



# **Section II Budget Summary**

**SECTION II: Budget Summary**



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# SECTION II: Budget Summary

## Overview

### Section Overview:

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

The sub-sections found in this summary are:

- Overview II-1 to II-7
- Property Taxes II-8 to II-13
- Resources II-14 to II-17
- Expenses II-18 To II-32
- Capital Outlay II-34To II-43
- Debt II-44 To II-59

### The Town Manager's Budget

**The Town Manager's Proposed FY14 Budget totals:**

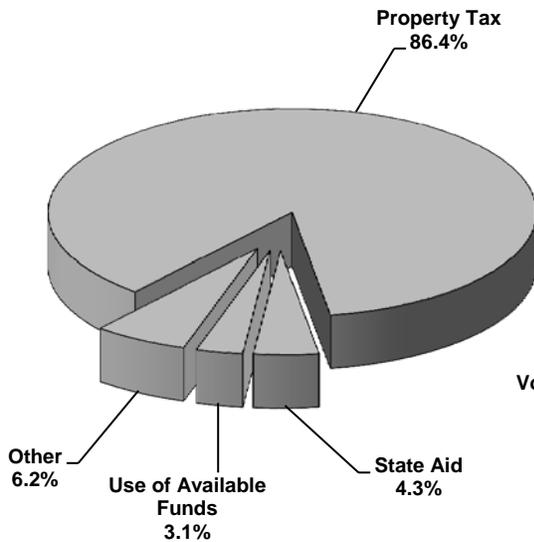
**\$86,607,267**

This level of appropriation is at the Finance Committee's FY14 Budget Guidelines.

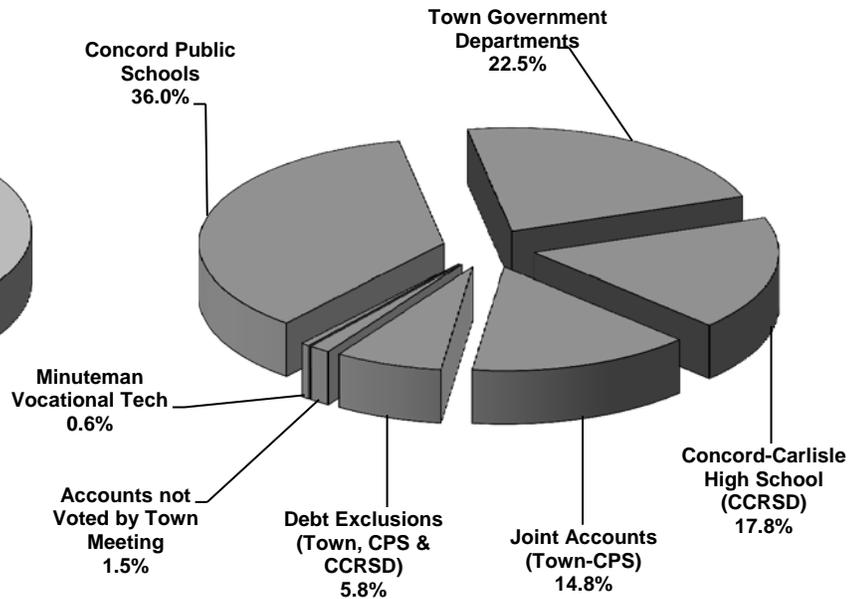
\*See page III-41 for more on the Finance Committee.

\*See page VI-5 for the Finance Committee Guidelines.

**FY14 General Fund Resources**  
Totaling \$86,607,267



**FY14 General Fund Expenses**  
Totaling \$86,607,267



### Fiscal Balance:

This FY14 Proposed Budget represents a balanced budget. Both budgeted resources and expenses equal \$86,607,267. All amounts are shown at the Finance Committee's Budget Guidelines issued November 30, 2012.

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### Budget Level and Credit Rating:

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

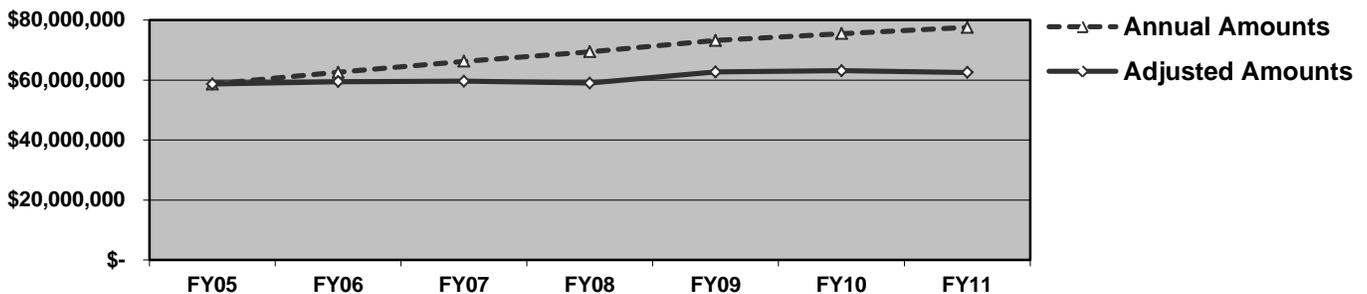
The first graph represents the total Town budget in terms of actual and adjusted dollar amounts. The line on the top is the actual amount budgeted and the line on the bottom is the amount adjusted for inflation.

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

### Fiscal Stability

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

**Financial History: Actual vs. Adjusted Town Appropriations - FY05 to FY11**  
(in year 2005 dollars)



**Discussion:** The Town's budget has remained very stable when adjusted for inflation. This means that tax dollars are largely being spent to maintain a level of service, rather than to expand the size of Town Government.

\*Values (adjusted for inflation) based on the Bureau of Economic Analysis' Table 1.1.9. Implicit Price Deflator for Gross Domestic Product, 2005-2011 (Annual), State and Local governments, viewed: 1/10/2013.

## Town Credit Rating History

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

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
<b>The Town's Credit Rating (Moody's)</b>	Aaa							

The opposite page provides information about the General Fund's Fund Balance. Data for FY11 and FY12 are actual amounts and for FY13 and FY14 are projections. The FY11 and FY12 data are derived from the "Schedule A" report filed with the Massachusetts Department of Revenue.



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<b>General Fund Balance Analysis</b>	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Budgeted</b>	<b>FY14 Proposed</b>
<b>Revenues</b>				
Taxes	\$69,406,190	\$72,026,290	\$74,269,429	\$78,086,989
Charges for Services	\$1,297,716	\$1,211,908	\$875,000	\$875,000
Licenses, Permits, and Fees	\$970,197	\$1,280,146	\$725,000	\$730,000
Revenues from Other Government	\$3,747,068	\$3,825,012	\$3,807,120	\$3,807,000
Miscellaneous Revenues	<u>\$524,664</u>	<u>\$1,538,470</u>	<u>\$463,400</u>	<u>\$438,400</u>
	\$75,945,835	\$79,881,826	\$80,139,949	\$83,937,389
<b>Expenditures</b>				
Salary and Wages	-\$35,375,620	-\$36,616,409	-\$37,513,562	-\$39,181,214
Expenditures	-\$25,083,781	-\$24,483,366	-\$25,828,058	-\$28,023,596
Capital Outlay	-\$2,047,436	-\$1,407,459	-\$1,435,000	-\$1,520,000
Debt Service	-\$7,953,492	-\$7,260,560	-\$8,019,471	-\$8,024,457
Unclassified	<u>-\$4,096,260</u>	<u>-\$4,140,634</u>	<u>-\$4,413,736</u>	<u>-\$4,558,000</u>
	-\$74,556,589	-\$73,908,428	-\$77,209,827	-\$81,307,267
<b>Net Revenues / Expenditures</b>	\$1,389,246	\$5,973,398	\$2,930,122	\$2,630,122
Other Financing Sources (Uses)				
Transfer from Other Funds	\$2,820,664	\$1,856,428	\$2,119,878	\$2,669,878
Transfers to Other Funds	-\$803,541	-\$3,711,279	-\$400,000	-\$650,000
Other Financing Uses	<u>-\$3,996,165</u>	<u>-\$4,282,734</u>	<u>-\$4,650,000</u>	<u>-\$4,650,000</u>
	-\$1,979,042	-\$6,137,585	-\$2,930,122	-\$2,630,122
<b>Total Excess (Deficiency)</b>	-\$589,796	-\$164,187	\$0	\$0
<b>Fund Balance (Beginning of Year)</b>	\$21,737,586	\$21,147,790	\$20,983,603	\$20,983,603
<b>Fund Balance (End of Year)</b>	<b>\$21,147,790</b>	<b>\$20,983,603</b>	<b>\$20,983,603</b>	<b>\$20,983,603</b>
<b>Fund Balance Analysis</b>				
Designated for Thoreau Debt Service	\$5,904,870	\$5,477,457	N/A	N/A
Reserved for Expenditures	\$850,000	\$850,000	N/A	N/A
Reserved for Encumbrances	\$3,199,541	\$3,638,246	N/A	N/A
Snow and Ice Deficit	-\$157,838	\$0	N/A	N/A
<b>Unreserved Fund Balance</b>	<b><u>\$11,351,217</u></b>	<b><u>\$11,017,900</u></b>	<b><u>N/A</u></b>	<b><u>N/A</u></b>
	\$21,147,790	\$20,983,603	N/A	N/A
<b>Free Cash Analysis</b>				
Unreserved Fund Balance	\$11,351,217	\$11,017,900	N/A	N/A
Minus: Receivables	-\$840,210	-\$865,766	N/A	N/A
Minus: Deferred Revenue	-\$907,367	-\$690,044	N/A	N/A
Minus: Miscellaneous	<u>-\$35,984</u>	<u>-\$104,428</u>	<u>N/A</u>	<u>N/A</u>
<b>Certified Free Cash</b>	<b>\$9,567,656</b>	<b>\$9,357,662</b>	N/A	N/A

## SECTION II: Budget Summary

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### Free Cash:

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

### Strong Reserves

The Town's Free Cash exceeds the minimum amount of 5% of the next year's budget. As a result of this policy and other sound management practices, Moody's Investors Service has affirmed Concord's Aaa credit rating on the Town's outstanding debt, as of May 11, 2012.

## Free Cash

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

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

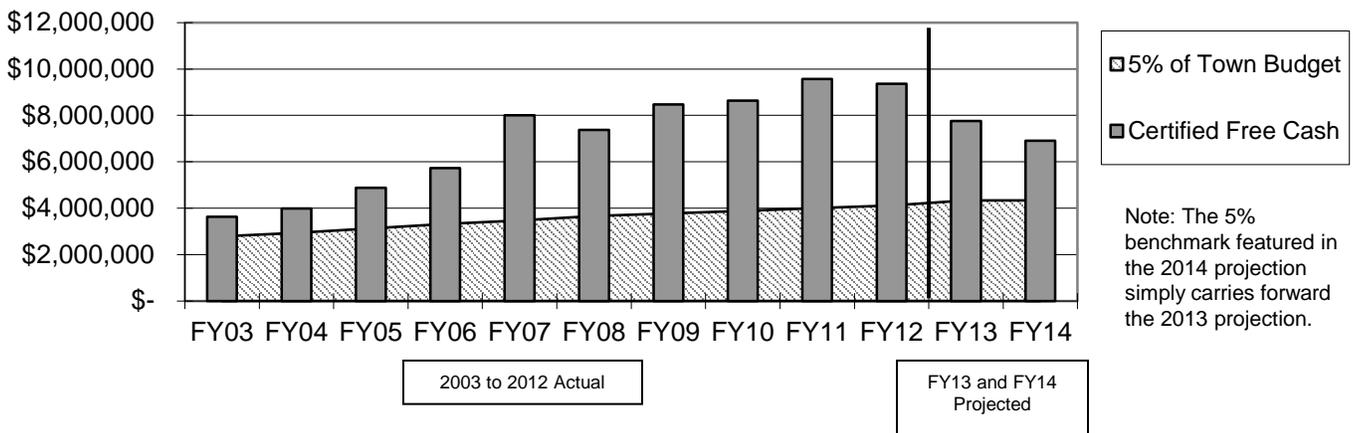
As shown on the previous page, Free Cash is calculated by taking the Town's fund balance at year-end and subtracting those items which are designated for other purposes.

Over the past decade, Free Cash has generally increased from year-to-year as a result of the Town (1) conservatively estimating revenues (i.e., the Town usually collects more revenue than budgeted), and effectively controlling expenses (i.e., the Town spends less money than budgeted).

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

At June 30, 2012, the most recent year that has been certified by the State, Free Cash totaled more than \$9.3 million, while 5% of the next year's budget equaled approximately \$4 million.

**Certified Free Cash (Actual from 2003 to 2012 and Projected from FY13 to FY14)**



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### Uses of Free Cash:

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

### Prudent Uses

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

Town Meeting has appropriated Free Cash for various purposes. An appropriation is often approved to reduce the annual property tax levy. For FY14, \$850,000 is proposed for this purpose.

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

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

The effect of the establishment of these two stabilization funds is to decrease the Free Cash balance certified at June 30, 2008 and June 30, 2012.

It should be noted that the projections for FY13 and FY14 do not take into account likely increases in Free Cash due to the conservative estimation of revenues and expenditures: estimated revenues may be lower than the actual amounts received and budgeted expenditures may not be entirely used. According, the downward trend for projected free cash in FY13 and FY14 do not reflect the positive results from operations that may occur for those years.

### Using Free Cash

Fiscal Year	Free Cash Available for Appropriation	Certified June 30th of:	Percent of Next Year's Budget (from cert. date)	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriated for Willard School Borrowing	Total Free Cash Use
<b>2004</b>	\$ 4,141,512	2002	7.9%	\$ 810,399	\$ -	\$ -	\$ 810,399
<b>2005</b>	3,638,239	2003	6.5%	459,000	-	-	459,000
<b>2006</b>	3,994,445	2004	6.8%	500,000	-	-	500,000
<b>2007</b>	4,880,193	2005	7.8%	500,000	-	-	500,000
<b>2008</b>	5,730,609	2006	8.6%	500,000	-	-	500,000
<b>2009</b>	8,003,063	2007	11.5%	600,000	2,500,000	-	3,100,000
<b>2010</b>	7,371,061	2008	10.0%	600,000	-	440,000	1,040,000
<b>2011</b>	8,471,337	2009	11.2%	634,430	-	-	634,430
<b>2012</b>	8,635,340	2010	11.1%	874,822	-	-	874,822
<b>2013</b>	9,567,656	2011	11.9%	850,000	2,000,000	-	2,850,000
<b>proposed 2014</b>	\$ 9,357,662	2012	11.3%	\$ 850,000	\$ 750,000	\$ -	\$ 1,600,000

Note: Free Cash is certified by the State as of each June 30th. Once this is done, certified free cash becomes available for Town Meeting appropriation. For example, the State certified the Town's free cash at \$9,357,662 as of June 30, 2012, and this amount is available for the next appropriation, which will be the 2013 Annual Town Meeting's vote on the FY14 budget.

# SECTION II: Budget Summary

## Overview

### General Fund Budget - All Accounts Five Years: FY09 - FY13 Budgets and FY14 Finance Committee Guideline

Line #		FY09 Budget	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Budget	FY14 Guideline (Nov. 2012)	Dollar Change	Percent Change	Percent of Total
<b>Town Government</b>										
1	personal services	\$ 12,390,155	\$ 12,713,627	\$ 12,974,546	\$ 13,599,845	\$ 13,937,691	\$ 14,494,368	\$ 556,677	3.99%	16.74%
2	O & M	3,108,858	3,112,886	2,836,967	2,914,168	3,126,322	3,234,645	108,323	3.46%	3.73%
3	capital outlay	1,466,000	1,300,500	1,315,500	1,385,000	1,435,000	1,520,000	85,000	5.92%	1.76%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.26%
5	<b>Total</b>	\$ 17,190,013	\$ 17,352,013	\$ 17,352,013	\$ 18,124,013	\$ 18,724,013	\$ 19,474,013	\$ 750,000	4.01%	22.49%
6	<b>Concord Public Schools</b>	\$ 27,206,200	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,140,538	\$ 1,385,000	4.65%	35.96%
7	<b>Concord-Carlisle RSD</b>	\$ 12,803,885	\$ 13,442,936	\$ 14,006,221	\$ 14,766,221	\$ 15,066,221	\$ 15,391,221	\$ 325,000	2.16%	17.77%
9	<b>Total Operating Budgets</b>	\$ 57,200,098	\$ 58,494,149	\$ 59,057,434	\$ 61,364,434	\$ 63,545,772	\$ 66,005,772	\$ 2,460,000	3.87%	76.21%
9	Group Insurance	\$ 3,845,000	\$ 4,152,600	\$ 4,465,000	\$ 4,650,000	\$ 4,650,000	\$ 4,650,000	\$ 0	0.00%	5.37%
9a	OPEB Trust				150,000	400,000	650,000	250,000	62.50%	0.75%
10	Retirement	2,450,000	2,500,000	2,750,000	2,860,000	2,945,000	3,035,000	90,000	3.06%	3.50%
11	Debt Service	3,100,000	3,150,000	3,175,000	3,275,000	3,300,000	3,400,000	100,000	3.03%	3.93%
12	Social Security/Medicare	510,000	545,000	580,000	610,000	625,000	640,000	15,000	2.40%	0.74%
13	Other Fixed & Mandated	425,000	400,000	375,000	375,000	375,000	400,000	25,000	6.67%	0.46%
14	<b>subtotal</b>	\$ 10,330,000	\$ 10,747,600	\$ 11,345,000	\$ 11,920,000	\$ 12,295,000	\$ 12,775,000	\$ 480,000	3.90%	14.75%
15	Minuteman Voc Tech	\$ 486,660	\$ 637,601	\$ 590,682	\$ 555,830	\$ 437,910	\$ 480,000	\$ 42,090	9.61%	0.55%
16	High School Debt Exclusion	684,143	539,239	582,444	322,941	254,128	1,519,038	1,264,910	497.75%	1.75%
17	Town Debt Exclusion	3,247,193	3,973,397	4,864,782	4,874,334	4,719,471	4,624,457	(95,014)	-2.01%	5.34%
	Free Cash appropriations	\$ 4,417,996	\$ 5,150,237	\$ 6,037,908	\$ 5,753,105	\$ 5,411,509	\$ 6,623,495	\$ 1,211,986	22.40%	7.65%
				34,430	\$	\$				
18	<b>TOWN MEETING VOTE</b>	\$ 71,948,094	\$ 74,391,986	\$ 76,474,772	\$ 79,037,539	\$ 81,252,281	\$ 85,404,267	\$ 4,151,986	5.11%	98.61%
19	State assessments	\$ 382,563	\$ 389,372	\$ 441,741	\$ 446,473	\$ 468,736	\$ 483,000	\$ 14,264	3.04%	0.56%
20	Snow/ice & other deficits	358,915	239,730	99,199	157,838	0	170,000	170,000	N/A	0.20%
21	Overlay	523,555	506,857	545,082	500,183	538,810	550,000	11,190	2.08%	0.64%
22	<b>subtotal</b>	\$ 1,265,033	\$ 1,135,959	\$ 1,086,022	\$ 1,104,494	\$ 1,007,546	\$ 1,203,000	\$ 195,454	19.40%	1.39%
23	<b>TOTAL BUDGET PLAN</b>	\$ 73,213,127	\$ 75,527,945	\$ 77,560,794	\$ 80,142,033	\$ 82,259,827	\$ 86,607,267	\$ 4,347,440	5.29%	100.00%

"Concord-Carlisle RSD" is Concord's share of the assessable portion of the High School budget.  
 "Other Fixed & Mandated" includes: Property & Liability Insurance, Unemployment and Worker's Compensation.

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### Financing the Budget Plan

	FY09 Budget	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Budget	FY14 Guideline (Nov. 2012)	Dollar Change	Percent Change	Percent of Total	
24	state aid	\$ 4,477,986	\$ 3,808,876	\$ 3,657,671	\$ 3,580,402	\$ 3,717,000	\$ (120)	-	4.29%	
25	motor vehicle excise tax	2,150,000	2,050,000	2,100,000	2,150,000	2,300,000	75,000	3.37%	2.66%	
26	investment earnings	750,000	270,000	300,000	175,000	150,000	(25,000)	(14.29)%	0.17%	
27	other local revenue	2,246,500	2,206,500	2,511,500	2,731,400	2,954,400	55,000	1.90%	3.41%	
28	Appropriations financed from:									
29	Elem. Debt Stabilization Fund		1,000,000	1,000,000	700,000	735,000	\$ 260,000	54.74%	0.85%	
30	CCHS Debt Stabilization Fund			34,430	24,822	230,000	230,000	N/A	0.27%	
31	Free Cash									
32	transfers to General Fund:									
32	from CMLP (Light Fund)	340,000	355,000	380,000	380,000	445,000	\$ 60,000	15.58%	0.51%	
33	Thoreau School MSBA grant			431,796	427,412	409,878	-	-	0.47%	
34	"free cash" transfer	600,000	1,040,000	600,000	850,000	850,000	-	-	0.98%	
35	<b>subtotal</b>	\$ 10,564,486	\$ 9,730,376	\$ 11,015,397	\$ 11,019,036	\$ 11,791,278	\$ 654,880	5.88%	13.61%	
<b>Property Tax:</b>										
36	property tax base	\$ 57,769,554	\$ 60,216,052	\$ 61,712,667	\$ 64,189,546	\$ 69,197,372	3,346,000	5.08%	79.90%	
37	new growth	947,751	1,068,881	817,300	863,588	850,000	(333,336)	(28.17)%	0.98%	
38	<b>total within the Levy Limit</b>	\$ 58,717,305	\$ 61,284,933	\$ 62,529,967	\$ 65,053,134	\$ 70,047,372	\$ 3,012,664	4.49%	80.88%	
39	debt exclusion	3,931,336	4,512,636	4,015,430	4,069,863	4,768,617	679,896	16.63%	5.51%	
40	<b>total property tax</b>	\$ 62,648,641	\$ 65,797,569	\$ 66,545,397	\$ 69,122,997	\$ 74,815,989	\$ 3,692,560	5.19%	86.39%	
<b>TOTAL RESOURCES</b>							\$ 86,607,267	\$ 4,347,440	5.29%	100.00%

## SECTION II: Budget Summary

## Property Taxes

### Property Taxes:

The total projected property tax levy for FY14 is:

**\$74,815,898**

This represents 86.39% of the total revenues supporting the FY14 budget.

It also represents an increase of 5.19% over the FY13 tax levy of \$71,123,429.

This, however, *does not* mean that the property tax rate will increase by 5.19%, as \$850,000 of the increase is due to projected New Growth (see chart on page II-9 for a further break-out of the components of the total levy).

The resulting impact on the property tax rate will be:

**+ 4.00%**

### Property Tax Highlights

The FY14 property tax levy is projected to increase by 4.00% over the FY13 levy, net of new growth.

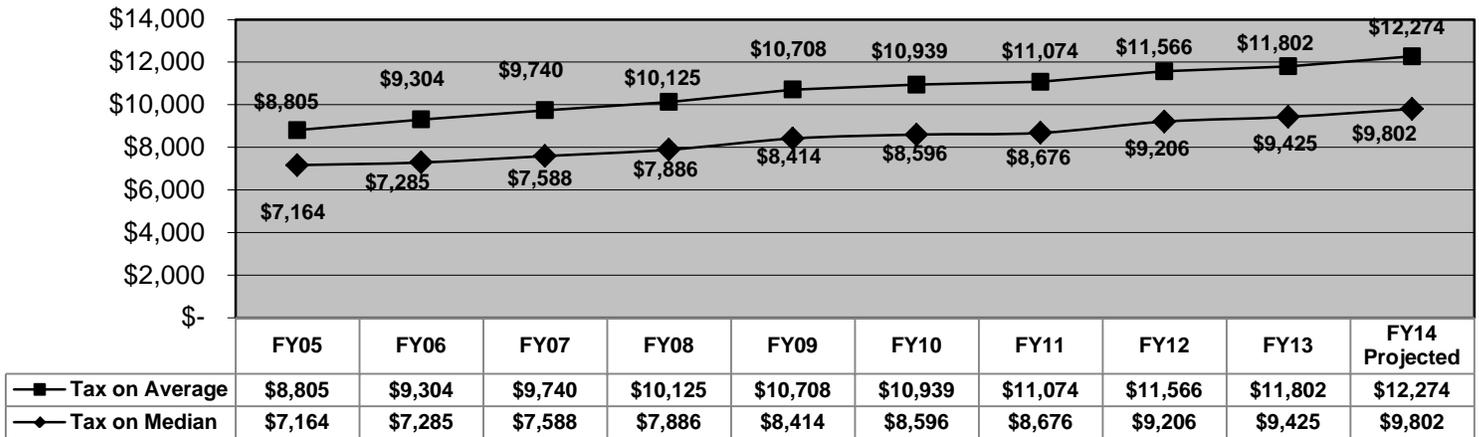
The effects of this increase can be understood in the following ways:

- The median single family residential tax bill for FY14 is projected to increase by \$377 from \$9,425 in FY13 to \$9,802 in FY14 (based on a median assessed value of \$669,850).

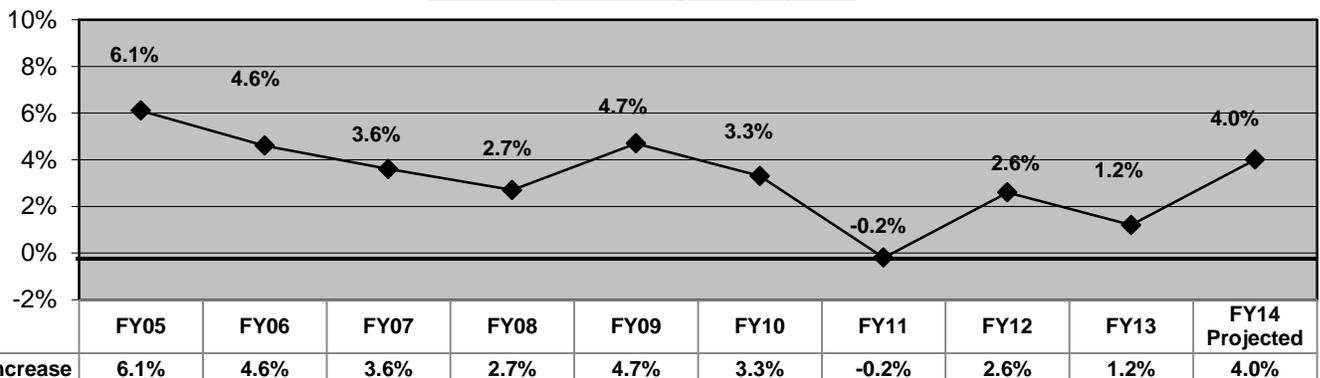
Or...

- The tax bill per \$100,000 of assessed value will increase by \$56 from \$1,407 in FY13 to an estimated \$1,463 in FY14.

### Sample Tax Bills on Single Family Parcels



### Historic Tax Revenue Increases (Borne by Existing Taxpayers)



## SECTION II: Budget Summary

## Property Taxes

### Property Tax Details:

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

For FY14, the first number shown is the FY13 Levy Limit of \$69,911,104. As authorized by Prop 2½, the FY13 Levy Limit is multiplied by 2.5% to get \$1,747,788. New building construction (New Growth) is estimated to be \$850,000. The sum of these numbers is the new FY14 Levy Limit of \$72,508,882. After adding the excluded debt of \$4,768,617, the maximum allowable levy equals \$77,277,499.

With the proposed FY14 level of spending of \$74,815,989, the result is a budget under the levy limit and an unused tax levy capacity of \$2,461,510.

### Proposition 2½

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

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

Thus, it makes sense to isolate the impact of any rate increases as they apply to existing taxpayers (see the *Historic Tax Revenue Increases* chart on the previous page).

### Levy Limit Calculation

	FY12 Actual	FY13 Actual	FY14 Projected
Previous Levy Limit	\$ 64,569,355	\$ 67,047,174	\$ 69,911,104
New Growth Adjustment		4,307	-
Plus 2 1/2 %	<u>1,614,234</u>	<u>1,676,287</u>	<u>1,747,778</u>
Subtotal	66,183,589	68,727,768	71,658,882
Plus New Growth	863,585	1,183,336	850,000
Levy Limit	67,047,174	69,911,104	72,508,882
Plus Excluded Debt Amount	<u>4,069,863</u>	<u>4,088,721</u>	<u>4,768,617</u>
Maximum Allowable Levy	\$ 71,117,037	\$ 73,999,825	\$ 77,277,499
Actual Tax Levy	\$ 69,122,997	\$ 71,123,429	\$ 74,815,989
Unused Levy Limit <i>(Max. Levy minus Actual Levy)</i>	\$ 1,994,040	\$ 2,876,396	\$ 2,461,510

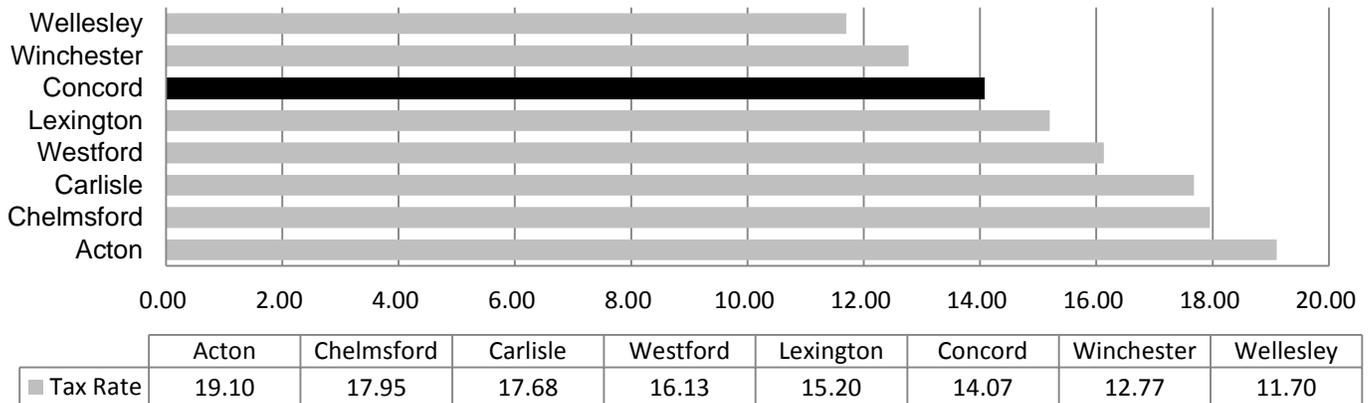
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**Property Taxes**

	FY13 Tax Rates		FY13 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Limit
Acton	\$ 19.10	\$ 19.10	\$ 15,623	0.02%
Andover	14.51	24.26	715,811	0.64%
Bedford	15.37	33.80	995,196	1.82%
Brookline	11.65	18.97	30,953	0.02%
Carlisle	17.68	17.68	598,144	2.68%
Chelmsford	17.95	17.95	1,142,022	1.40%
<b>Concord</b>	<b>14.07</b>	<b>14.07</b>	<b>2,876,396</b>	<b>3.89%</b>
Lincoln	14.23	18.72	10,792	0.44%
Lexington	15.20	28.97	53,534	0.04%
Needham	11.30	22.18	20,054	0.02%
Newton	11.49	21.93	14,400	0.01%
Sudbury	17.99	23.52	188,382	0.26%
Wayland	17.89	17.89	11,143,348	17.64%
Wellesley	11.70	11.70	63,487	0.06%
Westford	16.13	16.13	56,240	0.09%
Winchester	12.77	12.01	96,923	0.14%

The table presented above provides data on the FY13 tax rates and unused levy capacity for neighboring municipalities. A lower tax rate makes the relative property tax burden less and a higher unused levy capacity shows that the municipality is not taxing at the maximum amount as determined by Proposition 2 ½.  
 Source: Massachusetts Department of Revenue, Division of Local Services, 1/4/2013

**FY13 Tax Rates of Comparable Municipalities with Uniform Tax Rates**



The chart presented above shows the FY13 tax rates of neighboring communities that have a uniform tax rate (e.g., a tax rate that is the same for residential, commercial and industrial property).

# SECTION II: Budget Summary

## Property Taxes

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average Single family value		Total Tax Levy		New Growth Levy		impact on existing taxpayers	
					Single family value	Tax Bill	Total Tax Levy	New Growth Levy	Net Levy	% over prior total levy		
Jan. 1, 2003	2004	581,950	\$10.59	6,163	754,200	7,987	46,721,518	578,456	46,143,062	+8.6%		
Jan. 1, 2004	2005	731,000	\$9.80	7,164	898,455	8,805	50,147,585	558,743	49,588,842	+6.1%		
Jan. 1, 2005	2006	712,100	\$10.23	7,285	909,447	9,304	53,273,087	817,917	52,455,170	+4.6%		
Jan. 1, 2006	2007	718,550	\$10.56	7,588	922,372	9,740	56,065,720	894,270	55,171,450	+3.6%		
Jan. 1, 2007	2008	735,650	\$10.72	7,886	944,487	10,125	58,946,453	1,368,514	57,577,939	+2.7%		
Jan. 1, 2008	2009	707,100	\$11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	+4.7%		
Jan. 1, 2009	2010	656,700	\$13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	+3.3%		
Jan. 1, 2010	2011	657,750	\$13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	(0.1)%		
Jan. 1, 2011	2012	677,900	\$13.58	9,206	851,674	11,566	69,122,997	863,585	68,259,412	+2.6%		
Current Year	2013	\$669,850	\$14.07	\$9,425	838,804	\$11,802	\$71,123,429	\$1,183,336	\$69,940,093	+1.2%		
Projected	2014			\$9,802		\$12,274	\$74,815,989	\$850,000	\$73,965,989	+4.0%		

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

Fiscal Year	Voted Operating Override	levy	% incr. in levy	Debt Exclusion Levy	Change from prior year	Total change in tax levy
2004	1,532,364	3.61%		1,560,304	847,100	4,225,489
2005	1,858,160	3.98%		1,854,324	294,020	3,426,067
2006	752,480	1.50%		2,486,543	632,219	3,125,502
2007	657,538	1.23%		2,702,361	215,818	2,792,633
2008	none			3,026,989	324,628	2,880,733
2009	none			3,982,522	955,533	3,702,188
2010	none			4,512,636	530,114	3,148,928
2011	none			4,015,430	(497,206) *	747,828
2012	none			4,069,862	54,432 *	2,577,600
Budget 2013	none			4,088,721	73,291 *	2,000,432
Guideline 2014	none			4,768,617	698,755 *	3,692,560

FY11 is net of \$1,000,000 appropriated from the Debt Stabilization Fund and \$431,796 from Thoreau MSBA grant allocation.  
 FY12 is net of \$700,000 appropriated from the Debt Stabilization Fund and \$427,413 from Thoreau MSBA grant allocation.  
 FY13 is net of \$475,000 appropriated from the Debt Stabilization Fund and \$409,878 from Thoreau MSBA grant allocation.  
 FY14 is net of \$735,000 (Elementary Schools) and \$230,000 (High School) from the Debt Stabilization Funds and \$409,878 from Thoreau MSBA grant allocation

**Proposed FY14 Budgets  
Property Tax impact**

**incremental and total tax levy and budget changes**

	FY13	FY14 at Guidelines		
		plus	at proposed level	% Δ
Town Government operations	\$18,724,013	+\$ 750,000 =	\$ 19,474,013	+4.0%
Concord Public Schools (K-8)	\$29,755,538	+\$ 1,385,000 =	\$ 31,140,538	+4.7%
CCHS assessment:				
without debt exclusion	\$ 15,066,221	+\$ 325,000 =	\$ 15,391,221	+2.2%
debt exclusion	<u>254,128</u>		<u>1,519,038</u>	
total assessment	\$ 15,320,349		\$ 16,910,259	
Concord's assessment share:				
FY13: 71.77%				
FY14: 72.85%				
<b>Sum for all operating budgets:</b>			<u>\$ 2,460,000</u>	
<b>Projected Tax rate Impact</b>				<b>+ 4.00%</b>
Tax Bill at median \$669,850 value	\$ 9,425	+ 377 =	\$ 9,802	
Tax Bill per \$100,000 a.v.	\$ 1,407	+ 56 =	\$ 1,463	

# SECTION II: Budget Summary

# Property Taxes

## Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980-2013

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

## SECTION II: Budget Summary

## Resources

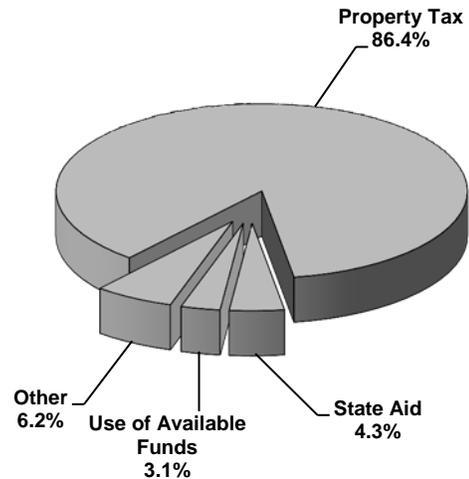
### Financial Resources:

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

### **The Resources section contains the following:**

- Resource Category Descriptions II-14
- Resource Detail (Revenue Detail) II-15 to II-17

### **FY14 General Fund Resources** **Totaling \$86,607,267**



Property Tax – Property taxes constitute about 86% of the total annual resources of the Town budget and may be levied only up to a calculated levy limit (which is certified by the state Department of Revenue). This limit can only increase by 2.5% from the previous year’s levy limit. However, taxes generated from “new growth”, the increased property values resulting from new construction and change of property use, is added to the annual limit. In addition, any override or debt exclusion amount approved by a majority vote of the electorate is added to the annual levy limit (page II-16, section I).

State Aid – The types of funds provided to Concord by the state government are listed in the Resource Detail – General Fund schedule on page II-15 section A.

Motor Vehicle Excise Tax – These resources are raised from a tax on each individual vehicle garaged in the Town, according to a schedule of depreciated value set by statute and administered by the State Registry of Motor Vehicles (page II-15, section B, line 1).

Use of Available Funds – The Annual Town Meeting authorizes the Concord Municipal Light Plant to pay a PILOT (Payment in Lieu of Taxes) each year, as well as appropriating the use of Free Cash and the Debt Stabilization Fund. Other available funds come from the Thoreau School MSBA grant (page II-16, section H, line 1 through 5).

Other– A detail of these resources can be found in the Resource Detail – General Fund Schedule on pages II-15 through II-16. This “other” category includes sections B, C, D, E, F, and G from the schedule.

# SECTION II: Budget Summary

# Resources

<b>RESOURCE DETAIL - GENERAL FUND</b>									
<i>FY09-11 actual, FY12 budget and actual, FY13 revised budget and FY14 projected</i>									
	ACTUAL FY2009	ACTUAL FY2010	ACTUAL FY2011	Budget FY2012	ACTUAL FY2012	revised budget FY2013	PROJECTED FY2014	at \$2.46M Guideline	
<b>A. State Aid:</b>									
1. Abatements:									
Veterans, blind & surviving spouses	20,263	31,657 (c)	29,811	24,021	31,273	29,845			
Police Career Incentive ("Quinn")	160,094 (a)	31,046 (a)	15,896 (a)	0	0				
Elderly Persons Abatements	11,044		11,546	8,500	8,534	8,500			
School Aid (Ch.70)	1,928,178 (b)	2,111,688	1,988,323	1,998,997	1,998,997	2,075,197			
Charter School tuition reimbursement	506	337	49,449	36,680	26,492	29,110			
State-Owned Land	654,273	589,412	569,247	589,606	589,606	589,796			
Additional Assistance	346,544								
Lottery	956,605								
Unrestricted General Government Aid		1,022,124 (d)	981,239	910,291	910,291	981,239			
Supplemental unrestricted aid					70,948				
Veterans Benefits	10,156	5,370	6,539	12,307	5,687	3,433			
<b>Total State Aid</b>	<b>\$4,087,663</b>	<b>\$3,791,634</b>	<b>\$3,652,050</b>	<b>\$3,580,402</b>	<b>\$3,641,828</b>	<b>\$3,717,120</b>			<b>\$3,717,000</b>
<b>B. Local Excise Taxes:</b>									
1. Motor Vehicle Excise	2,269,633	2,199,860	2,280,635	2,150,000	2,338,458	2,225,000			2,300,000
2. Hotel/Motel Room Excise	171,610	143,309	229,461	230,000	277,593	250,000			275,000
3. Meals Excise			208,952	200,000	290,004	250,000			275,000
4. Jet Fuel Excise	379,963	176,942	197,790	150,000	445,559	300,000			300,000
5. Farm Animal & Machinery	1,127	1,176	1,109	1,000	603	1,000			1,000
<b>Total Local Excise</b>	<b>\$2,822,333</b>	<b>\$2,521,287</b>	<b>\$2,917,947</b>	<b>\$2,731,000</b>	<b>\$3,352,217</b>	<b>\$3,026,000</b>			<b>\$3,151,000</b>
<b>C. Fines and Forfeitures:</b>									
1. Tax Penalties & Interest	92,864	108,254	123,703	100,000	177,411	100,000			100,000
2. Court Fines	100,153	96,433	95,927	90,000	113,915	90,000			90,000
<b>Total Fines &amp; Forfeits</b>	<b>\$193,017</b>	<b>\$204,687</b>	<b>\$219,630</b>	<b>\$190,000</b>	<b>\$291,326</b>	<b>\$190,000</b>			<b>\$190,000</b>
<b>D. Uses of Money &amp; Property:</b>									
1. Rental - Nextel tower	20,000	20,000	20,000	20,000	20,000	20,000			20,000
2. Rental - other wireless towers	118,798	150,810	192,418	175,000	180,157	190,000			190,000
3. Rental - Ripley Building	13,122	13,397	18,238	18,000	19,744	20,000			20,000
4. Rental - Harvey Wheeler	15,007	16,678	19,173	18,000	13,548	13,000			13,000
5. Rental - Marshall farm			6,750	9,000	9,675	10,000			10,000
6. Rental - miscellaneous	804	402	402	400	402	400			400
7. Investment Earnings	791,358	201,633	251,989	175,000	196,510	175,000			150,000
<b>Total Uses of Money &amp; Prop.</b>	<b>\$959,089</b>	<b>\$402,920</b>	<b>\$508,970</b>	<b>\$415,400</b>	<b>\$440,036</b>	<b>\$428,400</b>			<b>\$403,400</b>

**NOTES**  
 (a) 50% state share not funded: **FY09** - \$177,908; **FY10** - \$176,288; **FY11** - \$164,303; no funding in FY12 state budget  
 (b) **FY09**: A portion of the final quarterly Chapter 70 school aid distribution, \$226,606, was made as a federal ARRA grant.  
 (c) **FY10**: Combines elderly abatements (line 3)  
 (d) **FY10**: Adopted state budget combines Additional Assistance and Lottery distribution (lines 6 and 7) into a new designation.

# SECTION II: Budget Summary

# Resources

<b>RESOURCE DETAIL - GENERAL FUND</b>							<i>at \$2.46M</i>
<i>FY09-11 actual, FY12 budget and actual, FY13 revised budget and FY14 projected</i>							<i>Guideline</i>
	ACTUAL FY2009	ACTUAL FY2010	ACTUAL FY2011	Budget FY2012	ACTUAL FY2012	revised budget FY2013	PROJECTED FY2014
<b>E. Licenses &amp; Permits:</b>							
1. Building Permits	385,617	345,012	457,967	500,000	577,624	400,000	400,000
Concord Mews building permits			148,587		297,173		
2. Other Health & Inspections	232,496	218,598	225,331	225,000	252,318	250,000	250,000
3. Alcoholic Beverage	65,245	68,100	72,775	65,000	74,850	65,000	70,000
4. Miscellaneous	22,758	46,522	38,883	25,000	10,469	10,000	10,000
<b>Total Licenses &amp; Permits</b>	<b>\$706,116</b>	<b>\$678,232</b>	<b>\$943,543</b>	<b>\$815,000</b>	<b>\$1,212,434</b>	<b>\$725,000</b>	<b>\$730,000</b>
<b>F. Departmental Fees:</b>							
1. Town Clerk	110,927	121,611	111,383	90,000	108,702	90,000	90,000
2. Planning	7,020	7,253	5,159	5,000	22,614	5,000	5,000
3. Collector-Treasurer	86,582	84,745	33,230	35,000	44,329	35,000	35,000
4. Fire - Ambulance	536,249	504,949	576,112	540,000	557,097	550,000	550,000
5. Public Safety	64,175	85,538	69,129	65,000	79,505	80,000	80,000
6. Library - Late Fines	44,618	49,035	46,702	45,000	45,707	45,000	45,000
7. School Department	58,131	122,986	123,800	50,000	150,461	50,000	50,000
8. Miscellaneous	45,577	27,041	25,615	20,000	35,080	20,000	20,000
<b>Total Departmental Fees</b>	<b>\$953,279</b>	<b>\$1,003,158</b>	<b>\$991,130</b>	<b>\$850,000</b>	<b>\$1,043,495</b>	<b>\$875,000</b>	<b>\$875,000</b>
<b>G. All Other Revenue:</b>							
1. Payments in Lieu of Taxes (PILOT)	21,077	22,135	19,241	20,000	9,759	20,000	20,000
2. PILOT on sale of town land	0	20,114	5,562	0	1,082	0	0
3. Premium on Sale of Bonds & Notes	0	29,731	84,088	0	138,634	0	0
4. (41A) Redemptions	20,686	71,272	0	0	57,522	0	0
5. (61A) Rollback Tax	0	6,042	53,628	0	0	0	0
6. Betterments	1,319	0	0	0	0	0	0
7. Supplemental tax on new construction	47,994	55,906	49,598	35,000	102,369	35,000	35,000
8. Miscellaneous non-recurring	22,680	1,176	175,094	0	94,090	0	0
<b>Total Other Revenue</b>	<b>\$113,756</b>	<b>\$206,376</b>	<b>\$387,211</b>	<b>\$55,000</b>	<b>\$403,456</b>	<b>\$55,000</b>	<b>\$55,000</b>
<b>TOTAL LOCAL (B-G)</b>	<b>\$5,747,590</b>	<b>\$5,016,660</b>	<b>\$5,968,431</b>	<b>\$5,056,400</b>	<b>\$6,742,964</b>	<b>\$5,299,400</b>	<b>5,404,400</b>
<b>H. Available Funds</b>							
1. Municipal Light Plant (Electric Fund)	340,000	355,000	380,000	380,000	380,000	385,000	445,000
2. Thoreau School MSBA grant			431,796	427,412	427,412	409,878	409,878
3. Free Cash appropriated to reduce tax rate	600,000	1,040,000	600,000	850,000	850,000	850,000	850,000
4. Free Cash appropriated for expenditures			34,430	24,822	46,822	0	0
5. Elementary School Debt Stabilization Fund			1,000,000	700,000	700,000	475,000	735,000
6. High School Debt Stabilization Fund							230,000
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$940,000</b>	<b>\$1,395,000</b>	<b>\$2,446,226</b>	<b>\$2,382,234</b>	<b>\$2,404,234</b>	<b>\$2,119,878</b>	<b>\$2,669,878</b>
<b>I. Property Tax:</b>							
1. Base	57,719,368	60,116,052	61,721,306	64,189,549	64,201,716	65,851,372	69,197,372
2. Operating Override	0	0	0	0	0	0	0
3. New Growth	947,751	1,068,881	817,300	863,585	863,585	1,183,336	850,000
4. <b>Within levy limit</b>	<b>\$58,667,119</b>	<b>\$61,184,933</b>	<b>\$62,538,606</b>	<b>\$65,053,134</b>	<b>\$65,065,301</b>	<b>\$67,034,708</b>	<b>\$70,047,372</b>

# SECTION II: Budget Summary

## Resources

<b>RESOURCE DETAIL - GENERAL FUND</b>							<i>at \$2.46M</i>
<i>FY09-11 actual, FY12 budget and actual, FY13 revised budget and FY14 projected</i>							<i>Guideline</i>
	ACTUAL FY2009	ACTUAL FY2010	ACTUAL FY2011	Budget FY2012	ACTUAL FY2012	revised budget FY2013	PROJECTED FY2014
<b>Debt Exclusion:</b>							
5. Concord-Carlisle High School	684,143	539,239	582,444	322,941	322,941	184,870	(3,483)
6. New CCHS building	104,400	0	0	0	0	69,258	1,522,521
8. Harvey Wheeler CC renovations	124,309	122,191	119,827	116,994	116,994	114,039	110,837
11. Alcott School - Bond, Sept. '04 (\$7m)	564,520	554,706	544,425	533,925	533,925	522,769	509,863
14. Alcott School - Ph 2 bond, Mar. '07 (\$2.3)	248,079	241,333	234,983	228,633	228,633	217,283	211,132
15. Alcott School - Bond, Mar. '07 (\$15k)	0	15,296	0	0	0	0	0
16. Thoreau School - BAN interest	0	0	0	0	0	0	0
18. Thoreau School - Bond, Sept. '06 (\$10m)	918,624	891,376	869,920	849,156	849,156	828,392	807,628
19. Thoreau School - Bond, Sept. '07 (\$6.8m)	652,039	634,487	618,359	602,705	602,705	588,000	573,769
20. Thoreau school - Bond, Mar. '09 (\$140k)	0	52,777	51,800	40,800	40,800	0	0
21. Willard School Design - BAN interest	0	0	0	0	0	0	0
22. Willard School Design - Bond Spr. '08 (\$	242,977	237,528	232,080	226,631	226,631	221,183	215,734
23. Willard School - Bond, Mar. '09 (\$11.9m)	0	1,033,370	1,020,780	1,008,191	1,008,191	995,601	979,864
24. Willard School - Bond, Jan. '10 (\$12.9m)	240,426	88,435	1,236	1,044,016	1,044,016	1,027,089	1,013,547
24. Willard School Construction - BAN intere	102,005	101,898	101,789	101,678	101,678	101,565	101,450
25. Phase 1, WPAT State Loan	100,000	100,000	0	0	0	0	0
26. Willard Note paydown							
27. Willard constr. - Bond, June '11 (\$400k est)	\$3,981,522	\$4,612,636	\$5,438,587	\$5,197,275	\$5,185,108	\$4,973,599	\$6,143,495
28. <b>subtotal, debt exclusion</b>							
<i>less Elementary School Debt Stabilization</i>							
<i>less Thoreau School MSBA grant</i>							
<i>less High School Det Stabilization</i>							
<b>Net debt exclusion</b>							
29. <b>TOTAL PROPERTY TAX</b>	\$62,648,641	\$65,797,569	\$66,545,397	\$69,122,997	\$69,122,997	\$71,123,429	\$74,815,989
<b>GRAND TOTAL</b>							
30. <b>GENERAL FUND RESOURCES</b>	\$73,423,894	\$76,000,863	\$78,612,104	\$80,142,033	\$81,912,023	\$82,259,827	\$86,607,267
<i>Increase over prior year</i>	+4.1%	+3.5%	+3.4%	+1.9%	+4.2%	+2.6%	+5.3%
<i>FY09-12 increase over prior year actual; FY13 and FY14 increase over prior year budget</i>							

### FY2014 PROJECTED TAX LEVY INCREASE (\$2,460,000 Proposed Budget Guidelines)

	percent	amount
<b>Base</b>	3.04%	\$2,162,664
<b>Debt Exclusion</b>	0.96%	679,896
<b>New Growth</b>	4.00%	\$2,842,560
	1.20%	850,000
	5.19%	\$3,692,560

"FY2014 Base" minus "FY2013 Within levy limit" change in excluded debt tax levy  
**Change in Levy from current taxpayers**  
 Projected "New Growth" for FY2014  
**Change in Total Levy**

## SECTION II: Budget Summary

### Expenses – General Fund Budget:

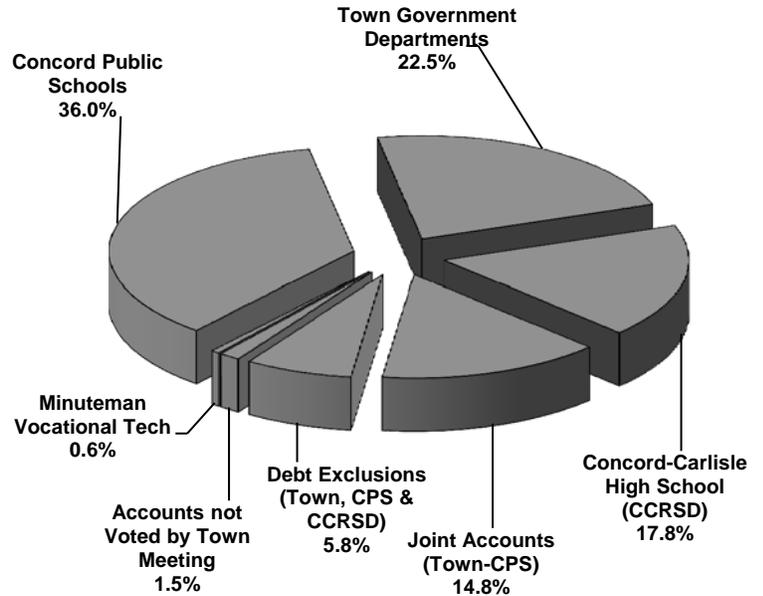
The General Fund budget is organized into 3 major organizational categories:

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

#### **This section contains the following:**

- Major Organizational Categories II-18 to II-19
- Joint Accounts II-20
- Other Obligations II-21
- Appropriations (Warrant) II-22 to II-24
- Town Gov. Budget Summary II-25 to II-31

### **FY14 General Fund Expenses Totaling \$86,607,267**



#### **Town Government** (Page II-6, line 5 – \$19,474,013 proposed for FY14)

This budget category relates to all sections of Town Government services that are under the direction and control of the Town Manager in accordance with the Town Charter, including general government, finance, public safety, public works, and human services. It should be noted that this number refers only to the amount appropriated by Town Meeting; it does not include resources transferred from other funds. For example, the Concord Municipal Light Plant (CMLP) uses various services of the Finance Department. The cost for these services is charged to the Light (CMLP) Fund. The budget presentation shows these other funding sources but they are not part of the General Fund appropriation.

#### **Concord Public Schools** (Page II-6, line 6 - \$31,140,538 Finance Committee Guideline for FY14)

Summary information is found on pages V-1 and V-2. Separate School Department documents provide a more detailed analysis of the CPS budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent.

#### **Concord-Carlisle Regional School District** (page II-6, line 7 - \$15,391,221 Finance Committee Guideline for FY14 as Concord's share of the Districts operating budget)

Since the CCRSD is a separate political subdivision but not a taxing authority, the Town budget includes an assessment payable to CCRSD based on Concord's share of the previous year's enrollment figures. That assessment amount is shown in this category. Summary information is found on pages V-3 and V-4. Separate budget documents of the CCRSD provide a more detailed analysis of the Regional School District's budget, which is under the control and direction of the elected School Committee and the administrative direction of the School Superintendent. The School Department administers both the CPS (grades K-8) and the CCRSD (grades 9-12).

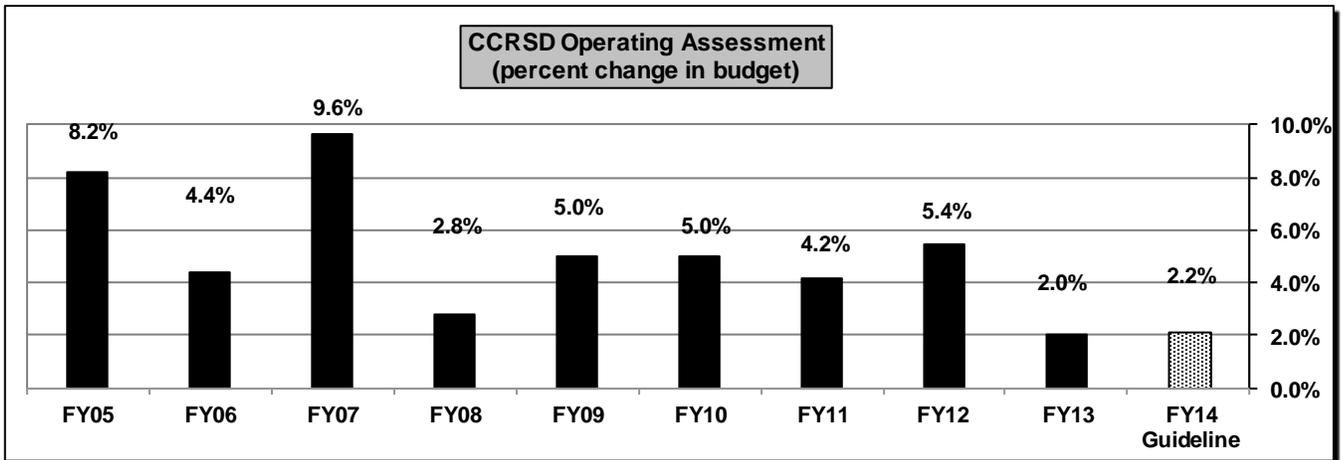
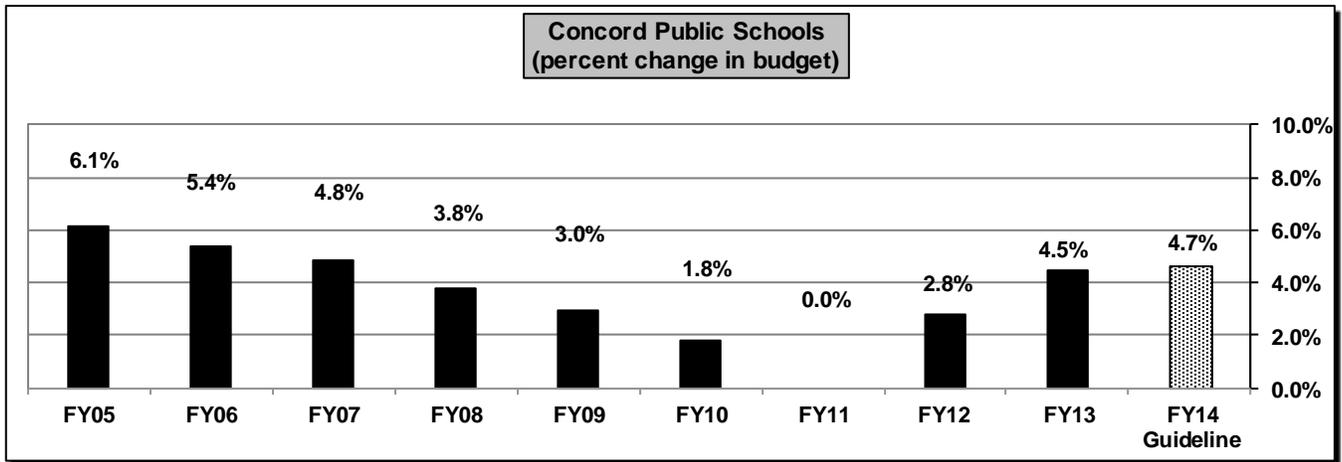
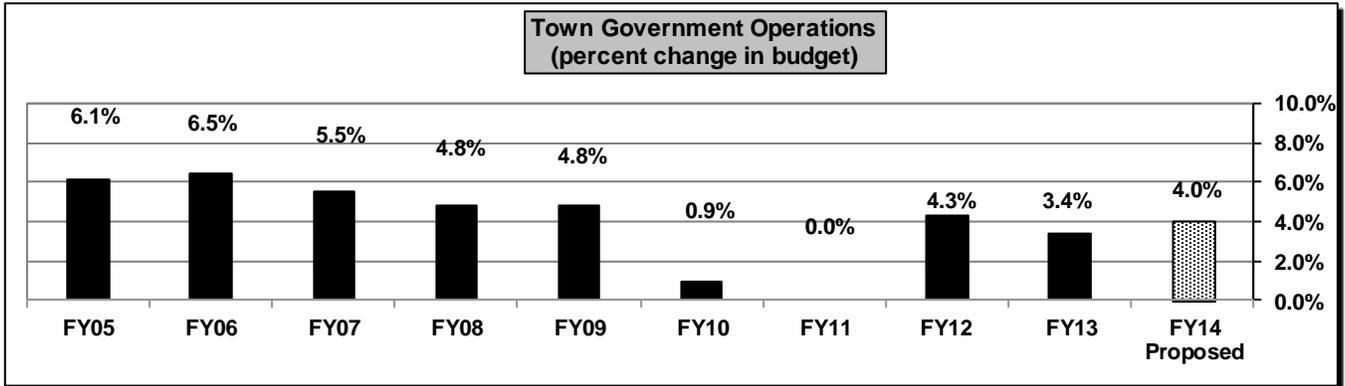
#### **Total of Above Operating Budgets:**

**\$66,005,772** (page II-6, line 8)

**+3.87%**

# SECTION II: Budget Summary

## Expenses



**Joint Accounts**

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

The joint accounts are as follows:

Group Insurance (Page II-6, line 9 - \$4,650,000, and line 9a - \$650,000)

Group Insurance refers to employee health, dental, and basic life insurance. This account covers the Town's contribution for Town Government and Concord Public School employees and retirees who are enrolled in these programs. The proposed budget also includes \$650,000 toward the Annual Net Other Post Employment Benefit (OPEB) obligation which has been estimated at approximately \$2.8 million in FY14.

Retirement (Page II-6, line 10 - \$3,035,000)

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

Debt Service (Page II-6, line 11 - \$3,400,000; financed within the levy limit)

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

Social Security / Medicare (Page II-6, line 12 - \$640,000)

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

Other Fixed & Mandated Items (Page II-6, line 13 - \$400,000)

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

**Joint Account Subtotal:** **\$12,775,000** (page II-4, line 14)  
**+3.90%**

## SECTION II: Budget Summary

## Expenses

### Other Obligations

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

• Minuteman Voc Tech (Page II-6, line 15 - \$480,000)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 16-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

• High School Debt Exclusion (Page II-6, line 16 - \$1,519,038)

As approved by a Proposition 2½ debt exclusion ballot vote of the Concord electorate, the amount to cover the principal and interest on debt issued by the Concord-Carlisle Regional School District and assessed to the Town of Concord is included in this account. It should be noted that this is the amount set by the November 30<sup>th</sup> Finance Committee Guideline and has been updated to \$1,551,843 for the 2013 Town Meeting Warrant.

• Town Debt Exclusion (Page II-6, line 17 - \$4,624,457)

This budget covers the debt service on bonds issued by the Town of Concord for major capital investments of the Town Government and the Concord Public Schools that have been voted by the electorate to be exempt from the property tax levy limit. Major components of this cost are principal and interest amounts due on borrowings made to finance the new Alcott (2004 and 2007 bonds), Thoreau (2006 and 2007 bonds), and Willard (2009 and 2010 bonds) elementary school buildings. This amount is net of the proposed \$735,000 allocation from the Elementary School Debt Service Stabilization Fund.

**Other Obligations Subtotal: \$6,623,495**

**Budget Subject to Town Meeting Vote: \$85,404,267**

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

• State Assessments (Page II-6, line 19 - \$483,000)

By state law, these state charges are not subject to Town Meeting appropriation but must be financed within the property tax levy limit. The largest item is the assessment for the Massachusetts Bay Transit Authority which accounts for 79% of the FY14 budgeted amount.

• Snow/Ice & Other Deficits (Page II-6, line 20 – \$170,000)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #18, page III-105) is at least as much as the previous year's appropriation. This account provides for added room for a current year deficit which would be required to be added to the next year's tax levy, within the limit. The budget estimate is based upon an average of historical experience. It is subject to wide variation. Only the actual deficit of the current year ending June 30, 2013, if any, will be raised in the FY14 tax levy.

• Overlay (Page II-6, line 21 – \$550,000)

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

**Total Budget Plan: \$86,607,267**

**+5.29%**

## SECTION II: Budget Summary

## Expenses

### General Fund Operating Budget

Item No.	Department	Fiscal 2012 Expenses	Fiscal 2013 Appropriation	Fiscal 2014 Proposal
<b>General Government</b>				
<b>\$2,268,862 is 6.3% of Total</b>				
1	Town Manager's Office			
	A. Town Manager	\$ 303,709	\$ 317,368	\$ 319,753
	B. Human Resources	174,362	192,531	192,535
	C. Town-Wide Building Fund	160,302	170,000	180,000
	D. Resource Sustainability Fund	-	25,000	40,000
	<b>Subtotal</b>	<b>638,373</b>	<b>704,899</b>	<b>732,288</b>
2	Legal Services	215,806	225,000	225,000
3	Elections and Registrars			
	A. Elections	24,348	37,168	17,129
	B. Registrars	7,612	8,078	8,216
	<b>Subtotal</b>	<b>31,959</b>	<b>45,246</b>	<b>25,345</b>
4	Town Meeting and Reports	82,916	77,800	81,550
5	Planning			
	A. Planning Administration	293,202	305,300	305,863
	B. Natural Resources	194,540	211,032	190,317
	C. Inspections	361,584	370,445	375,271
	D. Health	242,197	252,562	260,433
	<b>Subtotal</b>	<b>1,091,523</b>	<b>1,139,339</b>	<b>1,131,884</b>
6	141 Keyes Road	66,325	71,539	72,796
	<b>Total General Government</b>	<b>\$ 2,126,902</b>	<b>\$ 2,263,823</b>	<b>\$ 2,268,863</b>
<b>Finance and Administration</b>				
<b>\$2,055,805 is 5.7% of Total</b>				
7	Finance Committee	3,100	3,100	3,410
8	Finance			
	A. Finance Administration	244,078	256,998	259,456
	B. Treasurer-Collector	249,367	257,613	259,976
	C. Town Accountant	120,827	136,384	141,822
	D. Assessors	345,263	382,273	379,998
	E. Town Clerk	207,161	217,318	220,106
	<b>Subtotal</b>	<b>1,166,697</b>	<b>1,250,586</b>	<b>1,261,358</b>
9	Information Systems	408,648	517,901	693,770
10	Town House	104,433	101,868	97,267
	<b>Total Finance and Administration</b>	<b>\$ 1,682,878</b>	<b>\$ 1,873,455</b>	<b>\$ 2,055,805</b>

## SECTION II: Budget Summary

## Expenses

Item No.	Department	Fiscal 2012 Expenses	Fiscal 2013 Appropriation	Fiscal 2014 Proposal
<b>Public Safety</b>				
<b>\$7,937,713 is 22.1% of Total</b>				
11	Police Department	3,867,289	3,953,098	3,956,940
12	Fire Department	3,585,716	3,650,262	3,681,641
13	West Concord Fire Station	36,036	35,515	35,814
14	Police-Fire Station	201,262	218,139	225,408
15	Emergency Management	12,337	12,810	12,810
16	Animal Control Officer	18,686	19,065	25,100
	<b>Total Public Safety</b>	<b>\$ 7,721,325</b>	<b>\$ 7,888,890</b>	<b>\$ 7,937,713</b>
<b>Public Works and Facilities</b>				
<b>\$3,824,558 is 10.7% of Total</b>				
17	Public Works			
	A. CPW Administration	163,079	173,382	172,595
	B. Engineering	376,819	350,283	334,149
	C. Highway Maintenance	1,182,410	1,193,768	1,226,813
	D. Parks and Trees	613,385	600,543	641,721
	E. Cemetery	69,035	60,765	60,070
	<b>Subtotal</b>	<b>2,404,728</b>	<b>2,378,741</b>	<b>2,435,348</b>
18	Snow and Ice Removal	291,685	525,000	540,000
19	Street Lighting	64,321	64,624	68,463
20	CPW Equipment	210,000	296,500	277,000
21	Drainage Program	215,000	205,000	205,000
22	Sidewalk Management	100,000	100,000	100,000
23	Road Improvements	90,000	90,000	90,000
24	133/135 Keyes Road	88,677	94,982	108,748
	<b>Total Public Works and Facilities</b>	<b>\$ 3,464,411</b>	<b>\$ 3,754,847</b>	<b>\$ 3,824,558</b>
<b>Human Services</b>				
<b>\$2,571,500 is 7.2% of Total</b>				
25	Library	1,826,877	1,859,577	1,872,206
26	Recreation Administration	92,554	96,742	96,742
27	Hunt Recreation Center	84,351	83,538	86,922
28	Harvey Wheeler Community Ctr.	135,284	137,934	144,945
29	Council on Aging	230,528	264,591	276,466
30	Veterans	28,031	30,468	45,971
31	Ceremonies and Celebrations	23,540	23,800	23,800
32	Visitors' Center and Restroom	22,668	23,206	24,447
	<b>Total Human Services</b>	<b>\$ 2,443,833</b>	<b>\$ 2,519,856</b>	<b>\$ 2,571,500</b>

## SECTION II: Budget Summary

## Expenses

Item No.	Department	Fiscal 2012 Expenses	Fiscal 2013 Appropriation	Fiscal 2014 Proposal
<b>Unclassified</b> \$815,573 is 2.3% of Total				
33	Town Employee Benefits			
	A. Unused Sick Leave	90,000	90,000	90,000
	B. Public Safety Disability	310	2,500	2,500
	C. Employee Assistance Program	6,778	7,500	7,500
	<b>Total</b>	<b>97,088</b>	<b>100,000</b>	<b>100,000</b>
34	Reserve Fund*	-	225,000	225,000
*Transfers totaling \$60,250 were made to other accounts in Fiscal Year 2012				
35	Salary Reserve**	-	88,142	480,573
**Transfers totaling \$412,217 in Fiscal Year 2012 and \$371,858 in Fiscal Year 2013 (to date) were made to other accounts.				
36	Land Fund	15,000	10,000	10,000
	<b>Total Unclassified</b>	<b>\$ 112,088</b>	<b>\$ 423,142</b>	<b>\$ 815,573</b>
<b>SUBTOTAL FOR REFERENCE ONLY</b> Account 1-36		<b>\$ 17,551,436</b>	<b>\$ 18,724,013</b>	<b>\$ 19,474,013</b>
<b>Joint (Town - CPS)</b> \$16,434,457 is 45.7% of Total				
37	Insurance			
	A. Group Insurance	4,300,000	4,650,000	4,650,000
	B. OPEB	500,000	400,000	650,000
	C. Property/Liability	175,000	175,000	200,000
	<b>Subtotal</b>	<b>4,975,000</b>	<b>5,225,000</b>	<b>5,500,000</b>
38	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	89,176	100,000	100,000
	B. Workers' Comp.	58,768	100,000	100,000
	<b>Subtotal</b>	<b>147,944</b>	<b>200,000</b>	<b>200,000</b>
39	Retirement	2,855,977	2,945,000	3,035,000
40	Social Security and Medicare	555,459	625,000	640,000
41	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	2,556,270	2,467,673	2,491,041
	School Principal and Interest	541,716	697,221	815,516
	<b>Subtotal</b>	<b>3,097,986</b>	<b>3,164,894</b>	<b>3,306,557</b>
	Interest on Notes	5,315	100,106	58,443
	Other Debt Expense	11,426	35,000	35,000
	<b>Subtotal Within Levy Limit</b>	<b>3,114,727</b>	<b>3,300,000</b>	<b>3,400,000</b>
	B. Excluded Debt	4,159,144	4,244,471	3,659,457
	<b>Total Debt Service</b>	<b>7,273,871</b>	<b>7,544,471</b>	<b>7,059,457</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$ 15,808,251</b>	<b>\$ 16,539,471</b>	<b>\$ 16,434,457</b>
	<b>Total Appropriation</b>	<b>\$ 33,359,687</b>	<b>\$ 35,263,484</b>	<b>\$ 35,908,470</b>

## SECTION II: Budget Summary

## Expenses

### Town Government Operations (accounts 1-36)

#### Proposed Budget Changes

The Town Manager, in accordance with Finance Committee guidelines, is recommending a Town government budget at \$19,474,013 (the budgets of accounts 1-36 are collectively known as "the Town Government Budget"). The budget consists of several basic expense categories: personnel services; operations and maintenance (O&M); capital; and reserve (the reserve fund is overseen by the Finance Committee). The table below provides a summary of the Town government budget by these expense categories. It also presents the budget in further detail by functional area.

#### Town Government Operations - General Fund Appropriations

##### Accounts 1 - 36

#### By Expense Category

	FY13 Budget	FY14 Proposed	FY13 to FY14	
			\$Δ	%Δ
Personnel Services	\$ 13,937,692	\$ 14,494,368	\$ 556,676	4.0%
O&M	3,126,321	3,234,645	108,324	3.5%
Capital	1,435,000	1,520,000	85,000	5.9%
Reserve	225,000	225,000	-	0.0%
<b>Total (Accts. 1-36)</b>	<b>\$ 18,724,013</b>	<b>\$ 19,474,013</b>	<b>\$ 750,000</b>	<b>4.0%</b>

#### By Functional Area

	FY13 Budget	FY14 Proposed	FY13 to FY14	
			\$Δ	%Δ
<b>General Government</b>				
Personnel	\$ 1,547,315	\$ 1,541,500	\$ (5,815)	-0.4%
O&M	481,508	487,363	5,855	1.2%
Capital	235,000	240,000	5,000	2.1%
Subtotal	\$ 2,263,823	\$ 2,268,863	\$ 5,040	0.2%
<b>Finance &amp; Administration</b>				
Personnel	\$ 1,112,871	\$ 1,193,564	\$ 80,693	7.3%
O&M	590,584	612,241	21,657	3.7%
Capital	170,000	250,000	80,000	47.1%
Subtotal	\$ 1,873,455	\$ 2,055,805	\$ 182,350	9.7%
<b>Public Safety</b>				
Personnel	\$ 7,106,583	\$ 7,179,072	\$ 72,489	1.0%
O&M	571,307	592,141	20,834	3.6%
Capital	211,000	166,500	(44,500)	-21.1%
Subtotal	\$ 7,888,890	\$ 7,937,713	\$ 48,823	0.6%
<b>Public Works</b>				
Personnel	\$ 2,029,118	\$ 2,008,227	\$ (20,891)	-1.0%
O&M	929,229	970,332	41,103	4.4%
Capital	796,500	846,000	49,500	6.2%
Subtotal	\$ 3,754,847	\$ 3,824,559	\$ 69,712	1.9%
<b>Human Services</b>				
Personnel	\$ 1,953,663	\$ 1,991,432	\$ 37,769	1.9%
O&M	543,693	562,568	18,875	3.5%
Capital	22,500	17,500	(5,000)	-22.2%
Subtotal	\$ 2,519,856	\$ 2,571,500	\$ 51,644	2.0%
<b>Unclassified</b>				
Personnel	\$ 188,142	\$ 580,573	\$ 392,431	208.6%
O&M	\$ 10,000	\$ 10,000	\$ -	N/A
Reserve	225,000	225,000	-	0.0%
Subtotal	\$ 423,142	\$ 815,573	\$ 392,431	92.7%
<b>Total</b>	<b>\$ 18,724,013</b>	<b>\$ 19,474,013</b>	<b>\$ 750,000</b>	<b>4.0%</b>

**Town Government Operations**

**Proposed Budget Changes**

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

For FY14, the main **tax-supported** proposed staffing changes are as follows.

- The Human Resources Division is proposing that the Department Clerk be increased to a 1.0 FTE position (from 0.6 FTE in FY13).
- In the Elections Account, it is proposed that the FY13 staffing level be decreased by 1,219 hours for Election Officers and Technicians, due to the expectation that there will be 1 election in FY14 as compared to 3 elections budgeted for in FY13.
- The Accounting Division is proposing that the 25 hour-per-week Assistant Town Accountant position be moved to a 30 hour-per-week position (an increase of 0.13 FTE).
- To augment the increasing needs regarding geographic information systems and applications programs, the Information Systems Department is proposing the funding of the new position of GIS / Applications Programs Manager. In addition, the IS Department is proposing 450 hours for an IS intern.
- The Fire Department is proposing the funding of a 783 hours per year (0.38 FTE) Department Clerk position.
- To assist with upkeep of common land, the CPW Highway Maintenance Division is proposing an additional 800 hours for a seasonal employee.
- In the Cemetery account, it is proposed that funding for the full-time Laborer/Truck Driver position (1.0 FTE) be eliminated in FY14. Most of the duties of the Labor/Truck Drivers will be performed by other CPW staff or by contractors. In addition, to provide some coverage for this position, temporary status hours will increase by 240 hours.
- The Library is proposing partial funding (0.58 FTE) of the Head of Reference position, which is currently unfunded and vacant. To offset the cost, the Senior Library Assistant is proposed to be decreased from 1.0 FTE to 0.5 FTE.
- The Council on Aging is proposing additional 1033 hours (0.5 FTE) for the Outreach Coordinator.

**Budget Changes**

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

**Acct # - Account Title**

**1A Town Manager**

The Town Manager's operating budget represents a 0.5% increase from FY13. The Town Manager's Office is staffed by the Town Manager, Deputy Town Manager, Executive Assistant to the Town Manager and an Administrative Assistant. In this budget is an allocation of \$2,000 for the Concord Cultural Council. In addition, the budget continues to maintain funding for the Community Services Coordinator and the Youth Services Coordinator.

**1B Human Resources**

The operating budget for the Human Resources Division will have no significant change in funding from FY13 to FY14. Nonetheless, through savings in other areas, the Department Clerk position is proposed to be increased from 0.6 FTE to 1.0 FTE.

**1C Town-wide Building Maintenance**

This account was established with the FY05 budget in an effort to set up a central pool of funds with which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was budgeted at \$40,000, the funding level has gradually been increased to \$170,000 in FY13. The recommended level in FY14 is \$180,000 and the five-year Capital Outlay plan raises this funding target to \$250,000 by FY18. During FY11, the Town hired a full-time Facilities Manager to oversee the maintenance of Town-owned buildings. An interdepartmental committee under the direction of the Deputy Town Manager manages the fund.

**1D Resource Sustainably Fund**

With this new account initiated in FY13 with funding of \$25,000, an amount of \$40,000 is proposed to be allocated in FY14 for resource sustainability and energy conservation projects.

**2 Legal Services**

The Legal Services account is proposed to be level funded at \$225,000. It is expected that this amount is sufficient to cover the FY14 legal costs for the Town.

**3A Elections**

The amount required to fund the Elections account is dependent on the number of federal, state, and local elections that are held in a given year. In FY14, it is expected that there will be just one local election. Each election costs the Town approximately \$12,000. Accordingly, as compared to FY13 during which there are scheduled to be three elections, the budget for the Elections account is proposed to decrease from \$37,168 to \$17,129. If there were to be any additional elections, funding would be requested from the Reserve Fund.

**3B Registrars**

There are no significant proposed changes in the Registrar account. This account provides resources to register voters, conduct the Annual Town Census, and certify nomination papers and petitions.

**4 Town Meeting and Reports**

The current budget allows for a four-session Annual Town Meeting in April 2013 and also funds a one-day Special Town Meeting. While there are no specific plans for a Special meeting, it has been common in the past several years for one to take place. The proposed amount of \$81,550 in FY14 provides for additional funding for staff time to assemble the Annual Town Report.

**5A Planning Division, DPLM**

For the FY14 presentation, the Zoning Board of Appeals budget is incorporated into the Planning Division budget. In addition, the Planning budget contains funding for the Historic Districts Commission and the Historical Commission. The FY14 operating budget for the Planning Division is proposed to have no significant change from that of FY13. A Senior Planner provides assistance to the Community Preservation Committee with part of this salary paid from CPA funds.

**5B Natural Resources Division, DPLM**

The proposed Natural Resources budget represents a 0.3% decrease in operating costs from that of the FY13 budget. This budget continues to provide funding for a Director, Assistant Director, Administrative Assistant, two seasonal Conservation Crew positions and a temporary part-time Intern.

## SECTION II: Budget Summary

## Expenses

### **5C Building Inspections Division, DPLM**

Most of the allocation in this account goes toward funding the Building Inspections staff, which includes the full-time positions of Building Inspector, Local Inspector, Assistant Local Inspector, and Administrative Assistant. The funding for the part-time position of Plumbing and Gas Inspector is proposed to increase by \$6,700 to allow for additional work.

### **5D Health Division, DPLM**

This budget represents a 2.7% increase in operating cost over that of FY13. As was the case last year, an amount of \$20,000 is recommended to fund the East Middlesex Mosquito Control Project for efforts to protect Concord residents and visitors from Eastern Equine Encephalitis and West Nile Virus. In addition, \$5,000 is proposed to fund a new part-time Public Health Nurse.

### **6 141 Keyes Road, DPLM**

The FY14 proposed operating budget represents a 2.0% increase over that of FY13 to provide additional funding for utility and maintenance costs for the Victorian-era brick building at 141 Keyes Road.

### **7 Finance Committee**

Funding for support of the Finance Committee is included in this budget, which represents no significant change from the FY13 budget.

### **8A Finance Administration Division, Finance Department**

The Finance Administration Division budget is proposed to increase by 0.9% from that of FY13. The budget will provide funding for the Finance Director, Budget and Purchasing Administrator, Assistant Treasurer and Finance Assistant.

### **8B Treasurer-Collector, Finance Department**

The Treasurer-Collector budget is proposed to increase by 0.8% in FY14. This account includes funding for much of the Town's postage expenses (\$51,600) and banking service charges (\$77,500).

### **8C Town Accountant, Finance Department**

The FY13 budget is proposed to increase by 2.3%. This increase is attributed to increasing the hours of the Assistant Town Accountant from 25 hours per week to 30 hours per week. Also included in this budget is \$50,000 to cover the cost of the Town's annual external audit.

### **8D Assessing Division, Finance Department**

The Assessing budget is proposed to decrease by 0.6% in FY14. The Assessing Division is located at its recently renovated office at the Town-owned 24 Court Lane building, adjacent to the Sleepy Hollow Cemetery.

### **8E Town Clerk, Finance Department**

The Town Clerk budget is proposed to rise by 1.2% from FY13. This budget provides funding for the Town Clerk, Assistant Town Clerk and Senior Department Clerk positions.

### **9 Information Systems**

The Town's Information Systems (IS) Department recently underwent a comprehensive review to assist the Town Manager in determining the appropriate organizational model and technology structure that the Town should use going forward. An additional study was conducted to look at the Geographic Information System (GIS) needs of the Town. Based on these reviews, the IS Department proposes to hire a GIS / Application Program Manager in FY14. As a result, the FY14 IS operating budget is proposed to increase by 27.3%. For the FY14 capital request, the IS Department proposes that the Town fund \$80,000 for a voice-over-internet phone system.

## SECTION II: Budget Summary

## Expenses

### 10 Town House

The FY14 proposed operating budget is a 5.0% decrease from that of FY13, largely due to decreases in the budgeted amount for utilities. This budget includes costs for maintaining and cleaning the Town House and the recently renovated Assessing Division office space at 24 Court Lane.

### 11 Police Department

The FY14 operating budget proposes a 1.8% increase, which is primarily a result of increasing the Police Officers overtime budget by approximately \$30,000 to provide funding for an additional 500 hours. Also proposed is an allocation for the replacement of three police cruisers (\$90,000), the upgrade and maintenance of public safety equipment (\$15,000) and the replacement of computer equipment (\$3,000).

### 12 Fire Department

There is a proposed 0.3% increase in the Fire Department's FY14 budget. Included in this budget is \$7,658 for a 15-hour-per-week Office Clerk position and \$7,434 in the overtime account for training purposes. In addition, funding is provided for the upgrade and maintenance of public safety equipment (\$20,000) and the replacement of a support vehicle (\$20,000).

### 13 West Concord Fire Station

This budget funds the operation of the West Concord Fire Station located at 1201 Main Street. As compared to FY13, the FY14 budget is proposed to increase by 1.1%. This increase is due to higher budgeted utility costs.

### 14 Police/Fire Station

This budget funds the operation of the Police and Fire Department headquarters at 209 Walden Street. Compared to FY13, the FY14 budget is proposed to increase by 3.5%. This increase is partially due to an increase in maintenance cost with the installation of a new HVAC system.

### 15 Emergency Management

In order to have an action plan in place in the event of an emergency, the Town is proposing level funding at \$12,810 for the Emergency Management budget. The Fire Chief serves as the Emergency Management Director.

### 16 Animal Control Officer

With the enactment of recent State legislation, each municipality is required to provide animal control services. In the past, Concord has contracted with a private vendor to provide dog control services only. The increase of \$6,035, from \$19,065 in FY13 to \$25,100 in FY14, is proposed to be used to provide these additional services.

### 17A Public Works Administration, CPW

Compared to FY13, this budget is being slightly decreased in FY14 by 0.3% due to a decrease in overtime.

### 17B Engineering, CPW

The Engineering Division's operating budget is proposed to be 2.5% less in FY14 than in FY13. The decrease is primarily due to a reclassification of the GIS Program Coordinator position to a GIS Analyst position. In addition, funding is proposed for Geographic Information Services (GIS) software maintenance and training services (\$20,000), traffic control devices (\$20,000), mandated street sign replacements (\$20,000), and NPDES permit compliance (\$15,000).

### 17C Highway Maintenance, CPW

This operating budget is proposed to increase by 2.8% from FY13. The increase is mainly due to \$10,000 in funding for a seasonal employee to care for common land and \$22,646 allocated for vehicle and equipment maintenance and repair.

## SECTION II: Budget Summary

## Expenses

### **17D Parks & Trees, CPW**

The FY14 Parks & Trees operating budget is proposed to have substantially no change from the funding level budgeted in FY13. For the capital budget, \$40,000 is allocated for turf improvements / park rehabilitation, \$20,000 for public shade trees, and \$5,000 for small equipment.

### **17E Cemetery, CPW**

The Cemetery Fund supports the Cemetery Division by providing resources for 65% of all operating expenditures and 100% of all capital improvements. The FY14 operating budget is proposed to decrease by 1.1%. Although the elimination of the Laborer / Truck Driver position saves \$43,649 in wages, contract services to provide maintenance of the grounds is increased by \$48,500.

### **18 Snow Removal, CPW**

The snow removal budget is proposed to be funded at \$540,000, an increase of \$15,000 from that of FY13. The amount budgeted for road salt is funded at \$198,000. If the actual FY14 expenditure exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY14 budget guideline allows for a \$170,000 overrun of the \$525,000 FY13 appropriation (See Account #103).

### **19 Street Lights, CPW**

The FY14 proposed Street Light budget is \$68,463, a \$3,839 increase from the \$64,624 budgeted in FY13.

### **20 Public Works Equipment, CPW**

The Public Works Equipment budget of \$277,000 funds the Town's well-planned schedule of equipment replacement. This represents a decrease of \$19,500 from FY13. The FY14 budget includes funding the replacement of an Elgin sweeper (\$170,000) and 1-ton dump truck (\$64,000), and the refurbishment of a SnoGo blower (\$43,000).

### **21 Drainage, CPW**

The FY14 funding plan includes \$105,000 for drainage improvements, \$100,000 for culvert improvements.

### **22 Sidewalk Management, CPW**

The proposed FY14 budget calls for level funding for maintenance of the Town's existing sidewalks program at \$100,000. Although this appropriated budget allocates no funding for sidewalk expansion, Article 31 of the 2009 Annual Town Meeting provided for the borrowing of \$250,000 for sidewalk expansion and another \$250,000 authorization for this purpose is planned for a 2015 Annual Town Meeting vote.

### **23 Road Improvements, CPW**

The General Fund proposed funding for road improvements is \$90,000. With additional amounts of \$685,300 expected from the State (Chapter 90 Funds) and \$900,000 in borrowing, the total FY14 amount for road improvements is recommended to be \$1,675,300, sufficient to maintain the good condition of 107 miles of Town roads.

### **24 133 and 135 Keyes Road, CPW**

For FY14, there is no proposed substantial change in this operating budget. For capital, \$14,000 is proposed to be allocated for the installation of rolling storage shelves.

### **25 Library**

As set forth in a long-standing agreement, the Trustees of the Concord Free Public Library Corporation, which owns the Main library and the Fowler Branch, are responsible for maintenance and capital improvements of the buildings and grounds; the Town covers the operating costs. For FY14 operations, the Library budget is proposed to increase by 0.8%. To offset the cost of partially funding a Head of Reference position, the Senior Administrative Assistant position is proposed to be decreased from a 1.0 FTE to a 0.5 FTE.

## SECTION II: Budget Summary

## Expenses

### **26 Recreation Administration**

With the exception of the Recreation Director's position, the expenses of the Recreation Department are paid for by fees collected from individual recreation programs. In this way, the Recreation Department has flexibility in providing programs at a level which meets the demand of the community. The resources for this budget are comprised of a General Fund portion (\$96,742) and a Beede Swim and Fitness Center portion (\$11,809).

### **27 Hunt Recreation Center**

It is proposed that the FY14 operating budget for the Hunt Recreation Center increase by 6.6% from the FY13 budgeted level. The increased budget is primarily due to higher utility costs and additional maintenance costs associated with a recently installed high-efficiency HVAC system.

### **28 Harvey Wheeler Community Center**

The Harvey Wheeler Community Center continues to be a great resource for the Town in providing space for the Council on Aging office and Recreation Department programs, as well as a meeting area for Town departments, not-for-profit groups, and private individuals. The FY14 budget proposal provides for operating expenditures to increase by 5.5%, as a result of higher utility and HVAC maintenance costs.

### **29 Council on Aging**

The FY13 budget for the Council on Aging is proposed to increase by 10.9%. The proposed budget allows for \$19,325 in funding for 1,288 additional hours for the Outreach Coordinators and \$3,465 in funding to increase the hours from 32 hours-per-week to 40 hours-per-week for the Receptionist / Clerk. In addition, a State Formula Grant, a Concord-Carlisle Community Chest gift, and an allocation from the \$115,000 Florio gift provide full or partial funding for several COA positions.

### **30 Veterans Services**

The FY14 proposed budget represents a 50.8% increase from that of FY13. This increase is a result of the predicted rise in veterans' benefits costs from \$9,000 to \$24,000 to accommodate additional known beneficiaries.

### **31 Ceremonies and Celebrations**

The FY14 proposed budget is level funded at \$23,800

### **32 Visitors Center**

The FY14 operating cost to maintain the Visitors Center is proposed to be \$24,447, a 6.0% increase from FY13. This increase is primarily due to an increase in budget hours for the employee cleaning the restrooms and cleaning purchased services and a rise in utility costs.

### **33 Town Employee Benefits**

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

### **34 Reserve Fund**

As budgets remain tight due to the economic situation and there are fewer resources available to cover unexpected events, the Reserve Fund appropriation becomes a crucial part of the budgeting process. By statute, this fund is to be used to meet "extraordinary or unforeseen expenditures" as approved by the Finance Committee. A funding level of \$225,000 is proposed for this purpose, unchanged from FY13.

## SECTION II: Budget Summary

## Expenses

### **35 Salary Reserve**

The allocation in this account makes resources available for the funding of collective bargaining agreements. In addition, the account provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2013. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Board of Selectmen in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be funded at \$480,573 in order also to provide resources for such compensation adjustments for union and non-union staff.

### **37A Group Insurance**

The budget covers both Town and CPS employees and anticipates no increase in FY14 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost directly reflects actual claims experience. Group health plan offerings for FY13 (effective June 1, 2012) implemented a new plan design for Town, CPS, and CCRSD employees through a collective bargaining process authorized by Chapter 69 of the Acts of 2011.

### **37B Other Post-Employment Benefits (OPEB)**

The OPEB liability primarily consists of the present value of the Town's portion of future retiree health care cost. That is, in addition to the amount allocated to pay for the current health care cost of retirees, there is also a liability for the future health care cost for Town Government and Concord Public School retirees. This liability is referred to as the Town Government's Annual Net OPEB Obligation (NOO).

In FY14, the General Fund share of the NOO is projected to be greater than \$2.8 million. In an effort to partially fund this liability, it is proposed that the Town budget \$650,000 for this purpose, and increase of \$250,000 over the FY13 appropriation.

### **38 Unemployment & Workers Compensation**

An amount of \$100,000 is proposed for the Unemployment Compensation account. The Town pays only for actual claimants. In addition, an amount of \$100,000 is proposed for Worker's Compensation costs; this amount funds a stop-loss reinsurance policy covering wage and other claims and the payment of miscellaneous medical expenses resulting from employee injury on the job. This account covers claims of both Town and CPS employees.

### **39 Retirement**

Following the sharp economic downturn in the financial markets during the fall of 2008, assets of the Concord Retirement System have recovered from and now exceed by about 10% the previous peak reached in October 2007. At the most recent biennial actuarial valuation as of January 1, 2012, the revised Funding Schedule for projected full funding status has been extended to 2030.

In FY14, the General Fund appropriation is projected at \$3,035,000, an increase of 3.0% from FY13 and consistent with the present funding schedule. All plan provisions are set by State law. As a result of the 2011 legislation, plan provisions have changed for new members who join the system after April 2, 2012.

### **41 Debt Service**

This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. The FY14 budget proposes allocating \$7,059,457, which includes \$3.4 million for debt service within the levy limit and \$3.6 million for excluded debt (net of amounts contributed by the Stabilization Funds). The excluded debt service to pay for the construction of the new high school is budgeted as part of the assessment payable to the Concord-Carlisle Regional School District (Article 10 on the 2013 Annual Town Meeting Warrant).

**SECTION II: Budget Summary**



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## SECTION II: Budget Summary

## Capital

### Definition

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

**The Capital Section includes the following:**

•Capital Overview	II-34
•FY14 Capital Plan	II-35
•FY14 – 18 Capital Outlay Plan	II-36 to II-38
•FY14 Capital by Account	II-39 to II-41
•FY14 Capital Summary	II-42 to II-43

**Capital Improvement Plan**

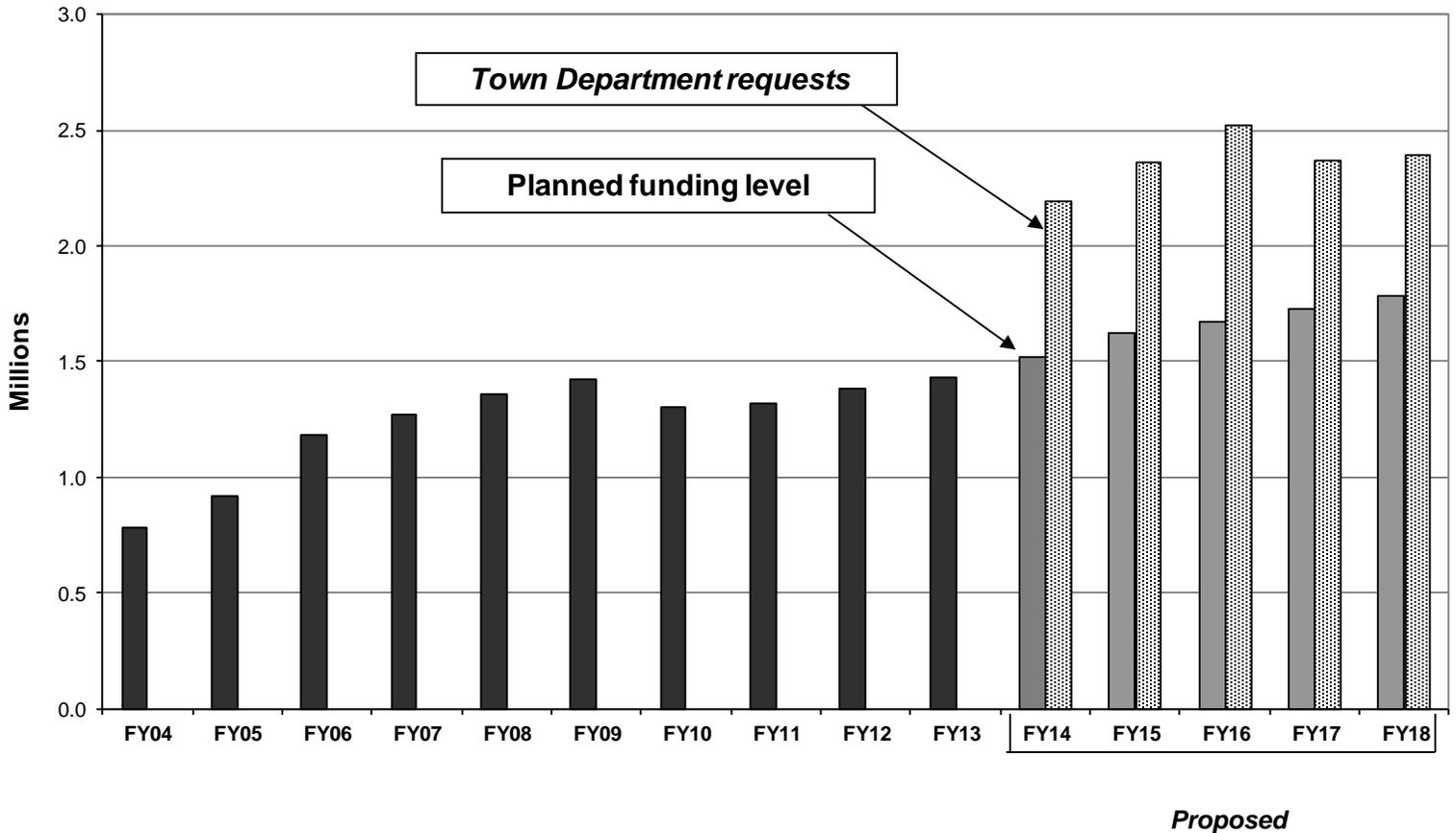
*Capital Outlay Expenditures Supported Within the Levy Limit (Town Government accounts):*

**\$1,520,000**

*Capital Expenditures Within the Levy Limit Supported via FY14 Debt Authorizations:*

**\$3,350,000**

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



**SECTION II: Budget Summary**

**Capital**

**Capital Improvement Program FY14-FY18**  
**FY14 General Fund Budget Component**

**1. Borrowing authorizations submitted to the 2013 Annual Town Meeting**

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

<b>Warrant Article</b>	<b>Description</b>	<b>Recommended New Borrowing Authorization</b>
ART 46	Roads Program	\$900,000
ART 50	Radio System Upgrade (Police and Fire Departments)	\$450,000
ART 51	51 Laws Brook Road Site Work	\$100,000
ART 53	Land Acquisition	\$155,000
ART 56	Town House Exterior Renovations	\$950,000
ART 8	Concord Public Schools Renovation	<u>\$795,000</u>
	<b>Total</b>	<b>\$3,350,000</b>

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account (#41). These authorizations are not proposed to be subject to a Proposition 2½ Debt Exclusion vote. The retirement of existing debt will provide the necessary room within the Levy Limit to finance these new bonds.

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

<b>Town Government Departments (accounts #1-36):</b>	<b>\$ 1,520,000</b>
<b>Concord Public Schools:</b>	<b>\$ 148,530</b>

**Capital Financing Policy**

**General Fund – within the Levy Limit**

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

- Total Guideline Budget appropriation proposed at **\$86,607,267**  
     **less \$6,143,495 excluded debt = \$80,463,772 net**
- 7% to 8% target range equals **\$5,632,464 to \$6,437,102**
- **FY14 Proposed Budget for capital expenditure financing:**

Debt service budget (“within levy limit” portion)	<b>\$3,400,000 (a)</b>
Capital outlay, Town Departments	<b>1,520,000</b>
Capital outlay, Concord Public Schools	<b>148,530</b>
Total .....	<b>\$5,068,530</b>

Capital financing as percent of Proposed Total Budget, net of excluded debt levy: **6.30%**

**FOOTNOTE**

(a): Budget for scheduled principal and interest payments on existing debt, plus short-term "construction period" interest cost on new projects and cost of bond issuance.



SECTION II: Budget Summary

Capital

FY2014-2018 Capital Outlay Plan (General Fund)

Acct #	Ref #	Item	ANNUAL PLANS											
			FY2014		FY2015		FY2016		FY2017		FY2018			
			Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended		
		<b>Police</b>												
		Police Dept. operations acct												
11	D-1	Police Vehicles	90,000	90,000	125,000	125,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	
11	D-2	Public Safety Equipment	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
11	D-3	Replace cruiser laptops									30,000	30,000		
11	D-4	Vest replacement									35,000	35,000		
11	D-5	AED Replacement			10,000	10,000								
11	D-6	Computer upgrade/training	6,000	3,000										
11	D-7	Portable Radio Replacement												
11	D-8	Rifle Sight upgrades	5,000	0										
		<b>Police/Fire Station 1</b>												
14	E-1	Building Improv. - Walden St	15,000	10,000	15,000	10,000	15,000	10,000	15,000	15,000	15,000	15,000	15,000	
		<b>Fire</b>												
12	F-1	Miscellaneous Equipment	20,000	20,000	25,000	20,000	25,000	20,000	25,000	25,000	25,000	25,000	25,000	
12	F-2	Car 6 (2002)			40,000	20,000								
12	F-3	Car 2 (2007)	25,000	20,000										
12	F-4	Upgrade Community AED's					10,000	10,000						
12	F-5	Water Rescue Veh. Upgrade					15,000	15,000					0	
12	F-6	Turnout gear replacement					9,000	9,000						
12	F-7	Supply hose replacement												
15	F-8	EMS Tech. and Software Upgrade									18,000	0	25,000	
15	F-9	Medical equipment upgrade												
		<b>Fire Station (station 2)</b>												
13	H-1	Building Improv. - W. Concord	8,500	8,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
13	H-2	Exhaust System Upgrade					40,000	40,000						
13	H-3	Sta 2 Feasibility Study	25,000	0										
		<b>Emergency management</b>												
15	G-2	Misc. EOC Upgrades	10,000	0							10,000	0		
15	G-3	Shelter upgrade					20,000	0						

SECTION II: Budget Summary

Capital

FY2014-2018 Capital Outlay Plan (General Fund)

Acct #	Ref #	Item	ANNUAL PLANS						FY2018				
			FY2014		FY2015		FY2016		FY2017		Requested	Recommended	
		<b>PUBLIC WORKS</b>											
		Facilities & Systems											
24	J-1	Building Improv - 133/135 Keys	16,250	5,000	10,000	16,250	10,000	91,000	10,000	16,250	10,000	16,250	10,000
17B	J-2	GIS System	20,000	20,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
24	J-3	Rolling storage	23,000	14,000									
		<b>Public Ways</b>											
23	J-1	Road Reconstruction	95,000	90,000	90,000	95,000	90,000	95,000	90,000	95,000	95,000	100,000	100,000
17B	J-2	Traffic Control Devices	20,000	20,000	0	0	0	20,000	20,000	10,000	10,000	10,000	10,000
17C	J-3	Guardrail Replacement	20,000	10,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	15,000
17C	J-4	Small Equipment	7,500	5,000	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000
21	J-5	Drainage Improvements	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
21	J-6	Culvert Improvement	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
17B	J-7	Sustainable Drainage	25,000	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
17B	J-8	NPDES Permit Compliance	25,000	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
22	J-9	Sidewalks - Maintenance	125,000	100,000	100,000	125,000	100,000	125,000	100,000	125,000	102,500	125,000	110,000
17B	J-10	Street sign replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
		<b>Park &amp; Tree</b>											
17D	K-1	Public Shade Trees	25,000	20,000	20,000	25,000	20,000	25,000	20,000	25,000	20,000	25,000	25,000
17D	K-2	Turf Improv. / Park Rehab.	100,000	40,000	39,500	100,000	39,500	100,000	15,000	100,000	15,000	100,000	52,500
17D	K-3	Small Equipment	7,500	5,000	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000
		<b>Equipment, Vehicles and Heavy Equipment</b>											
20	L-1	Equipment	287,300	277,000	288,000	370,000	288,000	300,000	300,000	300,000	300,000	350,000	325,000
		<b>Library</b>											
25	M-1	Computer Equipment	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
25	M-2	Vehicle											
		<b>Recreation</b>											
27	N-1	Emerson Track								75,000	75,000		
		<b>Council on Aging</b>											
28	O-1	Building Improv - Harvey Wheeler	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	15,000	15,000
29	O-3	Bus - 24-Passenger (2005)											
29	O-4	Toyota Prius											
29	O-5	Bus - 14-Passenger (2005)						47,000	0				
		<b>GENERAL FUND TOTAL</b>	2,196,050	1,520,000	1,625,000	2,361,250	1,625,000	2,522,000	1,675,000	2,374,250	1,725,000	2,396,250	1,780,000
		Target	1,520,000		1,625,000	1,625,000		1,675,000		1,725,000		1,780,000	
		Not funded in the FY14-18 plan	676,050		736,250			847,000		649,250		616,250	

**SECTION II: Budget Summary**

**Capital**

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

Acct #	Category	Budget FY13	Dept. Request FY14	Town Mgr Proposed FY14	\$ Change FY13 Budget to FY14 Proposed
<b>1A</b>	<b>Town Manager</b>				
	ADA Compliance	5,000	10,000	5,000	-
	<b>Total - account #1</b>	5,000	10,000	5,000	-
<b>1C</b>	<b>Townwide Building Fund</b>				
	Building Improv - Townwide Fund	170,000	400,000	180,000	10,000
	<b>Total - account #1B</b>	170,000	400,000	180,000	10,000
<b>1D</b>	<b>Resource Sustainability Fund</b>				
	Resource Efficiency	25,000	100,000	40,000	15,000
	<b>Total - account #1D</b>	25,000	100,000	40,000	15,000
<b>5B</b>	<b>Natural Resources</b>				
	Pond & stream management	5,000	15,000	5,000	-
	Conservation Restrictions database	20,000	-	-	(20,000)
	Agricultural fields improvements		50,000	-	-
	<b>Total - account #5C</b>	25,000	65,000	5,000	(20,000)
<b>6</b>	<b>141 Keyes Road Building</b>				
	Building Improv - 141 Keyes Road	10,000	10,000	10,000	-
	<b>Total - account #6</b>	10,000	10,000	10,000	-
<b>9</b>	<b>Information Systems</b>				
	Town-wide Technology Fund	160,000	250,000	160,000	-
	Telephone System (via Internet)	-	80,000	80,000	80,000
	<b>Total - account #9</b>	160,000	330,000	240,000	80,000
<b>10</b>	<b>Town House</b>				
	Building Improv - Town House	10,000	15,000	10,000	-
	<b>Total - account #10</b>	10,000	15,000	10,000	-
<b>11</b>	<b>Police Department</b>				
	Police Vehicles	108,000	90,000	90,000	(18,000)
	Public Safety Equipment	15,000	15,000	15,000	-
	Cruiser Laptops	30,000	-	-	(30,000)
	Computer Upgrade		6,000	3,000	3,000
	Radio Replacement	19,500	-	-	(19,500)
	Rifle Sight Upgrade	-	5,000	-	-
	<b>Total - account #11</b>	172,500	116,000	108,000	(64,500)
<b>12</b>	<b>Fire Department</b>				
	Miscellaneous Equipment	20,000	20,000	20,000	-
	Vehicle Replacement (Car 2)	-	25,000	20,000	20,000
	<b>Total - account #12</b>	20,000	45,000	40,000	20,000

**SECTION II: Budget Summary**

**Capital**

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

Acct #	Category	Budget FY13	Dept. Request FY14	Town Mgr Proposed FY14	\$ Change FY13 Budget to FY14 Proposed
<b>13</b>	<b>West Concord Fire Station</b>				
	Building Improv - W. Concord	8,500	8,500	<b>8,500</b>	-
	Station 2 Feasibility Study	-	25,000	-	-
	<b>Total - account #13</b>	8,500	33,500	<b>8,500</b>	-
<b>14</b>	<b>Police/Fire Station (Walden Street)</b>				
	Building Improv - Walden St	10,000	15,000	<b>10,000</b>	-
	<b>Total - account #14</b>	10,000	15,000	<b>10,000</b>	-
<b>15</b>	<b>Emergency Management</b>				
	Misc. EOC Upgrades	-	10,000	-	-
	<b>Total - account #15</b>	-	10,000	-	-
<b>17B</b>	<b>Engineering</b>				
	GIS System	20,000	20,000	<b>20,000</b>	-
	Traffic Control Devices	20,000	20,000	<b>20,000</b>	-
	Drainage Improvements	-	25,000	-	-
	NPDES Permit Compliance	-	25,000	<b>15,000</b>	15,000
	Street Sign Replacement	20,000	20,000	<b>20,000</b>	-
	<b>Total - account #17B</b>	60,000	110,000	<b>75,000</b>	15,000
<b>17C</b>	<b>Highway Maintenance</b>				
	Guardrail Replacement	10,000	20,000	<b>10,000</b>	-
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17C</b>	15,000	27,500	<b>15,000</b>	-
<b>17D</b>	<b>Parks &amp; Trees</b>				
	Public Shade Trees	20,000	25,000	<b>20,000</b>	-
	Turf Improv./Park Rehab.	-	100,000	<b>40,000</b>	40,000
	Small Equipment	5,000	7,500	<b>5,000</b>	-
	<b>Total - account #17D</b>	25,000	132,500	<b>65,000</b>	40,000
<b>20</b>	<b>Public Works Equipment</b>				
	Vehicles and Heavy Equipment	296,500	287,300	<b>277,000</b>	(19,500)
	<b>Total - account #20</b>	296,500	287,300	<b>277,000</b>	(19,500)
<b>21</b>	<b>Drainage</b>				
	Drainage Improvements	105,000	105,000	<b>105,000</b>	-
	Culvert Improvement	100,000	100,000	<b>100,000</b>	-
	<b>Total - account #21</b>	205,000	205,000	<b>205,000</b>	-
<b>22</b>	<b>Sidewalks</b>				
	Sidewalks - Maintenance	100,000	125,000	<b>100,000</b>	-
	<b>Total - account #22</b>	100,000	125,000	<b>100,000</b>	-
<b>23</b>	<b>Road Improvments</b>				
	Road Reconstruction	90,000	95,000	<b>90,000</b>	-
	<b>Total - account #23</b>	90,000	95,000	<b>90,000</b>	-
<b>24</b>	<b>133/135 Keyes Road building:</b>				
	Building Improv - 133/135 Keyes	5,000	16,250	<b>5,000</b>	-
	Rolling Storage Shelves	-	23,000	<b>14,000</b>	14,000
	<b>Total - account #24</b>	5,000	39,250	<b>19,000</b>	14,000

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

Acct #	Category	Budget FY13	Dept. Request FY14	Town Mgr Proposed FY14	\$ Change FY13 Budget to FY14 Proposed
<b>25</b>	<b>Library</b>				
	Computer Equipment	10,000	10,000	5,000	(5,000)
	<b>Total - account #25</b>	10,000	10,000	5,000	(5,000)
<b>28</b>	<b>Harvey Wheeler Building:</b>				
	Building Improv - Harvey Wheeler	10,000	10,000	10,000	-
	<b>Total - account #28</b>	10,000	10,000	10,000	-
<b>32</b>	<b>Information/Visitors Center:</b>				
	Building Improv - Info Center	2,500	5,000	2,500	-
	<b>Total - account #32</b>	2,500	5,000	2,500	-
<b>TOTAL</b>		<b>\$ 1,435,000</b>	<b>\$ 2,196,050</b>	<b>\$ 1,520,000</b>	<b>\$ 85,000</b>

**Capital Outlay and Special Projects Accounts  
General Fund Recommended Items****Highlights**

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

**Acct # - Account Title****1A Town Manager**

To be able to comply with the Americans with Disabilities Act, the Town provides money in this account for improvements to Town-owned buildings. In FY14, level funding of \$5,000 is proposed.

**1C Town-wide Building Maintenance**

This account was established with the FY05 budget in an effort to set up a central pool of funds from which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Since FY05 when the account was first budgeted at \$40,000, the funding level has gradually been increased to the recommended level in FY14 of \$180,000. The five-year Capital Outlay plan raises this funding target to \$250,000 by FY18. In FY11, a Facilities Maintenance Manager was hired and this position is funded by the Town-wide Building Maintenance account.

**1D Resource Sustainability**

Being established in FY13, the purpose of this new account is to provide supplemental funding for town-wide energy efficiency projects and improvements. In FY14, it is proposed that this account be funded at \$40,000.

**5B Natural Resources Division, DPLM**

Funding of \$5,000 is being proposed for pond and stream management. A request for funding agricultural field improvements (\$50,000) is not being recommended, due to budget constraints.

**6 141 Keyes Road, DPLM**

For routine building repairs, a budget of \$10,000 is being proposed.

**9 Information Systems**

The proposed funding level for the Town-wide Technology Fund is \$160,000. This fund is crucial in maintaining current technology throughout the Town departments. In addition, funds go towards supporting the basic network infrastructure linking all town buildings and connecting more than 250 desktop computers to the network with a secure and reliable system. In FY14, an additional \$80,000 is being proposed for a voice over internet telephone system.

**10 Town House**

For routine building repairs, a budget of \$10,000 is being proposed.

**11 Police Department**

Funding is being proposed for the replacement of three police cruisers (\$90,000), the upgrade and maintenance of public safety equipment (\$15,000) and the replacement of computers (\$3,000).

**12 Fire Department**

For the Fire Department, \$20,000 in funding is being proposed for miscellaneous equipment and \$20,000 for the replacement of Car 2.

**13 West Concord Fire Station**

For routine building repairs, a budget of \$8,500 is being proposed. Due to budget constraints, a request of \$25,000 for a Station 2 feasibility study is not being funded.

**Capital Outlay and Special Projects Accounts  
General Fund Recommended Items****14. Police/Fire Station**

For routine building repairs, a budget of \$10,000 is being proposed. This amount is split equally between the Police Department and the Fire Department.

**17B Engineering, CPW**

The following items are being proposed for the Engineering Division: \$20,000 for continued enhancements of the Town's Geographic Information System (GIS), \$20,000 for the upgrade of traffic control devices for the Town's street intersections, \$15,000 for NPDES permit compliance, and \$20,000 for the federal/state mandated street sign replacement.

**17C Highway Maintenance, CPW**

For the Highway Maintenance account, it is proposed that \$10,000 be allocated for guardrail replacement, and \$5,000 for small equipment.

**17D Parks & Trees, CPW**

A total of \$132,500 was being requested by the Department for the following items: public shade trees (\$25,000), turf improvement / park rehabilitation (\$100,000), and small equipment (\$7,500). Due to budget constraints, only \$20,000 is proposed for shade trees, \$40,000 for turf / park projects, and \$5,000 for small equipment.

**20 Public Works Equipment, CPW**

The proposed Public Works Equipment budget of \$277,000 funds the Town's well-planned schedule of equipment replacement. This represents a decrease of \$19,500 from FY13.

**21 Drainage, CPW**

The FY14 level funding of \$205,000 is proposed to be used for drainage and culvert improvements.

**22 Sidewalk Management, CPW**

The proposed FY14 budget calls for level funding for the maintenance of the Town's existing sidewalks program at \$100,000.

**23 Road Improvements, CPW**

The General Fund proposed funding for road improvements is \$90,000. With additional amounts of \$685,000 expected from the State (Chapter 90 Funds) and \$900,000 in borrowing, the total FY14 recommended amount for road improvements is \$1,675,000.

**24 133 and 135 Keyes Road, CPW**

For routine building repairs, a budget of \$5,000 is being proposed. In addition, \$14,000 is proposed for the installation of a rolling storage shelving system.

**25 Library**

The FY14 CIP proposes to provide the Library with \$5,000 for computer equipment replacement.

**28 Harvey Wheeler Community Center**

For routine building repairs, a budget of \$10,000 is being proposed.

**32 Visitors Center**

For routine building repairs, a budget of \$2,500 is being proposed.

## SECTION II: Budget Summary

## Debt

### Debt:

At the end of FY13 (June 30, 2013), the Town of Concord's outstanding tax-supported long-term debt is projected to total: **\$50,732,417** (existing debt plus the planned spring 2013 issuance of \$2,910,000). This total represents 1.0% of assessed value, or \$2,871 of debt per capita.

#### The Debt Section includes the following:

- Debt Overview II-44
- FY14-18 Debt Authorization II-45 to II-46
- Long-Term Debt II-47
- Outstanding Debt Charts II-48 to II-49
- Excluded Debt Detail II-50 to II-54
- Debt Exclusion Tax Levy Chart II-55
- Debt Service Schedule II-56 to II-57
- Annual Debt Service Chart II-58
- Authorized and Unissued Debt II-59

### Rapid Debt Repayment

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

This policy serves the following purposes:

- To hold down the amount expended in the form of interest costs;
  - To provide new capacity for debt issuance on a regular basis and thereby enable newly recognized capital needs to be addressed annually;
  - To maintain the Town's credit rating of Aaa, which reduces the cost of borrowing.
- See page III-171 for details on the Town's annual Debt Service account.**

#### Outstanding Principal and Percent of Debt that is retired for the debt issued as of June 30, 2012

Paid Down Percentage Starting on June 30, 2012	Tax-Supported Debt				Enterprise and Other Debt		Total Debt	
	Within Limit		Excluded		Outstanding Principal	%	Outstanding Principal	%
	Outstanding Principal	%	Outstanding Principal	%				
On 6/30/12	\$10,745,000	0%	\$43,148,601	0%	\$21,500,130	0%	\$75,393,731	0%
In 5 years	\$850,000	92%	\$27,406,977	37%	\$12,424,630	42%	\$40,681,607	46%
In 10 Years	\$0	100%	\$13,088,639	70%	\$5,679,995	74%	\$18,768,634	75%
In 15 Years	\$0	100%	\$1,975,000	95%	\$0	100%	\$1,975,000	97%
In 20 Years	\$0	100%	\$0	100%	\$0	100%	\$0	100%

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

#### GENERAL OBLIGATION DEBT POLICIES

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

# SECTION II: Budget Summary

Debt

Fiscal Year of Issuance Annual Town Meeting Year	adopted		warrant		plan		FY14-18 Total
	FY2013 2012	FY2014 2013	FY2015 2014	FY2016 2015	FY2017 2016	FY2018 2017	
<b>General Fund - Financing within Levy Limit</b>							
	\$3,100,000	\$3,350,000	\$3,950,000	\$4,600,000	\$3,400,000	\$4,900,000	\$20,200,000
<i>Town Manager</i>							
Construction/acquisition of office space			160,000	1,050,000	730,000	670,000	\$2,610,000
Land acquisition for municipal purposes			600,000			565,000	\$1,165,000
Town House elevator					220,000		\$220,000
Town House comprehensive exterior renovation		950,000					\$950,000
51 Laws Brook Road sitework		100,000					\$100,000
<i>Planning</i>							
Land Acquisition		155,000		250,000	250,000	260,000	\$915,000
Land Acquisition - Recreation (51 Laws Brook Rd)	535,000						
141 Keyes Road roof/ HVAC/expansion			600,000				\$600,000
Comprehensive Long-Range Planning					100,000		\$100,000
<i>Public Safety</i>							
Fire Stations 1 & 2 - Renovations	600,000						\$600,000
Police Station - Renovations	100,000						\$100,000
Pumper - Engine 7 (1990)					500,000		\$500,000
radio system upgrade (Police and Fire)		450,000					\$450,000
Ambulance replacement (2008)			240,000				\$240,000
Engine #3 Refurbishment (2008)					150,000		\$150,000
Engine #8 Replacement (1988)						575,000	\$575,000
<i>Public Works</i>							
Road Reconstruction	950,000	900,000	950,000	950,000	950,000	950,000	\$4,700,000
Covered Storage - equipment & salt						730,000	\$730,000
Sidewalk extensions - phase 2				250,000		250,000	\$500,000
Drainage - major culvert replacement			350,000				\$350,000
Traffic Control systems			150,000				\$150,000
West Concord infrastructure improvements			100,000				\$100,000
<i>Human Services</i>							
Rideout Playground - master plan; tennis & basketball relocation/renovation; other park improvements				800,000			\$800,000
Harvey Wheeler Roof Repair					100,000		\$100,000
Emerson Track resurfacing					100,000		\$100,000
<b>Subtotal - Town Projects</b>	<b>2,185,000</b>	<b>2,555,000</b>	<b>3,150,000</b>	<b>3,800,000</b>	<b>2,600,000</b>	<b>4,000,000</b>	<b>\$16,105,000</b>

# SECTION II: Budget Summary

## Debt

### FY14-18 Capital Program DEBT AUTHORIZATION - Town Manager's recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2013 2012	FY2014 2013	FY2015 2014	FY2016 2015	FY2017 2016	FY2018 2017	Total
<b>Concord Public Schools (K-8)</b>							
Transportation Facilities		475,000					\$475,000
Peabody	225,000		605,000	705,000	300,000		\$1,610,000
Sanborn	100,000		345,000	205,000	175,000	700,000	\$1,425,000
Alcott	25,000	70,000	45,000	70,000	250,000	100,000	\$535,000
Thoreau		50,000	50,000	195,000	125,000	100,000	\$520,000
Ripley Administration Building	325,000	200,000					\$200,000
Gross subtotal, CPS buildings less unfunded	675,000	795,000	1,045,000 (245,000)	1,175,000 (375,000)	850,000 (50,000)	900,000	\$4,765,000 (\$670,000)
<b>Subtotal - School Projects allocation</b>	<b>\$675,000</b>	<b>\$795,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$900,000</b>	<b>\$4,095,000</b>
<b>General Fund Projected Total</b>	<b>\$2,860,000</b>	<b>\$5,350,000</b>	<b>\$3,950,000</b>	<b>\$4,600,000</b>	<b>\$3,400,000</b>	<b>\$4,900,000</b>	<b>\$20,200,000</b>

### Light Enterprise Fund

Substation expansion	\$3,600,000						
Warehouse	\$800,000						
W.R. Grace land acquisition	\$600,000						

### Water Enterprise Fund

Reservoir Improvements			\$980,000				980,000
Nagog Pond - Intake design			\$1,400,000				1,400,000
Keyes Road covered storage						\$500,000	500,000
Nagog filtration plant			\$7,000,000				7,000,000

### Sewer Enterprise Fund

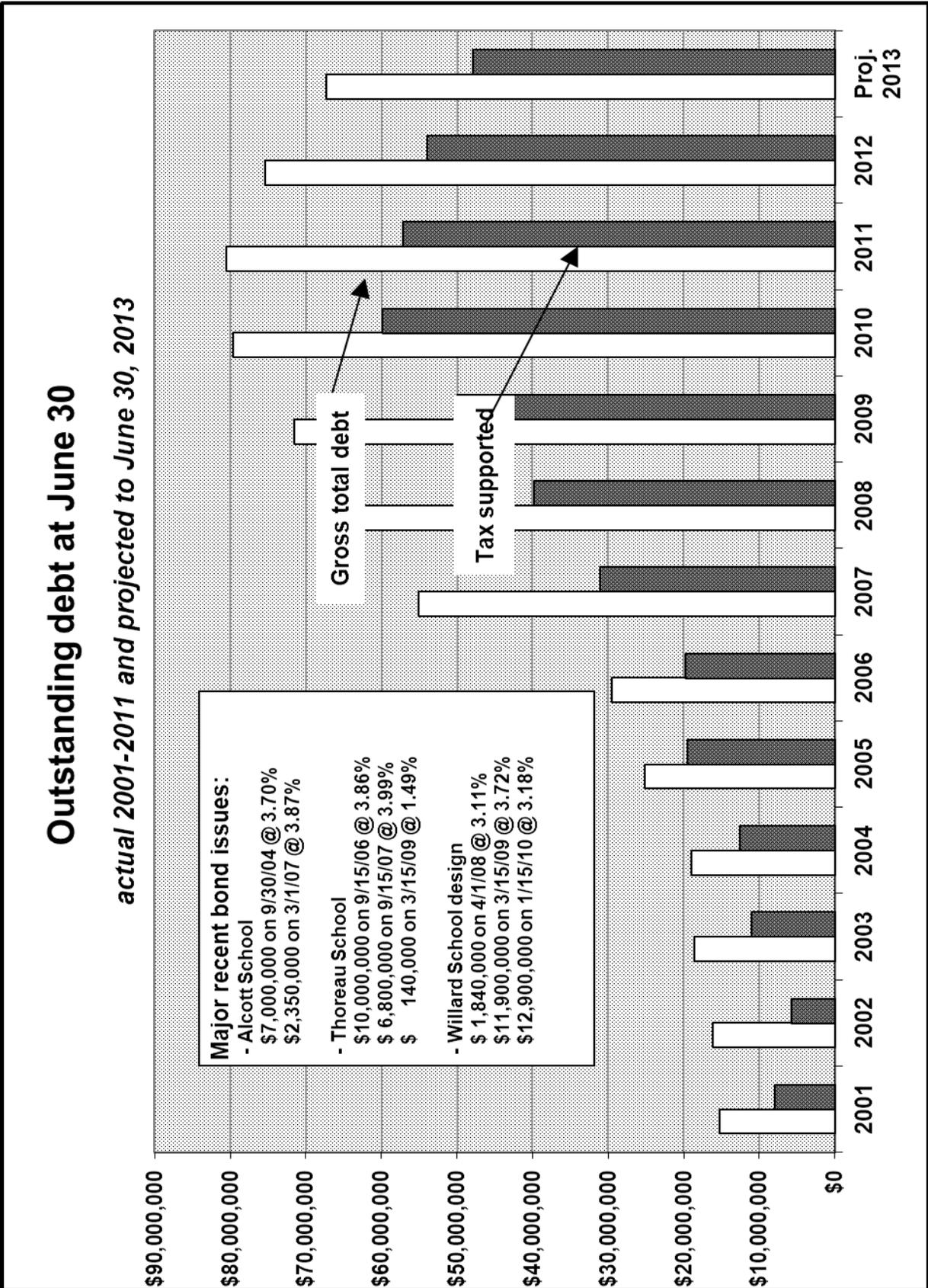
Keyes Road covered storage						\$100,000	100,000
Wastewater Capacity/Treatment Optimization							2,500,000
W. R. Grace land acquisition	\$600,000						

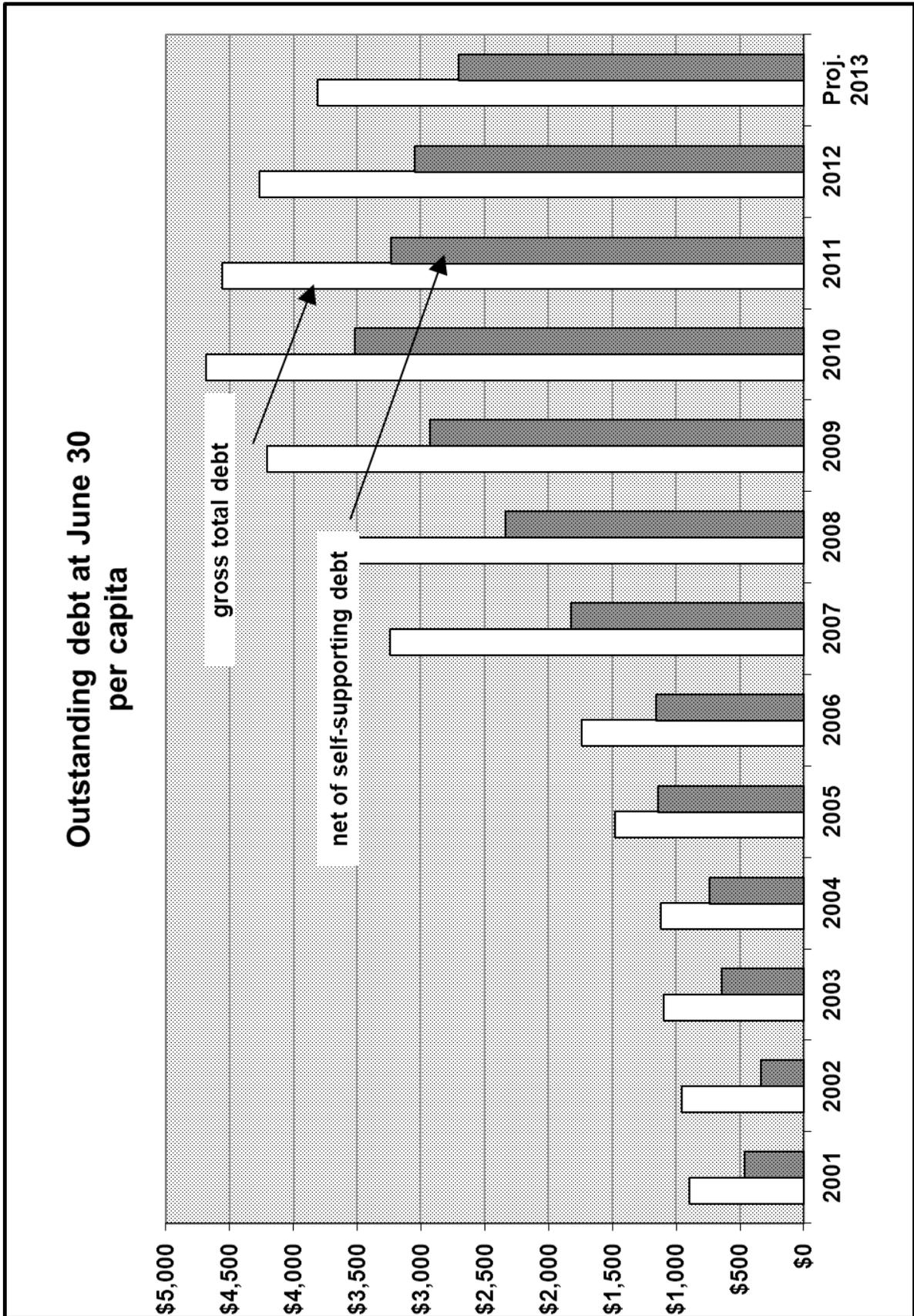
<b>Enterprise Funds Projected Total</b>	<b>\$5,600,000</b>	<b>\$0</b>	<b>\$11,880,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$12,480,000</b>
<b>GRAND TOTAL</b>	<b>\$8,460,000</b>	<b>\$3,350,000</b>	<b>\$15,830,000</b>	<b>\$4,800,000</b>	<b>\$3,400,000</b>	<b>\$5,500,000</b>	<b>\$32,680,000</b>

SECTION II: Budget Summary

Debt

CONCORD'S LONG-TERM DEBT STATISTICS												
June 30, 2001 to June 30, 2012 actual, and projected to June 30, 2013												
@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income		
		Gross	Net			Gross debt	net debt	Gross debt	net debt	Gross debt	net debt	
2001	\$2,783,643,972	\$15,266,000	\$7,863,000	16,993	\$51,477	0.55%	0.28%	\$998	\$463	1.7%	0.9%	
2002	\$3,974,434,046	\$16,185,000	\$5,770,000	16,993	\$51,477	0.41%	0.15%	\$952	\$340	1.85%	0.66%	
2003	\$4,408,301,807	\$18,605,000	\$11,020,000	16,993	\$51,477	0.42%	0.25%	\$1,095	\$649	2.13%	1.26%	
2004	\$4,411,852,520	\$19,019,237	\$12,569,237	16,993	\$51,477	0.43%	0.28%	\$1,119	\$740	2.17%	1.44%	
2005	\$5,17,100,515	\$25,138,385	\$19,515,000	16,993	\$51,477	0.49%	0.38%	\$1,479	\$1,148	2.87%	2.23%	
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%	
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$67,374	1.04%	0.58%	\$3,242	\$1,827	4.81%	2.71%	
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$67,374	1.14%	0.72%	\$3,684	\$2,339	5.47%	3.47%	
2009	\$5,264,597,702	\$71,479,236	\$49,853,220	16,993	\$67,374	1.36%	0.95%	\$4,206	\$2,934	6.2%	4.35%	
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$67,374	1.58%	1.19%	\$4,684	\$3,521	6.95%	5.23%	
2011	\$5,045,140,030	\$80,557,680	\$57,148,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,235	N/A	N/A	
2012	\$5,090,622,629	\$75,393,729	\$53,893,601	17,668	N/A	1.48%	1.06%	\$4,267	\$3,050	N/A	N/A	
Proj. 2013	\$5,054,970,094	\$67,299,319	\$47,822,417	17,668	N/A	1.33%	0.95%	\$3,809	\$2,707	N/A	N/A	
<b>"Net debt" is net of self-supporting debt issued for the water, sewer and electric funds.</b>												
<b>EQV and Debt:</b> The Town's Equalized Valuation (EQV) is set by the state biennially. The value set for January 1, 2010 is \$5,562,518,600. This EQV will be used in various state formulas for FY12 and FY13. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's projected outstanding debt as of June 30, 2012 is 1.45% of EQV, well under its legal limit.												





SECTION II: Budget Summary

Debt

Excluded Debt as of June 30, 2013

	Principal		FY14 Debt Service			Amortized Premium
	Initial Issuance	Remaining Balance	Remaining Percent	Principal	Interest	
<b><u>Outstanding Town-Issued Exempt Debt</u></b>						
Harvey Wheeler Community Center <i>Feb. 2004 (2.87%)</i>	\$1,200,000	\$300,000	25.0%	\$100,000	\$10,837	\$110,837
Wastewater Management (Phase 1) <i>Nov. 2005 (2.00% - WPAT Loan)</i>	\$1,638,290	\$1,142,417	69.7%	\$77,723	\$23,727	\$101,450
Alcott School <i>Sept. 2004 (3.70%), Mar. 2007 (3.87%)</i>	\$9,350,000	\$5,595,000	59.8%	\$505,000	\$215,995	\$720,995
Thoreau School <i>Sept. 2006 (3.86%), Sept. 2007 (3.99%)</i>	\$16,800,000	\$11,560,000	68.8%	\$935,000	\$446,397	\$1,381,397
Willard School <i>Apr. 2008 (3.11%), Mar. 2009 (3.72%), Jan. 2010 (3.18%), May 2010 (3.18%), May 2012 (0.92%)</i>	\$27,015,000	\$21,340,000	79.0%	\$1,595,000	\$714,778	\$2,309,778
<b>Town Exempt - Total</b>	<b>\$56,003,290</b>	<b>\$39,937,417</b>	<b>71.3%</b>	<b>\$3,212,723</b>	<b>\$1,411,734</b>	<b>\$4,624,457</b>
MSBA Grant Elementary Sch. Debt Stabilization Fund						(\$409,878) (\$735,000)
<b>Total Town Exempt Borrowing</b>	<b>\$56,003,290</b>	<b>\$39,937,417</b>	<b>71.3%</b>	<b>\$3,212,723</b>	<b>\$1,411,734</b>	<b>\$3,479,579</b>
<b><u>Outstanding CCRSD-Issued Exempt Debt</u></b>						
Existing High School (Concord's Assessment)						(\$3,483)
New High School (Concord's Assessment) <i>(expecting \$32.5 million sale in June 2013)</i>						\$1,522,521 (est)
High School Debt Stabilization Fund						(\$230,000)
<b>Total Town and CCRSD Issued Exempt Debt</b>						<b>\$4,768,617</b>

## SECTION II: Budget Summary

### Details of Town-Issued Excluded Debt Cost

#### Harvey Wheeler Community Center

The long-term bond for this project was issued February 2004. \$1.2 million was the excluded debt portion. The bond was issued as a 12-year level principal maturity schedule at an interest cost of 2.87%, with a final maturity on Feb. 15, 2016. FY14 debt service is:

Principal	\$ 100,000
Interest	<u>10,837</u>
	\$ 110,837 (net of \$163 amortized premium)

#### Wastewater Management, Phase 1

A \$4,190,000 debt authorization was voted at the 2004 Town Meeting and the debt for this sewer extension project was approved by ballot on June 8, 2004. This debt is secured through the Water Pollution Abatement Trust (WPAT), Commonwealth of Massachusetts, at a subsidized interest rate of 2%. The long-term loan was executed in November 2005. The budgeted cost for FY13 is the seventh year of a twenty-year payment schedule, with the final maturity on July 15, 2025. The General Fund and Betterment funded shares for FY14 are:

General Fund (39.1%)	\$ 101,450
Betterment funded (60.9%)	\$ 158,012

#### Alcott School Construction

The Massachusetts School Building Authority paid a lump-sum grant to the Town on September 25, 2006, in the amount of \$7,175,997 (about 43% of total project expenses). The grant was used to redeem short-term project notes that came due September 30, 2006. The Town received the maximum grant for which it was eligible, based upon a per square foot maximum allowable cost of \$173, a building constructed area of 78,011 square feet, and a nominal 50% state grant (the percentage applies to allowable costs, not gross actual costs).

A \$7 million bond was issued on September 30, 2004. This was a 20-year level principal issuance sold at an interest cost of 3.70%. Additionally, a \$2.35 million bond was issued on March 1, 2007. This was a 15-year issuance sold at an interest cost of 3.87%. A final one-year issue of \$15,000 was made on March 15, 2009 at an interest cost of 1.17%. These bonds were issued pursuant to authorization voted by the Town Meeting in 2002 (Article 60) and approved by ballot vote in June of 2002.

The total Alcott debt expense in the FY14 budget is \$720,995 (0.96% of the projected tax levy).

\$10 million Bond issued September 2004:

Principal	\$ 350,000
Interest	<u>159,863</u>
	\$ 509,863

\$2.35 million Bond issued March 2007:

Principal	\$ 155,000
Interest	<u>56,132</u>
	\$ 211,132 (net of \$443 amortized premium)

The total Alcott project cost was about \$16.8 million. The new school opened September 2004.

## SECTION II: Budget Summary

## Debt

### Thoreau School Construction

An 18-year bond in the principal sum of \$10,000,000 was issued September 15, 2006 at an interest cost of 3.86%, with a final maturity on Sept. 15, 2024. An additional 18-year bond in the principal sum of \$6,800,000 was issued September 15, 2007 at an interest cost of 3.99%, with a final maturity on Sept. 15, 2025.

\$10 million Bond issued September 2006:

Principal	\$ 555,000
Interest	<u>252,628</u>
	\$ 807,628 (net of \$590 amortized premium)

\$6.8 million Bond issued September 2007:

Principal	\$ 380,000
Interest	<u>193,769</u>
	\$ 573,769 (net of \$769 amortized premium)

These bonds were issued pursuant to authorization voted by the 2004 Town Meeting (Article 27) and approved by ballot vote in June of 2004. The total tax-supported Thoreau debt expense provided in the FY14 budget is a gross sum of \$1,381,397 reduced by a \$409,878 allocation from the MSBA project grant, a net amount of \$971,519 (1.29% of the projected tax levy).

### Willard School Design and Construction

\$1,840,000 was authorized by the 2006 Annual Town Meeting and by a subsequent debt exclusion ballot vote in June 2006 for the design of a new Willard Elementary School. Additionally, at the Special Town Meeting of November 5, 2007 and the ballot vote of November 14, 2007, \$30.025 million was authorized for construction of the new Willard School.

A 10-year bond in the principal sum of \$1,840,000 was issued April 1, 2008 at an interest cost of 3.11%, with a final maturity on April 1, 2018. A 19-year bond in the principal sum of \$11,900,000 was issued March 15, 2009 at an interest cost of 3.72%. A 19-year bond in the principal sum of \$12,900,000 was issued January 15, 2010 at an interest cost of 3.18%.

The total Willard debt expense provided in the FY14 budget is \$2,309,778 reduced by an allocation of \$475,000 from the Elementary School Debt Stabilization Fund (see below) for a net amount of \$1,834,778 (2.45% of the projected tax levy).

\$1.84 million Bond issued April 2008:

Principal	\$ 185,000
Interest	<u>30,734</u>
	\$ 215,734 (net of \$572 amortized premium)

\$11.9 million Bond issued March 2009:

Principal	\$ 630,000
Interest	<u>349,864</u>
	\$979,864 (net of \$285 amortized premium)

\$12.9 million Bond issued January 2010:

Principal	\$ 680,000
Interest	<u>333,547</u>
	\$1,013,547 (net of \$1,428 amortized premium)

## SECTION II: Budget Summary

## Debt

\$375,000 Bond issued May 2011:

Principal	\$ 100,000
Interest	<u>633</u>
	\$100,633 (net of \$2,867 amortized premium)

The new school opened September 2009. The final construction cost was about \$27.2 million, significantly under the authorized allocation of \$30,025,000. Article 58 of the 2011 Town Meeting Warrant rescinded the unused borrowing authorization.

The Willard School project has not yet been selected by the MSBA for a possible state grant. The Town is permitted to renew its application annually.

### Town-Issued Excluded Debt Budgetary Offsets

#### MSBA Grant

The new Thoreau School opened in September 2006. Subsequently, the Massachusetts School Building Authority (MSBA) notified the Town that the Thoreau School project would be eligible as a "moratorium project", having been constructed during a period when the state was not accepting school building assistance applications and before the legislature enacted the statute creating the new MSBA. An audit of the project expenses incurred from the initial design work in 2000 to final completion in 2006 was completed in the spring of 2010 and a grant of \$6,336,666 (40% of eligible costs) was received in June 2010. Since the Town had already issued the long-term debt, regulations of the Massachusetts Department of Revenue require that any MSBA grant be escrowed by the Town and be allocated proportionately to future debt service costs over the life of the bonds. Accordingly, \$409,878 is budgeted to offset the FY14 debt service cost.

#### Elementary School Debt Stabilization Fund

The 2008 Annual Town Meeting voted to transfer \$2,500,000 from Free Cash (the unreserved General Fund balance) to create a Stabilization Fund for the purpose of reducing the tax impact of future debt service costs of the Alcott, Thoreau and Willard School bonds. Funds were accordingly transferred on July 1, 2008. A two-thirds vote of Town Meeting is required to put monies into a Stabilization Fund or to take monies out. Town Meeting has authorized the disbursements from this Fund to lessen the property tax impact by adopting the following articles: Article 10 of the 2010 Annual Town Meeting Warrant for \$1,000,000, Article 26 of the 2011 Town Meeting Warrant for \$700,000, and Article 15 of the 2012 Town Meeting Warrant for \$475,000. With the 2013 Annual Town Meeting, Article 18 proposes \$735,000 for this purpose.

Under state law, Stabilization Funds carry broader investment authority than general operating funds in the treasury. Interest earnings remain with the Fund. This stabilization fund is invested in a short-term bond fund account with the Massachusetts Municipal Depository Trust (MMDT). The MMDT is the state pooled cash fund open solely to municipalities, regional districts and state government entities, established by state law with the State Treasurer as the sole trustee and managed under contract to the State Treasurer by Fidelity Investments.

As of December 31, 2012, the status of the Elementary School Debt Stabilization Fund is:

Original balance (July 1, 2008)	\$ 2,500,000
Earned to date	251,363
Realized gains	161,426
<b>Less</b> Allocated by Town Meeting	<u>- 2,175,000</u>
Balance at 12/31/12	\$737,790

**Details of CCRSD-Issued Excluded Debt Cost**

**Existing High School**

A long-term bond for renovations of the existing High School was issued December 2007. The FY14 Concord assessment of the debt service is:

Principal	\$ 284,065
MSBA Grant	<u>288,950</u>
Total	\$ - 4,885
Concord Assessment (72.85%)	\$ - 3,559

**New High School**

Based on the first amendment to the Project Funding Agreement (January 8, 2013), the cost allocation for the new Concord-Carlisle High School is as follows. Concord's actual assessment of the cost will be determined by the future annual enrollment proportion of Concord students.

CCRSD	\$ 63,991,177
MSBA Grant	<u>28,587,347</u>
Total Project Cost	\$ 92,578,524

A \$32.5 million bond is expected to be issued June 2013. This bond is issued pursuant to authorization voted by the 2011 Concord Special Town Meeting (Article 1) on November 7, 2011 and subsequently approved by the Carlisle Town Meeting. The FY14 expected debt service is:

\$32.5 million Bond expected to be issued June 2013

:

Principal	\$ 1,300,000
Interest	<u>835,074</u>
Total	\$ 2,135,074
Concord Assessment (72.85%):	\$ 1,555,402

**CCRSD-Issued Excluded Debt Budgetary Offsets**

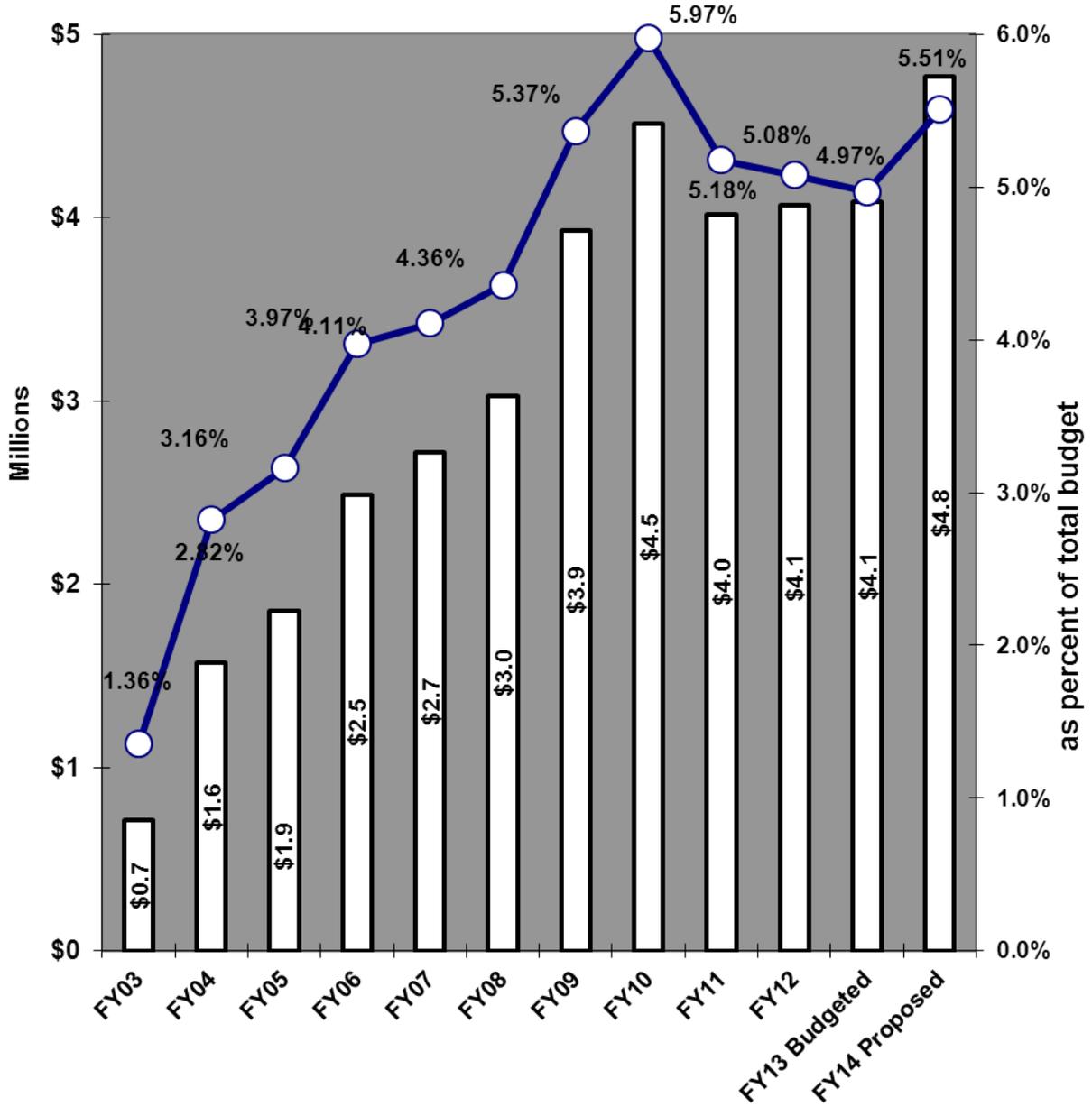
**MSBA Grant**

On September 28, 2011, the Massachusetts School Building Authority (MSBA) approved an Estimated Maximum Facilities Grant of \$28,781,100 in funding for a new Concord-Carlisle High School. On January 8, 2013, this amount was amended to \$28,587,347 based on the 60% Design Development Analysis. The MSBA reimburses 35.58% of all eligible charges against the grant, and CCRSD finances the net local share.

**High School Debt Stabilization Fund**

The Special Annual Town Meeting held on April 2, 2012 voted to transfer \$2,000,000 from Free Cash (the unreserved General Fund balance) to create a Stabilization Fund for the purpose of reducing the tax impact of future debt service costs of the new High School. Funds were accordingly transferred on July 1, 2012. As of December 31, 2012, after including investment income, the Fund has \$2,002,501. With the 2013 Annual Town Meeting, Article 19 proposes allocating \$230,000 for reducing the property tax impact of this project. Article 19 also proposes to add an additional \$750,000 to this fund from the June 30, 2012 Certified Free Cash balance.

### Debt Exclusion Tax Levy



## Debt Service Schedule for debt issued through June 30, 2012

Fiscal Year	Total Annual Debt Service		Total Principal Outstanding at June 30th	Tax Supported Annual Debt Service							
	Principal Matured	Interest Payment		Town (within levy limit)		Town (outside levy limit)		School (within levy limit)		School (outside levy limit)	
				Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment
2013	8,094,410	2,400,030	67,299,322	2,225,000	242,671	176,184	39,631	625,000	72,221	3,045,000	1,476,386
2014	7,667,797	2,164,513	59,631,525	1,830,000	183,541	177,723	34,726	560,000	56,516	3,035,000	1,384,126
2015	7,007,026	1,942,783	52,624,499	1,510,000	132,076	179,293	29,539	535,000	39,581	3,005,000	1,287,825
2016	6,436,542	1,732,882	46,187,957	1,155,000	87,700	180,895	24,067	435,000	23,388	2,930,000	1,189,082
2017	5,506,350	1,522,898	40,681,607	780,000	50,000	82,529	18,560	240,000	10,175	2,930,000	1,088,857
2018	5,111,456	1,353,749	35,570,151	550,000	25,750	84,196	16,767	100,000	3,000	2,920,000	990,844
2019	4,421,868	1,184,311	31,148,283	200,000	6,000	85,897	14,939	0	0	2,740,000	886,850
2020	4,167,273	1,043,007	26,981,011	0	0	87,632	13,073	0	0	2,740,000	787,563
2021	4,183,532	906,539	22,797,479	0	0	89,403	11,170	0	0	2,740,000	687,888
2022	4,028,844	766,599	18,768,635	0	0	91,209	9,229	0	0	2,740,000	585,088
2023	3,890,536	628,994	14,878,099	0	0	93,052	7,248	0	0	2,585,000	480,178
2024	3,877,635	496,643	11,000,464	0	0	94,932	5,227	0	0	2,585,000	380,884
2025	3,894,962	360,365	7,105,502	0	0	96,850	3,165	0	0	2,585,000	278,682
2026	3,002,637	240,751	4,102,865	0	0	98,806	1,062	0	0	1,675,000	193,844
2027	2,127,865	157,850	1,975,000	0	0	0	0	0	0	1,300,000	143,657
2028	1,300,000	89,313	675,000	0	0	0	0	0	0	1,300,000	89,313
2029	675,000	27,000	0	0	0	0	0	0	0	675,000	27,000
total	75,393,733	17,018,227		8,250,000	727,738	1,618,601	228,403	2,495,000	204,881	41,530,000	11,958,067

Interest expense as % of total debt service, FY12: 22.9%

Interest expense as % of total debt service to final maturity: 18.4%

Projected as of June 30, 2013:

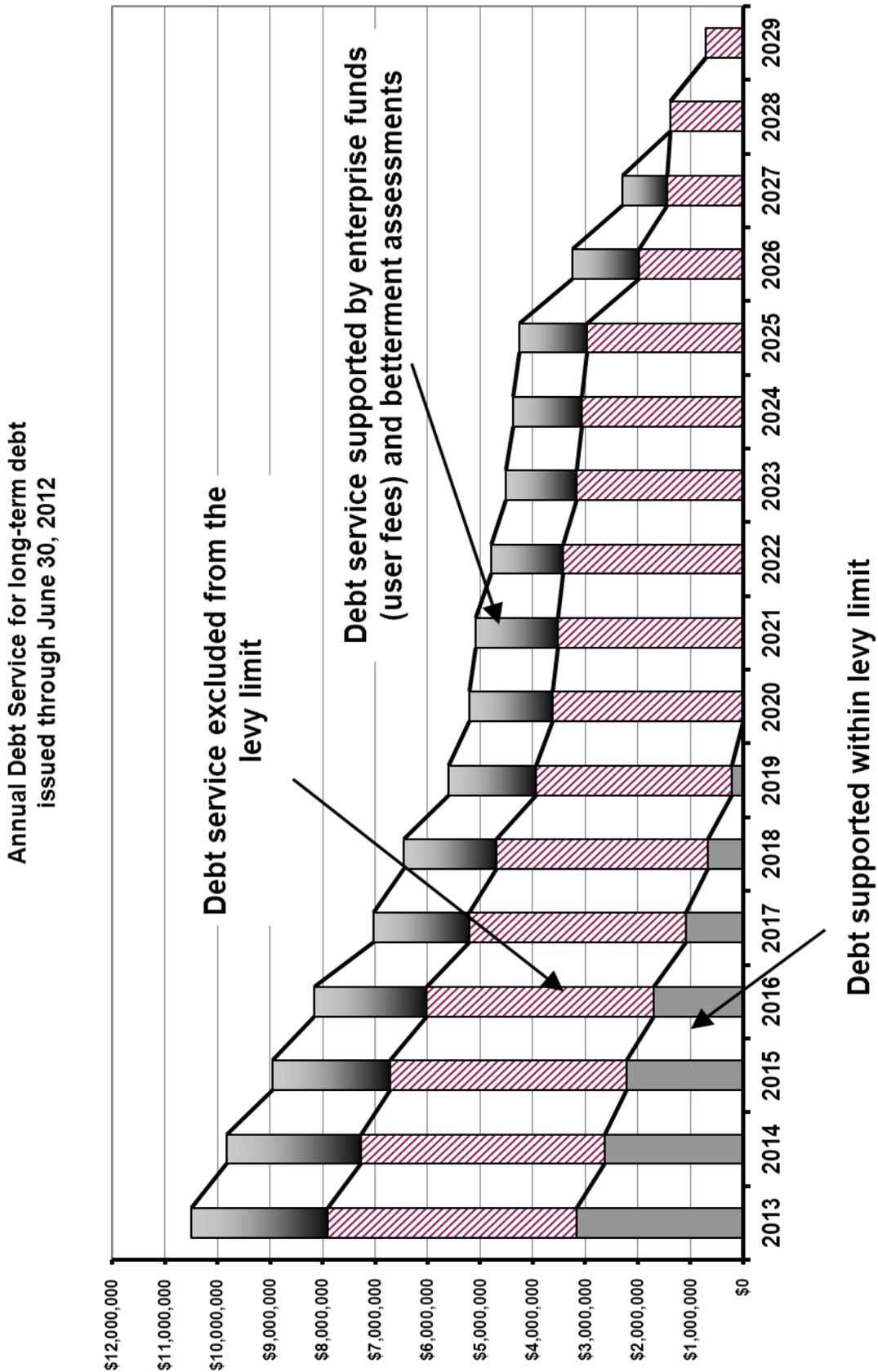
Debt Retirement - all 5 yrs | 10 yrs  
46.0% | 75.1%

Debt Retirement - tax supported only 48.2% | 76.7%

# SECTION II: Budget Summary

# Debt

Revenue Supported Annual Debt Service								subtotals		
Water		Sewer		Betterment (WPAT loans)		Light		Tax-supported		Revenue-supported
Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	Principal Matured	Interest Payment	within Limit	Excluded	
470,000	177,744	593,420	194,146	199,806	39,532	760,000	157,699	3,164,892	4,737,201	2,592,347
470,000	161,144	603,388	179,931	231,686	36,955	760,000	127,574	2,630,057	4,631,575	2,570,678
470,000	146,144	613,557	165,398	234,176	34,326	460,000	107,894	2,216,657	4,501,657	2,231,495
470,000	130,681	623,932	150,620	236,715	31,644	405,000	95,700	1,701,088	4,324,044	2,144,292
370,000	110,706	534,516	134,242	239,305	28,908	330,000	81,450	1,080,175	4,119,946	1,829,127
370,000	97,388	545,314	122,634	241,946	26,116	300,000	71,250	678,750	4,011,807	1,774,648
295,000	83,213	556,331	110,791	244,640	23,268	300,000	59,250	206,000	3,727,686	1,672,493
295,000	73,050	567,570	98,709	177,071	20,362	300,000	50,250	0	3,628,268	1,582,012
295,000	62,450	579,036	86,383	180,093	17,398	300,000	41,250	0	3,528,461	1,561,610
235,000	51,850	590,734	73,808	171,901	14,374	200,000	32,250	0	3,425,526	1,369,917
235,000	43,050	602,668	60,979	174,816	11,289	200,000	26,250	0	3,165,478	1,354,052
235,000	34,250	614,843	47,891	147,860	8,141	200,000	20,250	0	3,066,043	1,308,235
235,000	25,300	627,265	34,538	150,847	4,930	200,000	13,750	0	2,963,697	1,291,630
235,000	16,275	639,936	20,916	153,895	1,654	200,000	7,000	0	1,968,712	1,274,676
175,000	7,175	652,865	7,018	0	0	0	0	0	1,443,657	842,058
0	0	0	0	0	0	0	0	0	1,389,313	0
0	0	0	0	0	0	0	0	0	702,000	0
4,855,000	1,220,420	8,945,375	1,488,004	2,784,757	298,897	4,915,000	891,817	11,677,619	55,335,071	25,399,270



# SECTION II: Budget Summary

## Debt

### Town of Concord, MA Authorized and Unissued Debt @ June 30, 2012

debt category	Town Meeting Vote	Purpose	Debt Amount		Code	Note Issuance and other comment	Expected future issue	expected to rescind	TOTAL
			Authorized	Unissued					
enterprise	Art. 20, 2009	CMLP Smart Grid	500,000		62-460-460-0311	\$4 M Bond issued 5-17-11 @ 2.585%		500,000	500,000
Betterment	Art. 42, 2009	Septic Betterment Loan (Title 5)	2,000,000		18-455-455-0316				2,000,000
enterprise	Art. 23, 2010	Water System Improvements	400,000		61-450-450-323	\$1.5 M Bond issued 5-17-11 @ 2.505%			400,000
within limit	Art. 27, 2011	School Building improvements	725,000		30-300-300-335	\$100K Bond issued 5-15-12		100,000	725,000
within limit	Art. 33, 2011	Fire Equipment - aerial ladder truck	100,000		30-220-220-336	\$800 K Bond issued 5-15-12			100,000
within limit	Art. 34, 2011	Library Equipment - RFID system	15,000		30-610-610-337	\$125K Bond issued 5-15-12			15,000
within limit	Art. 36, 2011	Road Engineering & Design - Main St.	50,000		30-429-429-339				50,000
within limit	Art. 42, 2011	Land Acquisition - Rogers parcel	240,000		30-122-123-340	\$150K Bond issued 5-15-12		300,000	300,000
within limit	Art. 8, 2012	School Building improvements	675,000		30-300-300-341				675,000
within limit	Art. 26, 2012	Road Improvements	950,000		30-429-429-342				950,000
within limit	Art. 27, 2012	Police/Fire Station 1 improvements	600,000		30-220-200-347				600,000
			100,000		30-215-215-343				100,000
enterprise	Art. 28, 2012	Light Plant expansion	4,400,000		62-460-460-344				4,400,000
enterprise	Art. 36, 2012	Land Acquisition (WR Grace)	600,000		62-460-460-345				600,000
			600,000		60-440-440-345				600,000
within limit	Art. 2 (4-24-12)	Land Acquisition, 51 Lawsbrook Road	535,000		30-122-123-346				535,000
			<u>\$ 12,490,000</u>					900,000	<u>12,550,000</u>

#### Detail: Authorized & Unissued by Funding Source

Tax Supported to be issued	\$ 2,990,000
Betterments	2,000,000
Light Fund	5,500,000
Water Fund	400,000
Sewer Fund	600,000
to be rescinded	900,000
	<u>\$ 12,390,000</u>

**SECTION II: Budget Summary**



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