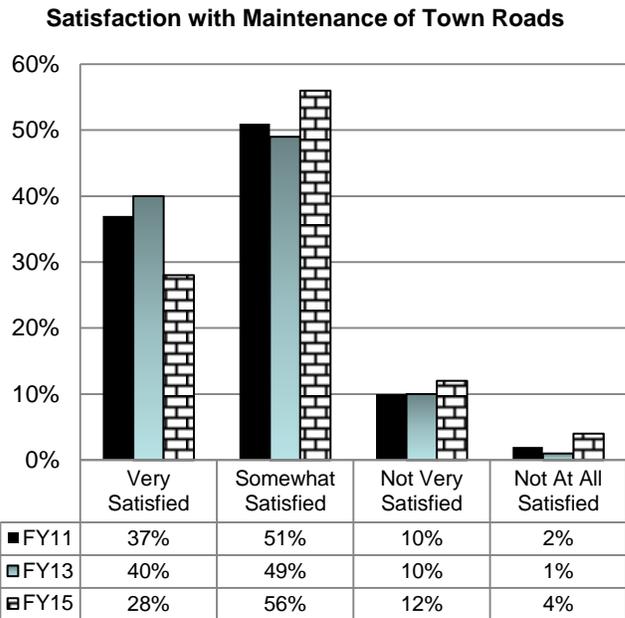
Town Manager Goal: To Maintain the Town’s Infrastructure

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

Objective: To measure citizen satisfaction with town roads.

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

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



Response Time for Selected Activities

	Industry Standards*	Concord 2013
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

*Municipal Benchmarks by David N. Ammons, 2nd ed., Sage Publications, 2001. Tables 29.5, 29.7, 29.8.

Mission Statement:

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

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 598,165	\$ 649,873	\$ 666,670	\$ 633,992
Other Funds	\$ 37,225	\$ 37,225	\$ 94,925	\$ 94,925
Total Expenditures	\$ 635,390	\$ 687,098	\$ 761,595	\$ 728,917

Budget Highlights:

- This budget represents a 0.7% increase in the operating appropriation over that of the FY15 budget.
- The FY16 budget provides 1,220 hours for the summer crew and maintains the staffing level of the skilled temporary seasonal laborers.
- The Light Fund is providing funding (\$7,225) for services associated with tree maintenance around power lines.
- A private sports organization, Friends of Concord Fields (FOCF), provides \$50,000 to cover costs associated with the multi-purpose turf fields. Concord-Carlisle Youth Baseball provides \$7,700 for maintenance of the Ripley Field baseball facility.
- Maintenance of other playing fields are partially supported by \$30,000 in allocations from the Recreation Fund and the School budget.

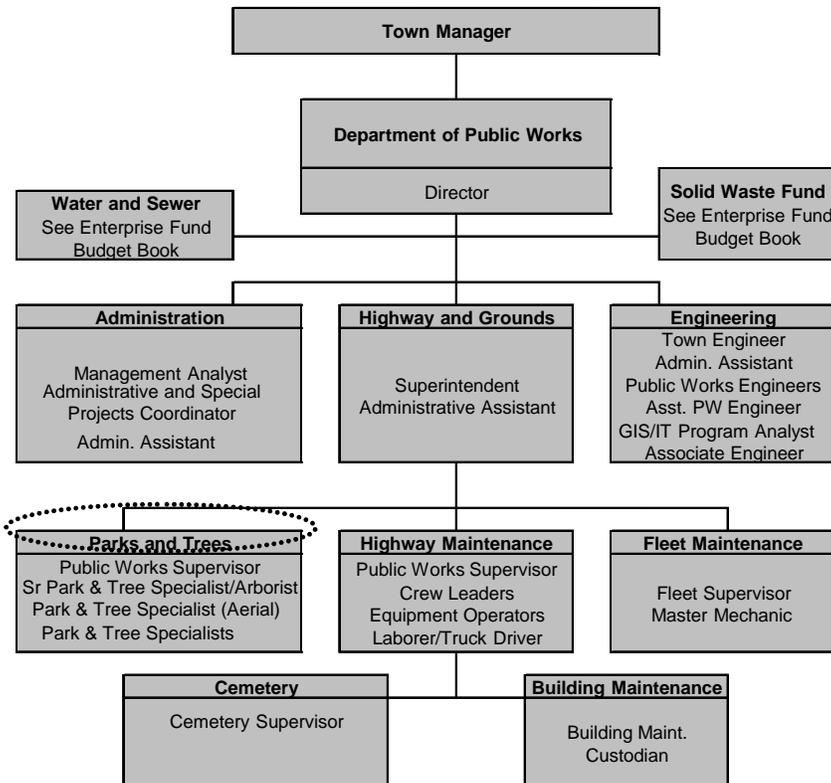
Description:

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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 486,976	\$ 475,292	\$ 538,535	\$ 542,343	\$ 542,343
Purchased Services	25,216	32,002	27,045	28,488	28,488
Supplies	77,581	96,129	130,585	129,506	129,506
Other Charges	2,337	3,160	3,430	3,580	3,580
Capital Outlay	43,280	80,516	62,000	132,500	25,000
Totals	\$ 635,390	\$ 687,098	\$ 761,595	\$ 836,417	\$ 728,917

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 666,670	87.54%	\$ 633,992	86.98%	-4.90%
Light Fund	7,225	0.95%	7,225	0.99%	0.00%
Recreation Fund	15,000	1.97%	15,000	2.06%	0.00%
School Department	15,000	1.97%	15,000	2.06%	0.00%
C&C Youth Baseball	7,700	1.01%	7,700	1.06%	0.00%
Friends of Concord Fields - (Gift)	50,000	6.57%	50,000	6.86%	0.00%
Totals	\$ 761,595	100.00%	\$ 728,917	100.00%	-4.29%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
K-1	Public Shade Trees	20,000	20,000	20,000	25,000	25,000	25,000
K-2	Turf Improvement	37,000	-	15,000	52,500	62,500	62,500
K-3	Small Equipment	5,000	5,000	5,000	5,000	5,000	5,000
	Totals	\$ 62,000	\$ 25,000	\$ 40,000	\$ 82,500	\$ 92,500	\$ 92,500

PUBLIC WORKS: Parks & Trees

Item 17D

Personnel Services Summary

		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Public Works Supervisor	1.00	\$ 86,961	1.00	\$ 87,007
	Senior Park and Tree Specialist	1.00	\$ 60,803	1.00	\$ 56,752
	Park and Tree Specialist (Aerial)	1.00	\$ 61,213	1.00	\$ 62,056
	Park and Tree Specialist	5.00	\$ 272,363	5.00	\$ 275,223
	Sub Total	<u>8.00 FTEs</u>	\$ 481,340	<u>8.00 FTEs</u>	\$ 481,038
	Less: Snow Reimbursement	-700 hrs.	\$ (19,861)	-700 hrs.	\$ (20,159)
	Sub Total	<u>7.66 FTEs</u>	\$ 461,479	<u>7.66 FTEs</u>	\$ 460,879
5120	Temporary (Summer Crew)	1150 hrs.	11,500	1220 hrs.	13,420
	Temporary (Seasonal Help)	1760 hrs.	26,400	1760 hrs.	26,400
	Temporary (Ripley)	770 hrs.	7,700	700 hrs.	7,700
	Overtime	600 hrs.	24,376	600 hrs.	25,920
	Overtime (Playing Fields)	70 hrs.	2,844	70 hrs.	3,024
5131	Police Overtime	100 hrs.	4,236	125 hrs.	5,000
	Sub Total	<u>1.76 FTEs</u>	\$ 77,056	<u>1.76 FTEs</u>	\$ 81,464
Total		<u>9.43 FTEs</u>	\$ 538,535	<u>9.43 FTEs</u>	\$ 542,343

Program Implementation

- **Parks:** Recreation area management includes: mowing; aerating; over-seeding; fertilizing; irrigating, and maintaining irrigation systems; providing for the control of weeds and insects as necessary; removing litter and leaves; leveling, grading, and marking fields; repairing damaged and vandalized fences; caring for shrubs and trees; supporting civic activities, including Patriot's Day, Picnic in the Park, and the West Concord Family Festival; and constructing and maintaining outdoor ice-skating rinks as weather and resources permit. Staff coordinates field maintenance work with the Town's Recreation Director and sports groups.
- **Trees:** Public shade trees are maintained throughout the year. This activity includes planting, trimming, repairing storm and vandalism damage, and removing trees and stumps, as well as caring for and watering newly planted trees, shrubs, and flowers. In addition, debris is cleared after storms. Trees are removed under the direction of the Tree Warden, involving public tree hearings as warranted. The Light Fund shares in the cost of trimming and removal of trees that impinge on electric lines.
- The salary of one Grounds Specialist is partially funded by \$30,000 in allocations from the Recreation Fund and the School budget in order to maintain School fields used both for school and general recreation purposes. The FY16 budget continues to include two long-term seasonal employees and four summer employees to support maintenance of the ball fields and public spaces, the business areas of West Concord and Concord Center as well as additional maintenance for Willard and Alcott recreation fields. Funding of \$57,700 is provided by local sports organizations to fund one full-time position for maintenance duties at the multi-use fields at the high school and at Ripley Field as well as for work by others.
- Fertilizer and other groundskeeping supplies remain level funded although prices are subject to wide fluctuations. The cost of fuel continues to be volatile which could constrain other Park and Tree expenditures.
- The FY16 Parks and Trees Capital Outlay budget includes \$20,000 for the replacement of public shade trees and \$5,000 for small equipment.

Major Activities in FY14

Specific major objectives accomplished in 2014 include:

- Raking, dragging and marking of 12 ball fields weekly for 26 weeks
- 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 six irrigation systems.
- Inspecting and maintaining playground equipment, 10 tennis courts, and four basketball courts.
- Planting over 90 public shade trees and park trees.
- Removing more than 125 public shade trees/park trees and pruning more than 40.
- Providing for the daily maintenance of the multi-use fields and bathroom facilities.
- Providing daily and long term maintenance to the Ripley youth premier baseball facility.

Response Time for Selected Activities

	Industry Standards*	Concord 2014
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

*Municipal Benchmarks by David N. Ammons, 2nd ed., Sage Publications, 2001. Tables 19.13, 19.14.

Mission Statement:

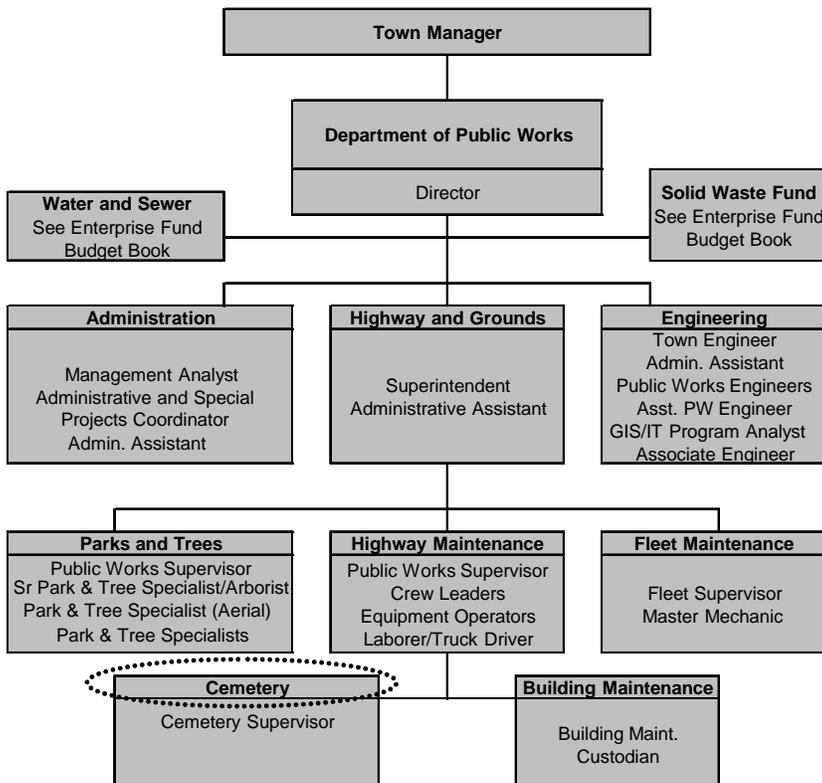
The mission of the Cemetery Division is to operate, maintain, and preserve Concord's four historic cemeteries and the Melvin Memorial with a commitment to quality, respect, compassion and cost-effectiveness while striving to ease the process of lot purchase, interment and historic burial research.

Budget Highlights:

- This budget represents a 10.3% increase in the operating appropriation from that of the FY15 budget.
- Most of operating budget increase results from a sharp increase in purchased services with the greater cost of outsourced mowing and fall clean-up services. These services were re-bid late in FY14.
- 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 33,562	\$ 60,401	\$ 61,100	\$ 67,381
Other Funds	\$ 133,835	\$ 113,697	\$ 153,474	\$ 165,140
Total Expenditures	\$ 167,397	\$ 174,098	\$ 214,574	\$ 232,521



Description:

The Cemetery Program provides for the operation, maintenance and preservation of Sleepy Hollow Cemetery and The Knoll at Sleepy Hollow, 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; groundskeeping 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 95,134	\$ 96,317	\$ 98,964	\$ 98,021	\$ 98,021
Purchased Services	51,322	45,087	61,495	83,585	83,585
Supplies	9,782	8,379	13,655	10,455	10,455
Other Charges	529	488	460	460	460
Capital Outlay	10,631	23,828	40,000	40,000	40,000
Totals	<u>\$ 167,397</u>	<u>\$ 174,098</u>	<u>\$ 214,574</u>	<u>\$ 232,521</u>	<u>\$ 232,521</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 61,100	28.48%	\$ 67,381	28.98%	10.28%
Cemetery Fund	153,474	71.52%	165,140	71.02%	7.60%
Totals	<u>\$ 214,574</u>	100.00%	<u>\$ 232,521</u>	100.00%	8.36%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
N/A	Cemetery Improvements*	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Totals	<u>\$ 40,000</u>					

* Funded by the Cemetery Fund

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	Amount	# of Positions	\$ Amount
5111	Cemetery Supervisor	1.00	\$ 70,805	1.00	\$ 70,805
	Sub Total	<u>1.00 FTEs</u>	\$ 70,805	<u>1.00 FTEs</u>	\$ 70,805
	Less: Snow Removal	0 hrs.	(10,023)	0 hrs.	(10,173)
	Sub Total	<u>1.00 FTEs</u>	\$ 60,782	<u>1.00 FTEs</u>	\$ 60,632
5120	Temporary Employee	1280 hrs.	\$ 20,634	1280 hrs.	\$ 19,840
5130	Overtime	345 hrs.	17,549	345 hrs.	17,549
	Total	<u>1.61 FTEs</u>	\$ 98,964	<u>1.61 FTEs</u>	\$ 98,021

Program Implementation

Cemetery maintenance 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.

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. The contracting for mowing and fall/spring clean-up will continue with the second year of the current contract which has helped to stabilize Cemetery costs.

The FY16 budget plan includes the cost of maintaining cemetery grounds, grave marker preservation and providing services during interments. Approximately 51% of the operating budget (excluding capital expenditures) is for personnel expenses. Personnel services continue at a lower level than in the past due to the substitution of a part-time seasonal worker for the full-time cemetery specialist position and the elimination of a laborer/truck driver position in FY13. Savings from the elimination of these positions have funded the contracted services for mowing and fall/spring cleanup and provide for investments in the upkeep of cemetery grounds and for stabilization of the Cemetery Fund. Contracted services were re-bid in FY14 at a higher cost as necessitated by the unsatisfactory performance of the previous contractor. The cost of preservation and protection of the Melvin Memorial is paid from dedicated gift monies.

The Capital Outlay budget includes (1) \$10,000 for continuation of the grave marker restoration project based on the comprehensive 1999 monument preservation plan (FY16 will be the tenth year at the Old Hill Burying Ground at Sleepy Hollow), and (2) \$30,000 for Cemetery Master Plan improvements including tree pruning and removal work, road repair and resurfacing, wall, walk and culvert repairs, building maintenance, handicap accessibility improvements, and development of an electronic database for Cemetery burial records.

The Cemetery office and maintenance operations are now in their fifth year of operation after their relocation from lower Sleepy Hollow to the Knoll at Sleepy Hollow.

Public Work Programs

Program 1 – Cemetery Operations:

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

Cemetery Fund Revenues decreased in FY14 and are budgeted to be slightly higher in FY16, while regular budgeted expenses continue to rise. Budgeted capital costs for FY16 have been returned to an annual level of \$40,000. To assist in maintaining the fund balance levels, temporary status labor is being utilized in place of two full-time positions, and mowing and spring/fall cleanup services have been contracted to an outside vendor. The Cemetery Fund balance at the end of FY14 stands at \$369,806.

Cemetery Revolving Fund Detail

	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Estimate
Cemetery Fund Revenues				
Interment fees & other	\$76,719	\$57,171	\$62,400	\$62,400
Interest, Perpetual Care Fund	45,000	40,000	45,000	45,000
Lot sales plus interest	34,318	26,910	36,800	36,800
Capital gains distribution (from trust funds)	0	0	0	0
Total Revenue	<u>\$156,037</u>	<u>\$124,081</u>	<u>\$144,200</u>	<u>\$144,200</u>
Cemetery Fund Expenses				
Operations	\$101,639	\$97,569	\$112,400	\$125,100
Capital	5,031	16,128	40,000	40,000
Cemetery Dept. Subtotal	<u>\$106,670</u>	<u>\$113,697</u>	<u>\$152,400</u>	<u>\$165,100</u>
Town Clerk Transfer	3,000	3,000	3,000	3,000
Highway Department Transfer	0	0	0	0
Total Cemetery Expenses	<u>\$109,670</u>	<u>\$116,697</u>	<u>\$155,400</u>	<u>\$168,100</u>
Net For Year	+\$46,367	+\$7,384	-\$11,200	-\$ 23,900
Cemetery Fund Balance at Fiscal Year-End	<u>\$362,423</u>	<u>\$369,806</u>	<u>\$358,606</u>	<u>\$334,706</u>

Snow & Ice Mission Statement:

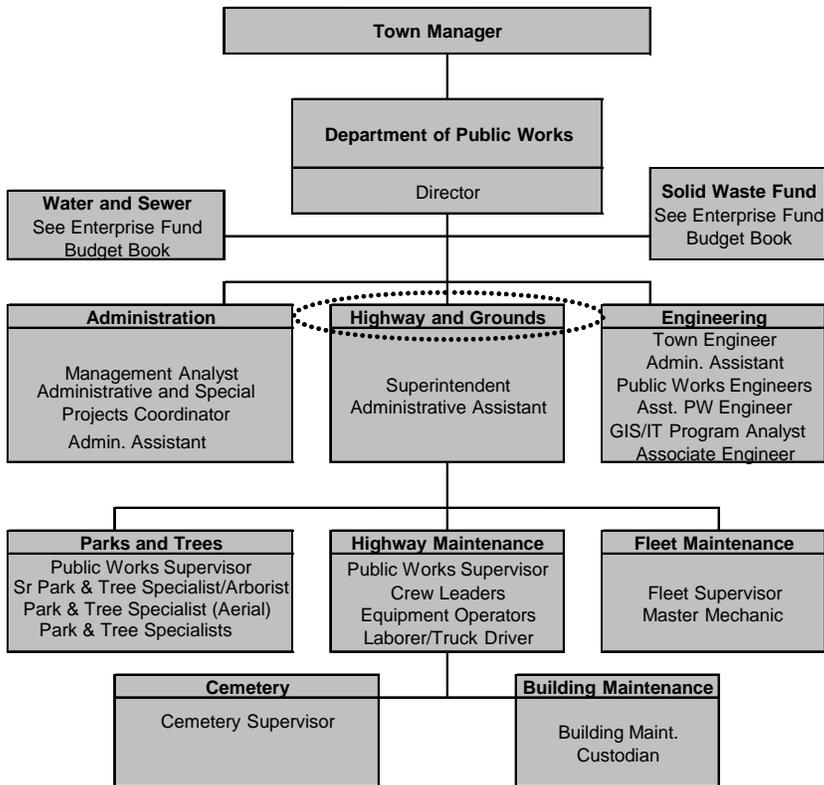
The purpose of this funding is to provide for the costs of maintaining the Town's transportation network including streets, sidewalks, curb ramps and parking areas during winter storm periods in a condition that allows for safe and convenient vehicular and pedestrian use by the general public, commerce,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

Budget Highlights:

- This budget represents a 2.7% increase in the operating appropriation over that of the FY15 budget.
- An appropriation based on a 10-year average of actual net winter maintenance expenditures would be \$615,000. However, due to budget constraints, \$570,000 is being recommended.
- Winter maintenance expenditures, particularly personnel services, contract plowing, fuel costs, equipment maintenance, salt and sand supplies, are highly variable depending on weather conditions.
- Road salt is obtained through the State contract with all area Towns participating. State contract prices have seen the first substantial increase in recent years rising 24% in October 2014. Salt can account for as much as 40% of winter maintenance expenditures.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 557,772	\$ 825,362	\$ 555,000	\$ 570,000
Other Funds	\$ 69,179	\$ -	\$ -	\$ -
Total Expenditures	\$ 626,951	\$ 825,362	\$ 555,000	\$ 570,000



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 22 contract drivers and vehicles.
- Besides plowing, salting/brining and sanding, 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 during the winter season than planned, 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 a snow account deficit is handled.

PUBLIC WORKS: Snow & Ice Removal

Item 18

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Snow and Ice Removal	\$ 557,772	\$ 825,362	\$ 555,000	\$ 615,000	\$ 570,000
Totals	<u>\$ 557,772</u>	<u>\$ 825,362</u>	<u>\$ 555,000</u>	<u>\$ 615,000</u>	<u>\$ 570,000</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 555,000	100.00%	\$ 570,000	100.00%	2.70%
Totals	<u>\$ 555,000</u>	100.00%	<u>\$ 570,000</u>	100.00%	2.70%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

PUBLIC WORKS: Snow & Ice Removal

Item 18

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Highway Staff	2500 hrs.	\$ 71,890	2500 hrs.	\$ 72,870
	Park/Tree Staff	700 hrs.	19,861	700 hrs.	20,159
	Cemetery Staff	300 hrs.	10,023	300 hrs.	10,173
	Water/Sewer Staff	200 hrs.	5,410	200 hrs.	6,124
	Sub Total	<u>1.77 FTEs</u>	\$ 107,184	<u>1.77 FTEs</u>	\$ 109,326
5130	Overtime - Highway Staff	2400 hrs.	103,522	2400 hrs.	104,933
	Overtime - Park/Tree Staff	600 hrs.	25,536	600 hrs.	25,919
	Overtime - Cemetery Staff	250 hrs.	12,529	250 hrs.	12,716
	Overtime - Water/Sewer Staff	600 hrs.	24,345	600 hrs.	27,558
	Sub Total	<u>0.00 FTEs</u>	\$ 165,932	<u>0.00 FTEs</u>	\$ 171,126
5131	Overtime - Police	40 hrs.	\$ 1,600	40 hrs.	\$ 1,600
	Total	<u>1.77 FTEs</u>	\$ 274,716	<u>1.77 FTEs</u>	\$ 282,052

Program Implementation

Snow Plowing: The Town is divided into 15 plowing routes, each utilizing 2 to 3 vehicles depending on route length and vehicular loads. Each route uses a combination of Town vehicles and, during major events, private contractors working together to plow the route. In addition, there are four sidewalk-plowing routes; each covered by a Town-owned sidewalk plow. All four of these sidewalk machines can also be equipped with snow blowers. Town parking lots are also plowed during and after each storm event.

Salting/De-icing: Concord Public Works follows a restricted salt policy to keep Town roads as safe as possible without the overuse of chemicals. This is done by: a) using straight salt for storm pre-treatment on Concord roads; b) using calibrated dispensing equipment that controls application amounts according to vehicle speed and weather conditions; c) using under-vehicle plows attached to treatment trucks for more efficient salt use; d) treating road salt in colder temperatures with liquid calcium chloride (15% strength) so that salt works more efficiently and fewer applications are needed; and, e) using pavement temperature monitoring equipment and real-time weather information to optimize treatments. Salt brine, utilized for pre-treatment, and manufactured by Town staff will continue to be used on targeted main streets and sidewalks in Town centers for identified storm situations, saving overtime hours expended for salt application. There are ten treatment routes staffed by Town forces. In addition, two sidewalk vehicles, one equipped for salt brine, are utilized for the treatment of sidewalks. Although the cost of salt increased 24% over the last two years, it remains competitive due to the Town's participation in a multi-year State Contract.

Snow Removal: Snow is removed from Concord's three business areas 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 8:00 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

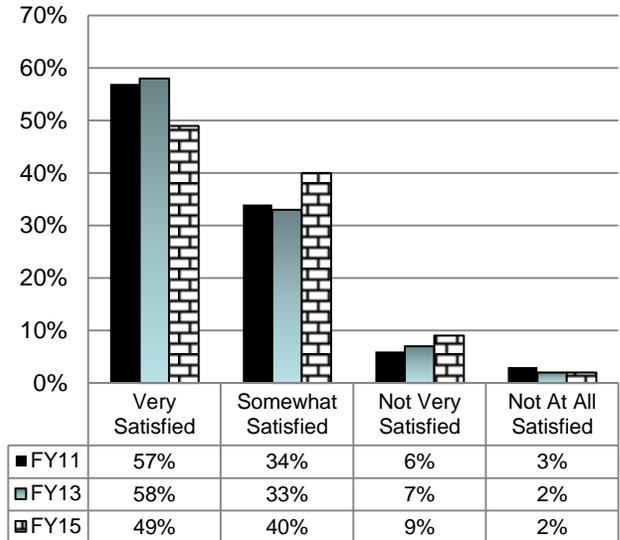
Goal: *To ensure that the Town’s roads, sidewalks, and parking areas are properly plowed.*

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, 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 FY15 89% of respondents were either “Very Satisfied” or “Somewhat Satisfied”.

Satisfaction with Town’s Snow Plowing and Winter Maintenance



Winter Maintenance Activity Hours

A Comparison of Winter Maintenance Activity Hours

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Proposed
Regular and Overtime Hours	3,313	8,099	11,188	7,550	7,550

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in the operating appropriation from that of the FY15 budget.
- Over the past several years, the number of street lights was reduced from 1,636 in FY03 to 867 at the end of FY10, but was increased again thereafter to the present level of 1,402 as a result of public demand for better lighting in some areas. No significant additions or removals of fixtures are planned for FY16.
- Down-sizing of existing fixtures has continued, resulting in further energy savings.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 69,167	\$ 71,052	\$ 73,463	\$ 73,463
Other Funds	\$ 540	\$ 537	\$ 537	\$ 537
Total Expenditures	\$ 69,707	\$ 71,589	\$ 74,000	\$ 74,000

Description:

The proposed program provides for the operation and maintenance of the streetlights that will be in service in FY16. 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. Restoration of many of the streetlight fixtures that had previously been removed will increase the estimated annual electricity consumption in FY15 to approximately 455,600 kWh from a low of 334,900 kWh in FY11.

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. Down-sizing of fixtures will continue in FY16 with further energy savings expected.

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 15.21 cents per kWh for the period July-December and 15.85 cents per kWh for the period January-June for an annual average in FY16 of 15.53 cents per kWh. The decrease in cost is due to the advantageous terms of a new supply contract.

Streetlight charges for FY16 are estimated as follows:

July-December 2015	455,600 kWh	(47%)	@ \$0.1521	= \$32,588
January-June 2016	<u>455,600 kWh</u>	(53%)	@ \$0.1585	= <u>\$38,283</u>
Total	478,200 kWh			\$70,871

The proposed FY16 budget amount of \$74,000 represents an estimate of expenses made prior to receiving the cost analysis shown above.

PUBLIC WORKS: Street Lighting

Item 19

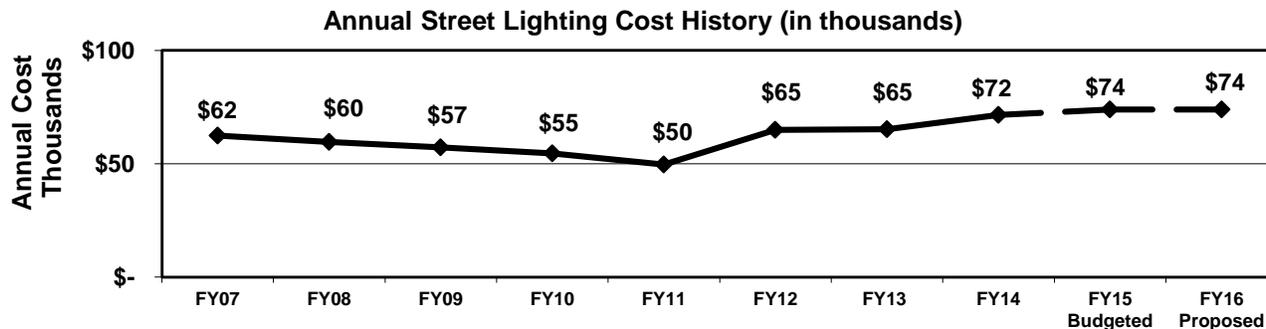
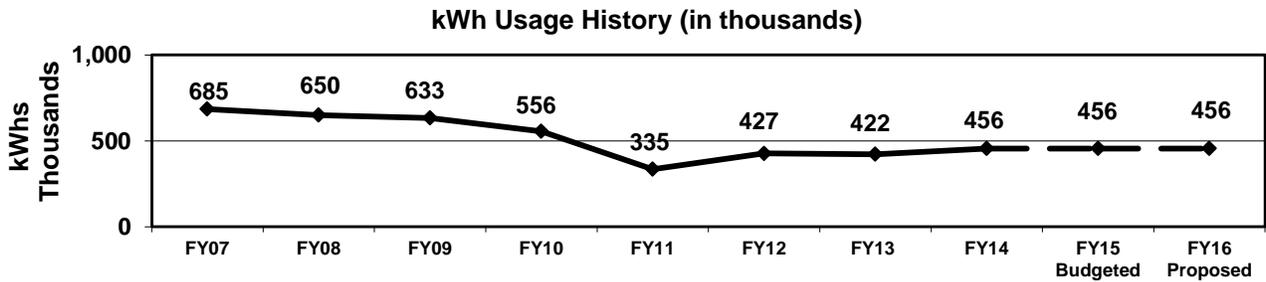
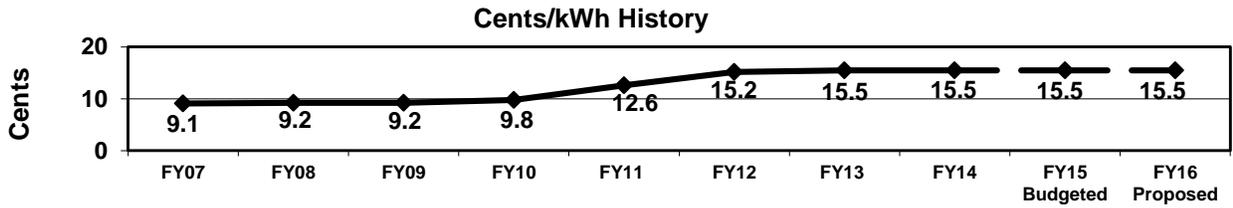
Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	69,707	71,589	74,000	74,000	74,000
Totals	\$ 69,707	\$ 71,589	\$ 74,000	\$ 74,000	\$ 74,000

Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 73,463	99.27%	\$ 73,463	99.27%	0.00%
Town Trust Fund	537	0.73%	537	0.73%	0.00%
Totals	\$ 74,000	100.00%	\$ 74,000	100.00%	0.00%

Street Lighting Trends



Mission Statement:

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

Budget Highlights:

- This budget represents approximately a 13.2% *decrease* in the capital appropriation from that of the FY15 budget.
- The FY16 replacement plan includes two (2) Supervisors' Pick-up trucks, a Rack Body Truck, Fleet Maintenance truck, Superintendent's vehicle, Wood Chipper, winter maintenance Salt Spreader, Grounds Pick-up, and an Electronic Signboard.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 296,500	\$ 277,000	\$ 288,000	\$ 250,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 296,500	\$ 277,000	\$ 288,000	\$ 250,000

Description:

The Equipment Program funds the acquisition 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 (three multi-use), two turf tractors, and six trailers.

The FY16 equipment plan includes replacement of the following:

- H10 and G-50 – Supervisors pick-ups/with plows, replacing 2005 and 2003 trucks.
- H15 – 2003 rack body truck used during construction season for hauling material.
- H11 – 2004 extended cab repair truck for fleet maintenance staff.
- H2 – 2001 hybrid vehicle for the Highway Superintendent.
- G57 – 2000 Vermeer chipper used by the Grounds Division tree staff for wood debris
- H32/Spreader – Salt/sand spreader for unit over 20 years old. Unit will also have a closed-loop ground speed controller to match all other spreader units.
- G49 – 2001 pick-up used for material/equipment hauling and staff transportation by the Grounds Division for field maintenance responsibilities.
- Signboard – additional electronic signboard to be used in conjunction with 15 year old signboard with ongoing maintenance issues.

All replacements are for vehicles/equipment that have reached the end of their useful lives and have ongoing maintenance issues. Most of the vehicles will be traded to reduce the cost of the new units; current plans envision keeping H11 and G57 for backup use by other divisions.

PUBLIC WORKS: Equipment

Item 20

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13	FY14	FY15 Budgeted	Department Request	Town Manager's Proposed
H41 - 2001 Volvo Loader			140,000		
H43 - JCB Backhoe			120,000		
G60 - 1999 John Deere Tractor			28,000		
H10 - 2005 Colorado - HWY Supvsr.				25,000	19,000
H15 - 2003 Rack Body				30,000	24,000
G50 - 2003 Chevy 1/2 ton				25,000	19,000
H11 - 2004 Ext Cab				28,000	22,000
H2 - 2001 Hybrid - Superintendent				25,000	19,000
G57 - 2000 Vermeer Chipper				75,000	69,000
H32A - Swap Spreader/Close Loop				35,000	29,000
G49 - 2001 Chevy P/U				35,000	29,000
H18 - Signboard				22,000	20,000
H23 - 1994 6-wheel Multi-use Dump	171,714				
H24 - 2001 6-wheel Multi-use Dump	171,714				
H2 - 2001 SUV Hybrid					
H46 - 2001 Elgin Sweeper		167,215			
H13 - 2005 1-ton Dump		42,847			
H76 - 1995 SnoGo Blower (refurbish)		44,116			
Radio Rebanding	11,421				
Encumbrances	369	22,822			
Totals	\$ 355,218	\$ 277,000	\$ 288,000	\$ 300,000	\$ 250,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 288,000	100.00%	\$ 250,000	100.00%	-13.19%
Totals	\$ 288,000	100.00%	\$ 250,000	100.00%	-13.19%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
L-1	Vehicles & Heavy Equipment	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000
	Totals	\$ 288,000	\$ 250,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000

Mission Statement:

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

Budget Highlights:

- The budget represents no change in the capital appropriation from the FY15 level.
- FY16 preliminary plan includes:
 - Reconstruction of the Lowell Road, Westford Road, Fitchburg Turnpike and Sleepy Hollow culverts.
 - Drainage collection system rehabilitations in conjunction with 2015/16 Roads Program
 - Small Project Program Highlights: Drainage collection system rehabilitation on Thoreau Court and 97 Thoreau Sustainable Infrastructure Demo.
 - Maintaining Town’s compliance with the EPA’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 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 179 culverts, 431 outfalls, 950 drainage manholes, 2,292 catch basins, 205 leaching structures, 59.6 miles of drain lines, 16 detention basins, 4 bioretention areas and 3 dams

The drainage program also funds the 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			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 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					
	FY15 Budgeted	% of Budget	FY16 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	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-5	Drainage Imprvt.	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
J-6	Culvert Imprvt.	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	<u>\$ 205,000</u>					

Program Implementation**Background:**

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

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

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

The Town's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is also a key component of the Drainage Program. The permit, issued in August 2003, requires Towns to meet multiple objectives to improve water quality within the Commonwealth including: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction-site stormwater runoff control, post-construction stormwater management in new development and redevelopment, pollution prevention and good housekeeping in municipal operations. The permit is scheduled to be updated and re-issued by EPA in 2015, and a draft permit was issued in 2014. The Town of Concord will be required to file a Notice of Intent to be covered under the new NPDES MS4 Permit. The new permit will build on the requirements and minimum control measures of the 2003 permit and is expected to include increased sampling and testing requirements for outfalls, increased project review requirements, and development of outfall catchment delineations in addition to other new requirements which will require funding through this capital item.

Preliminary Program Plan (FY16):

Planned improvements for the FY16 Drainage Program include culvert replacements for Lowell Road, Westford Road, Fitchburg Turnpike and the Sleepy Hollow Cemetery. Additionally, drainage collection system replacements are planned to be included within the 2015/16 Roads Program bid. Preliminary evaluations anticipate the replacement of 50 drainage structures and 0.45 miles of drainage pipe with the Roads Program bid. Hunter's Ridge Road and Jennie Dugan are also being evaluated for sustainable infrastructure opportunities. Lastly, various headwall maintenance repairs have been targeted as internal Highway Division drainage work.

The Drainage Program is also advanced as part of the Internal Project and Small Project Programs. Two projects have been identified for the Small Project program: a drainage rehabilitation on Thoreau Court to correct flooding issues; and a Sustainable Infrastructure Retrofit Demonstration project for 97 Thoreau Street where porous pavers, a tree box filter and a water filling station are proposed.

Performance

Town Manager Goal: To Maintain the Town's Infrastructure

Multiple improvements to the Town's drainage system were constructed in FY15. The Engineering Division designed replacements for drainage collection systems for inclusion in the 2014/15 Roads Program bid. The bid included replacement/installation of 35 drainage structures and installation of approximately 450 feet of drain pipe. Additionally, the Division designed a drainage collection system replacement for the Southfield and Riverdale neighborhood. The project was bid in conjunction with water system improvement within the neighborhood and included the replacement of 41 drainage structures and approximately 0.44 miles of drainage pipe.

The Engineering Division was successful in obtaining supplemental grant funding for the Town's stormwater program through FEMA's Hazard Mitigation Grant Program (HMGP) for the Lowell Road replacement project. The Town will receive over \$500,000 in federal funds toward replacement of the culvert.

CPW completed the 2003 National Pollution Discharge Elimination System (NPDES) MS4 Permit Year 11 annual reporting to the Environmental Protection Agency. Major accomplishments within Permit Year 11 included the development of a new residential rain garden program. Field work also continued to improve location and system condition accuracy to update Concord's stormwater GIS layer. CPW GIS staff completed all field survey work for the data accuracy improvement and will complete all post processing and mapping by early 2015.

Recent Funding History	
Fiscal Year	Appropriation
2006	140,000
2007	155,000
2008	160,000
2009	105,000
2010	205,000
2011	205,000
2012	215,000
2013	205,000
2014	205,000
2015	205,000

Mission Statement:

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

Budget Highlights:

- This budget represents *no change* in capital appropriation from that of the FY15 budget.
- The Sidewalk budget funds upgrades to curb ramps to comply with current ADA standards.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Description:

The Sidewalk Program funds the rehabilitation 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 875 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.

Sidewalk rehabilitation costs range between \$10 - \$25 per linear foot — depending upon the extent of work necessary, sidewalk width, and the type of surface material. The cost for new construction can exceed \$30 per linear foot. With an estimated sidewalk life of 20 years, the Town should be repairing/replacing an average of approximately 3 miles of existing sidewalk each year. When combined with sidewalk refurbishment and overlays performed by the Highway Division, the annual Sidewalk appropriation is normally sufficient to meet the target SCI range of 80-85.

PUBLIC WORKS: Sidewalks

Item 22

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000
Totals	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 100,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 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%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-9	Sidewalk - Maintenance	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000	\$ 115,000	\$ 125,000
	Totals	\$ 100,000	\$ 100,000	\$ 102,500	\$ 110,000	\$ 115,000	\$ 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	53.0 mi
Stone Dust	2.0
Portland Cement	3.4
Stone Treated	0.3
Brick	0.3
Total Miles	59.0

Sidewalk Condition Index (SCI)	
Year	SCI Network Average
2010	75
2011	81
2012	81
2013	78
2014	84

Sidewalk Condition Detail			
Condition	SCI Range	Miles	Percent
Replace	0-50	1	1%
Localized Repair	51-70	15	26%
Shows Wear	71-90	36	59%
No Distresses	91-100	8	14%
Total		59.0	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:

- There is *no change* in the capital appropriation from FY15.
- FY16 funding level represents a *4.8% decrease* when compared to FY15 due to a \$100,000 decrease in the proposed borrowing authorization for road rehabilitation .
- There is *no change* in the capital appropriation from FY15.
- Total funding from all sources for the Roads Program is \$2,290,000, with an assumed state aid level of \$1,000,000, reflecting a recently authorized 50% increase in Chapter 90 funding.
- Major program highlights include the rehabilitation of residential roadways -- Deacon Haynes Road and Hunter's Ridge Road -- coordinated with planned water main replacements.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Funds	\$1,635,297	\$1,578,481	\$ 2,315,069	\$ 2,200,000
Total Expenditures	\$1,725,297	\$1,668,481	\$ 2,405,069	\$ 2,290,000

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 consist 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 utilizing 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, 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 since the mid-1990's.

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

Public Works: Road Improvements

Item 23

Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Road Improvements	\$ 1,725,297	\$ 1,668,481	\$ 2,405,069	\$ 2,295,000	\$ 2,290,000
Total Expenditure	\$ 1,725,297	\$ 1,668,481	\$ 2,405,069	\$ 2,295,000	\$ 2,290,000

Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 90,000	3.74%	\$ 90,000	3.93%	0.00%
State Aid - Chapter 90	1,015,069	42.21%	1,000,000	43.67%	-1.48%
Roads Program Borrowing	1,300,000	54.05%	1,200,000	52.40%	-7.69%
Totals	\$ 2,405,069	100.00%	\$ 2,290,000	100.00%	-4.78%

Capital Outlay Plan

Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
J-1	Road Improvements	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000
	Totals	\$ 90,000	\$ 90,000	\$ 95,000	\$ 100,000	\$ 100,000	\$ 100,000

Program Implementation

Development of the annual Roads Program begins with the inspection of the roadway network every four years. A pavement condition index (**PCI**) is developed for each segment in the Town's roadway network based on pavement distresses and their severity. 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 preventative maintenance repair projects. The software analyzes which type of rehabilitation treatment would be the most economical for each road segment.

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

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

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

The 2015/16 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 2015 Public Works Commission public hearing on the Roads Program. At this point approximately 4.56 miles of roadway improvements are planned for the 2015/2016 program.

Performance

Town Manager Goal: To Maintain the Town’s Infrastructure

• The 2014/15 Roads Program improved approximately 2.54 miles of roadway and maintained the Townwide PCI at 81, within the target 80-85 PCI range. At the requested level of capital funding, the pavement management software predicts that the Townwide (PCI) target of 80 will be sustained and the residential roadway target of 80 will be reached. 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

	2006	2007	2008	2009	2010	2011	2012	2013	2014
<u>PCI Network Average</u>	83	84	83	81	82	80	80	81	81
<u>Recommended Repairs</u>									
Rehabilitation	13%	14%	12%	9%	8%	8%	10%	6%	7%
Maintenance	46%	42%	52%	51%	48%	52%	51%	40%	29%
No Maintenance Required	41%	44%	36%	40%	44%	40%	39%	54%	64%

•The recommended funding level for FY16 provides total Roads Program funding of approximately \$2,290,000, consisting of \$90,000 from the General Fund for related engineering design and inspection services, an estimated \$1,000,000 in Chapter 90 aid, and \$1,200,000 from Local Borrowing Authorization for Roads.

Road Program Funding History & Improvement Plan

Fiscal Year		General Fund	Borrowing Authorization	State Aid Chapter 90	MA Reference Number	Total
2006		80,000	900,000	420,700	39125	1,400,700
2007		80,000	700,000	614,000	44466, 48240	1,394,000
2008		80,000	300,000	526,400	50771	906,400
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	Plan	90,000	1,200,000	1,000,000	50771	2,290,000
2017	Plan	95,000	1,350,000	1,000,000	50771	2,445,000
2018	Plan	100,000	1,350,000	1,000,000		2,450,000
2019	Plan	100,000	1,200,000	1,000,000		2,300,000
2020	Plan	100,000	1,200,000	1,000,000		2,300,000

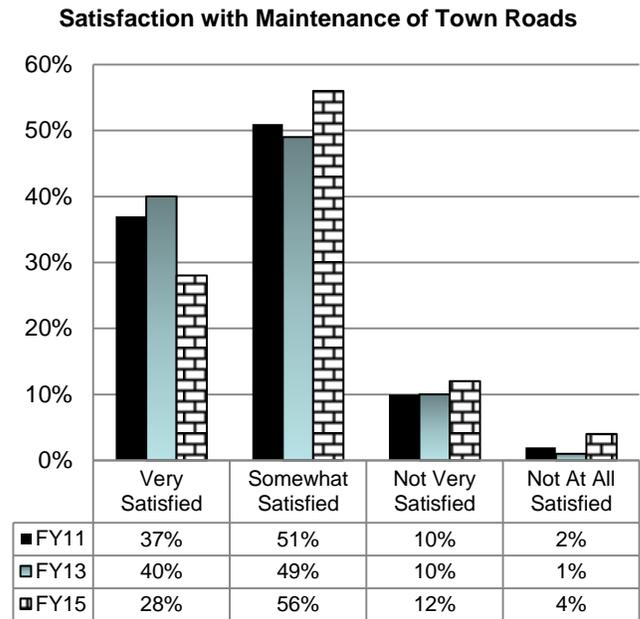
Town Manager Goal: To Maintain the Town’s Infrastructure

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 1,337 Concord residents in FY15, that produces a statistically significant result.

Trend: Residents have been generally satisfied with the quality of the town’s roads. In FY15 84% of respondents were “Very Satisfied” or “Somewhat Satisfied” with maintenance of town roads.



Town Manager Goal: To Maintain the Town’s Infrastructure

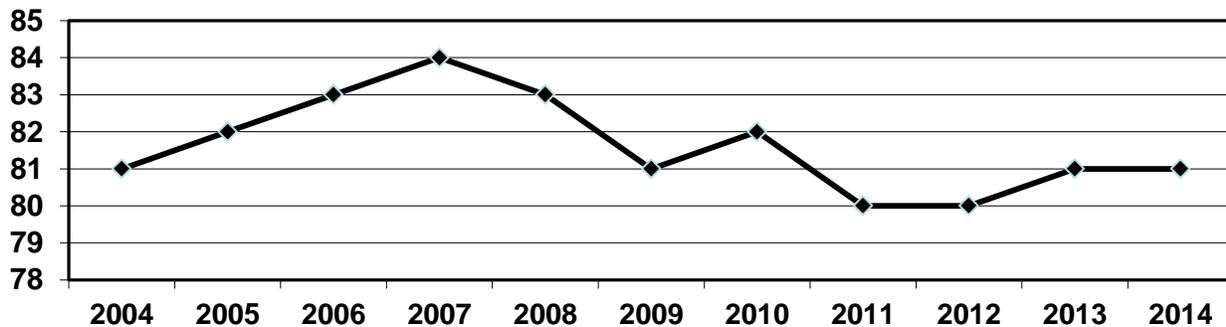
Division Goal: *To maintain quality roads*

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 81 and within the targeted 80-85 range.

Historic PCI Trend



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 1.7% *increase* in the operating appropriation from that of the FY15 budget.
- Utility costs (electric, water and natural gas) comprise 45% of the operation and maintenance expenditures. Overall, these utility expenses are budgeted to increase approximately 3% in FY16.
- Capital Outlay consists of \$10,000 for building and site improvements.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 98,670	\$ 109,058	\$ 109,414	\$ 100,967
Other Funds	\$ 62,606	\$ 66,313	\$ 67,114	\$ 68,256
Total Expenditures	\$ 161,276	\$ 175,371	\$ 176,528	\$ 169,223

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 Parks & Trees 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. A feasibility study is being recommended to evaluate the long-term needs of the entire Keyes Road campus.

133 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 21,385	\$ 23,693	\$22,610	\$24,090	1.297	8.132
Natural Gas	23,467	25,812	\$26,250	\$26,250	1.413	0.847
Water	\$1,095	\$1,095	\$1,050	\$1,140	0.060	0.014
Sewer	\$2,393	\$2,146	\$2,560	\$2,520	0.117	0.014

133 Keyes Road has a square footage of 18,268 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

135 Keyes Road - Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 10,663	\$ 10,894	\$12,380	\$11,610	1.123	6.521
Natural Gas	3,940	6,295	\$3,700	\$5,000	0.649	0.242
Water	336	370	\$342	\$330	0.038	0.007
Sewer	666	581	\$690	\$660	0.060	0.007

135 Keyes Road has a square footage of 9,700 and is used on weekdays.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

PUBLIC WORKS: 133 / 135 Keyes Road

Item 24

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 53,463	\$ 54,817	\$ 53,668	\$ 53,929	\$ 53,929
Purchased Services	-	-	-	-	-
Capital Outlay	17,932	19,997	20,000	16,250	10,000
133 Keyes Road	65,523	73,831	76,430	78,343	78,343
135 Keyes Road	24,358	26,726	26,430	26,951	26,951
Totals	\$ 161,276	\$ 175,371	\$ 176,528	\$ 175,473	\$ 169,223

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 109,414	61.98%	\$ 100,967	59.67%	-7.72%
Water Fund	\$ 48,807	27.65%	\$ 49,635	29.33%	1.70%
Sewer Fund	\$ 11,801	6.69%	\$ 12,006	7.09%	1.74%
Solid Waste Fund	\$ 6,506	3.69%	\$ 6,615	3.91%	1.68%
Totals	\$ 176,528	100.00%	\$ 169,223	100.00%	-4.14%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
I-1	Building Improvements	10,000	10,000	10,000	10,000	10,000	10,000
I-3	Rolling Storage Shelves	10,000	-	-	-	-	-
	Totals	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 51,448	1.00	\$ 51,699
5130	Overtime	60 hrs.	\$ 2,220	60 hrs.	\$ 2,230
	Total	<u>1.00 FTEs</u>	<u>\$ 53,668</u>	<u>1.00 FTEs</u>	<u>\$ 53,929</u>

Mission Statement:

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

Budget Highlights:

This budget represents a 0.1% *decrease* in the operating appropriation from that of FY15 budget.

- The Head of Reference position has been fully funded in the FY16 budget. In order to accomplish this the vacant Staff Librarian position was reduced to 12.7 hours/week.

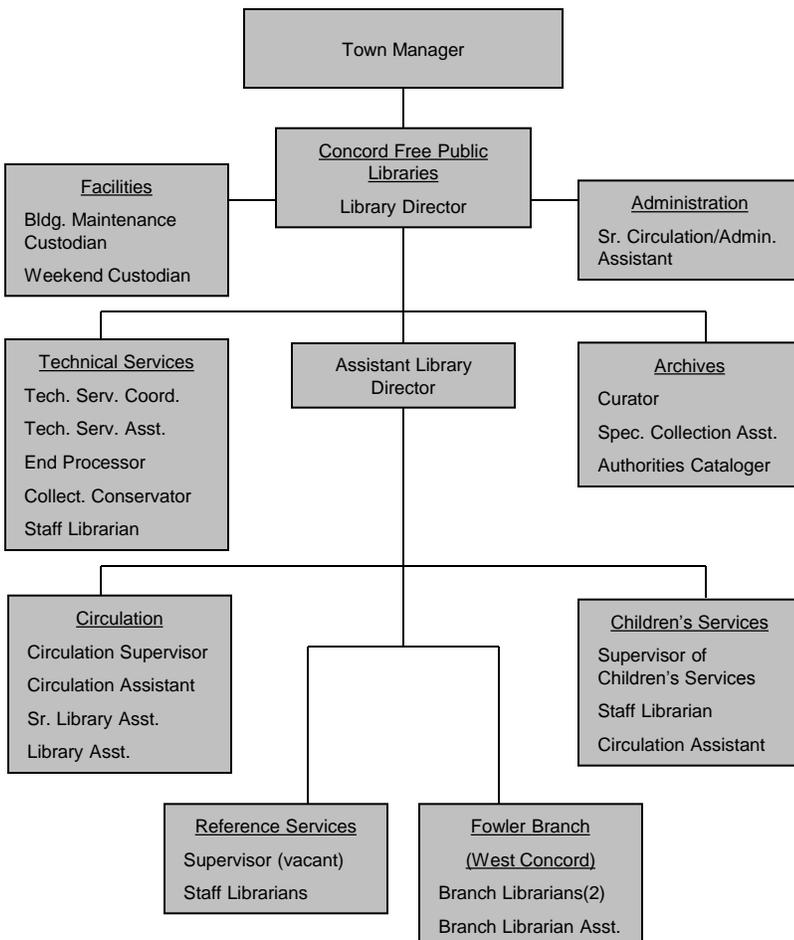
- This budget provides staffing for the continuation of a full day of service at the Main Library on Saturdays in the summer and at the Fowler Branch on Thursdays year round.

- An amount of \$48,300 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned during the year.

- The General Fund contribution for new Library books and materials is proposed to be level funded at \$100,075.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,836,580	\$ 1,866,975	\$ 2,003,016	\$ 1,995,097
Other Funds	\$ 14,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 1,850,580	\$ 1,892,975	\$ 2,029,016	\$ 2,021,097



Description:

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

In June 2013 in consultation with Town officials, the Trustees of the Library Corporation purchased an adjacent property at 151 Main Street. The Trustees have retained the services of an architect and will conduct a fundraising feasibility study during FY2015. It is anticipated that this third library location will have an impact on future budget operating costs.

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

HUMAN SERVICES: Library

Item 25

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,366,608	\$ 1,407,436	\$ 1,636,936	\$ 1,672,441	\$ 1,644,597
Purchased Services	175,539	172,024	135,341	123,100	123,100
Supplies	105,377	104,226	100,656	105,575	100,575
Other Charges	2,035	2,004	4,900	4,800	2,800
Capital Outlay	70,364	59,027	10,000	10,000	5,000
Assumption of Lib. Corp. Costs	130,658	148,259	141,183	148,025	145,025
Totals	\$ 1,850,580	\$ 1,892,975	\$ 2,029,016	\$ 2,063,941	\$ 2,021,097

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,003,016	98.72%	\$ 1,995,097	98.71%	-0.40%
Library Corporation	-	0.00%	-	0.00%	0.00%
State Aid	26,000	1.28%	26,000	1.29%	0.00%
Totals	\$ 2,029,016	100.00%	\$ 2,021,097	100.00%	-0.39%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	\$ 10,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Utility Performance Information						
Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity (Main)	\$54,601	\$61,779	\$57,942	\$62,403	1.287	8.083
Electricity (Fowler)	\$21,556	\$27,485	\$22,864	\$28,309	2.329	12.176
Natural Gas (Main)	\$18,024	\$22,375	\$17,940	\$18,460	0.466	0.263
Natural Gas (Fowler)	\$3,827	\$4,519	\$4,140	\$4,260	0.383	0.202
Water	\$2,066	\$2,110	\$2,486	\$2,585	0.044	0.010
Sewer	\$4,530	\$4,693	\$5,857	\$6,034	0.098	0.010

The Library has a square footage of 48,000 (Main) and 11,800 (Fowler) and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Library

Item 25

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 117,819	1.00	\$ 117,830
	Assistant Library Director	1.00	84,978	1.00	84,978
	Non-Union Sub Total	<u>2.00 FTEs</u>	<u>\$ 202,797</u>	<u>2.00 FTEs</u>	<u>\$ 202,808</u>
	Technical Services Coordinator	1.00	88,984	1.00	88,983
	Curator	1.00	86,620	1.00	86,620
	Supervisor of Children's Services	1.00	85,705	1.00	85,705
	Circulation Supervisor	1.00	77,549	1.00	77,549
	Branch Librarian	1.50	109,780	1.50	109,780
	Head of Reference	0.58	42,878	1.00	70,762
	Union Supervisory Sub Total	<u>6.08 FTEs</u>	<u>\$ 491,516</u>	<u>6.50 FTEs</u>	<u>\$ 519,399</u>
	Authorities Cataloger	0.41	23,540	0.41	23,540
	Staff Librarian	3.56	249,949	3.13	222,557
	Special Collections Assistant	0.50	30,151	0.50	30,151
	Technical Services Assistant	2.00	102,691	2.00	103,002
	Branch Library Assistant	1.00	43,597	1.00	44,162
	Circulation Assistant	1.94	101,912	1.94	101,979
	Collections Conservator	0.45	24,244	0.45	24,486
	Sr. Library Assistant	0.68	38,999	0.68	39,730
	Library Assistant	4.04	172,696	4.04	175,177
End Processor	0.45	10,889	0.45	10,730	
Library Page	0.90	19,145	0.90	19,195	
Maintenance Custodian	1.25	50,161	1.25	50,504	
Union Nonsupervisory Sub Total	<u>17.18 FTEs</u>	<u>\$ 867,974</u>	<u>16.75 FTEs</u>	<u>\$ 845,212</u>	
5115	Library Page	0.70	\$ 14,104	0.70	\$ 14,598
	Prof. Project Specialist	0.18	\$ 8,740	0.18	\$ 9,046
	Librarian	0.18	\$ 8,952	0.18	\$ 9,266
	Reference Librarian	0.35	\$ 17,905	0.35	\$ 18,531
	Project Archivist	0.45	\$ 22,081	0.45	\$ 22,853
	Senior Worker	0.03	\$ 470	0.03	\$ 486
Misc. Sub Total	<u>1.88 FTEs</u>	<u>\$ 72,252</u>	<u>1.88 FTEs</u>	<u>\$ 74,781</u>	
5130	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
Total		<u>27.13 FTEs</u>	<u>\$ 1,636,936</u>	<u>27.12 FTEs</u>	<u>\$ 1,644,597</u>

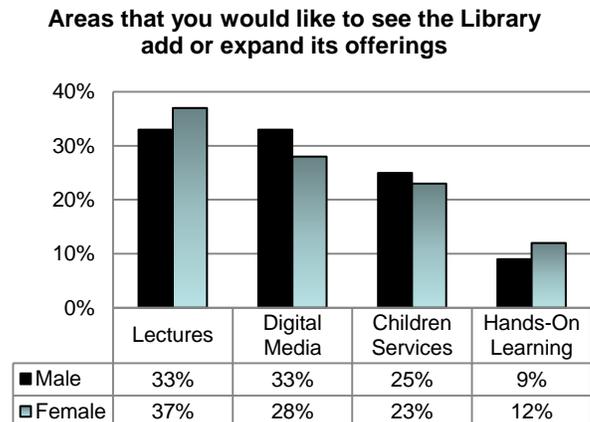
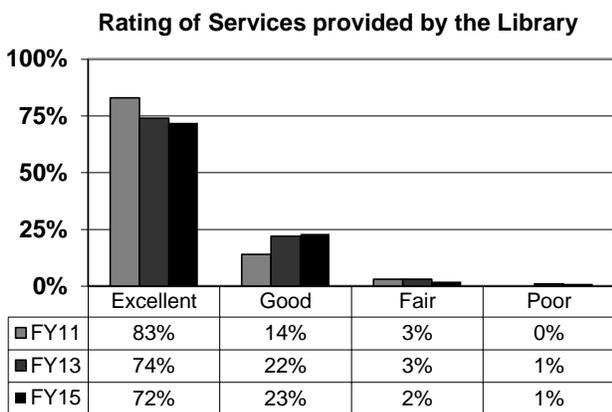
Program Implementation

The FY16 budget provides \$100,075 for Library books and materials.

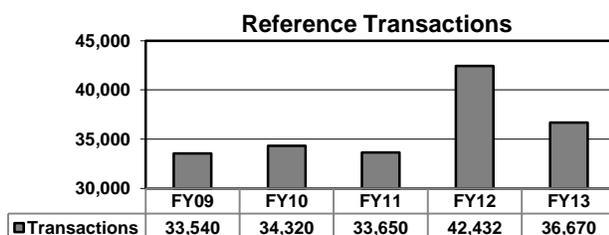
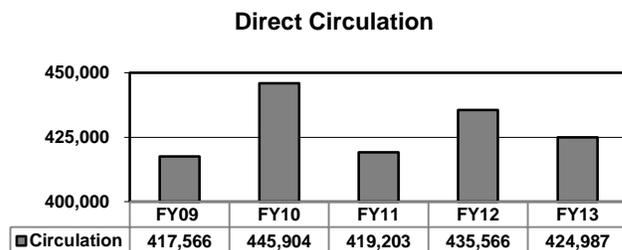
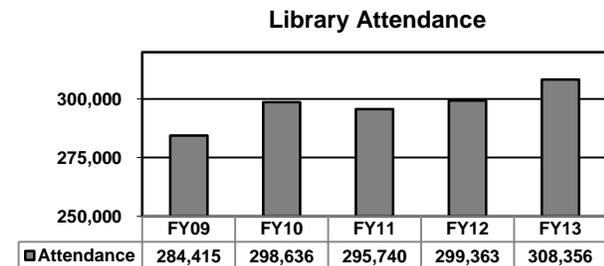
In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$86,712), natural gas (\$22,720), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$148,025.

Funding introduced in the FY15 budget, which enabled the Fowler Branch to open 4 additional hours on Thursday mornings year round will continue in FY16.

During FY15 library staff members met with more than 60 community members in 13 different focus groups to solicit ideas for future library directions in the areas of technology, space, programs, and collections. This information will be incorporated into a 5-year service plan for submission to the Massachusetts Board of Library Commissioners (MBLC). Residents can look forward to a number of enhancements in FY16 including: a revised website presence, 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.



Discussion: Citizen Surveys were conducted in the fall of 2010 (FY11), 2012 (FY13), and 2014 (FY15).



Discussion: The data was compiled by The Concord Free Public Library for the Annual Report of Information Survey, Board of Library Commissioners, Commonwealth of Massachusetts.

HUMAN SERVICES: Human Services Administration

Item 26A

Mission Statement:

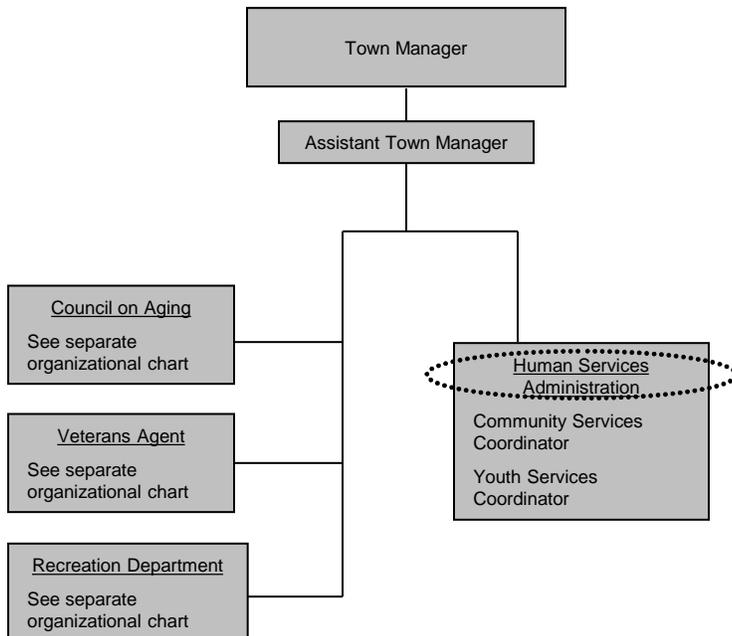
The mission of the Human Services Administration is to enhance the quality of life for residents by meeting their social needs through community-oriented programming and dedicated service.

Budget Highlights:

- The Human Services Administration account is new as of FY16. The Community Services Coordinator and Youth Services Coordinator were brought over to this account from the Town Manager's account, Item (1A).
- The FY16 budget provides for personnel costs and basic office supplies and is supported by the Community Chest and supplemented through the General Fund.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ -	\$ -	\$ -	\$ 9,000
Other Funds	\$ -	\$ -	\$ -	\$ 69,558
Total Expenditures	\$ -	\$ -	\$ -	\$ 78,558



Description:

Under the direction of the Assistant Town Manager, the Community Services Coordinator and Youth Services provide important social services to Concord residents.

HUMAN SERVICES: Human Services Administration

Item 26A

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ 77,293	\$ 77,293
Purchased Services	\$ -	\$ -	\$ -	200	165
Supplies	\$ -	\$ -	\$ -	500	500
Other Charges	\$ -	\$ -	\$ -	500	600
Capital Outlay	\$ -	\$ -	\$ -	-	-
Totals	\$ -	\$ -	\$ -	\$ 78,493	\$ 78,558

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ -	0.00%	\$ 9,000	11.46%	0.00%
Community Chest	\$ -	0.00%	\$ 69,558	88.54%	0.00%
Totals	\$ -	0.00%	\$ 78,558	100.00%	0.00%

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	0.00	-	1.00	52,493
		<u>0.00 FTEs</u>	<u>\$ -</u>	<u>1.00 FTEs</u>	<u>\$ 52,493</u>
5115	Youth Coordinator	0.00	-	992 hrs.	24,800
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.00 FTEs</u>	<u>\$ -</u>	<u>0.00 FTEs</u>	<u>\$ 24,800</u>
	Total	<u>0.00 FTEs</u>	<u>\$ -</u>	<u>1.00 FTEs</u>	<u>\$ 77,293</u>

Mission Statement:

The mission of Recreation Administration 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 FY16 Enterprise Budget Book.

Budget Highlights:

- This Recreation Fund budget has been moved to the FY16 Enterprise Budget Book.
- With the retirement of the Recreation Director in FY15, the Town will support the Recreation Department with \$50,000 for programming in FY16.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 96,332	\$ 100,543	\$ 106,471	\$ 50,000
Other Funds	\$ 1,608,643	\$ 1,692,638	\$ 1,697,955	\$ -
Total Expenditures	\$ 1,704,975	\$ 1,793,181	\$ 1,804,426	\$ 50,000

Description:

The Department's services are grouped into five major categories:

- Child Care Programs
- Summer Activities
- Sports Activities
- Beede Swim & Fitness Center
- Fundraising Events

With the pending retirement of the Recreation Director, the Town Manager is reviewing the department's organizational structure to determine how it may best align with the Town's other Human Services functions

Town Manager

Assistant Town Manager

Recreation Department

Rec. Administration
 Recreation Services Director
 Administrative Assistant (2)
 Registration Coordinators
 Aquatics Director
 Assistant Aquatics Director
 Fitness Director
 Recreation Supervisors
 Custodians

General Programs
 Day Camp Basketball
 Workreation Tennis
 Kaleidoscope Group Exercise
 Pre-School Activities

School Focus Programs
 After School Program
 Carousel
 PreSchool
 Before School

Beede Center
 Lifeguards
 Fitness Trainers
 Receptionists
 Prof. Prog
 INSTRs

HUMAN SERVICES: Recreation Programs

Item 26B

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,297,532	\$ 1,334,464	\$ 1,423,301	\$ -	\$ -
Purchased Services	223,779	263,745	225,400	50,000	50,000
Supplies	119,589	105,703	120,450	-	-
Other Charges	18,818	21,413	18,775	-	-
Capital Outlay	3,545	21,968	1,500	-	-
Rec. Fund Contribution	41,712	45,887	15,000	-	-
Totals	\$ 1,704,975	\$ 1,793,181	\$ 1,804,426	\$ 50,000	\$ 50,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 106,471	5.90%	\$ 50,000	100.00%	-53.04%
Recreation Fund	1,684,943	93.38%		0.00%	0.00%
Swim and Fitness Fund	13,012	0.72%		0.00%	0.00%
Totals	\$ 1,804,426	100.00%	\$ 50,000	0.00%	-97.23%

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	1.00	\$ 118,284	0.00	\$ -
5157	Car Allowance	N/A	1,200	N/A	-
	General Fund Sub Total	1.00 FTEs	\$ 119,484	0.00 FTEs	\$ -

See Enterprise Budget Book for the FY16 Recreation Department Presentation

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center, 105 Everett Street 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 4.5% *increase* in the operating appropriation of that of the FY15 budget.
- The routine maintenance of the building is paid for by the Recreation Fund, and is not a General Fund Capital Improvement Program expense.
- This budget also includes \$8,323 to cover the utility costs for the 105 Everett Street building and \$10,331 to pay for the upkeep of the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 79,211	\$ 87,742	\$ 91,481	\$ 95,623
Other Funds	\$ 24,833	\$ 24,455	\$ 19,507	\$ 20,186
Total Expenditures	\$ 104,044	\$ 112,197	\$ 110,988	\$ 115,809

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 (which was resurfaced in fall of 2008), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

The facility received a new HVAC system in the fall of 2011. The equipment which is of a high efficiency nature is projected to produce lower utility costs.

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 can be rented for private events and is used by several community and sports organizations and by Town committees for meetings. It is also the polling site for Precinct 5.

HUMAN SERVICES: Hunt Recreation Center

Item 26C

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 43,104	\$ 46,214	\$ 46,990	\$ 47,419	\$ 47,419
Purchased Services	43,164	43,027	43,484	43,986	43,986
Supplies	3,906	4,986	5,250	6,250	5,750
Rideout Fieldhouse	6,687	7,682	8,081	10,331	10,331
105 Everett Street	6,994	7,063	7,183	8,323	8,323
Capital Outlay	188	3,226	-	-	-
Totals	\$ 104,044	\$ 112,197	\$ 110,988	\$ 116,309	\$ 115,809

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 91,481	82.42%	\$ 95,623	82.57%	4.53%
Recreation Fund	19,507	17.58%	20,186	17.43%	3.48%
Totals	\$ 110,988	100.00%	\$ 115,809	100.00%	4.34%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
N-2	Hunt Gym Ceiling	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -

Personnel Services Summary					
Code	Position Title	FY15 Budgeted		FY16 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 46,990	1.00	\$ 47,419
	Total	1.00 FTEs	\$ 46,990	1.00 FTEs	\$ 47,419

Utility Performance Information						
Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 16,714	\$ 13,374	\$ 17,028	\$ 13,775	1.071	7.352
Natural Gas	10,316	3,659	10,350	10,350	0.293	0.474
Water	970	771	881	881	0.062	0.014
Sewer	1,739	1,799	2,077	1,800	0.144	0.014

The Hunt Gym has a square footage of 12,492 and is used daily. (broken meter FY14)

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

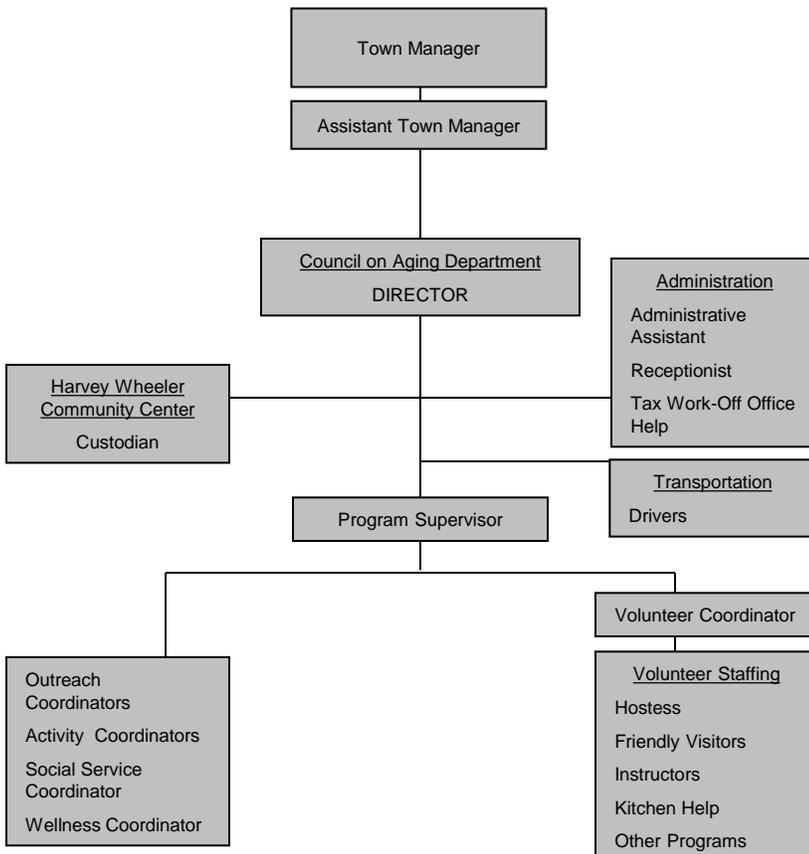
Mission Statement:

The mission of the Council on Aging (COA) is to improve the quality of life of Concord citizens over the age of 60. The COA strives to assist them in maintaining their dignity, self-esteem, and personal independence. We work to enhance their roles as full participants in the life of the community. Our goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing with the support of our Information and Referral, Outreach, Educational, Wellness, Fitness, Social, Mental Health, Recreational, Intergenerational and Transportation programming.

Budget Highlights:

- This budget represents a 5.5% *increase* in the operating appropriation from that of the FY15 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY 2016 is expected to be \$37,328, which provides funding for the following positions: Wellness Coordinator, Two Activity Coordinators and an portion of the Outreach Coordinator position.
- An anticipated gift from the Community Chest of \$34,410 will be used to fund or partially fund the Outreach Coordinator Social Service Coordinator and Volunteer Coordinator.
- A small increase was requested to increase one of the Outreach Coordinator positions from 30 to 32 hours per week to help manage the increase in the caseload.
- The van driver budget was increased to fund a small wage increase and to allow an additional van 1 day per week to keep up with the high demand for transportation services.
- A gift of the estate of John Florio contributes \$12,969 for the services of an Outreach Coordinator.
- A grant from the Concord Friends of the Aging made the purchase of a new handicapped accessible van possible this past year. Additional assistance for programs, events, and materials is provided on a case by case basis by the Concord Friends of the Aging.

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 262,293	\$ 284,373	\$ 311,881	\$ 328,996
Other Funds	\$ 52,409	\$ 56,427	\$ 80,905	\$ 81,941
Total Expenditures	\$ 314,702	\$ 340,800	\$ 392,786	\$ 410,937



Description:

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

HUMAN SERVICES: Council on Aging

Item 26D

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$209,499.06	\$226,523.33	\$ 356,692	\$ 381,955	\$ 372,970
Purchased Services	18,409	16,089	18,140	17,790	17,787
Supplies	8,634	15,708	13,829	16,045	16,045
Other Charges	2,752	2,053	4,125	4,135	4,135
Capital Outlay	23,000	24,000	-	-	-
Totals	\$ 262,293	\$ 284,373	\$ 392,786	\$ 419,925	\$ 410,937

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 311,881	79.40%	\$ 328,996	80.06%	5.49%
EOEA Grant	36,921	9.40%	37,004	9.00%	0.22%
Friends of the Aging	-	0.00%	-	0.00%	N/A
Community Chest Gift	30,672	7.81%	31,968	7.78%	4.23%
Florio Gift	13,312	3.39%	12,969	3.16%	N/A
Totals	\$ 392,786	100.00%	\$ 410,937	100.00%	4.62%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

HUMAN SERVICES: Council on Aging

Item 26D

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Council on Aging Director	1.00	\$ 73,337	1.00	\$ 73,337
	COA Program Supervisor	1.00	54,232	1.00	54,232
	Administrative Assistant	0.88	46,768	1.00	47,440
	Receptionist/Clerk	1.00	34,787	1.00	33,701
	Sub Total	<u>3.88 FTEs</u>	\$ 209,124	<u>4.00 FTEs</u>	\$ 208,710
5115	Van Drivers	2988 hrs.	38,844	3456 hrs.	46,656
	Wellness Clinic Coordinator	550 hrs.	9,900	575 hrs.	14,375
	Activity Coordinators	1274 hrs.	17,037	1295 hrs.	17,958
	Outreach Coordinators	3654 hrs.	58,464	3758 hrs.	62,007
	Social Services Coordinator	400 hrs.	10,000	400 hrs.	10,000
	Volunteer Coordinator	800 hrs.	11,200	800 hrs.	11,200
5130	Overtime	60 hrs.	2,123	60 hrs.	2,064
	Total	<u>8.50 FTEs</u>	\$ 356,692	<u>8.93 FTEs</u>	\$ 372,970

Program Implementation

The FY16 budget recommendation provides funding to cover 5 full-time positions, 6 part time positions, 7 part time van drivers and the associated supplies and purchased services.

According to the January 2014 Town Census, there are 4,534 Concord residents over the age of 60 representing approximately 28% of the total population of Concord. The number of seniors is expected to continue to rise for several more years as the Baby Boomer generation ages and the COA will continue to be responsible for providing social, recreational and clinical services to meet their needs.

The Outreach staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals. We provide assistance directly to Concord seniors and we are also available to assist residents who are concerned about their aging parents.

The COA puts out an extensive monthly newsletter detailing our many social, recreational and educational offerings at the Harvey Wheeler Community Center.

The Wellness team offers many programs and clinics that promote good health for Concord's seniors and encourages participation in the many exercise programs that we offer each week.

The COA operates a van service that provides crucial transportation services to those senior residents who no longer drive. The van service provides rides for medical appointments, shopping and other needed errands.

We maintain a large inventory of durable medical equipment, which is loaned free of charge.

The COA depends on the assistance and support of many community volunteers and encourages residents who might be interested and available to help to be in touch.

Town Manager Goal: To enhance Residents' Quality of Life

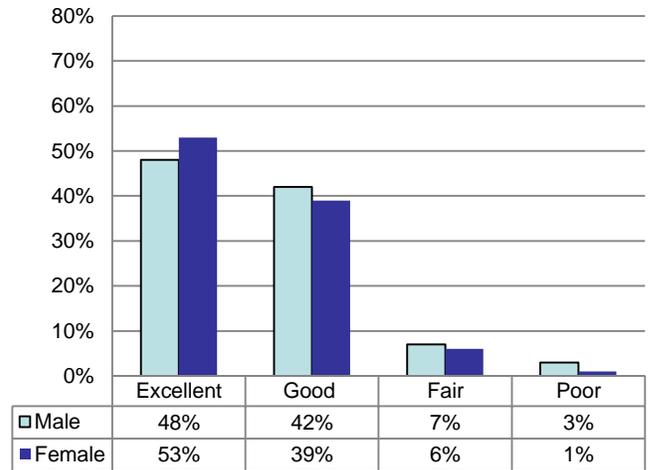
Division Goal: To provide quality services for COA participants

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

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, 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



Town Manager Goal: To enhance Residents' Quality of Life

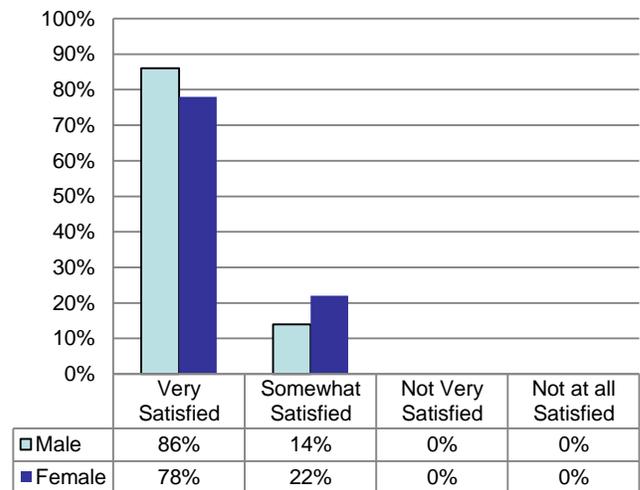
Division Goal: To provide a broad range of activities that cater to the desires of the seniors

Objective: To have a positive survey response about the activity variety offered by the COA

Measure: 2013 COA Fall Survey*

Notes: Seniors enjoy many of the COA activities including trips, cinema, lectures, and Wednesday lunches at HWCC.

Activity Variety Satisfaction by Gender



*The COA Activity Variety Satisfaction graph is based off of the 2013 COA Fall Survey in which 108 seniors responded.

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 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 1.7% *increase* in the operating appropriation over that of the FY15 budget.
- Rental income rose from \$15,699 in FY13 to \$23,547 in FY14 as the need and demand for community space for meetings and events continues to rise.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 137,753	\$ 144,642	\$ 117,717	\$ 117,079
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 137,753	\$ 144,642	\$ 117,717	\$ 117,079

Description:

The Harvey Wheeler Community Center (HWCC) provides office and programming space for the Council on Aging, as well as the Recreation Department Carousel pre-school and after-school programs.

HWCC was also used during the evenings and on the weekends by many different Town departments, non-profit and private groups. In FY14 income from rent for use of HWCC totaled \$23,547. The building fills an important need in the community for small to medium-sized meeting spaces with adequate parking.

The flat roof section of HWCC was replaced this past year to prepare for a new energy management system installation scheduled for the Winter of 2015.

Employees working in HWCC participated fully in the Energy Conservation campaign sponsored by the Town and we saw a drop in electricity consumption and heating fuel use.

Utility Performance Information

Utility	Cost				Efficiency	
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed	FY14 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$17,631	\$20,348	\$ 19,079	\$ 21,466	1.418	8.240
Natural Gas	14,274	16,817	14,766	16,285	1.172	0.677
Water	611	629	588	630	0.044	0.009
Sewer	1,299	1,353	1,385	1,470	0.094	0.009

The Harvey Wheeler Center has a square footage of 14,350 and is used on weekdays, weekends and evenings. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Harvey Wheeler Community Center

Item 26E

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 63,519	\$ 41,980	\$ 45,342	\$ 44,683	\$ 44,740
Purchased Services	48,608	54,853	56,775	59,339	59,339
Supplies	3,126	3,895	5,600	5,500	5,500
Other Charges	-	-	-	-	-
Capital Outlay	22,500	43,915	10,000	10,000	7,500
Totals	\$ 137,753	\$ 144,642	\$ 117,717	\$ 119,522	\$ 117,079

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 117,717	100.00%	\$ 117,079	100.00%	-0.54%
Totals	\$ 117,717	100.00%	\$ 117,079	100.00%	-0.54%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
O-1	HWCC Building Improvements	\$ 10,000	\$ 7,500	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000
	Totals	\$ 10,000	\$ 7,500	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 39,167	1.00	\$ 39,944
	Sub Total	<u>1.00 FTEs</u>	\$ 39,167	<u>1.00 FTEs</u>	\$ 39,944
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	50 hrs.	\$2,500
5130	Overtime	120 hrs.	3,675	80 hrs.	\$2,296
	Total	<u>1.02 FTEs</u>	<u>\$ 45,342</u>	<u>1.02 FTEs</u>	<u>\$ 44,740</u>

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 9.2% *increase* in the operating appropriation from that of the FY15 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents, as well as additional hours for the Veterans Agent.
- The benefits portion of this account reflects seven qualifying residents receiving monetary benefits as of December 2013, with a small contingency included to address the ever-present possibility of a mid-year addition of another qualifying resident.
- Purchased services for this account includes \$1,500 to cover telephone service and telephone maintenance costs for the Veterans' Agent.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 42,624	\$ 59,679	\$ 55,771	\$ 60,889
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 42,624	\$ 59,679	\$ 55,771	\$ 60,889

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 115, and is administered under State guidelines. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a full-time Director of Veterans Services/Veterans Agent. State law also requires that the Town's Director of Veterans Services/Veterans Agent be a war-era veteran, and be available on a full-time basis to provide assistance.

The purpose of this program is to provide information, advice, and assistance regarding benefits to veterans and their dependents. The Town is reimbursed by the State for 75% 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 26F

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 19,110	\$ 19,233	\$ 19,184	\$ 23,020	\$ 23,020
Purchased Services	1,315	3,058	1,500	1,500	1,500
Supplies	580	551	662	669	669
Other Charges	323	415	625	875	700
Sub Total	\$ 21,328	\$ 23,257	\$ 21,971	\$ 26,064	\$ 25,889
<u>Veterans Benefits</u>					
Other Charges	\$ 21,296	\$ 36,422	\$ 33,800	\$ 42,000	\$ 35,000
Totals	\$ 42,624	\$ 59,679	\$ 55,771	\$ 68,064	\$ 60,889

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 55,771	100.00%	\$ 60,889	100.00%	9.18%
Totals	\$ 55,771	100.00%	\$ 60,889	100.00%	9.18%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY15 Budgeted		FY16 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	783 hrs.	19,184	940 hrs.	23,020
	Total	0.38 FTEs	\$ 19,184	0.45 FTEs	\$ 23,020

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 *no change* in the operating appropriation from that of the FY15 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,506, calculated based upon prior years’ experience as well as FY16 anticipated contractual wage obligations.
- Other event-related expenses include band/musician fees, participant refreshments, honored-citizen related expenses, horse and carriage rentals, etc.
- Flag replacement remains an important element of this account, for the annual purchase of Memorial Day flags and for maintenance of the street flags placed out for various significant days and events during the year. This line remains at \$2,500.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 23,568	\$ 21,696	\$ 24,006	\$ 24,006
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,568	\$ 21,696	\$ 24,006	\$ 24,006

Description:

This budget provides funding for equipment and activities associated with several distinctly separate functions that are related to various Concord ceremonies and celebrations. Committees and volunteers, with the assistance of staff from the Town departments, carry out the related activities. Notable public ceremonies supported by this account include the Veteran’s Day Flag Retirement Ceremony, the Honored Citizen Reception, the Meriam’s Corner Exercise, and Patriots’ Day and Memorial Day events. Net of Public Safety coverage for the various ceremonies and events, a very austere budget remains to cover other Town-wide event-related expenses. The Public Ceremonies and Celebrations Committee reports it to be an increasing challenge to secure sufficient event participants given their limited resources, but this citizen committee does not wish to request additional General Fund support at this time.

HUMAN SERVICES: Ceremonies & Celebrations

Item 26G

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 22,493	\$ 20,608	\$ 21,506	\$ 21,506	\$ 21,506
Memorial Day Flags	1,071	1,089	1,500	1,500	1,500
Street Flags	3	-	1,000	1,000	1,000
Totals	<u>\$ 23,568</u>	<u>\$ 21,696</u>	<u>\$ 24,006</u>	<u>\$ 24,006</u>	<u>\$ 24,006</u>

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,006	100.00%	\$ 24,006	100.00%	0.00%
Totals	<u>\$ 24,006</u>	100.00%	<u>\$ 24,006</u>	100.00%	0.00%

Capital Outlay Plan							
Ref. #	Description	FY15 Budgeted	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 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. Concord Public School employees are not covered by this appropriation account.

Budget Highlights:

- This budget represents no increase in the operating appropriation from that of the FY15 budget.
- As of June 30, 2014, the General Fund accrued liability for Town employee sick leave buyback payable at retirement was \$1,275,919. 63% of this liability is on account of uniformed Police and Fire personnel.
- At the end of FY14, \$90,000 of the current appropriation was encumbered and reserved toward meeting this long-term liability.
- The accumulated reserve balance at June 30, 2014 was \$238,298.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 96,963	\$ 97,240	\$ 100,000	\$ 100,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 96,963	\$ 97,240	\$ 100,000	\$ 100,000

Description:

The specific components of this budget are as follows:

Unused Sick Leave (Town government employees only, not including CPS employees):

This benefit is received only upon retirement in accordance with collective bargaining agreements and the provisions of the Personnel Bylaw, section 11.3. Action at the 1992 Annual Town Meeting restricted this payment for non-union employees to those hired prior to July 1, 1992. The collective bargaining agreement with the Public Safety Dispatchers contains this identical provision. Agreements with Police and Fire Unions restrict eligibility to police officers hired prior to January 1, 2011 and to Firefighters hired prior to July 1, 2011. For eligible employees terminating by reason of retirement, the maximum payoff is 62 days of pay. In the Fire Union contract, the maximum payoff is established as 65 days.

While the annual expenditure for this benefit is erratic and unpredictable, the Town's financial statements measure the expected future liability and the budget provision seeks to allow for probable eligible retirements. Analyzing the overall liability with the age and length of service of eligible staff members indicates that this appropriation account should be maintained for the next five budget years at \$90,000.

Public Safety Medical Disability:

Chapter 41, section 100B of the Mass. General Laws, accepted by Article 10 of the 1976 Annual Town Meeting, permits the Town to indemnify police officers and firefighters who are retired on accidental disability for medical expenses incurred during their retirement. Such expenses must be "the natural and proximate result of the disability for which the police officer or firefighter was retired." Normally, these expenses are items not reimbursable by the Town's Health insurance plans or co-insurance payments.

There are presently 12 retirees eligible for this benefit. The statute does not require the Town to make payments in excess of funds appropriated for the purpose, but the Town's past practice suggests that it makes every practical effort to cover eligible expenses. At present, this account is projected to cover only minor expenses such as office visits and prescriptions not covered by the retiree's health insurance plan.

Employee Assistance Program:

The proposed budget funds an annual contract with Corporate EAP Resources, Inc. This agreement provides services such as orientation and training sessions, workshops to improve communication and team-building, personal development seminars, and one-on-one confidential counseling services.

UNCLASSIFIED: Town Employee Benefits

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Unused Sick Leave	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
Public Safety Ch. 41 §100B	242	237	2,500	2,500	2,500
Employee Assistance Program	6,721	7,003	7,500	7,500	7,500
To Sick Leave Buyback Reserve	90,000	90,000	-	-	-
Totals	\$ 96,963	\$ 97,240	\$ 100,000	\$ 100,000	\$ 100,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 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				
	FY11	FY12	FY13	FY14
Police Union	\$ 308,956	\$ 293,204	\$ 298,753	\$ 263,020
Fire Union	500,869	546,397	567,168	549,154
All Other Town Govt	499,129	507,080	516,507	463,745
Total Town Liability	\$ 1,308,954	\$ 1,346,681	\$ 1,382,428	\$ 1,275,919
CPS Employees	\$ 1,721,757	\$ 1,674,836	\$ 1,796,597	\$ 1,760,537
Total Liability	\$ 3,030,711	\$ 3,021,517	\$ 3,179,025	\$ 3,036,456

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	20%	31.0 Days

Fire Union Buyback Contract		
Service Date	%	Max. Payable
Prior to 7/1/11	50%	65.0 Days

This account is responsible only for the General Fund "Town Liability" show in the table above. The Concord Public Schools (CPS) liability is payable from the annual CPS appropriation. The Total Liability is shown in the Town's Annual Financial Statements. Enterprise Fund Liabilities are paid from those funds.

The payout from FY16 through FY20 from this account is expected to be approximately \$575,000. To cover this expected payout, the Town plans to allocate \$90,000 each year to the Sick Leave Buyback "Reserve", which is estimated to have an ending balance of \$123,298 on June 30, 2015, as shown below.

General Fund Sick Leave Buyback Reserve					
	Beginning Balance	Uses	Added @ 6/30	Ending Balance	
FY12	\$ 109,783	\$ (16,740)	\$ 90,000	\$ 183,043	
FY13	\$ 183,043	\$ (6,272)	\$ 90,000	\$ 266,771	
FY14	\$ 266,771	\$ (118,473)	\$ 90,000	\$ 238,298	
FY15 (est.)	\$ 238,298	\$ (205,000)	\$ 90,000	\$ 123,298	

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 FY15 budget.
- This account is less than 0.6% of Article 21, the accounts under the jurisdiction of the Town Manager.
- Four Reserve Fund requests were submitted to the Finance Committee during FY14, totaling \$64,388:
 - * Veteran's Benefits (\$14,000)
 - * Police Department (\$40,000)
 - * Street Lighting. (\$2,600)
 - * Social Security (\$7,788)

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Transfer to Other Accts.	\$ (86,253)	\$ (64,388)	N/A	N/A
Return to Revenue	\$ 138,747	\$ 160,612	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 35 separate appropriation accounts that constitute the Town Budget Article to be voted by the 2015 Annual Town Meeting (Article 21).

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 FY14, the Finance Committee approved the following reserve fund transfers:

FY14 Reserve Fund Transfers

Account	Amount	Explanation
Veterans Services and Benefits	\$ 14,000	To provide benefits to additional veterans as specified by State law.
Police Department	\$ 40,000	To provide funds for an unexpected internal investigation.
Street Lighting	\$ 2,600	To fund actual street lighting cost not known until the end of the fiscal year.
Social Security	\$ 7,788	To cover the cost of social security payments for CPS employees.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Transferred	(86,253)	(64,388)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	138,747	160,612	N/A	N/A	N/A

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000		\$ 225,000		0
Totals	<u>\$ 225,000</u>		<u>\$ 225,000</u>		0.00%

Mission Statement:

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's 26 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 proposed FY16 Classification & Compensation Plan for non-union staff and the results of collective bargaining agreements applicable to FY16.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Appropriation	\$ 460,000	\$ 480,574	\$ 555,434	\$ 646,256
Less Transfers & Encumbrances	\$ (456,358)	\$ (473,680)	N/A	N/A
Balance Unexpended	\$ 3,642	\$ 6,894	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 separate accounts and sub-accounts that include salary funds.

The FY16 recommendation is projected to be sufficient for approximately a 4.0% overall pay adjustment for non-union staff and for the funding of existing collective bargaining agreements with uniformed police officers, fire fighters, public safety dispatchers, and Library employees. In accordance with Section 10.2 of the Personnel Bylaw, the Town Manager and Personnel Board will jointly establish the FY16 step increase and merit pay plan for non-union staff prior to July 1, 2015.

The FY15 compensation plan for non-union staff allowed for an average 4.0% pay adjustment, with 1.5% 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 FY16 are proposed for funding from this account.

The budget proposed for FY16 includes funding that would be normally be shown in the Police Department budget (Account #11), but a collective bargaining agreement setting salary levels for July 1, 2014 has not yet been concluded.

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Original Appropriation	\$ 460,000	\$ 480,574	\$ 555,434	\$ 646,256	\$ 646,256
Less:					
Total Transfers	(371,858)	(417,680)	(344,123)	N/A	N/A
Encumbered	(84,500)	(56,000)	N/A	N/A	N/A
Balance Unexpended (Return to Revenue)	\$ 3,642	\$ 6,894	211,311	N/A	N/A

Note: The FY15 Total Transfer amount does not include the amount to be transferred to the Police Department account, an amount not yet determined due to ongoing collective bargaining negotiations.

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 555,434		\$ 646,256		16.35%
Totals	<u>\$ 555,434</u>		<u>\$ 646,256</u>		16.35%

Salary Adjustment History - Non-Union Staff			
Beginning Date	Fiscal Year	July 1st Structure Increase	Step / Merit Increase*
7/1/08	FY09	3.0%	2.5%
7/1/09	FY10	2.0%	0.0%
7/1/10	FY11	2.0%	0.0%
7/1/11	FY12	2.0%	2.5%
7/1/12	FY13	1.5%	2.5%
7/1/13	FY14	1.5%	2.5%
7/1/14	FY15	1.5%	2.5%

* Based upon written performance evaluation

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 \$15,000 is proposed in FY16.
- 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

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000

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 \$15,000 is proposed for FY16.

UNCLASSIFIED: Land Fund

Item 30

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Purchased Services	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
Other Charges & Expenses		\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 15,000	N/A	\$ 15,000	N/A	N/A
Totals	\$ 15,000	N/A	\$ 15,000	N/A	N/A

Land Fund History							
	FY10	FY11	FY12	FY13	FY14	FY15 Budgeted	FY16 Proposed
<u>Fund Source</u>							
Beginning Balance	\$ 24,010	\$ 36,057	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,017
Return to Fund	-	-	1,453	-	-	-	-
Sale of Land	-	-	-	-	-	-	-
Tax Levy	15,000	-	-	10,000	10,000	15,000	15,000
Gifts	-	-	-	-	-	-	-
Interest Earned	197	125	45	17	2	15	30
Total Available	\$ 39,207	\$ 36,182	\$ 15,071	\$ 25,088	\$ 11,766	\$ 15,017	\$ 30,047
<u>Fund Uses</u>							
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Purchase	-	-	-	-	-	-	-
Options	-	-	-	-	-	-	-
Appraisal, Legal, Surveying, etc.	3,150	22,609	-	23,324	11,764	-	-
Total Used	\$ 3,150	\$ 22,609	\$ -	\$ 23,324	\$ 11,764	\$ -	\$ -
Ending Balance	\$ 36,057	\$ 13,573	\$ 15,071	\$ 1,764	\$ 2	\$ 15,017	\$ 30,047

JOINT (TOWN-CPS): Group Insurance Overview

Item 31

Funding Summary					Budget Highlights:		
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed			
Group Insurance	\$4,650,000	\$4,650,000	\$ 4,650,000	\$ 4,650,000	<ul style="list-style-type: none"> The group insurance appropriation is proposed to be level-funded for the fifth consecutive year. OPEB Trust Fund @ 6/30/14 (amts. In thousands) 		
OPEB	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000	General Fund	Enterprise Fund	Total
Other Funds	\$ 532,345	\$ 526,591	\$ 529,000	\$ 572,000	\$4,935	\$1,642	\$6,577
Total Funding	\$5,582,345	\$5,826,591	\$ 6,079,000	\$ 6,372,000	\$27,602	\$801	\$28,403

Description:

Group Insurance covers Health Insurance, Life Insurance, and Dental Insurance. By far, the largest component of Group Insurance is Health Insurance.

Health Insurance

Employee health insurance costs had been one of the fastest growing components our budget in the period FY08 – FY12. The town pays on average about 55% of employee group health insurance costs and 50% of retiree costs. State law requires us to pay at least 50% and most of the surrounding towns pay a higher proportion.

Concord has been in the forefront of municipal collaborative efforts to restrain costs and wring out unneeded overhead expense through our leadership of the 17 towns and regional school districts now in the Minuteman Nashoba Health Group (MNHG). The group, covering more than 4,000 employees and retirees and another 2,000 family members, is self-funded, which means we pay claims costs, not premiums. The MNHG Board, consisting of one member from each jurisdiction designated by the Board of Selectmen or Regional School Committee, sets internal premium rates designed to cover projected claims costs.

With the enactment of the 2011 Municipal Health Insurance Reform Act, Concord was given the option to transfer its health insurance subscribers to the State's Group Insurance Commission (GIC) program or to remain in MNHG and negotiate possible plan modifications with part of the savings being shared with health insurance subscribers. The purpose of this legislation was to slow down the increase of health care cost paid by municipalities. In response to this legislation, The Minuteman-Nashoba Health Group developed a new health plan design in the fall of 2011 and the Town of Concord and the CPS/CCRSJ jointly successfully negotiated a Mitigation Plan in January 2012 with all constituent town and school employee union groups as required by the state law. The centerpiece of the Mitigation Plan was that approximately 30% of the projected employer savings would be directed to fund a Health Reimbursement Account (HRA) Plan over a three-year period ending May 31, 2015. The HRA is a tax-favored plan that enables subscribers to cover out-of-pocket health care costs with funds not treated as taxable income.

The new plan design was put in place June 1, 2012, involving higher co-pays and deductibles. Premium rates set by the self-funded MNHG group were 8% to 14% below prior rates. Subsequent rate decreases at June 1, 2013 and 2014, resulting from good claims experience, resulted in rates at June 1, 2014 being as much as 20% lower than three years earlier.

Other Post-Employment Benefits (OPEB)

Approximately a quarter of the total group health insurance expenditure is for retirees. State law, accepted by Concord voters at a 1960 ballot, guarantees that all Concord retirees (and spouses) will be eligible to continue health plan coverage through the Town for life, with the town picking up 50% of the cost. Medicare-eligible retirees are required to join Medicare Part B when first eligible. Historically, the town's share of the cost of retiree health insurance has been met on a pay-as-you-go basis. Unlike pension funding requirements, prior to FY09 there had been no requirement to measure retiree health insurance obligations on an actuarial basis, determine the corresponding annual expense required to meet future obligations, and begin to build a long-term investment fund whose earnings would help meet such obligations.

New governmental accounting standards that became effective for Concord's financial reporting as of June 30, 2009 require municipalities to measure these future liabilities, determine the annual required cost on a 30-year funding schedule, and record on the town's financial statements any shortfall between the annual required cost and what is funded. While the requirement is solely to report the future liability, in practice many municipalities and state governments have begun to take steps both to mitigate the escalation of future costs and to begin to fund the annual expense to address the unfunded liability. Concord is among those who have begun to take significant steps.

At least every two years, the Town will be required to conduct an actuarial analysis to determine the liability associated with Other Post-Employment Benefits. The most recent study was completed based on January 1, 2012 data and a new valuation to June 30, 2014 is presently being completed. The estimated OPEB liability as of June 30, 2013 is \$32.4 million. The market value of the Town's OPEB Trust Fund at that date was \$3.98 million, resulting in an unfunded liability of \$29.4 million. The annual required General Fund contribution to meet the thirty-year funding schedule would require \$2.2 million in the FY16 budget. These numbers are subject to change with the new valuation data.

TOWN OF CONCORD

Group Insurance and OPEB accounts (31A and 31B)

EXPENSE DETAIL	actual						Proposed FY16	
	FY09	FY10	FY11	FY12	FY13	FY14		Budget FY15
Health Insurance - active employees	\$2,744,993	\$2,826,059	\$2,993,576	\$3,363,487	\$3,033,459	\$2,953,437	\$2,830,000	\$3,000,000
Health Insurance - retirees	1,026,542	1,086,865	1,172,412	1,110,874	974,648	991,897	1,037,000	1,150,000
Subtotal, group health insurance	\$3,771,535	\$3,912,924	\$4,165,988	\$4,474,361	\$4,008,107	\$3,945,334	\$3,867,000	\$4,150,000
Retiree health paid to other gov'ts	\$0	\$0	\$0	\$0	\$735	\$5,328	\$10,000	\$20,000
Life Insurance	16,286	16,068	15,744	15,547	15,553	15,405	18,000	20,000
Dental Insurance	235,338	236,334	236,286	244,265	249,340	253,306	260,000	280,000
Medicare Part B Penalty	12,631	4,629	9,333	19,706	17,844	17,500	18,000	17,000
Health Reimbursement Account (HIRA)	0	0	0	6,845	129,947	3,116	100,000	0
HRA and other admin fees	1,200	1,200	0	2,574	14,524	13,982	15,000	15,000
Actuarial services	10,000	0	0	0	9,250	0	20,000	20,000
Subtotal, other group insurance	\$275,455	\$258,231	\$261,363	\$288,937	\$437,193	\$308,637	\$441,000	\$372,000
Transferred to OPEB Trust from 31A Gr. Insr.	\$0	\$0	\$400,000	\$350,000	\$650,000	\$800,000	\$800,000	\$625,000
Transfer to OPEB Trust from Enterprises	0	0	263,192	287,932	71,200	68,237	71,000	75,000
Transfer to OPEB Trust from Insurance Reserve	0	0	700,000	0	0	0	0	0
Appropriation to OPEB Trust (31B)	0	0	0	150,000	400,000	650,000	900,000	1,150,000
Total to OPEB Trust	\$0	\$0	\$1,363,192	\$787,932	\$1,121,200	\$1,518,237	\$1,771,000	\$1,850,000
Transfer to Insurance Reserve Fund	178,952	384,049	68,835	17,265	15,845	54,383	0	0
Grand Total, accounts 31A and 31B	\$4,225,942	\$4,555,204	\$5,859,378	\$5,568,495	\$5,582,345	\$5,826,591	\$6,079,000	\$6,372,000
FUNDING DETAIL								
General Fund	\$3,845,000	\$4,152,600	\$4,465,000	\$4,800,000	\$5,050,000	\$5,300,000	\$5,550,000	\$5,800,000
Other Funds	380,942	402,604	694,378	768,495	532,345	526,591	529,000	572,000
Transfer from Insurance Reserve to OPEB	\$4,225,942	\$4,555,204	\$5,859,378	\$5,568,495	\$5,582,345	\$5,826,591	\$6,079,000	\$6,372,000
Appropriated Detail (General Fund)								
Account 31A	\$3,845,000	\$4,152,600	\$4,465,000	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000
Account 31B	0	0	0	150,000	400,000	650,000	900,000	1,150,000
	\$3,845,000	\$4,152,600	\$4,465,000	\$4,800,000	\$5,050,000	\$5,300,000	\$5,550,000	\$5,800,000

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 covers the employer share of group insurance costs for all town and Concord Public School (CPS) employees.
- The General Fund share of this account is level-funded for FY16.
- About 70% of active Town and CPS employees select Town health insurance coverage.
- Pursuant to a July 2011 state law, a revised health plan design was implemented on June 1, 2012. A 3-year Mitigation Plan was agreed upon to set up and fund a Health Reimbursement Account to offset a portion of higher out-of-pocket costs incurred by plan participants.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Use for Group Insurance	\$3,984,154	\$3,795,617	\$ 3,850,000	\$ 4,025,000
Transfer to OPEB Trust Fund	\$ 650,000	\$ 800,000	\$ 800,000	\$ 625,000
Transfer to Insurance Reserve	\$ 15,846	\$ 54,383	\$ -	\$ -
Total General Fund	\$4,650,000	\$4,650,000	\$ 4,650,000	\$ 4,650,000
Other Funds	\$ 461,145	\$ 458,354	\$ 458,000	\$ 497,000
Total Expenditures	\$5,111,145	\$5,108,354	\$ 5,108,000	\$ 5,147,000

Description:

This budget provides for the Town's share of the cost of employee group insurance programs. It covers both Town government **and** Concord Public School employees. The Town offers health, dental and basic life insurance programs on a contributory basis. State law requires that the Town's contribution rate can be **no less than 50%**. This is the rate the Town contributes for retirees, but the contribution rate for active employees is slightly higher depending on the plan option. Overall, the Town contributes approximately 55% of the cost for active employees. The Town also provides supplemental life insurance and a disability income protection plan on a group basis but, in accordance with state law, no Town contribution is paid for these programs.

New Health Plan Design effective June 1, 2012

Legislation passed by the state legislature and signed by the Governor on July 12, 2011, Chapter 69 of the Acts of 2011, accompanied by detailed procedural regulations (801 CMR 52.00) provided a new process enabling changes in the design of municipal employee group health insurance plans outside of collective bargaining requirements. Local government was given the authority to design health plans with provisions for deductibles and co-pays of a dollar value no greater than those in the Tufts Navigator Plan offered through the state's Group Insurance Commission (GIC). Local governments were also given an expedited path to join the state GIC if local analysis of that option was the choice of local authorities and met certain savings thresholds. The state law further required that a Mitigation Plan valued at least at 25% of the first-year projected savings must be funded by the employer as a condition of implementation.

The Town and Schools (CPS and CCRSD) successfully worked with our joint Town of Concord and Concord-Carlisle Regional School District Insurance Advisory Committee and through voluntary collective bargaining with the eleven town and school collective bargaining units. Pursuant to the objectives of the new state law, a new set of group health insurance plans was implemented on June 1, 2012 along with a 3-year Mitigation Plan to address the impacts of higher out-of-pocket expenses incurred by subscribers. As part of the agreement, the Town Manager indicated his intention to maintain the Group Insurance appropriation account at \$4,650,000 and to direct any unexpended appropriation to the OPEB Trust Fund.

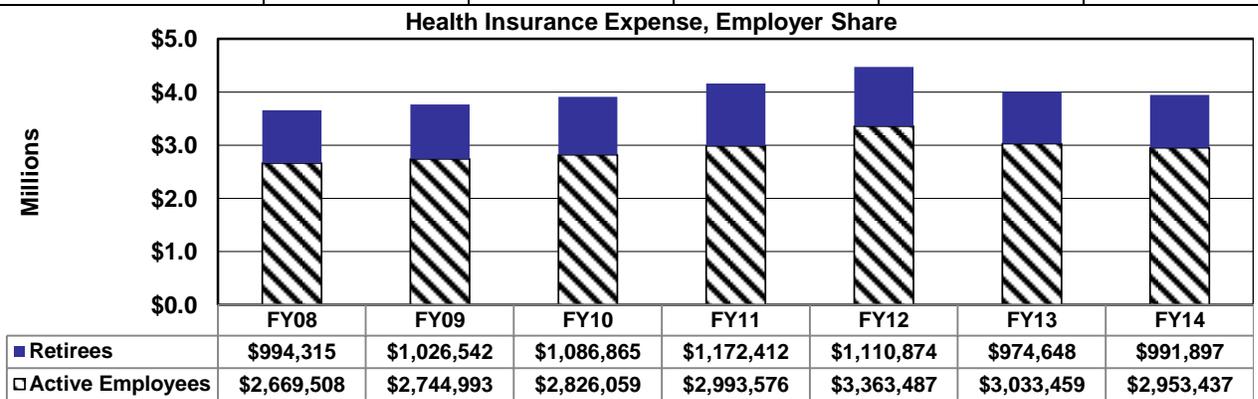
JOINT (TOWN-CPS): Group Insurance

Item 31A

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Health Insurance - Active	\$ 3,033,459	\$ 2,953,437	\$ 2,830,000	\$ 3,000,000	\$ 3,000,000
Health Insurance - Retired	974,648	991,897	1,037,000	1,150,000	1,150,000
Health Insurance - Ret. (MGL 32, 9A1/2)	735	5,328	10,000	20,000	20,000
Life Insurance	15,553	15,406	18,000	20,000	20,000
Dental Insurance	249,340	253,307	260,000	280,000	280,000
Other Prof. Services	23,774	13,982	20,000	20,000	20,000
Medicare Part B Penalty Reimbursement	17,844	17,500	18,000	17,000	17,000
Health Plan Mitigation Fund	129,947	3,116	115,000	15,000	15,000
Transfer to Insurance Reserve Fund	15,845	54,383	-	-	-
Transfer to OPEB Trust Fund	650,000	800,000	800,000	625,000	625,000
Total Expenditure	\$ 5,111,145	\$ 5,108,355	\$ 5,108,000	\$ 5,147,000	\$ 5,147,000

Note: OPEB information is presented in Item 31B

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 4,650,000	91.03%	\$ 4,650,000	90.34%	0.00%
Light Fund	240,000	4.70%	260,000	5.05%	8.33%
Water Fund	75,000	1.47%	81,000	1.57%	8.00%
Sewer Fund	16,000	0.31%	17,000	0.33%	6.25%
Recreation Fund	57,000	1.12%	62,000	1.20%	8.77%
Swim & Fitness Center Fund	64,000	1.25%	70,000	1.36%	9.38%
Retirement	6,000	0.12%	7,000	0.14%	16.67%
Totals	\$ 5,108,000	100.00%	\$ 5,147,000	100.00%	0.76%



Mission Statement:

The purpose of this funding is to provide resources to cover the Net OPEB Obligation (NOO) associated with Other Post-Employment Benefits (OPEB). The NOO is the Annual Required Contribution (ARC) after subtracting current contributions and factoring in several adjustments.

Budget Highlights:

- This budget represents a \$250,000 increase in General Fund allocation over the amount planned in the FY15 budget.
- \$1,150,000 has been proposed to partially fund the General Fund’s portion of the Annual Net OPEB Obligation (NOO). The total FY16 General Fund NOO is projected at 1.36 million.
- The Enterprises (Light Plant, Water & Sewer Divisions, and Beede Center) will continue to fully fund their portion of the NOO.

Funding Summary

Transferred to OPEB Trust	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund Appropriation	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000
Enterprise Funds	\$ 71,200	\$ 68,237	\$ 71,000	\$ 75,000
Transfer from Group Ins. (#31A)	\$ 400,000	\$1,050,000	\$ 800,000	\$ 625,000
Total Funding	\$ 871,200	\$1,768,237	\$ 1,771,000	\$ 1,850,000

Description:

During the last decade, health care costs have risen at a much greater pace than inflation. As a result, the amount of the Town’s liability for its retirees’ health insurance benefits has correspondingly increased. Prior to FY10, the Town budgeted funds to pay only for the annual benefits for current retirees, spouses, and survivors. However, these “pay-as-you-go” contributions did not take into account the accrued liability associated with future health care benefits for active employees or the funded past liability for current retirees, spouses, and survivors.

Since this liability is a nationwide issue, the Governmental Accounting Standards Board (GASB) issued Statement No.45, in June 2004, to provide accounting guidance and financial statement standards. The actuarial costs of health care benefits received or to be received by the Town’s active employees and the Town’s retirees, spouses, and survivors.

To comply with GASB 45, the Town conducted an initial Actuarial Study based on data as of January 1, 2009 and updated the study as of 1/1/12. The Actuarial Accrued Liability (AAL) as of the most recent date was approximately \$30 million.

The Annual Required Contribution (ARC) is the yearly amount that the Town would need to set aside to cover Actuarial Accrued Liability. In further refining the ARC, the Annual Net OPEB Obligation (NOO) is then calculated by factoring several adjustments and subtracting the “pay-as-you-go” amount already contributed by the Town for the health care benefits for current retirees, spouse, and survivors.

The charts on the opposite page show the Annual Net OPEB Obligation, Annual Funding Plan, and the Cumulative Unfunded Liability. For FY16, the Annual NOO is projected to be \$1,465,559, which is comprised of the liability associated with the various funds. As presented in the Annual Funding Plan for FY16, the General Fund budget proposes an appropriation of \$1,150,000 to partially cover its obligation and the Enterprise Funds plan to fully pay for their obligations totaling \$77,700. In addition, it is presently anticipated that \$625,000 will be available from Account 31A to provide supplemental funding to the OPEB Trust Fund in FY16.

JOINT (TOWN-CPS): Other Post Employment Benefits**Item 31B**

The table below shows the change in Annual Net OPEB Obligation (NOO) . This liability equals the adjusted Annual Required Contribution (ARC) after subtracting "pay-as-you-go" contributions that covers the existing health care benefits for current retirees. The total Annual NOO is projected to be \$1.46 million in FY16.

Annual Net OPEB Obligation (Liability net of "pay as you go" Contributions)					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 1,858,674	\$ 2,015,101	\$ 1,502,145	\$ 1,427,856	\$ 1,364,746
Light Fund	32,085	14,321	42,708	38,055	37,448
Water Fund	21,997	18,175	22,314	17,000	24,024
Sewer Fund	5,500	4,544	5,579	9,629	6,256
Swim & Fitness Center Fund	33,163	34,160	27,490	27,590	33,085
Totals	<u>\$ 1,951,419</u>	<u>\$ 2,086,301</u>	<u>\$ 1,600,236</u>	<u>\$ 1,520,130</u>	<u>\$ 1,465,559</u>

The Town has begun to set funds aside to cover the OPEB liability. Charges to the Enterprise funds have covered their full NOO.

Payments To OPEB Annual Funding Plan					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Projected	FY16 Projected
General Fund	\$ 150,000	\$ 400,000	\$ 650,000	\$ 900,000	\$ 1,150,000
Trans. from Group Ins. (#31A)	\$ 350,000	\$ 400,000	\$ 1,050,000	\$ 800,000	\$ 625,000
Light Fund	151,436	14,321	10,478	11,000	11,500
Water Fund	74,498	18,175	16,402	17,000	18,000
Sewer Fund	18,625	4,544	4,849	5,000	5,500
Swim & Fitness Center Fund	43,373	34,160	36,508	38,000	42,700
Totals	<u>\$ 787,932</u>	<u>\$ 871,200</u>	<u>\$ 1,768,237</u>	<u>\$ 1,771,000</u>	<u>\$ 1,852,700</u>

The cumulative OPEB Obligation is shown below. The total amount equals the previous year's Unfunded OPEB Obligation plus the current year NOO minus the current year funding amount.

Cumulative Unfunded OPEB Obligation at June 30					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Projected	FY16 Projected
General Fund	\$ 6,646,238	\$ 7,861,339	\$ 7,663,484	\$ 7,391,340	\$ 6,981,086
Light Fund	(119,351)	(119,351)	(87,121)	(60,065)	(34,117)
Water Fund	(52,501)	(52,501)	(46,589)	(41,960)	(35,936)
Sewer Fund	(13,125)	(13,125)	(12,396)	(11,989)	(11,233)
Swim & Fitness Center Fund	(10,210)	(10,210)	(19,228)	(30,045)	(39,660)
Totals	<u>\$ 6,451,051</u>	<u>\$ 7,666,152</u>	<u>\$ 7,498,150</u>	<u>\$ 7,247,281</u>	<u>\$ 6,860,140</u>

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 level funded from that of FY15.
- Various MIIA discounts (of about 10%) have been received in recent years, but their continuation lacks predictability and, therefore, are not assumed in this proposed budget.
- Premium budget of \$415,000 is projected to be apportioned as follows:

Expenditure Summary				
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 150,354	\$ 153,968	\$ 225,000	\$ 225,000
Transfer to Insurance Reserve	\$ 24,646	\$ 46,032		
Other Funds	\$ 174,169	\$ 177,916	\$ 190,000	\$ 200,000
Total Expenditures	\$ 349,169	\$ 377,916	\$ 415,000	\$ 425,000

Funding Source for Insurance Premiums	\$ in thousands	% of total
Town Appropriation	\$215	51.8%
Public Schools (K-8)	60	14.5%
CCRS	35	8.4%
Light Fund	53	12.8%
Water Fund	31	7.4%
Sewer Fund	11	2.7%
Swim & Fitness Ctr.	8	1.9%
All Other	2	0.5%
Total	\$415	100.0%

Description:

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

The Town purchases blanket insurance coverage for all municipal and school buildings (with a current direct damage blanket limit of \$227 million) and approximately 260 vehicles of all kinds, from police cars to school buses to backhoes, against damage or loss. Coverage includes any construction projects that are undertaken during the year. Excess umbrella liability coverage of \$5 million is also purchased.

The Town is advised by an insurance consulting firm on an as-needed basis in order to guarantee the Town meets all insurance requirements and is able to respond to fluctuating market changes. The insurance program is managed by the Deputy Town Manager.

Property and Liability insurance is currently purchased through the Massachusetts Interlocal Insurance Association (MIIA). The total annual premium budget for the current year is \$405,000, with an expected actual cost of \$360,000. The budget estimate for FY16 (the rate adjustment in July, 2015) anticipates only minor price or coverage change.

JOINT (TOWN-CPS): Property and Liability Insurance

Item 31C

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Insurance Premiums	\$ 324,183	\$ 331,884	\$ 405,000	\$ 415,000	\$ 415,000
Damages to Pers. & Prop.	340	-	5,000	5,000	5,000
Insurance Advisor		-	5,000	5,000	5,000
Transfer to Ins. Res. Fund	24,646	46,032			
Total Expenditure	\$ 349,169	\$ 377,916	\$ 415,000	\$ 425,000	\$ 425,000

Insurance Premium Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Gross Budget	General Fund Only
Automobile	\$ 64,440	\$ 63,367	\$ 80,000	\$ 80,000	\$ 80,000
General Liability, Umbrella, Pub. Officer. School Board	103,283	102,364	128,000	128,000	128,000
Property Insurance	102,578	105,332	130,000	140,000	140,000
Police and Fire Medical	52,069	58,140	65,000	65,000	65,000
All Other	1,813	2,681	2,000	2,000	2,000
Total Expenditure	\$ 324,183	\$ 331,884	\$ 405,000	\$ 415,000	\$ 415,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 225,000	54.22%	\$ 225,000	52.94%	0.00%
Other Sources:					
CMLP	53,000	12.77%	53,000	12.47%	0.00%
Water	31,000	7.47%	31,000	7.29%	0.00%
Sewer	11,000	2.65%	11,000	2.59%	0.00%
Swim and Fitness	8,000	1.93%	8,000	1.88%	0.00%
CPS	60,000	14.46%	60,000	14.12%	0.00%
CCRSB	25,000	6.02%	35,000	8.24%	40.00%
Other	2,000	0.48%	2,000	0.47%	0.00%
Totals	\$ 415,000	100.00%	\$ 425,000	100.00%	2.41%

JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 32

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

- The present maximum benefit is \$698 per week. Claimant must have earned at least \$3,500 during the last four quarters and at least 30 times the amount of the eligible weekly unemployment insurance benefit.

Workers Compensation

- "Administrative services" is for a claims administration service contract.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000

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. Claims costs estimated for FY16 in relation to total projected payroll of about \$52.5 million is less than ¼ of 1%.

The budget recommendation allows for a continuation of the level of claims experienced in recent years. While we are not foreseeing any circumstance requiring extensive staff reductions, claims can arise from a variety of situations. The most common situations are termination for performance reasons and layoff from a subsequent employer.

Workers' Compensation

This account covers medical expenses for Town and School employees injured on the job. Salary continuation costs are charged to each department's budget. Our cost experience over the years has been highly favorable. The School Department (for CPS employee coverage only, not CCRSD) and the Town administration have jointly retained consulting services, claims administration services, and stop-loss reinsurance coverage.

"Stop-Loss" coverage with an insured ceiling of \$2 million per year, a specific retention level of \$550,000 per accident and an aggregate retained loss of \$824,016 per year has been acquired for the current year (July 1, 2014 to June 30, 2015) at a premium of \$43,043 of which the General Fund's share was \$33,143.

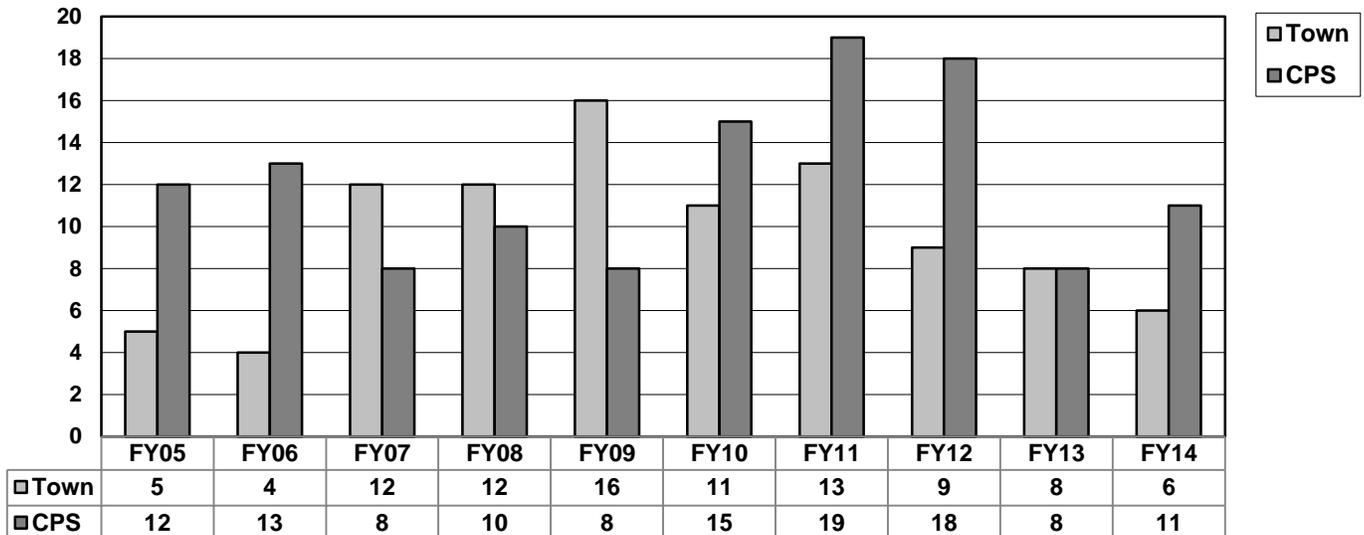
JOINT (TOWN-CPS): Unemployment & Workers' Compensation Item 32

Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Unemployment Comp.	\$ 47,626	\$ 67,101	\$ 100,000	\$ 100,000	\$ 100,000
<u>Workers Comp.</u>					
Admin. Services	\$ 10,159	\$ 24,807	\$ 15,000	\$ 15,000	\$ 15,000
Reinsurance/Stop-loss	30,276	33,317	35,000	35,000	35,000
Medical Expenses	59,565	\$ 27,455	50,000	50,000	50,000
Total Expenditure	\$ 147,626	\$ 152,679	\$ 200,000	\$ 200,000	\$ 200,000

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 200,000	100.00%	\$ 200,000	100.00%	0.00%
Totals	\$ 200,000	100.00%	\$ 200,000	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:

- At the most recent biennial actuarial valuation date of January 1, 2014, the Funding Schedule projects full funding status as of 2030.
- Investment gains for the two-year period to January 1, 2014 is estimated at almost 30%, well ahead of the compound 15.5% that meets the assumed 7.5% annual rate of return.
- Market losses of CY08 were fully recognized with the January 1, 2012 valuation, resulting in a sharp increase in the Unfunded Liability.
- The expected required General Fund appropriation is projected at a 3% annual increase.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$2,912,312	\$3,035,000	\$ 3,125,000	\$ 3,220,000
Other Funds	\$ 418,375	\$ 524,304	\$ 538,669	\$ 559,937
Total Expenditures	\$3,330,687	\$3,559,304	\$ 3,663,669	\$ 3,779,937

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 Biennial Actuarial Valuation				
	At 1/1/10	At 1/1/12	At 1/1/14	Δ% (2012 to 2014)
Obligations (AAL)	\$106,054,069	\$123,797,875	\$142,404,644	15.0%
Assets (AVA)	\$90,444,816	\$94,996,144	\$115,339,593	21.4%
Unfunded AAL	\$15,609,253	\$28,801,731	\$27,065,051	- 6.0%
Funded Ratio	85.3%	76.7%	81.0%	N/A
Earning Rate Assumed	7.75%	7.50%	7.50%	N/A
Amortization Increase*	0%	2%	2%	N/A
Funding Year Projected**	2021	2030	2030	N/A
Asset Market Value	\$82,222,560	\$94,704,818	\$122,155,363	30.0%

AAL = Actuarial Accrued Liability; AVA = Actuarial Value of Assets

* Max permitted = 4%; ** Max permitted = 2040; Governing Statute: 5.22F of M.G.L Ch. 32.

Uses				
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Proposed
Required Employer Share to Pension Fund	\$ 2,912,312	\$ 3,384,709	\$ 3,467,672	\$ 3,901,380
Transfer to (from) Town Pension Reserve Fund	\$ 418,375	\$ 174,595	\$ 195,997	\$ (121,443)
Total Uses	\$ 3,330,687	\$ 3,559,304	\$ 3,663,669	\$ 3,779,937

Funding Sources				
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Proposed
<u>General Fund Appropriation</u>	\$ 2,912,312	\$ 3,035,000	\$ 3,125,000	\$ 3,220,000
<u>Enterprise Funds (Actuarial Charge):</u>				
Light Fund	\$ 321,625	\$ 392,747	\$ 403,508	\$ 392,481
Water Fund	\$ 36,158	\$ 62,590	\$ 64,305	\$ 72,280
Sewer Fund	\$ 9,039	\$ 12,490	\$ 12,832	\$ 18,070
Swim & Fitness Fund	\$ 51,553	\$ 56,477	\$ 58,024	\$ 77,106
Subtotal Enterprises	\$ 418,375	\$ 524,304	\$ 538,669	\$ 559,937
Total Sources	\$ 3,330,687	\$ 3,559,304	\$ 3,663,669	\$ 3,779,937

Performance Highlights (amounts in thousands)						
Date of Actuarial Valuation and Data Provided	(1) Actuarial Value of Net Assets Available for Plan Benefits	(2) Actuarial Accrual Liability	(3) Percentage Funded: (1)÷(2)	(4) Unfunded Actuarial Accrued Liability (2)-(1)	(5) Annual Covered Payroll	Unfunded Actuarial Accrued Liability as a Percentage of Annual Covered Payroll
January 1, 1998	43,221	51,392	84.10%	8,171	13,676	59.75%
January 1, 2000	56,251	59,720	94.19%	3,469	14,807	23.43%
January 1, 2002	56,748	67,763	83.74%	11,014	16,776	65.65%
January 1, 2004	63,067	76,564	82.37%	13,496	17,996	74.99%
January 1, 2006	75,974	83,989	90.46%	8,015	18,925	42.35%
January 1, 2008	90,963	94,681	96.07%	3,718	21,295	17.46%
January 1, 2010	90,445	106,054	85.28%	15,609	24,097	64.78%
January 1, 2012	94,996	123,798	76.73%	28,802	25,221	114.20%
January 1, 2014	115,340	142,405	80.99%	27,065	27,514	98.37%

Program Implementation

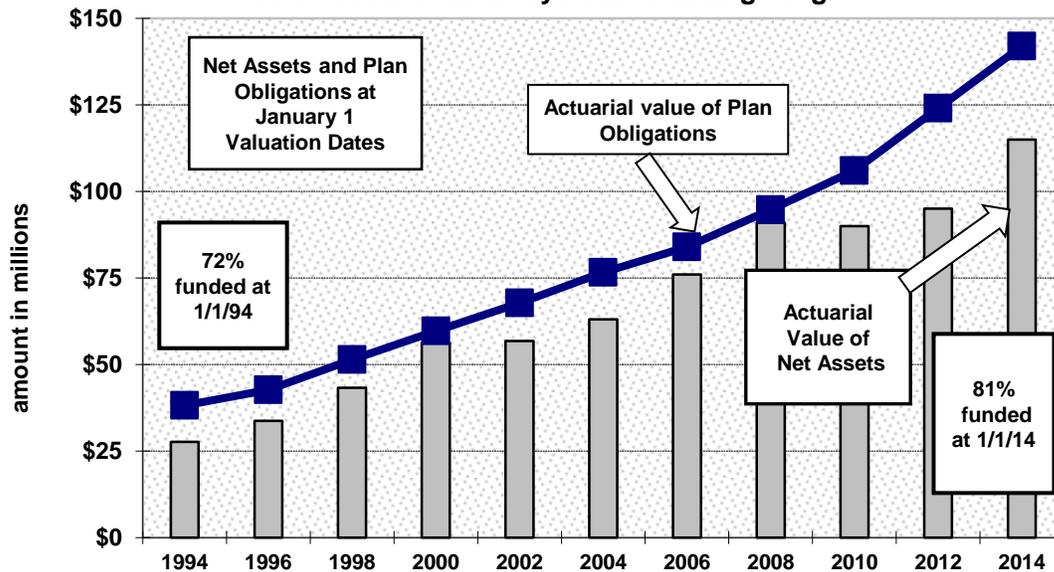
The 106 Local Retirement Boards operate under the rules of MGL Ch. 32. Most small towns are members of a County Retirement System. The Concord Retirement Board is a five-member body consisting of the Town Accountant, 2 elected members, 1 appointee of the Board of Selectmen, and 1 member appointed by 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 7.50%.

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 1st, 2014, the Retirement System was 81% 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 \$8,915,050 on July 1, 2014 (an increase of 19.3% for the fiscal year). As of January 1, 2014, the market value of the system's assets was estimated at \$122,155,363 (an increase of \$27.4 million for the two year period 2012-2013).

The Pension Fund contribution required from the employers for FY16 is \$4,537,799. The Cost of Benefits required to be funded in FY16 is estimated at \$5,343,220. This difference of \$805,421 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). FY13-15 costs and projected FY16 costs are:

	FY13	FY14	FY15	FY16
Pension Fund – Cost of Benefits	\$4,609,329	\$4,894,690	\$5,171,941	\$5,343,220
Less cost payable only by CHA	11,339	11,336	11,311	11,311
Less PRF transfer	1,178,984	950,872	1,119,996	805,421
Net Funding (all employers)	<u>\$3,419,009</u>	<u>\$3,932,507</u>	<u>\$4,040,634</u>	<u>4,526,488</u>

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 FY14-16 are:

	FY14		FY15		FY16	
Town (including CPS)	\$3,384,709	86.07%	\$3,467,672	85.82%	\$3,901,380	86.19%
CCRSD	509,653	12.96%	533,364	13.20%	580,748	12.83%
Housing Authority (CHA)	38,145	0.97%	39,598	0.98%	44,360	0.98%

Performance Information: The Retirement System operates on a calendar year fiscal period. For the year ending December 31, 2013, system receipts were derived as follows:

Employee Contribution	\$2,654,762
Employer Contribution	3,943,819
Commonwealth Contribution (COLA)	73,693
Investment Earnings (Losses)	16,367,971
Other	432,359
Total	\$23,472,604

For the five-year period 2009-2013, the Concord Retirement System's investment performance showed an annualized return of 11.99% compared to a composite rate of return of 12.13% for all 106 retirement boards in the MGL Chapter 32 pension system.

Concord's funded ratio of 81.0% at January 1, 2014 ranked 6th highest out of 106 retirement boards as reported on PERAC's website as of January 1, 2015.

Mission Statement:

The purpose of this funding is to provide for the costs of the Town's Social Security and Medicare obligations.

Budget Highlights:

- The General Fund Cost for the Town's share of Medicare coverage is increased 5.9%, to \$610,000, reflecting both a higher payroll base and a higher proportion of covered payroll as employees of the Town and CPS hired prior to April 1986 retire or leave Town service and are replaced.
- Social Security coverage applies to those town and school employees not members of the town's retirement system under state law, MGL, CH 32. The General Fund cost for FY16 is projected to be \$130,000.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
General Fund	\$ 555,459	\$ 647,788	\$ 685,000	\$ 740,000
Other Funds	\$ 132,099	\$ 129,826	\$ 152,000	\$ 162,000
Total Expenditures	\$ 687,558	\$ 777,614	\$ 837,000	\$ 902,000

Description:

Medicare Tax:

Federal legislation enacted in 1986 extended mandatory Medicare coverage to employees of state and local governments who were hired on or after April 1, 1986. Covered employees are required to pay withholding tax of 1.45% on regular earnings, matched by an equal 1.45% from the employer. This budget covers the employer share for both the Town and CPS employees. The escalating cost is related directly to the rate of employee turnover. Since inception of this tax, the covered percentage of the gross payroll has risen to 86% in FY14 and is projected to reach 90% in FY16 (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	FY10	FY11	FY12	FY13	FY14	EST FY15	EST FY16
Town	77%	78%	78%	79%	80%	82%	84%
CPS	88%	88%	89%	90%	91%	93%	95%

Social Security Tax

% of Expense	FY13 Actual	FY14 Actual
Town – General Fund	26%	25%
Recreation	23%	23%
Swim & Fitness	12%	10%
CPS	35%	40%
Other	4%	2%

JOINT (TOWN-CPS): Social Security/Medicare

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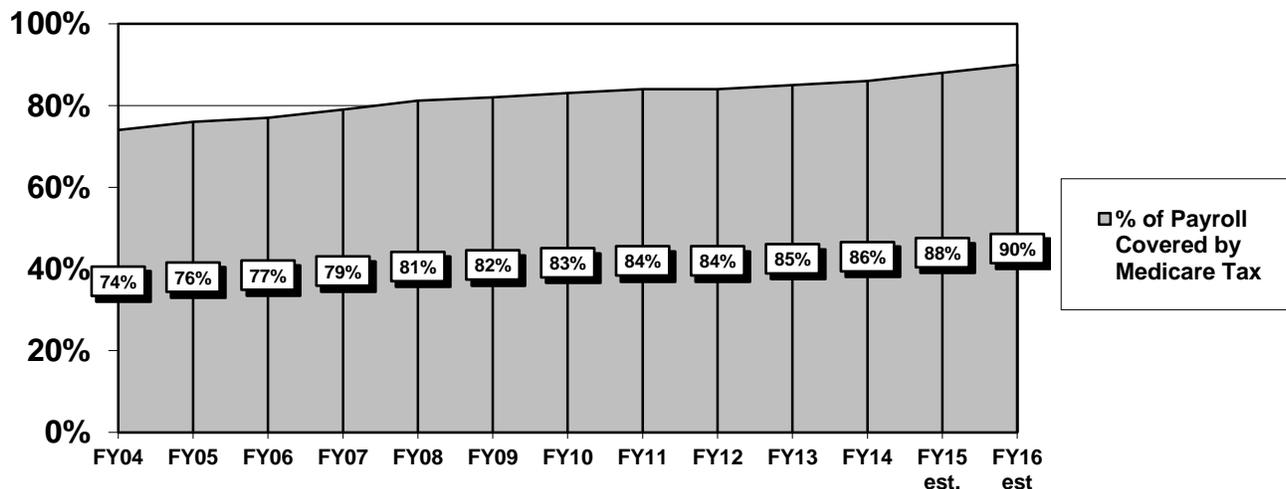
Expenditure Detail

	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
Medicare Tax	\$ 587,697	\$ 605,688	\$ 657,000	\$ 697,800	\$ 697,800
Social Security Tax	171,149	171,926	180,000	205,000	205,000
Total Expenditure	\$ 758,846	\$ 777,614	\$ 837,000	\$ 902,800	\$ 902,800

Funding Plan

	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 685,000	81.84%	\$ 740,000	81.97%	8.03%
Light Fund	34,000	4.06%	38,000	4.21%	11.76%
Water Fund	11,500	1.37%	13,000	1.44%	13.04%
Sewer Fund	4,000	0.48%	4,500	0.50%	12.50%
Recreation Fund	59,000	7.05%	64,000	7.09%	8.47%
Swim and Fitness Center	35,000	4.18%	35,500	3.93%	1.43%
Solid Waste Disposal Fund	1,200	0.14%	1,400	0.16%	16.67%
Parking Meter Fund	1,000	0.12%	1,200	0.13%	20.00%
Gift Fund	5,300	0.63%	4,000	0.44%	-24.53%
Retirement Admin. Fund	1,000	0.12%	1,200	0.13%	20.00%
Totals	\$ 837,000	100.00%	\$ 902,800	100.00%	7.86%

Percent of Total Payroll Covered by Medicare Tax



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 2014, 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.
- Total FY16 Town debt service budgeted in this account – within the Levy Limit and excluded – is projected to be 8.4% of the total proposed General Fund budget.

Expenditure Summary

	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Proposed
Within the Levy Limit	\$3,179,227	\$3,324,950	\$3,500,000	\$3,605,000
Excluded Debt *	4,728,864	4,624,454	4,495,623	4,320,500
Total Expenditure	\$7,908,091	\$7,949,404	\$7,995,623	\$7,925,500

Funding Summary

General Fund *	7,023,213	\$6,574,526	7,085,754	6,015,622
Stabilization Funds	475,000	965,000	500,000	1,500,000
Thoreau MSBA Grant	409,878	409,878	409,878	409,878
Total Funding	\$7,908,091	\$7,949,404	\$7,995,632	\$7,925,500

*Amount does not include assessable share of CCRSD Excluded Debt.

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 and stabilization fund support for debt service (principal and interest repayment) and costs. The table on pages II-56 to 57 shows all debt service for bonds issued through June 30, 2014 including debt service supported from the enterprise funds and from betterment assessments.

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

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Expenditure Detail					
	Previous Fiscal Years			FY16 Proposed	
	FY13 Actual	FY14 Actual	FY15 Budgeted	Department Request	Town Manager's Proposed
i. Long-Term Debt					
Town - Principal	\$ 2,225,000	\$ 2,270,000	\$ 2,250,000	\$ 2,270,000	\$ 2,270,000
Town - Interest	242,671	227,867	277,576	264,050	264,050
Subtotal	\$ 2,467,671	\$ 2,497,867	\$ 2,527,576	\$ 2,534,050	\$ 2,534,050
School - Principal	625,000	740,000	790,000	885,000	885,000
School - Interest	72,220	70,895	109,281	94,838	94,838
Subtotal	\$ 697,220	\$ 810,895	\$ 899,281	\$ 979,838	\$ 979,838
Within the Levy Limit Total	\$ 3,164,892	\$ 3,308,762	\$ 3,426,857	\$ 3,513,888	\$ 3,513,888
Town - Excluded Principal	176,184	177,723	179,293	180,295	180,295
Town - Excluded Interest	38,622	34,563	29,428	24,067	24,067
Subtotal	\$ 214,806	\$ 212,286	\$ 208,721	\$ 204,906	\$ 204,906
School - Excluded Principal	3,045,000	3,035,000	3,005,000	2,930,000	2,930,000
School - Excluded Interest	1,469,057	1,377,168	1,281,910	1,185,594	1,185,594
Subtotal	\$ 4,514,057	\$ 4,412,168	\$ 4,286,910	\$ 4,115,594	\$ 4,115,594
Excluded Debt Total	\$ 4,728,863	\$ 4,624,454	\$ 4,495,632	\$ 4,320,500	\$ 4,320,500
Long-Term Debt Total	\$ 7,893,755	\$ 7,933,216	\$ 7,922,489	\$ 7,834,388	\$ 7,834,388
II. Short-Term Debt					
BAN Interest - within levy limit		3,104	38,143	51,112	51,112
BAN Interest - debt exclusion					
Sub Total	\$ -	\$ 3,104	\$ 38,143	\$ 51,112	\$ 51,112
III. Issuance Costs					
Issuance costs within levy limit	14,336	13,082	35,000	40,000	40,000
Grand Total	\$ 7,908,091	\$ 7,949,404	\$ 7,995,632	\$ 7,925,500	\$ 7,925,500

Funding Plan					
	FY15 Budgeted	% of Budget	FY16 Proposed	% of Budget	% Change in Dollars
Gen. Fund - Within levy Limit	\$ 3,500,000	43.77%	\$ 3,605,000	45.49%	3.00%
Gen. Fund - Debt Exclusion	3,585,754	44.85%	2,410,622	30.42%	-32.77%
General Fund Total	7,085,754	88.62%	\$ 6,015,622	75.90%	-15.10%
Stabilization Fund Allocation	500,000	6.25%	1,500,000	18.93%	200.00%
Thoreau MSBA Grant	409,878	5.13%	409,878	5.17%	0.00%
Totals	\$ 7,995,632	100.00%	\$ 7,925,500	100.00%	-0.88%

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