

Mission Statement:

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

Budget Highlights:

- This budget represents no change in operating cost from that of the FY12 budget.

**Expenditure Summary**

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 2,741	\$ 2,564	\$ 3,100	\$ 3,100
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,741	\$ 2,564	\$ 3,100	\$ 3,100

Description:

The Town Moderator appoints the 15-member Finance Committee. Five members are appointed to terms of 3 years at each Annual Town Meeting. Finance Committee members are not permitted to concurrently be an officer of the Town or a member of any other board of the Town. The Finance Committee meets regularly during the year. Prior to the Annual and any Special Town Meeting it conducts public hearings on financial matters scheduled to come before these meetings. It publishes an Annual Report and reports for special meetings as necessary to convey its recommendations. The report for the Annual Town Meeting must be printed and distributed to the voters not less than seven days before such a meeting. The Town Finance Department carries out the Finance Committee's administrative tasks. The Committee has no separate staff or secretarial support.

A 1976 Town Meeting vote requires the Committee to establish budget guidelines for the Board of Selectmen, Concord Public School Committee, and the Concord-Carlisle Regional School Committee prior to November 30<sup>th</sup> each year. One or more members of the committee are also assigned to observe and attend meetings of all other principal Town boards and committees, including school committees.

The Committee also manages the Reserve Fund Account (account #34), which is appropriated as part of the Town Budget. Requests for Reserve Fund transfers during the year are submitted through and with the prior approval of the Town Manager.

The Finance Committee Report is sent to the Town residents in April, in advance of the Annual Town Meeting. It is the principal means of informing those who will attend the Annual Town Meeting, and it serves as an informational resource for all residents. The report's goal is to convey succinctly to the Town residents the status of the Town's finances, the merits of its budgetary choices, and the recommendations of the committee.

In calendar year 2011, the Finance Committee met 23 times:

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

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2011 of budget guidelines for the FY13 budget year commencing July 1, 2012.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	2,100	2,253	2,385	2,385	2,385
Supplies	250	-	250	250	250
Other Charges	391	311	465	465	465
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 2,741</u>	<u>\$ 2,564</u>	<u>\$ 3,100</u>	<u>\$ 3,100</u>	<u>\$ 3,100</u>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 3,100	100.00%	\$ 3,100	100.00%	0.00%
Totals	<u>\$ 3,100</u>	100.00%	<u>\$ 3,100</u>	100.00%	0.00%

Finance Department Mission Statement:

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

Finance Administration Division:

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

Budget Highlights:

- This budget represents a 3.7% decrease in operating cost from that of the FY12 budget.
- The decrease of \$15,929 from FY12 to FY13 in Personnel Services is a result of hiring new Finance Administration employees at a lower salary than the amount budgeted for the previous employees who have worked for the Town for many years.
- The Finance Administration Division is currently fully staffed with the hiring of an Assistant Treasurer. This position was vacant for most of FY11 and this resulted in Personnel Services savings.
- Prior to FY11, this account paid for rental space at 30 Monument Square for the Assessor Division, which relocated to a newly renovated building at 24 Court Lane in the Spring of 2010.

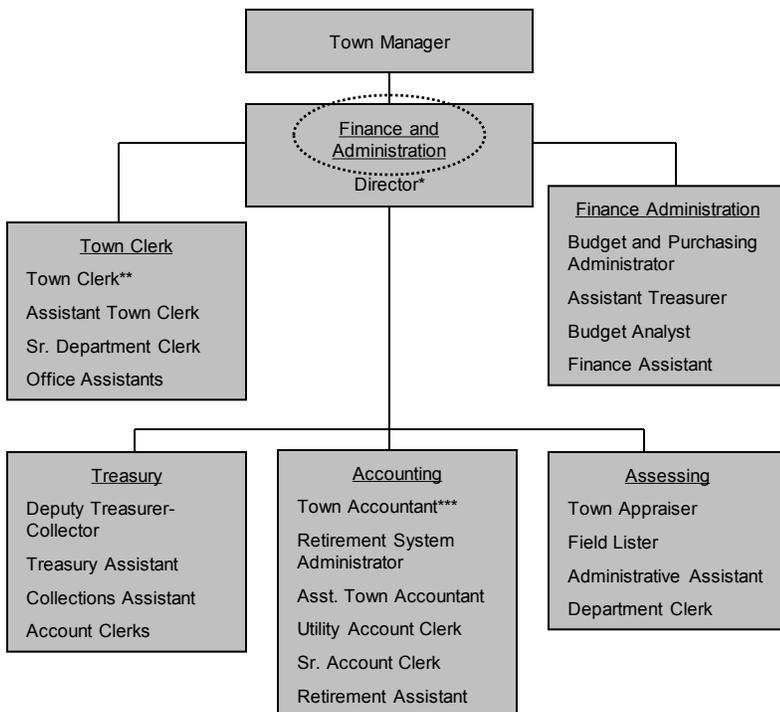
Expenditure Summary

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 257,158	\$ 219,832	\$ 253,719	\$ 244,169
Other Funds	\$ 167,134	\$ 155,995	\$ 166,580	\$ 160,201
Total Expenditures	\$ 424,292	\$ 375,827	\$ 420,299	\$ 404,370

Description:

The Finance Director is appointed by the Town Manager and serves as the Treasurer-Collector. He serves as custodian of the Concord Contributory Retirement Fund, and as Treasurer of the Trustees of Town Donations and for the Minuteman-Nashoba Health Group as well. The Director also supervises the other Finance Divisions: Assessing; Accounting; Treasury; and Town Clerk.

The Finance Administration Division supports the functions of fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and purchasing administration.



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

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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 325,627	\$ 329,093	\$ 409,919	\$ 393,990	\$ 393,990
Purchased Services	74,139	17,766	2,430	10,930	1,930
Supplies	767	1,223	1,450	1,950	1,950
Other Charges	3,680	2,189	6,500	6,500	6,500
Capital Outlay	20,080	25,554	-	-	-
<b>Totals</b>	<b>\$ 424,292</b>	<b>\$ 375,827</b>	<b>\$ 420,299</b>	<b>\$ 413,370</b>	<b>\$ 404,370</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 253,719	60.37%	\$ 244,169	60.38%	-3.76%
Light Fund	41,643	9.91%	40,049	9.90%	-3.83%
Water Fund	66,626	15.85%	64,077	15.85%	-3.83%
Sewer Fund	16,659	3.96%	16,021	3.96%	-3.83%
Solid Waste Fund	8,331	1.98%	8,011	1.98%	-3.84%
Swim and Fitness Fund	8,331	1.98%	8,011	1.98%	-3.84%
Parking Meter Fund	16,659	3.96%	16,021	3.96%	-3.83%
Town Trust Fund	8,331	1.98%	8,011	1.98%	-3.84%
<b>Totals</b>	<b>\$ 420,299</b>	<b>100.00%</b>	<b>\$ 404,370</b>	<b>100.00%</b>	<b>-3.79%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 139,395	1.00	\$ 139,395
	Budget and Purchasing Administrator	1.00	80,042	1.00	80,292
	Assistant Treasurer	1.00	67,268	1.00	63,000
	Budget Analyst	1.00	56,653	1.00	50,400
	Finance Assistant	1.00	62,661	1.00	57,003
	Sub Total	<u>5.00 FTEs</u>	\$ 406,019	<u>5.00 FTEs</u>	\$ 390,090
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	<u>\$ 409,919</u>	<u>5.00 FTEs</u>	<u>\$ 393,990</u>

**Program Implementation**

- The proposed FY13 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Administrator, Assistant Treasurer, Budget Analyst and Finance Assistant.
- The Finance Director, who is appointed by the Town Manager with the approval of the Board of Selectmen, also serves as Treasurer / Collector. In addition, the Finance Director provides staff support to the Finance Committee.
- With this staff, the Finance Administration Division is responsible for the Town’s fiscal management. Activities include fiscal planning, debt administration, budget development and management, payroll administration, fiscal administration of employee insurance programs, and procurement management.
- The Assistant Treasurer position, which was filled in FY11, assists the Finance Director with various tasks relating to payroll and employee benefits management. The Assistant Treasurer oversees the management of the biweekly Town payroll and works with the Finance Assistant on matters related to payroll preparation. This staff member also manages employee benefit transactions for all Town employees and retirees related to payroll management. In addition, the Assistant Treasurer serves as a backup to the Deputy Treasurer / Collector and acts as Division Manager and supervisor in his or her absence.
- Personnel Services cost are budgeted to decrease from FY12 to FY13 as a result of the hiring of new employees to fill the Assistant Treasurer, Budget Analyst, and Finance Assistant position. Previous employees, though years of service to the Town, had higher salaries than the new employees who replaced them.
- Other non-Personnel expenditures are level funded. Purchased Services include resources for telephone and telephone maintenance, staff training, book binding, and advertising. Items covered by Supplies are for office supplies and stationery. The Other Charges and Expenses category funds membership dues, conference registrations, and travel expenditures.
- Prior to FY11, the Assessing Division rented office space at 30 Monument Square and this rental cost was carried in the Finance Administration Division budget. During the Spring of 2010, the Assessing Division moved to a newly renovated office at 24 Court Lane, adjacent to the Sleepy Hollow Cemetery. Accordingly, there is a decrease of approximately \$30,000 in the budget from FY10 to FY11.

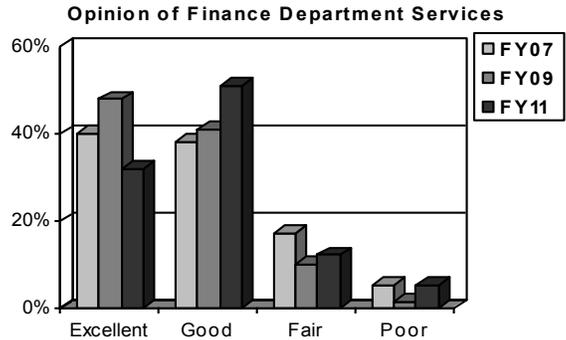
**Finance Administration Programs**

**Program 1 - Financial Operations:**

**Objective:** To be a responsible steward of the Town’s resources, and to provide quality administrative services.

**Performance Measure 1: How satisfied are citizens with the Finance Administration’s (Town House) operations?**

How would you rate the quality of services provided by the Finance Department?	FY05	FY07	FY09	FY11
Excellent	N/A	40%	48%	32%
Good	N/A	38%	41%	51%
Fair	N/A	17%	10%	12%
Poor	N/A	5%	1%	5%



\*Source: September 2006, November 2008 and November 2010 telephone surveys.

**Discussion:** The majority of respondents had a positive view of the quality of Finance Department services, which includes the services of the Town Clerk, Tax Collector, and Town Assessor. Nearly 90% of respondents felt that the Finance Department provides services of either good or excellent quality.

A change in methodology means that the FY07 and FY09 results are not strictly comparable.

**Performance Measure 2: Are Town resources being managed responsibly?**

The Town’s credit rating with major bond rating firms.	FY06	FY07	FY08	FY09	FY10	FY11
Moody’s Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

**Performance Measure 3: How does the volume of work (outputs) compared with previous years.**

<b>Payroll Processing</b>	2005	2006	2007	2008	2009	2010	2011
Number of Payroll Checks Processed	9,916	10,798	11,248	11,520	11,298	11,227	10,899
Number of W-2 Forms Processed	549	644	655	652	616	615	595

**Discussion:** For the most part, the increase in volume for payroll processing was caused by the opening of the Beede Center in FY06.

<b>Procurement Processing</b>	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Number of Purchase Orders Processed	629	664	632	639	793	692	621
Number of Bids Processed	19	24	30	24	15	15	25
Number of RFPs Processed	13	16	23	9	9	18	16

**Discussion:** The FY09 increase in purchase orders is primarily a result of purchasing activity for the new Willard School.

Mission Statement:

The mission of the Treasurer-Collector Division is to maximize the Town's financial resources by efficiently administering the collection of all Town receivables in a fair and courteous manner and by effectively managing the Town's bank accounts, short-term investments, and disbursements.

Budget Highlights:

- This budget represents a 1.3% increase in operating cost from that of the FY12 budget.
- Banking fees are budgeted to increase by \$365.

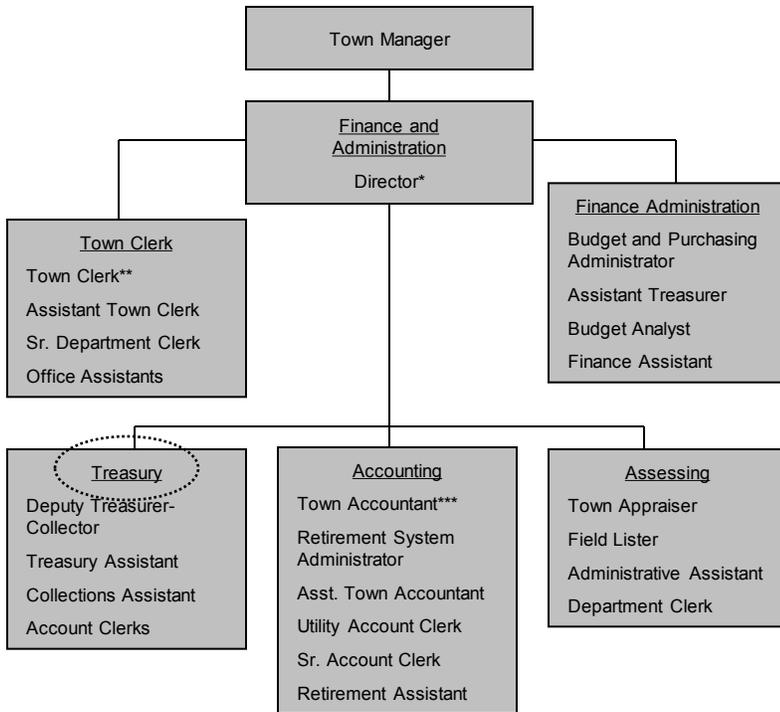
**Expenditure Summary**

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 242,404	\$ 245,797	\$ 250,066	\$ 252,888
Other Funds	\$ 183,211	\$ 190,112	\$ 194,417	\$ 197,364
<b>Total Expenditures</b>	<b>\$ 425,615</b>	<b>\$ 435,909</b>	<b>\$ 444,483</b>	<b>\$ 450,252</b>

Description:

The Treasurer-Collector Division of the Finance Department is under the direction of the Deputy Treasurer-Collector and is responsible for the receipt, short-term investment, bank account management, and disbursement of all Town funds.

The division also manages the billing and collection of all taxes, the billing and collection of curbside recycling and refuse collection subscriptions, and the collection of other departmental fees, including ambulance charges, parking violation fees, parking permits, police false alarm bills, and curbside tags and barrel stickers.



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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 259,808	\$ 266,124	\$ 271,974	\$ 276,287	\$ 276,287
Purchased Services	158,711	164,393	163,954	169,845	164,210
Supplies	3,893	3,037	5,000	6,300	6,300
Other Charges	3,203	2,355	3,555	3,455	3,455
Capital Outlay	-	-	-	-	-
<b>Totals</b>	<b>\$ 425,615</b>	<b>\$ 435,909</b>	<b>\$ 444,483</b>	<b>\$ 455,887</b>	<b>\$ 450,252</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 250,066	56.26%	\$ 252,888	56.17%	1.13%
Light Fund	53,240	11.98%	53,841	11.96%	1.13%
Water Fund	48,041	10.81%	48,764	10.83%	1.50%
Sewer Fund	11,869	2.67%	12,049	2.68%	1.52%
Solid Waste Disp. Fund	27,088	6.09%	27,569	6.12%	1.78%
Swim and Fitness Center	16,930	3.81%	17,231	3.83%	1.78%
Parking Meter Fund	27,088	6.09%	27,569	6.12%	1.78%
Town Trust Fund	3,387	0.76%	3,447	0.77%	1.77%
Retirement System	6,774	1.52%	6,894	1.53%	1.77%
<b>Totals</b>	<b>\$ 444,483</b>	<b>100.00%</b>	<b>\$ 450,252</b>	<b>100.00%</b>	<b>1.30%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

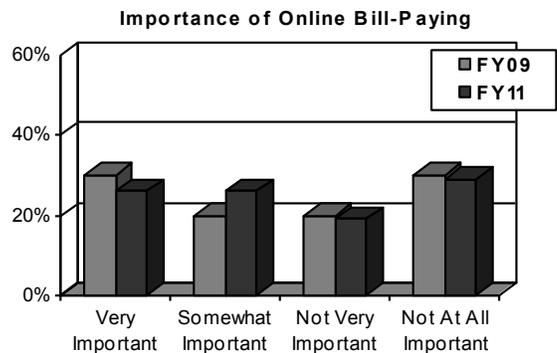
Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 88,374	1.00	\$ 88,406
	Collections Assistant	1.00	47,646	1.00	48,150
	Treasury Assistant	1.00	52,104	1.00	53,077
	Senior Account Clerk	2.00	83,850	2.00	86,654
Total		<u>5.00 FTEs</u>	<u>\$ 271,974</u>	<u>5.00 FTEs</u>	<u>\$ 276,287</u>

**Program Implementation**

- The Treasury Division consists of five full-time employees. While the primary collection focus is on the property tax, the Division must be knowledgeable in all phases of Town activities to provide customer support for all funds payable to the Town.
- All Town departments issuing permits or assessing service fees turn-over collected monies to the Treasury for deposit and revenue recording.
- A major division expense, \$78,865, is for banking services and lockbox fees. Bank account access is crucial to the maintenance of all Town funds; this function has been greatly enhanced by real-time internet access to pertinent bank account information.
- Postage, another major division expense at \$49,000, covers mailing costs of all Town departments and will not increase in FY13, despite a scheduled increase in postal rates.
- Online payment capabilities are available for payment of property tax, motor vehicle excise, curbside collection subscription renewal, electric billing, and parking violation fees. This payment option will continue to expand to other municipal fees in the future.

**Demand For Online Bill-Paying**

How important is it for you to be able to pay bills online?	FY05	FY07	FY09	FY11
Very Important	N/A	N/A	30%	26%
Somewhat Important	N/A	N/A	20%	26%
Not Very Important	N/A	N/A	20%	19%
Not At All Important	N/A	N/A	30%	29%



\*Source: November 2008 and November 2010 telephone surveys.

**Discussion:** The ability to pay bills online is at least somewhat important to 52% of respondents.

**Treasurer-Collector Programs**

**Program 1 – Treasurer-Collector Operations:**

**Objective:** To collect and process the Town’s revenue and to manage short-term investments.

**Performance Measure 1: Revenue Collection Activities**

The Division performs regular collections and billings. In FY11 billing and collection activities engaged in were:

<b>Collections and Billing Summary</b>			
Activity	Volume of Activity in FY11	Billing Responsibilities	Collection Responsibilities
Parking violations	11,000		X
Subscriptions for curbside refuse and recycling	6,800	X	X
Motor vehicle excise bills	18,500	X	X
Property tax bills	26,800	X	X
Water bills	33,500		X
Electricity bills	48,500		X

**Performance Measure 2: Cash Management**

The Division manages the Town’s short-term investments.

<b>Cash Management Summary</b>					
	FY07	FY08	FY09	FY10	FY11
General Fund Earnings (in thousands)	\$1,323	\$1,242	\$791	\$201	\$252
Annual Yield	5.18%	4.27%	2.27%	0.65%	0.38%

**Performance Measure 3: Tax Collection**

The Division is responsible for collecting on the Town’s Property Tax levy.

<b>Tax Collection Summary</b>					
	FY07	FY08	FY09	FY10	FY11
% of the fiscal year’s property tax levy remaining unpaid as of June 30 <sup>th</sup> of that year.	0.76%	0.67%	0.70%	0.90%	0.89%

FY11 was the 16<sup>th</sup> consecutive year in which this rate has been under 1% (a current collection percentage in excess of 99%).

Mission Statement:

The mission of the Accounting Division is to oversee and process bills paid by the Town, to provide financial reporting services to other Town Departments, and to manage the Town's accounting system so that it conforms to generally accepted accounting principles and complies with State laws and regulations.

Budget Highlights:

- This budget represents a 2.5% increase in operating cost from that of the FY12 budget.
- The Assistant Town Accountant's hours have been increased from 20 hours per week to 25 hours per week.

**Expenditure Summary**

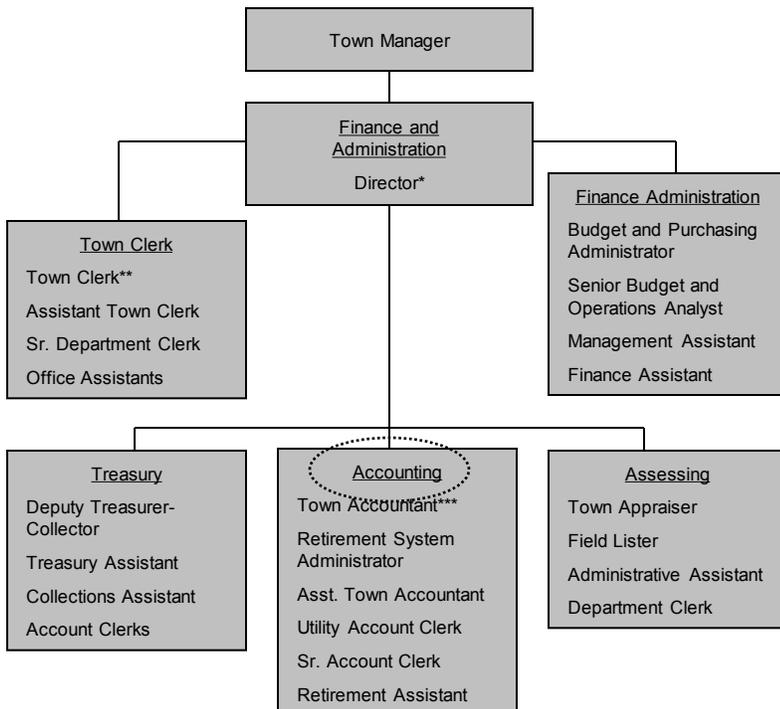
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 110,669	\$ 122,865	\$ 127,389	\$ 133,514
Other Funds	\$ 129,904	\$ 129,211	\$ 222,950	\$ 225,750
<b>Total Expenditures</b>	<b>\$ 240,573</b>	<b>\$ 252,076</b>	<b>\$ 350,339</b>	<b>\$ 359,264</b>

Description:

The Town Accountant Division is responsible for the following:

- Maintaining the accounting records of the Town;
- Preparing periodic and annual financial statements;
- Reviewing and processing all payment requests approved by the Board of Selectmen;
- Maintaining budgetary records;
- Managing the Town's audit;
- Monitoring and maintaining records of all contracts/grants;
- Maintaining the accounts/records of the retirement system;
- Providing billing operations relating to water, sewer, and electrical services.

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



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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 173,286	\$ 199,640	\$ 293,454	\$ 302,379	\$ 302,379
Purchased Services	3,614	354	2,200	2,200	2,200
Supplies	538	1,207	2,285	2,285	2,285
Other Charges	1,135	1,745	2,400	2,400	2,400
Capital Outlay	15,000	2,130	-	-	-
Audit	47,000	47,000	50,000	50,000	50,000
<b>Totals</b>	<b>\$ 240,573</b>	<b>\$ 252,076</b>	<b>\$ 350,339</b>	<b>\$ 359,264</b>	<b>\$ 359,264</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 127,389	36.36%	\$ 133,514	37.16%	4.81%
Light Fund	49,169	14.03%	50,273	13.99%	2.25%
Water Fund	51,491	14.70%	52,531	14.62%	2.02%
Sewer Fund	17,299	4.94%	17,541	4.88%	1.40%
Solid Waste Disp. Fund	3,830	1.09%	3,976	1.11%	3.81%
Swin Fund	9,400	2.68%	9,431	2.63%	0.33%
Retirement System	91,761	26.19%	91,998	25.61%	0.26%
<b>Totals</b>	<b>\$ 350,339</b>	<b>100.00%</b>	<b>\$ 359,264</b>	<b>100.00%</b>	<b>2.55%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 82,347	1.00	\$ 82,347
	Retirement System Administrator	1.00	63,297	1.00	63,388
	Assistant Town Accountant	0.50	29,251	0.63	36,563
	Utility Account Clerk	1.00	44,361	1.00	45,122
	Senior Account Clerk	1.00	48,734	1.00	49,349
	Retirement Assistant	0.50	25,464	0.50	25,610
	Total	<u>5.00 FTEs</u>	<u>\$ 293,454</u>	<u>5.13 FTEs</u>	<u>\$ 302,379</u>

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The majority of the Accounting Division’s budget is for personnel services.</li> <li>•The staffing of the Accounting Division includes the Town Accountant, a part-time (25-hours per week) Assistant Town Accountant, a Senior Account Clerk, a Utility Clerk, the Retirement System Administrator, and a part-time (20-hours per week) Retirement Assistant.</li> <li>•The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (6%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (59%).</li> <li>•The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.</li> </ul>

**Accounting Programs****Program 1 - Accounting Operations:**

**Objective:** To process invoices and create the warrant in a timely and accurate manner, and to communicate accounting information to the State, as required by state regulation, in a timely manner

**Performance Measure 1: Invoice Processing**

The Accounting Division produced 8,157 checks in FY11.

**Performance Measure 2: Warrant Production**

The Accounting Division produced 55 Warrants on schedule in FY11.

**Performance Measure 3: Report Production**

The Accounting Division produced and submitted a Recap Sheet, Schedule A, and Free Cash Certification on schedule in FY11.

**Performance Measure 4: Utility Billing**

The Accounting Division issued the following bi-monthly utility bills:

Water and Sewer Bills – 33,585

Electric Bills - 43,137

Additionally, the Accounting Division issued 5,764 monthly electric bills.

**Performance Measure 5: Compliance With Accounting Standards**

The Accounting Division received an unqualified opinion with respect to the Town departments audited.

An exception was made for the Concord Municipal Light Plant, which is audited by another auditing firm and presents its financial statements in conformity with accounting practices prescribed by the Massachusetts Department of Public Utilities.

Mission Statement:

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

Budget Highlights:

- This budget represents a 0.5% decrease in operating cost from that of the FY12 budget.
- The largest item (\$80,000) in the Assessors budget is for professional services, which is used for property revaluation and data gathering services in order to meet the requirements of the Department of Revenue (DOR).

**Expenditure Summary**

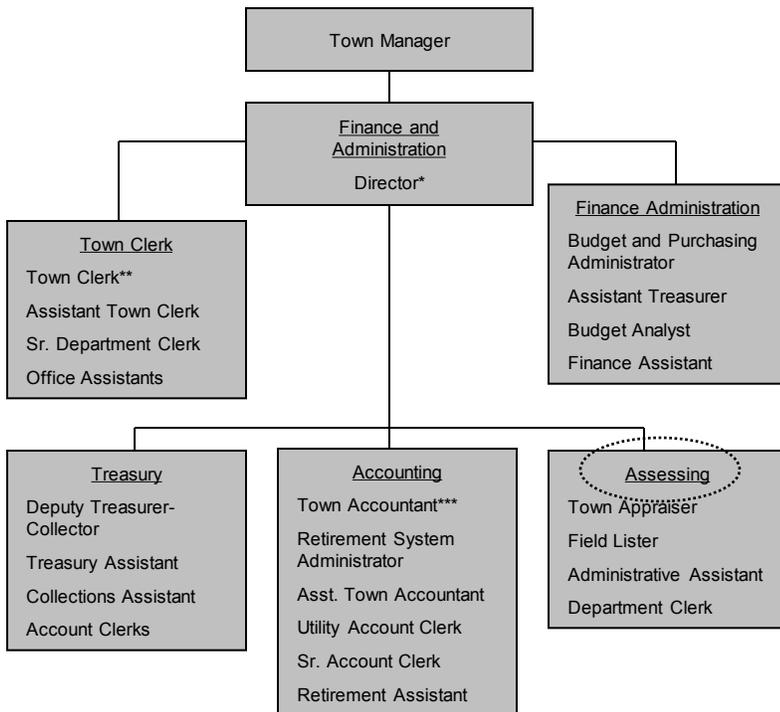
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 379,985	\$ 358,860	\$ 379,682	\$ 377,697
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 379,985</b>	<b>\$ 358,860</b>	<b>\$ 379,682</b>	<b>\$ 377,697</b>

Description:

The Assessors Division is responsible for the following functions:

- Listing and valuing all the real and personal property in the community;
- Maintaining the assessing databases and maps that contain physical/legal property information;
- Recording all changes in property ownership, land subdivisions, and changes in use codes;
- Annually analyzing real estate sales transactions and adjusting values to appropriately reflect market value;
- Processing motor vehicle excise tax bills and abatements.

The 5-member Board of Assessors, appointed by the Town Manager, insures the accuracy of the assessing data-base used for ad valorem taxation, annually determines the “new growth” increase in the levy limit, calculates the tax rate each year, and acts upon abatement applications as well as exemption from property tax applications for the elderly, low income, disabled veterans, and the blind, and exemption applications from the Community Preservation Act Surcharge.



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

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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 231,160	\$ 241,682	\$ 248,527	\$ 250,542	\$ 250,542
Purchased Services	136,655	108,258	119,415	119,415	115,415
Supplies	4,381	3,091	2,925	2,925	2,925
Other Charges	7,009	5,830	8,815	8,815	8,815
Capital Outlay	780	-	-	-	-
<b>Totals</b>	<b>\$ 379,985</b>	<b>\$ 358,860</b>	<b>\$ 379,682</b>	<b>\$ 381,697</b>	<b>\$ 377,697</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 379,682	100.00%	\$ 377,697	100.00%	-0.52%
<b>Totals</b>	<b>\$ 379,682</b>	<b>100.00%</b>	<b>\$ 377,697</b>	<b>100.00%</b>	<b>-0.52%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

**FINANCE & ADMINISTRATION: Assessors**

**Item 8D**

Personnel Services Summary					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 88,983	1.00	\$ 89,250
	Field Lister	1.00	53,959	1.00	53,959
	Senior Administrative Assistant	1.00	52,719	1.00	53,930
	Department Clerk	1.00	41,766	1.00	42,303
	Sub Total	<u>4.00 FTEs</u>	\$ 237,427	<u>4.00 FTEs</u>	\$ 239,442
5120	Limited Status	300 hrs.	\$ 9,000	300 hrs.	\$ 9,000
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.14 FTEs</u>	\$ 248,527	<u>4.14 FTEs</u>	\$ 250,542

**Program Implementation**

- The Assessors Division is staffed by a Town Assessor, a Field Lister, a Senior Administrative Assistant, and a Department Clerk (\$250,542).
- Correct property values are dependent on accurate data. State statute requires that all property must be inspected no less frequently than every nine years. In order to maintain the integrity of Concord's data, the Assessors Division continues cyclical inspections every year. Staff completes about 15% of the parcels per year as they follow up building permits, abatement applications and sales. To augment this effort, the Assessing Division hires outside contractors to conduct a full measure and list. This involves visiting every property town-wide. A full measure and list of all condominiums was completed in the first half of FY07. Some commercial and tax-exempt segments were completed in FY08 and FY09. A full measure and list of Personal Property was completed in the summer of 2008. During the first half of calendar 2009, a full measure and list of approximately 44% of single family residences took place. Another 32% is scheduled for completion in FY11 and FY12 of which about half has been completed.
- FY12 was our re-certification year, which requires a full sales analysis and adjustments to values, the same as in the previous three interim years of FY09, FY10 and FY11. However during the re-certification year many more reports are required as well as an on-site analysis of the data and records are required by the DOR. This past fall the field representative made many trips to Concord before finishing his review and passing the data on to the reviewers in Boston. The FY12 was completed on November 14, 2011.
- Purchased Services include field inspections, data collection, valuation and consulting services (\$80,000), Appraisal Services for (\$22,500) computer software(\$9,000), telephone (\$1,200), postage (\$1,000) which is a reduction of \$4,000 from last year, printing (\$300), telephone and office equipment maintenance (\$915) and advertising (\$500).
- The Supplies expense category includes \$2,500 for office supplies, \$125 for license forms and \$300 for envelopes.
- The Other Charges and Expenses category is mainly for staff training and education, allowing the Division to meet the changing, and increasingly technical, requirements of the assessing function, as well as dues, subscriptions and fees. Also included in this category are recording fee (\$1,000) for recording of liens for Chapter land and Tax Deferrals.

**Assessor's Programs**

**Program 1 – Assessor's Operations:** Maintain current levels of inspections and performance

**Objective:** To accurately list and value the Town's real and personal property.

**Performance Measure 1: Real and Personal Property**

Property Inspections	FY07	FY08	FY09	FY10	FY11
Total # Visits	1,488	1,366	3,816	1,406	4,789
Full Measure and List	670	678	2,380	1,105	648
	FY07 included the condominium full measure and list	Additionally 738 Personal Property Accounts were updated at the beginning of FY09			Field review on 4,043 properties as part of the preparation for the FY 2012 re-certification.

Fiscal Year	# of Taxable Parcels & Accounts	Abatement Applications			Appellate Tax Board Cases		Value Reduction	Tax Reduction
		# Filed	% Parcels	# Granted	# Filed	# Pending		
FY06	6,480	127	2.0	70	22	3*	8,464,443	86,591
FY07	6,500	132	2.0	70	24	4*	9,524,167	100,575
FY08*	6,483	174	2.7	95	31	3*	17,628,736	188,980
FY09	6,567	138	2.1	65	17	2*	11,359,798	135,182
FY10	6,580	144	2.2	79	20	3*	10,381,749	135,897
FY11	6,588	158	2.3	75	12	7**	9,369,217	123,580

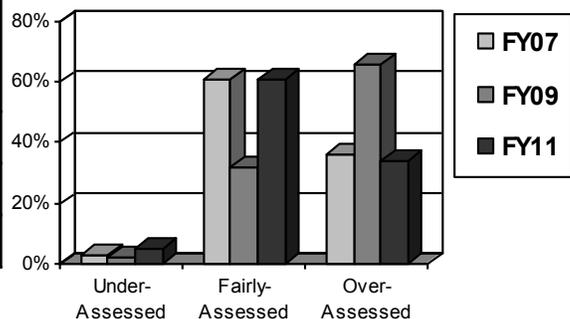
\* FY06 through FY 2010 are communication company cases.

\*\* FY 2011 has 2 communication company cases and the others are a mixture of residential and commercial

**Performance Measure 2: Do you believe your property is over-assessed, under-assessed, or fairly-assessed?**

How do you feel about the assessment of your property?	FY05	FY07	FY09	FY11
Under-Assessed	N/A	3%	2%	5%
Fairly-Assessed	N/A	61%	32%	61%
Over-Assessed	N/A	36%	66%	34%

**Opinion of Property Value Assessments**



\*Source: September 2006, November 2008, and November 2010 telephone surveys.

**Discussion:** The significant change in opinion may be a reflection of current market conditions and the fact that assessments lag the market by almost a year.

Mission Statement:

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

Budget Highlights:

- This budget represents a 0.5% increase in operating cost from that of the FY12 budget.
- The Town Clerk’s Office records and processes Cemetery Department deeds and burial records. A modest transfer of \$3,000 from the Cemetery Fund (1.4% of Town Clerk’s budget) reflects these activities.

**Expenditure Summary**

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 194,048	\$ 199,091	\$ 209,724	\$ 210,800
Other Funds	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Expenditures</b>	<b>\$ 194,048</b>	<b>\$ 202,091</b>	<b>\$ 212,724</b>	<b>\$ 213,800</b>

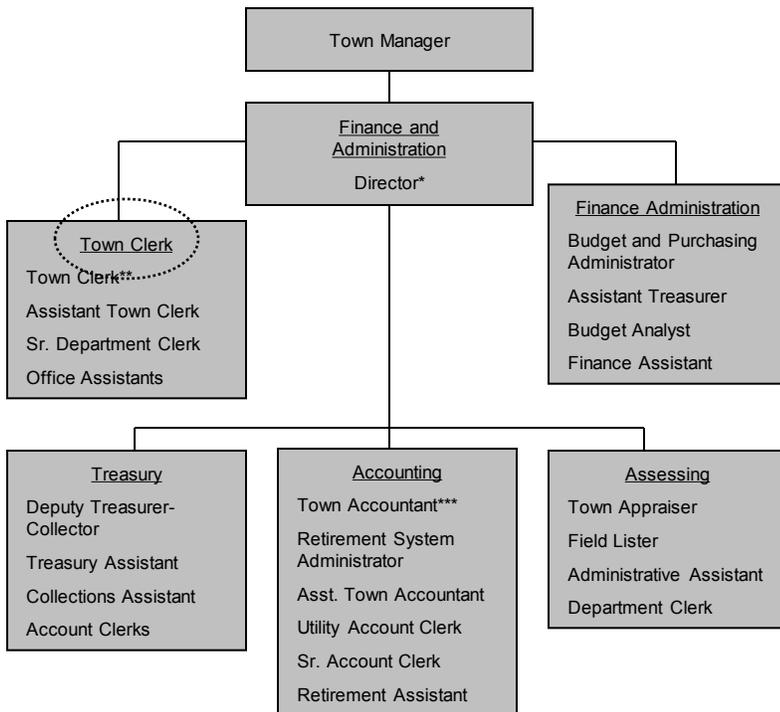
Description:

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

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

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

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



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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 185,618	\$ 191,826	\$ 204,751	\$ 205,508	\$ 205,508
Purchased Services	1,570	3,771	1,350	2,300	2,300
Supplies	4,053	2,131	3,550	2,450	2,450
Other Charges	2,748	4,363	3,073	3,542	3,542
Capital Outlay	59	-	-	-	-
<b>Totals</b>	<b>\$ 194,048</b>	<b>\$ 202,091</b>	<b>\$ 212,724</b>	<b>\$ 213,800</b>	<b>\$ 213,800</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 209,724	98.59%	\$ 210,800	98.60%	0.51%
Cemetery Fund	3,000	1.41%	3,000	1.40%	0.00%
<b>Totals</b>	<b>\$ 212,724</b>	<b>100.00%</b>	<b>\$ 213,800</b>	<b>100.00%</b>	<b>0.51%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
	None	-	-	-	-	-	-
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 91,618	1.00	\$ 91,618
	Assistant Town Clerk	1.00	52,933	1.00	53,808
	Senior Department Clerk	1.00	43,102	1.00	43,326
	Sub Total	<u>3.00 FTEs</u>	\$ 187,653	<u>3.00 FTEs</u>	\$ 188,752
5157	Office Assistant	907 hrs.	\$ 14,429	907 hrs.	\$ 14,429
5120	Professional Project Specialist	0 hrs.	-	0 hrs.	-
5130	Overtime (special elections)	75 hrs.	2,669	66 hrs.	2,327
	Total	<u>3.43 FTEs</u>	\$ 204,751	<u>3.43 FTEs</u>	\$ 205,508

<b>Program Implementation</b>
<ul style="list-style-type: none"> <li>•The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions and a part-time Office Assistant (17 hours per week).</li> <li>•The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine.</li> <li>• The following is included under Supplies: office supplies, envelopes, printer toner, and dog licensing supplies.</li> <li>• The following is included under Other Charges: membership dues for professional associations for the Town Clerk and staff; conference registration and expenses to allow the Town Clerk and staff to attend state and regional conferences; and related travel expenses for conference attendance. Conference attendance is essential to maintain and upgrade professional knowledge and skills, and to retain certification status.</li> </ul>

**Town Clerk Programs**

**Program 1 – Town Clerk Operations:**

**Objective:** To be a responsible steward of the Town’s resources, and to provide quality administrative services.

**Activities by Calendar Year**

<b>ACTIVITY</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Births Registered (Concord residents)	1,186 (98)	1,191(115)	1,183 (100)	1,202 (96)
Deaths Registered (Concord residents)	399 (147)	374 (123)	384 (157)	360 (156)
Marriages Registered (Concord residents)	58 (22)	76 (29)	84 (32)	80 (33)
Marriage Intentions Filed	59	82	83	82
Certified Copies of Vital Records Issued	6,643	6,188	6,423	5,965
Fishing & Hunting Licenses Issued	263	244	246	212
Dog Licenses Issued	1,865	1,893	1,905	1,924
Burial Permits Issued	378	354	360	346
Business Certificates Recorded	123	147	149	98
Cemetery Deeds Prepared & Recorded	35	40	56	54
Public Meetings Posted	922	925	1,029	863
Raffle Permits Issued	16	17	12	13
Passport Applications Processed	179	185	191	64
Affidavits & Corrections Prepared & Recorded	49	63	40	44
Net Receipts to General Fund	\$111,445	\$117,007	\$122,965	\$111,030

Mission Statement:

The purpose of this funding is to operate, maintain, and upgrade the Town’s information technology to meet current and future needs. The Information Technology Division’s primary goals are to:

- Maintain a secure and stable operating environment,
- Invest in technologies that improve operating efficiency, and
- Support Town-wide information management needs.

Budget Highlights:

- This budget represents an increase of 30.7% in operating cost over the FY12 budget.
- After conducting a comprehensive review of Information Technology operations in FY11, the Town substantially restructured the IT Division to improve operating stability, end-user support, and strategic alignment.
- The new organization is now led by the Chief Information Officer who reports to the Town Manager and is a member of the Senior Management Team.
- In FY13, with the implementation of the Smart Grid, the IT Division’s support for CMLP is expected to increase.

**Expenditure Summary**

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 348,352	\$ 325,723	\$ 408,655	\$ 503,986
Other Funds	\$ 28,739	\$ 32,552	\$ 40,317	\$ 58,668
<b>Total Expenditures</b>	<b>\$ 377,091</b>	<b>\$ 358,275</b>	<b>\$ 448,972</b>	<b>\$ 562,654</b>

Description:

The account is divided into three activities:

**Financial Systems Operations:** Includes the cost of financial information systems and computer applications for both in-house and service bureau systems, such as the financial accounting system, the payroll system, and the property tax billing and collection system. The increase in the budget for this category results primarily from the software maintenance cost of a new financial services system.

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

**Information Technology Operations:** Includes all of the operational support for the Town Government’s Information Technology. In terms of funding for staff, the salary for the Chief Information Officer (CIO) is proposed to be funded from 55% by the General Fund, 40% by the Light Fund, 4% by Water Fund, and 1% by the Sewer Fund; the IS Assistant is proposed to be funded from 75% by the General Fund, 20% by the Light Fund, 4% by the Water Fund, and 1% by the Sewer Fund. Capital acquisition for Town Government’s hardware and software is proposed to increase from \$141,000 to \$160,000. This funding provides for continued development, maintenance, and upgrading of the Town-wide internal network, as well as the replacement of desktop and mobile technology as necessary. All uses of the fund are under the direction of the Chief Information Officer and the Finance Director. Departments requesting allocations from the Technology Fund typically must demonstrate that no other source of funds is available.

**Major Budgeted Expenses in FY13**

Expense Category	Cost	Detail
Financial Systems Operations	\$83,500	Includes costs associated with the payroll system (ADP), software maintenance fees, and various financial systems.
Photocopiers	\$13,000	Includes maintenance and supplies of Town House copiers.
IT Operations	\$306,154	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$160,000	Includes the costs associated with hardware and software upgrades and replacements.

**INFORMATION TECHNOLOGY**

**Item 9**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Financial Operations	\$ 65,127	\$ 59,044	\$ 82,530	\$ 83,500	\$ 83,500
Photo Copiers	11,706	11,895	13,000	13,000	13,000
IT Operations					
Personnel Services	\$ 85,682	\$ 40,544	\$ 161,257	\$ 150,669	\$ 150,669
Purchased Services	65,777	80,436	48,535	182,835	152,835
Supplies	45	14,869	550	550	550
Other Charges	15	-	2,100	2,100	2,100
Capital Outlay	120,000	151,488	141,000	174,500	160,000
IT Operations Subtotal	271,518	287,337	353,442	510,654	466,154
<b>Totals</b>	<b>\$ 348,351</b>	<b>\$ 358,276</b>	<b>\$ 448,972</b>	<b>\$ 607,154</b>	<b>\$ 562,654</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 408,655	91.02%	\$ 503,986	89.57%	23.33%
Light Fund	32,252	7.18%	51,134	9.09%	58.55%
Water Fund	6,451	1.44%	6,027	1.07%	-6.57%
Sewer Fund	1,614	0.36%	1,507	0.27%	-6.63%
<b>Totals</b>	<b>\$ 448,972</b>	<b>100.00%</b>	<b>\$ 562,654</b>	<b>100.00%</b>	<b>25.32%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
C-1	Town-Wide Technology Fund	141,000	160,000	160,000	175,000	190,000	200,000
C-2	Voice-Over Internet	-	-	75,000	-	-	-
	<b>Totals</b>	<b>\$ 141,000</b>	<b>\$ 160,000</b>	<b>\$ 235,000</b>	<b>\$ 175,000</b>	<b>\$ 190,000</b>	<b>\$ 200,000</b>

<b>Personnel Services Summary</b>					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Chief Information Officer	1.00	\$ 103,110	1.00	\$ 105,000
	Information Systems Assistant	1.00	58,147	1.00	45,669
	<b>Total</b>	<b>2.00 FTEs</b>	<b>\$ 161,257</b>	<b>2.00 FTEs</b>	<b>\$ 150,669</b>

**Description of Information Technology Infrastructure**

The Town's Information Technology infrastructure includes approximately 30 servers, 300 workstation and laptops, 200 printers, and 500 telephones across 16 buildings. Data Center operations are centralized with redundant backup facilities. The Town owns and operates its own fiber optic based data and voice network. In addition to the in-house IT staff, multiple vendors provide support for many of the key systems. Some Town systems are hosted at or processing is performed by service bureaus.

Increasing use of mobile computing platforms, automated energy management, web based collaboration, and building control systems are driving up the volume of data traffic, storage consumption, and network end points. Program requirements for community services involving technology are also on the rise. Automated maintenance and the ability to remotely support the workstations are examples of improvements in infrastructure support accomplished within the past year.

During FY12 and into FY13 certain legacy systems are being retired or upgraded to current technology. The server infrastructure is becoming more virtualized . This has a long term positive impact on the outlook for capital and operating costs in the data center. Significant portions of the workstation fleet are beyond their useful life. A systematic workstation refresh program is in place with a target to achieve an approximately 6-year refresh cycle. Data network improvements are being made in preparation for the planned next phase of voice over IP implementation which is on the 5-year capital plan.

**Program Implementation**

The FY13 Information Technology budget for Information Systems Operations has significant changes from prior years. Additional resources are provided in the area of staffing and professional services. These changes recognize the increasing dependence that all Town departments have on IT to perform their functions.

- The Chief Information Officer (CIO) position, created in FY11, is now a member of the Senior Management team. Previously, the IT Director reported to the Assistant Town Manager. The CIO manages an IS Assistant, the outsourced IT services vendors, and the telecommunications staff at the Light Plant. In addition to the IT operations and planning activities performed by the IT Director, the CIO also has Information Technology policy and strategy responsibilities.
- The IS Assistant continues to perform direct IT support as in the past but is now more focused on coordinating and administering service providers, vendors and suppliers. The IS Assistant position which had been vacant for much of FY11 and FY12 is anticipated to be filled by FY13.
- In 2011, the Town started to use the services of CIS Technical Solutions to provide remote and on-site management of the servers, workstations, network devices and the help desk. These services are expected to continue into FY13, although the scope will change as the Town's IT staff is restructured and rebuilt. Advantages to the Town of using contracted services include workforce flexibility, access to advanced support tools, and access to specialists with critical but infrequently needed skills. The FY13 budget for professional services also includes other suppliers for particular application systems. Establishing an optimal balance between professional services and internal staff resources is a major objective of the CIO's strategic focus.
- Capital initiatives planned for FY13 include server and storage technology refresh, server consolidation and data and voice network integration.

**Information Technology Programs****Program 1 – Information Technology Operations:**

**Objective:** To ensure that IT services are cost-effective and of the highest quality.

**Performance Measurement 1: Are the Town networks and applications system meeting availability objectives?**

Significant capital investments in hardware, software, networks, and processes are being made to improve the reliability of critical systems. Major incidents are reviewed with the Senior Management Team and corrective actions are performed as needed.

Under the direction of the CIO in FY12, the major applications systems for the Town are being classified by criticality, data sensitivity, and performance requirements. Backup and recovery procedures are being revised and appropriate testing is being performed to ensure that services objectives can be achieved.

By the end of FY12, it is expected that a scheduled test of the recovery procedure for all critical system systems will have been performed and action plans will be in place to address any deficiencies discovered in the testing.

**Performance Measurement 2: Are the Town’s IT users properly supported?**

In 2011, with the implementation of an off-site help desk, the IT department can now track and report on problems and incidents. Over 1600 tickets were generated in this first year of service. Tickets include automated incident reporting as well as telephone and e-mail service requests. Time to resolution, closure within service level objective, and problem severity baseline data is becoming available.

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

Approximately one third of the technology fund is expected to be expended on computer workstation upgrades. With an inventory of over 300 workstation devices, a refresh rate of approximately one system per week is required to achieve the six year replacement cycle target. In calendar 2011, 30 systems have been upgraded. This is slightly below the target and represents delays during the transition in IT Leadership structure. Sufficient funding is available to address this shortfall and maintain the program. By the end of FY12, it is anticipated that workstation refresh rate will be on target.

Other Technology investments in server storage, network switches and multi-function printers have been made to improve manageability, availability, and address operating costs. The increase in the technology fund for FY13 recognizes that some backlog in these areas has built up and needs to be addressed.

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House and the Assessor's office at 24 Court Lane as operational space for municipal staff, meeting space for staff, boards and committees, and storage space for vital Town records.

Budget Highlights:

- This budget represents a 4.2% decrease in operating cost from that of the FY12 budget. This is largely associated with being able to contain most facility-related costs – including energy consumption - while eliminating one cost area related to the purchase of online legal updates which were associated with maintaining the law book library housed in the Selectmen's Room.
- Energy costs for the Town House and new Assessor's Office (located at 24 Court Lane) are expected to be reasonable due to ongoing and new energy conservation initiatives undertaken at both locations.

**Expenditure Summary**

	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed
General Fund	\$ 94,301	\$ 101,921	\$ 105,412	\$ 101,023
Other Funds	\$ 14,934	\$ 23,299	\$ 23,858	\$ 22,762
<b>Total Expenditures</b>	<b>\$ 109,235</b>	<b>\$ 125,220</b>	<b>\$ 129,270</b>	<b>\$ 123,785</b>

Description:

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

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

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

The Town House was constructed in 1851, and is now in its 162<sup>nd</sup> year of operation.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY10 Actual	FY11 Actual	FY12 Budgeted	FY13 Proposed	FY11 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 14,503	\$ 14,298	\$ 18,395	\$ 19,028	0.964	6.332
Natural Gas	10,663	9,489	8,938	8,491	0.639	0.406
Water	765	471	913	887	0.032	0.016
Sewer	1,480	745	1,785	1,671	0.050	0.016

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

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

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY13 Proposed	
	FY10 Actual	FY11 Actual	FY12 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 43,022	\$ 47,578	\$ 51,940	\$ 51,959	\$ 51,959
Purchased Services	34,096	46,213	40,430	40,096	40,096
Supplies	7,054	5,188	12,100	7,750	7,750
24 Court Lane Facility	113	-	14,800	13,980	13,980
Capital Outlay	24,950	21,864	10,000	15,000	10,000
<b>Totals</b>	<b>\$ 109,235</b>	<b>\$ 120,843</b>	<b>\$ 129,270</b>	<b>\$ 128,785</b>	<b>\$ 123,785</b>

<b>Funding Plan</b>					
	FY12 Budgeted	% of Budget	FY13 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 105,412	81.54%	\$ 101,023	81.61%	-4.16%
Light Fund	5,964	4.61%	5,690	4.60%	-4.59%
Water Fund	7,157	5.54%	6,828	5.52%	-4.60%
Sewer Fund	3,579	2.77%	3,415	2.76%	-4.58%
Solid Waste Disposal Fund	1,194	0.92%	1,139	0.92%	-4.61%
Retirement	5,964	4.61%	5,690	4.60%	N/A
<b>Totals</b>	<b>\$ 129,270</b>	<b>100.00%</b>	<b>\$ 123,785</b>	<b>100.00%</b>	<b>-4.24%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY12 Budgeted	FY13 Proposed	FY14 Proposed	FY15 Proposed	FY16 Proposed	FY17 Proposed
A-3	Building Improvements	10,000	10,000	15,000	15,000	15,000	15,000
	<b>Totals</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

<b>Personnel Services Summary</b>					
		FY12 Budgeted		FY13 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 43,163	1.00	\$ 43,180
	Sub Total	<u>1.00 FTEs</u>	43,163	<u>1.00 FTEs</u>	43,180
	Overtime	283 hrs.	8,777	283 hrs.	8,779
	<b>Total</b>	<u>1.00 FTEs</u>	<u>\$ 51,940</u>	<u>1.00 FTEs</u>	<u>\$ 51,959</u>