

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 FY11 budget.

**Expenditure Summary**

|                    | FY09 Actual | FY10 Actual | FY11 Budgeted | FY12 Proposed |
|--------------------|-------------|-------------|---------------|---------------|
| General Fund       | \$ 2,615    | \$ 2,741    | \$ 3,100      | \$ 3,100      |
| Other Funds        | \$ -        | \$ -        | \$ -          | \$ -          |
| Total Expenditures | \$ 2,615    | \$ 2,741    | \$ 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 be concurrently 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 2010, the Finance Committee met 21 times:

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

In addition, the Guidelines Subcommittee, comprised of a majority of the Finance Committee members, held five meetings leading up to the adoption and issuance on November 30, 2010 of budget guidelines for the FY12 budget year commencing July 1, 2011.

| <b>Expenditure Detail</b> |                       |                 |                 |                    |                         |
|---------------------------|-----------------------|-----------------|-----------------|--------------------|-------------------------|
|                           | Previous Fiscal Years |                 |                 | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual     | FY11 Budgeted   | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ -                  | \$ -            | \$ -            | \$ -               | \$ -                    |
| Purchased Services        | 2,164                 | 2,100           | 2,385           | 2,385              | 2,385                   |
| Supplies                  | -                     | 250             | 250             | 250                | 250                     |
| Other Charges             | 451                   | 391             | 465             | 465                | 465                     |
| Capital Outlay            | -                     | -               | -               | -                  | -                       |
| Totals                    | <u>\$ 2,615</u>       | <u>\$ 2,741</u> | <u>\$ 3,100</u> | <u>\$ 3,100</u>    | <u>\$ 3,100</u>         |

| <b>Funding Plan</b> |                 |             |                 |             |                     |
|---------------------|-----------------|-------------|-----------------|-------------|---------------------|
|                     | FY11 Budgeted   | % of Budget | FY12 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 3.4% increase in operating cost from that of the FY11 budget.
- An increase in FY12 personnel costs of approximately \$13,000 is a result of funding the position of Assistant Treasurer at the mid-point level of the MP-3 classification range. Previously, the vacant position was carried at the minimum level. During the Spring of 2011, this position is expected to be filled.
- A major portion of the reduction in the FY11 budget is the elimination of funding for rent of office space at 30 Monument Square used by the Assessing Division. In the Spring of 2010, the Assessing Division moved to the newly renovated building at 24 Court Lane adjacent to the Sleepy Hollow Cemetery.

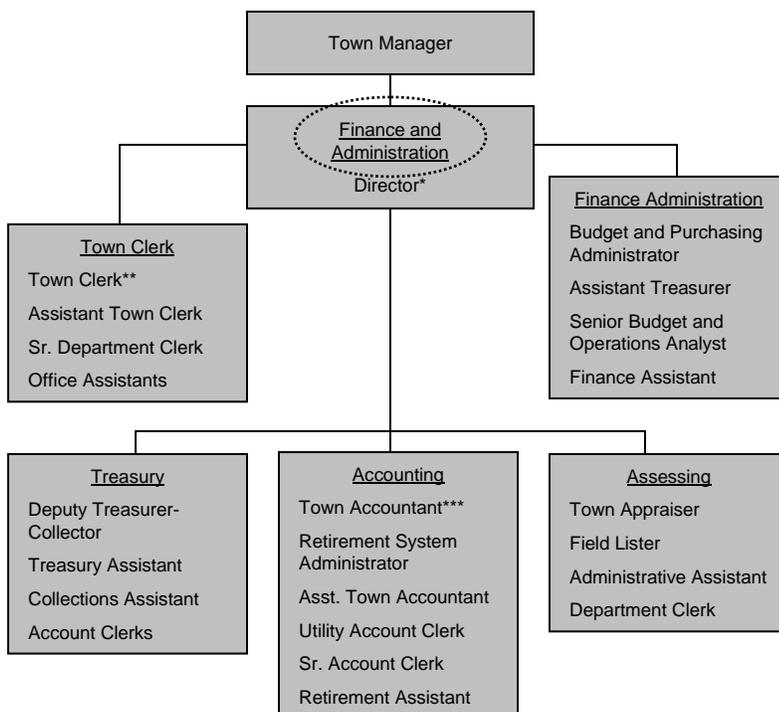
**Expenditure Summary**

|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 261,997        | \$ 257,158        | \$ 237,821        | \$ 245,844        |
| Other Funds               | \$ 167,062        | \$ 167,135        | \$ 155,995        | \$ 161,339        |
| <b>Total Expenditures</b> | <b>\$ 429,060</b> | <b>\$ 424,292</b> | <b>\$ 393,816</b> | <b>\$ 407,183</b> |

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 |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 306,200            | \$ 325,627        | \$ 383,436        | \$ 396,803         | \$ 396,803              |
| Purchased Services        | 63,516                | 74,139            | 2,430             | 2,430              | 2,430                   |
| Supplies                  | 1,003                 | 767               | 1,450             | 1,450              | 1,450                   |
| Other Charges             | 3,340                 | 3,680             | 6,500             | 6,500              | 6,500                   |
| Capital Outlay            | 55,000                | 20,080            | -                 | -                  | -                       |
| <b>Totals</b>             | <b>\$ 429,060</b>     | <b>\$ 424,292</b> | <b>\$ 393,816</b> | <b>\$ 407,183</b>  | <b>\$ 407,183</b>       |

| <b>Funding Plan</b>   |                   |                |                   |                |                     |
|-----------------------|-------------------|----------------|-------------------|----------------|---------------------|
|                       | FY11 Budgeted     | % of Budget    | FY12 Proposed     | % of Budget    | % Change in Dollars |
| General Fund          | \$ 237,821        | 60.39%         | \$ 245,844        | 60.38%         | 3.37%               |
| Light Fund            | 38,994            | 9.90%          | 40,331            | 9.90%          | 3.43%               |
| Water Fund            | 62,390            | 15.84%         | 64,528            | 15.85%         | 3.43%               |
| Sewer Fund            | 15,601            | 3.96%          | 16,135            | 3.96%          | 3.42%               |
| Solid Waste Fund      | 7,803             | 1.98%          | 8,070             | 1.98%          | 3.42%               |
| Swim and Fitness Fund | 7,803             | 1.98%          | 8,070             | 1.98%          | 3.42%               |
| Parking Meter Fund    | 15,601            | 3.96%          | 16,135            | 3.96%          | 3.42%               |
| Town Trust Fund       | 7,803             | 1.98%          | 8,070             | 1.98%          | 3.42%               |
| <b>Totals</b>         | <b>\$ 393,816</b> | <b>100.00%</b> | <b>\$ 407,183</b> | <b>100.00%</b> | <b>3.39%</b>        |

| <b>Capital Outlay Plan</b> |               |               |               |               |               |               |               |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Ref. #                     | Description   | FY11 Budgeted | FY12 Proposed | FY13 Proposed | FY14 Proposed | FY15 Proposed | FY16 Proposed |
|                            | None          | -             | -             | -             | -             | -             | -             |
|                            | <b>Totals</b> | <b>\$ -</b>   |

| <b>Personnel Services Summary</b> |                                      |                  |            |                  |            |
|-----------------------------------|--------------------------------------|------------------|------------|------------------|------------|
|                                   |                                      | FY11 Budgeted    |            | FY12 Proposed    |            |
| Code                              | Position Title                       | # of Positions   | \$ Amount  | # of Positions   | \$ Amount  |
| 5111                              | Finance Director                     | 1.00             | \$ 133,419 | 1.00             | \$ 133,419 |
|                                   | Budget and Purchasing Administrator  | 1.00             | 72,902     | 1.00             | 72,902     |
|                                   | Assistant Treasurer                  | 1.00             | 53,955     | 1.00             | 67,268     |
|                                   | Senior Budget and Operations Analyst | 1.00             | 56,653     | 1.00             | 56,653     |
|                                   | Finance Assistant                    | 1.00             | 62,607     | 1.00             | 62,661     |
|                                   | Sub Total                            | <u>5.00 FTEs</u> | \$ 379,536 | <u>5.00 FTEs</u> | \$ 392,903 |
| 5157                              | Car Allowance                        | N/A              | \$ 3,900   | N/A              | \$ 3,900   |
|                                   | Total                                | <u>5.00 FTEs</u> | \$ 383,436 | <u>5.00 FTEs</u> | \$ 396,803 |

**Program Implementation**

- The proposed FY12 Finance Administration Division budget provides funding for the Finance Director and his staff which includes the Budget and Purchasing Administrator, Senior Budget and Operations Analyst, Assistant Treasurer, 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 is expected to be filled during the Spring of 2011, will assist the Finance Director with various tasks relating to payroll and employee benefits management. The new hire will oversee the management of the biweekly Town payroll and will work with the Finance Assistant on matters related to payroll preparation. The person will also manage employee benefit transactions for all Town employees and retirees related to payroll management. In addition, the Assistant Treasurer will serve as a backup to the Deputy Treasurer / Collector and will act as Division Manager and supervisor in his or her absence. In prior years, this position, which had been classified as Management Assistant, has been vacant and funded at the minimum level of the MP-3 salary range. With the position expected to be filled, the position of Assistant Treasurer is funded in FY12 at the mid-point level. The increase in personnel expense of approximately \$13,000 is attributable to funding the Assistant Treasurer position at mid-point.
- 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.

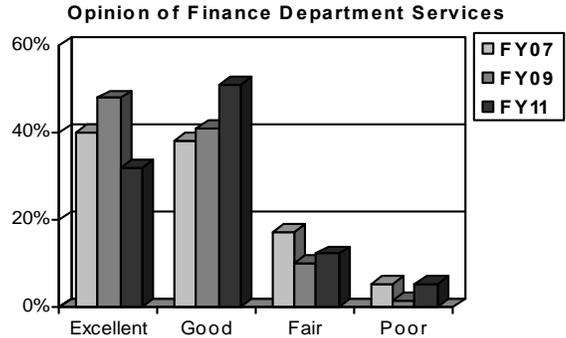
**Finance Administration Programs**

**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. | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 |
|--|------|------|------|------|------|------|
| 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   |
|------------------------------------|-------|--------|--------|--------|--------|--------|
| Number of Payroll Checks Processed | 9,916 | 10,798 | 11,248 | 11,520 | 11,298 | 11,227 |
| Number of W-2 Forms Processed      | 549   | 644    | 655    | 652    | 616    | 615    |

**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 |
|-------------------------------------|------|------|------|------|------|------|
| Number of Purchase Orders Processed | 629  | 664  | 632  | 639  | 793  | 692  |
| Number of Bids Processed            | 19   | 24   | 30   | 24   | 15   | 15   |
| Number of RFPs Processed            | 13   | 16   | 23   | 9    | 9    | 18   |

**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 1.4% increase in operating cost from that of the FY11 budget.
- Banking fees are budgeted to increase by 5.2% (\$3,900) and professional services are budgeted to increase by 6.5% (\$1,528).
- With the exception of banking fees and professional service expenditures, all other expenses are level funded from FY11.
- Supplies are proposed to increase by \$700.

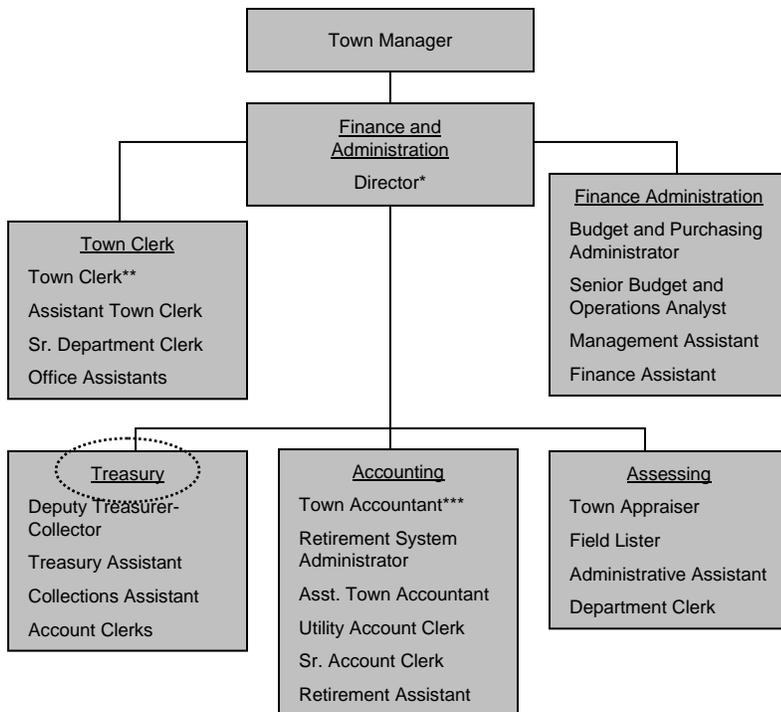
**Expenditure Summary**

|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 228,889        | \$ 226,123        | \$ 242,637        | \$ 246,563        |
| Other Funds               | \$ 175,394        | \$ 183,211        | \$ 188,743        | \$ 191,054        |
| <b>Total Expenditures</b> | <b>\$ 404,283</b> | <b>\$ 409,334</b> | <b>\$ 431,380</b> | <b>\$ 437,617</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.



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

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

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

**FINANCE & ADMINISTRATION: Treasurer-Collector**

**Item 8B**

| Expenditure Detail |                       |             |               |                    |                         |
|--------------------|-----------------------|-------------|---------------|--------------------|-------------------------|
|                    | Previous Fiscal Years |             |               | FY12               |                         |
|                    | FY09 Actual           | FY10 Actual | FY11 Budgeted | Department Request | Town Manager's Proposed |
| Personnel Services | \$ 251,433            | \$ 259,808  | \$ 264,999    | \$ 265,108         | \$ 265,108              |
| Purchased Services | 147,043               | 142,430     | 158,526       | 163,954            | 163,954                 |
| Supplies           | 3,305                 | 3,893       | 4,300         | 5,000              | 5,000                   |
| Other Charges      | 2,503                 | 3,203       | 3,555         | 3,555              | 3,555                   |
| Capital Outlay     | -                     | -           | -             | -                  | -                       |
| Totals             | \$ 404,283            | \$ 409,334  | \$ 431,380    | \$ 437,617         | \$ 437,617              |

| Funding Plan            |               |             |               |             |                     |
|-------------------------|---------------|-------------|---------------|-------------|---------------------|
|                         | FY11 Budgeted | % of Budget | FY12 Proposed | % of Budget | % Change in Dollars |
| General Fund            | \$ 242,637    | 56.25%      | \$ 246,563    | 56.34%      | 1.62%               |
| Light Fund              | 52,082        | 12.07%      | 52,553        | 12.01%      | 0.90%               |
| Water Fund              | 46,652        | 10.81%      | 47,217        | 10.79%      | 1.21%               |
| Sewer Fund              | 11,521        | 2.67%       | 11,663        | 2.67%       | 1.23%               |
| Solid Waste Disp. Fund  | 26,162        | 6.06%       | 26,539        | 6.06%       | 1.44%               |
| Swim and Fitness Center | 16,351        | 3.79%       | 16,587        | 3.79%       | 1.44%               |
| Parking Meter Fund      | 26,162        | 6.06%       | 26,539        | 6.06%       | 1.44%               |
| Town Trust Fund         | 3,271         | 0.76%       | 3,319         | 0.76%       | 1.47%               |
| Retirement System       | 6,542         | 1.52%       | 6,637         | 1.52%       | 1.45%               |
| Totals                  | \$ 431,380    | 100.00%     | \$ 437,617    | 100.00%     | 1.45%               |

| Capital Outlay Plan |             |               |               |               |               |               |               |
|---------------------|-------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Ref. #              | Description | FY11 Budgeted | FY12 Proposed | FY13 Proposed | FY14 Proposed | FY15 Proposed | FY16 Proposed |
|                     | None        | -             | -             | -             | -             | -             | -             |
|                     | Totals      | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          |

| Personnel Services Summary |                            |                  |                   |                  |                   |
|----------------------------|----------------------------|------------------|-------------------|------------------|-------------------|
|                            |                            | FY11 Budgeted    |                   | FY12 Proposed    |                   |
| Code                       | Position Title             | # of Positions   | \$ Amount         | # of Positions   | \$ Amount         |
| 5111                       | Deputy Treasurer-Collector | 1.00             | \$ 82,885         | 1.00             | \$ 82,885         |
|                            | Collections Assistant      | 1.00             | 47,646            | 1.00             | 47,646            |
|                            | Treasury Assistant         | 1.00             | 50,693            | 1.00             | 50,802            |
|                            | Senior Account Clerk       | 2.00             | 83,775            | 2.00             | 83,775            |
| Total                      |                            | <u>5.00 FTEs</u> | <u>\$ 264,999</u> | <u>5.00 FTEs</u> | <u>\$ 265,108</u> |

| Program Implementation  |
|---|
| <ul style="list-style-type: none"> <li>•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.</li> <li>•All Town departments issuing permits or assessing service fees turn-over collected monies to the Treasury for deposit and revenue recording.</li> <li>•A major division expense, \$78,500, 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.</li> <li>•Postage, another major division expense at \$49,000, covers mailing costs of all Town departments.</li> <li>•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.</li> </ul> |

| 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%  |

**Importance of Online Bill-Paying**

| Importance Level     | FY09 (%) | FY11 (%) |
|----------------------|----------|----------|
| Very Important       | 30%      | 26%      |
| Somewhat Important   | 20%      | 26%      |
| Not Very Important   | 20%      | 19%      |
| Not At All Important | 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 FY10 billing and collection activities engaged in were:

| Collections and Billing Summary                 |                            |                          |                             |
|---|----------------------------|--------------------------|-----------------------------|
| Activity  | Volume of Activity in FY10 | 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                                     | 33,000                     |                          | X                           |
| Electricity bills                               | 48,000                     |                          | X                           |

**Performance Measure 2: Cash Management**

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

| Cash Management Summary              |         |         |         |       |       |
|--------------------------------------|---------|---------|---------|-------|-------|
|                                      | FY06    | FY07    | FY08    | FY09  | FY10  |
| General Fund Earnings (in thousands) | \$1,033 | \$1,323 | \$1,242 | \$791 | \$201 |
| Annual Yield                         | 4.05%   | 5.18%   | 4.27%   | 2.27% | 0.65% |

**Performance Measure 3: Tax Collection**

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

| Tax Collection Summary  |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
|   | FY06  | FY07  | FY08  | FY09  | FY10  |
| % of the fiscal year’s property tax levy remaining unpaid as of June 30 <sup>th</sup> of that year. | 0.69% | 0.76% | 0.67% | 0.70% | 0.90% |

FY10 was the 15<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 0.5% decrease in operating cost from that of the FY11 budget.

**Expenditure Summary**

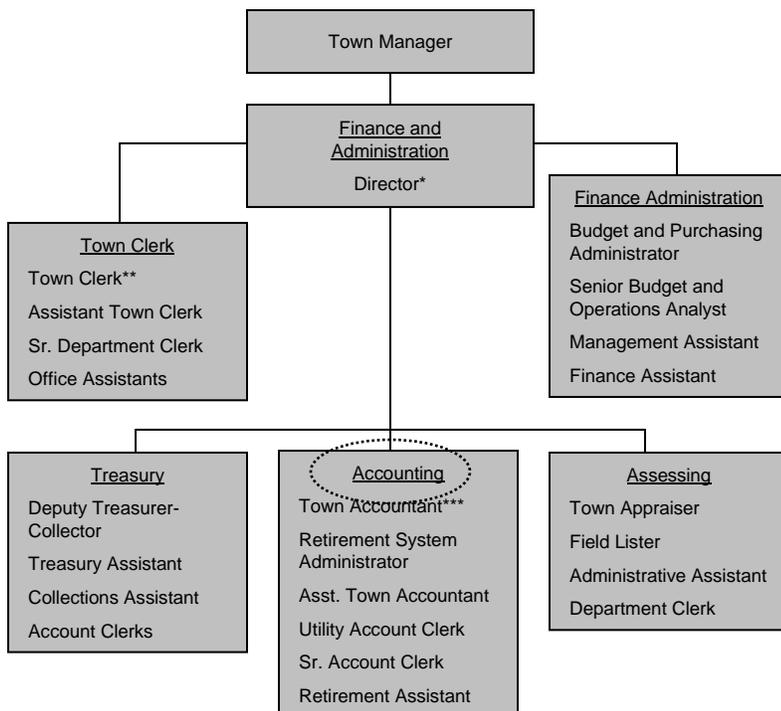
|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 121,811        | \$ 110,669        | \$ 125,752        | \$ 123,354        |
| Other Funds               | \$ 115,713        | \$ 129,904        | \$ 209,522        | \$ 210,234        |
| <b>Total Expenditures</b> | <b>\$ 237,524</b> | <b>\$ 240,573</b> | <b>\$ 335,274</b> | <b>\$ 333,588</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;
- Provide 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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| <b>Expenditure Detail</b> |                       |                   |                   |                    |                         |
|---------------------------|-----------------------|-------------------|-------------------|--------------------|-------------------------|
|                           | Previous Fiscal Years |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 175,402            | \$ 173,286        | \$ 278,389        | \$ 276,703         | \$ 276,703              |
| Purchased Services        | 1,382                 | 3,614             | 2,500             | 2,200              | 2,200                   |
| Supplies                  | 658                   | 538               | 2,285             | 2,285              | 2,285                   |
| Other Charges             | 1,082                 | 1,135             | 2,100             | 2,400              | 2,400                   |
| Capital Outlay            | 12,000                | 15,000            | -                 | -                  | -                       |
| Audit                     | 47,000                | 47,000            | 50,000            | 50,000             | 50,000                  |
| <b>Totals</b>             | <b>\$ 237,524</b>     | <b>\$ 240,573</b> | <b>\$ 335,274</b> | <b>\$ 333,588</b>  | <b>\$ 333,588</b>       |

| <b>Funding Plan</b>    |                   |                |                   |                |                     |
|------------------------|-------------------|----------------|-------------------|----------------|---------------------|
|                        | FY11 Budgeted     | % of Budget    | FY12 Proposed     | % of Budget    | % Change in Dollars |
| General Fund           | \$ 125,752        | 37.51%         | \$ 123,354        | 36.98%         | -1.91%              |
| Light Fund             | 47,173            | 14.07%         | 47,384            | 14.20%         | 0.45%               |
| Water Fund             | 49,494            | 14.76%         | 49,708            | 14.90%         | 0.43%               |
| Swim and Fitness Fund  | 16,806            | 5.01%          | 16,855            | 5.05%          | N/A                 |
| Sewer Fund             | 3,671             | 1.09%          | 3,715             | 1.11%          | 1.20%               |
| Solid Waste Disp. Fund | 9,067             | 2.70%          | 9,073             | 2.72%          | 0.07%               |
| Retirement System      | 83,311            | 24.85%         | 83,499            | 25.03%         | 0.23%               |
| <b>Totals</b>          | <b>\$ 335,274</b> | <b>100.00%</b> | <b>\$ 333,588</b> | <b>100.00%</b> | <b>-0.50%</b>       |

| <b>Capital Outlay Plan</b> |               |               |               |               |               |               |               |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Ref. #                     | Description   | FY11 Budgeted | FY12 Proposed | FY13 Proposed | FY14 Proposed | FY15 Proposed | FY16 Proposed |
|                            | None          | -             | -             | -             | -             | -             | -             |
|                            | <b>Totals</b> | <b>\$ -</b>   |

| <b>Personnel Services Summary</b> |                                 |                  |                   |                  |                   |
|-----------------------------------|---------------------------------|------------------|-------------------|------------------|-------------------|
|                                   |                                 | FY11 Budgeted    |                   | FY12 Proposed    |                   |
| Code                              | Position Title                  | # of Positions   | \$ Amount         | # of Positions   | \$ Amount         |
| 5111                              | Town Accountant                 | 1.00             | \$ 77,209         | 1.00             | \$ 77,328         |
|                                   | Retirement System Administrator | 1.00             | 55,035            | 1.00             | 55,035            |
|                                   | Assistant Town Accountant       | 0.50             | 30,495            | 0.50             | 28,502            |
|                                   | Utility Account Clerk           | 1.00             | 43,159            | 1.00             | 43,159            |
|                                   | Senior Account Clerk            | 1.00             | 47,215            | 1.00             | 47,215            |
|                                   | Retirement Assistant            | 0.50             | 25,276            | 0.50             | 25,464            |
|                                   | Total                           | <u>5.00 FTEs</u> | <u>\$ 278,389</u> | <u>5.00 FTEs</u> | <u>\$ 276,703</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 (20-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 8,660 checks in FY10.

**Performance Measure 2: Warrant Production**

The Accounting Division produced 55 Warrants on schedule in FY10.

**Performance Measure 3: Report Production**

The Accounting Division produced and submitted a Recap Sheet, Schedule A, and Free Cash Certification on schedule in FY10.

**Performance Measure 4: Utility Billing**

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

|                         |        |
|-------------------------|--------|
| Water and Sewer Bills – | 32,618 |
| Electric Bills -        | 42,906 |

**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 2.5% increase in operating cost from that of the FY11 budget.
- The largest item (\$102,500) 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).
- A requirement in a Certification (reval) year is issuing a disclosure notice when the preliminary values are set. The significant increase in postage is for mailing the disclosure notice to all property owners.

**Expenditure Summary**

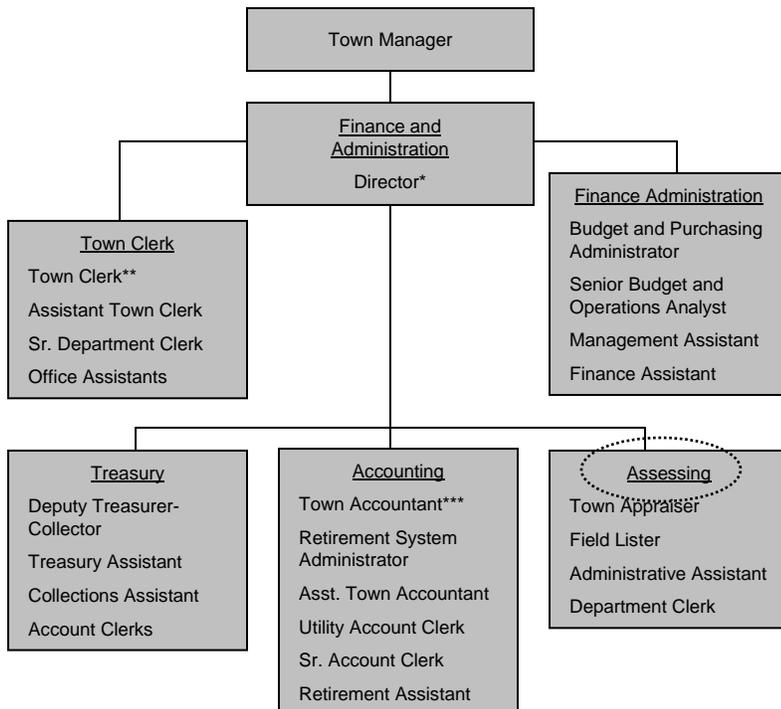
|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 371,512        | \$ 379,985        | \$ 361,867        | \$ 370,852        |
| Other Funds               | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>Total Expenditures</b> | <b>\$ 371,512</b> | <b>\$ 379,985</b> | <b>\$ 361,867</b> | <b>\$ 370,852</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 |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 210,120            | \$ 231,160        | \$ 238,337        | \$ 239,697         | \$ 239,697              |
| Purchased Services        | 152,243               | 136,655           | 111,935           | 121,915            | 119,415                 |
| Supplies                  | 2,543                 | 4,381             | 2,825             | 2,925              | 2,925                   |
| Other Charges             | 6,281                 | 7,009             | 8,770             | 8,815              | 8,815                   |
| Capital Outlay            | 326                   | 780               | -                 | -                  | -                       |
| Totals                    | <u>\$ 371,512</u>     | <u>\$ 379,985</u> | <u>\$ 361,867</u> | <u>\$ 373,352</u>  | <u>\$ 370,852</u>       |

| <b>Funding Plan</b> |                   |                |                   |                |                     |
|---------------------|-------------------|----------------|-------------------|----------------|---------------------|
|                     | FY11 Budgeted     | % of Budget    | FY12 Proposed     | % of Budget    | % Change in Dollars |
| General Fund        | \$ 361,867        | 100.00%        | \$ 370,852        | 100.00%        | 2.48%               |
| Totals              | <u>\$ 361,867</u> | <u>100.00%</u> | <u>\$ 370,852</u> | <u>100.00%</u> | <u>2.48%</u>        |

| <b>Capital Outlay Plan</b> |             |               |               |               |               |               |               |
|----------------------------|-------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Ref. #                     | Description | FY11 Budgeted | FY12 Proposed | FY13 Proposed | FY14 Proposed | FY15 Proposed | FY16 Proposed |
|                            | None        | -             | -             | -             | -             | -             | -             |
|                            | Totals      | <u>\$ -</u>   |

**FINANCE & ADMINISTRATION: Assessors**

**Item 8D**

| <b>Personnel Services Summary</b> |                                 |                  |            |                  |            |
|-----------------------------------|---------------------------------|------------------|------------|------------------|------------|
|                                   |                                 | FY11 Budgeted    |            | FY12 Proposed    |            |
| Code                              | Position Title                  | # of Positions   | \$ Amount  | # of Positions   | \$ Amount  |
| 5111                              | Town Appraiser                  | 1.00             | \$ 83,640  | 1.00             | \$ 85,000  |
|                                   | Field Lister                    | 1.00             | 51,636     | 1.00             | 51,636     |
|                                   | Senior Administrative Assistant | 1.00             | 51,620     | 1.00             | 51,620     |
|                                   | Department Clerk                | 1.00             | 40,341     | 1.00             | 40,341     |
|                                   | Sub Total                       | <u>4.00 FTEs</u> | \$ 227,237 | <u>4.00 FTEs</u> | \$ 228,597 |
| 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> | \$ 238,337 | <u>4.14 FTEs</u> | \$ 239,697 |

**Program Implementation**

- The Assessors Division is staffed by a Town Assessor, a Field Lister, a Senior Administrative Assistant, and a Department Clerk.
- 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.
- FY09, FY10 and FY11 are Interim Year Adjustment years requiring a full sales analysis and adjustments to values, the same as in a revaluation year. However, there are fewer requirements to obtain the DOR's approval to set the tax rate. Concord continued to focus on the land pricing structure that will be more acceptable to the DOR for the FY12 Certification year examination. The excess land rate was reduced and the individual adjustments on properties where there was no definitive documentation for those adjustments were removed, resulting in a more consistent land valuation methodology.
- Purchased Services include field inspections, data collection, appraisals and consulting services (\$102,500), computer and equipment maintenance (\$9,415), telephone (\$1,700), postage (\$5,000), printing (\$300), and advertising (\$500).
- The Supplies expense category includes \$2,800 for office supplies and \$125 for printed forms.
- 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.

**Assessor's Programs**

**Program 1 – Assessor's Operations:**

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

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

| Property Inspections  | FY06 | FY07  | FY08  | FY09  | FY10  |
|-----------------------|------|---|---|-------|-------|
| Total # Visits        | 920  | 1,488   | 1,366   | 3,816 | 1,406 |
| Full Measure and List | 180  | 670   | 678   | 2,380 | 1,105 |
|                       |      | FY07 included the condominium full measure and list | Additionally 738 Personal Property Accounts were updated at the beginning of FY09 |       |       |

| Fiscal Year | # of Taxable Parcels & Accounts | Abatement Applications |           |           | Appellate Tax Board Cases |           | Value Reduction | Tax Reduction |
|-------------|---------------------------------|------------------------|-----------|-----------|---------------------------|-----------|-----------------|---------------|
|             |                                 | # Filed                | % Parcels | # Granted | # Filed                   | # Pending |                 |               |
| FY05*       | 6,502                           | 426                    | 6.5       | 214       | 33                        | 8**       | 33,604,494      | 329,324       |
| FY06        | 6,480                           | 127                    | 2.0       | 70        | 22                        | 6**       | 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                        | 6**       | 17,628,736      | 188,980       |
| FY09        | 6,566                           | 138                    | 2.1       | 65        | 17                        | 7***      | 11,359,798      | 135,182       |
| FY10        | 6,588                           | 144                    | 2.2       | 79        | 20                        | 20***     | 10,381,749      | 135,897       |

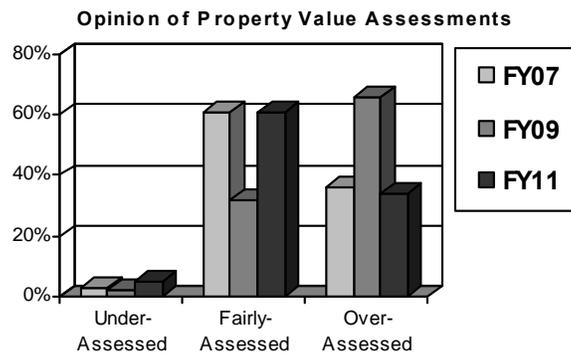
\* Revaluation year.

\*\* FY04 – FY08 ATB cases represent communication company cases being appealed state-wide.

\*\*\* FY09 includes 3 and FY10 includes 2 communication company cases.

**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%  |



\*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 1.2% increase in operating cost from that of the FY11 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 (1.5% of Town Clerk's budget) reflects these activities.

**Expenditure Summary**

|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 189,766        | \$ 194,048        | \$ 200,053        | \$ 202,458        |
| Other Funds               | \$ -              | \$ -              | \$ 3,000          | \$ 3,000          |
| <b>Total Expenditures</b> | <b>\$ 189,766</b> | <b>\$ 194,048</b> | <b>\$ 203,053</b> | <b>\$ 205,458</b> |

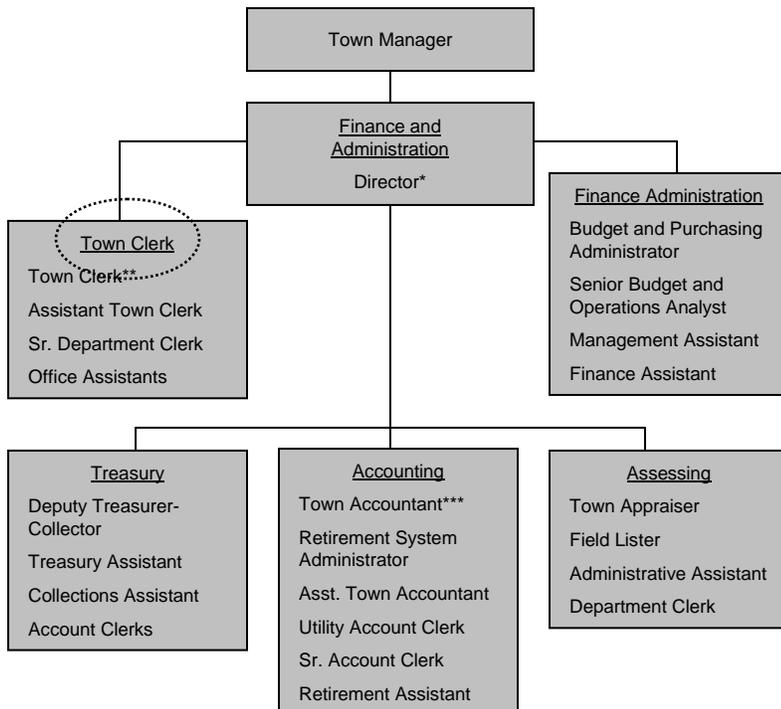
Description:

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



\*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 |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 171,697            | \$ 185,618        | \$ 195,805        | \$ 197,485         | \$ 197,485              |
| Purchased Services        | 2,677                 | 1,570             | 1,500             | 1,350              | 1,350                   |
| Supplies                  | 2,829                 | 4,053             | 2,775             | 3,550              | 3,550                   |
| Other Charges             | 2,481                 | 2,748             | 2,973             | 3,073              | 3,073                   |
| Capital Outlay            | 10,083                | 59                | -                 | -                  | -                       |
| Totals                    | <u>\$ 189,766</u>     | <u>\$ 194,048</u> | <u>\$ 203,053</u> | <u>\$ 205,458</u>  | <u>\$ 205,458</u>       |

| <b>Funding Plan</b> |                   |             |                   |             |                     |
|---------------------|-------------------|-------------|-------------------|-------------|---------------------|
|                     | FY11 Budgeted     | % of Budget | FY12 Proposed     | % of Budget | % Change in Dollars |
| General Fund        | \$ 200,053        | 98.52%      | \$ 202,458        | 98.54%      | 1.20%               |
| Cemetery Fund       | 3,000             | 1.48%       | 3,000             | 1.46%       | N/A                 |
| Totals              | <u>\$ 203,053</u> | 100.00%     | <u>\$ 205,458</u> | 100.00%     | 1.18%               |

| <b>Capital Outlay Plan</b> |             |               |               |               |               |               |               |
|----------------------------|-------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Ref. #                     | Description | FY11 Budgeted | FY12 Proposed | FY13 Proposed | FY14 Proposed | FY15 Proposed | FY16 Proposed |
|                            | None        | -             | -             | -             | -             | -             | -             |
|                            | Totals      | <u>\$ -</u>   |

| <b>Personnel Services Summary</b> |                                 |                  |                   |                  |                   |
|-----------------------------------|---------------------------------|------------------|-------------------|------------------|-------------------|
|                                   |                                 | FY11 Budgeted    |                   | FY12 Proposed    |                   |
| Code                              | Position Title                  | # of Positions   | \$ Amount         | # of Positions   | \$ Amount         |
| 5111                              | Town Clerk                      | 1.00             | \$ 87,698         | 1.00             | \$ 87,698         |
|                                   | Assistant Town Clerk            | 1.00             | 51,344            | 1.00             | 51,344            |
|                                   | Senior Department Clerk         | 1.00             | 41,426            | 1.00             | 41,426            |
|                                   | Sub Total                       | <u>3.00 FTEs</u> | \$ 180,468        | <u>3.00 FTEs</u> | \$ 180,468        |
| 5157                              | Office Assistant                | 624 hrs.         | \$ 9,859          | 907 hrs.         | \$ 14,429         |
| 5120                              | Professional Project Specialist | 180 hrs.         | 3,812             | 0 hrs.           | -                 |
| 5130                              | Overtime (special elections)    | 48 hrs.          | 1,666             | 75 hrs.          | 2,588             |
|                                   | Total                           | <u>3.39 FTEs</u> | <u>\$ 195,805</u> | <u>3.43 FTEs</u> | <u>\$ 197,485</u> |

| <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>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> |
|--|-------------|-------------|-------------|-------------|
| Births Registered (Concord residents)        | 1,178 (87)  | 1,186 (98)  | 1,191 (115) | 1,183 (100) |
| Deaths Registered (Concord residents)        | 349 (133)   | 399 (147)   | 374 (123)   | 384 (157)   |
| Marriages Registered (Concord residents)     | 87 (21)     | 58 (22)     | 76 (29)     | 84 (32)     |
| Marriage Intentions Filed                    | 88          | 59          | 82          | 83          |
| Certified Copies of Vital Records Issued     | 6,945       | 6,643       | 6,188       | 6,423       |
| Fishing & Hunting Licenses Issued            | 252         | 263         | 244         | 246         |
| Dog Licenses Issued                          | 1,795       | 1,865       | 1,893       | 1,905       |
| Burial Permits Issued                        | 333         | 378         | 354         | 360         |
| Business Certificates Recorded               | 135         | 123         | 147         | 149         |
| Cemetery Deeds Prepared & Recorded           | 71          | 35          | 40          | 56          |
| Public Meetings Posted                       | 1,024       | 922         | 925         | 1,029       |
| Raffle Permits Issued                        | 10          | 16          | 17          | 12          |
| Passport Applications Processed              | 362         | 179         | 185         | 191         |
| Affidavits & Corrections Prepared & Recorded | 35          | 49          | 63          | 40          |
| Net Receipts to General Fund                 | \$126,142   | \$111,445   | \$117,007   | \$122,965   |

Mission Statement:

The purpose of this funding is to operate, maintain, and upgrade the Town's information systems so that they continue to meet current needs and the latest technology standards.

Budget Highlights:

- This budget represents a 5.9% increase in operating cost over that of the FY11 budget.
- The Technology Fund is increasing by \$13,000, to \$141,000.
- This fund ensures the continuous updating of desktop technology and of the Town's internal network.
- At the time of this writing, the Town is conducting a comprehensive review of its Information Systems (IS) operations and technologies. This review should be completed by June 30, 2011. Accordingly, the actual FY12 IS organizational structure and technological investment may differ from the information presented here.

**Expenditure Summary**

|                    | FY09 Actual | FY10 Actual | FY11 Budgeted | FY12 Proposed |
|--------------------|-------------|-------------|---------------|---------------|
| General Fund       | \$ 307,912  | \$ 348,352  | \$ 358,275    | \$ 386,338    |
| Other Funds        | \$ 22,937   | \$ 28,739   | \$ 32,552     | \$ 32,878     |
| Total Expenditures | \$ 330,848  | \$ 377,091  | \$ 390,827    | \$ 419,216    |

Description:

The account is divided into three activities:

**Financial Systems Operations:** Includes the cost of basic 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 Systems Operations:** Includes a 75% General Fund share of the staffing costs to manage and develop the Town's information systems (25% of staffing cost is charged to the Enterprise Funds directly); the General Fund's share of internet access expenses for all Town staff; and ongoing consulting and staff training. This activity also includes funding for Town-wide hardware and software acquisition needs (\$141,000) in accordance with the capital outlay component of the FY2012 - 2016 proposed Capital Improvement Program. 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 Technology Director and the review of 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 FY12**

| Expense Category               | Cost      | Detail   |
|--------------------------------|-----------|--|
| Financial Systems Operations   | \$82,530  | 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.   |
| Information Systems Operations | \$182,686 | Includes staffing costs, internet access, consulting, and training.  |
| Technology Fund                | \$141,000 | Includes the costs associated with hardware and software upgrades and replacements.                                |

| <b>Expenditure Detail</b> |                       |                   |                   |                    |                         |
|---------------------------|-----------------------|-------------------|-------------------|--------------------|-------------------------|
|                           | Previous Fiscal Years |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 93,343             | \$ 114,421        | \$ 130,198        | \$ 131,501         | \$ 131,501              |
| Purchased Services        | 95,462                | 134,826           | 120,029           | 134,115            | 134,115                 |
| Supplies                  | 9,066                 | 7,829             | 10,500            | 10,500             | 10,500                  |
| Other Charges             | -                     | 15                | 2,100             | 2,100              | 2,100                   |
| Capital Outlay            | 132,978               | 120,000           | 128,000           | 200,000            | 141,000                 |
| <b>Totals</b>             | <b>\$ 330,848</b>     | <b>\$ 377,091</b> | <b>\$ 390,827</b> | <b>\$ 478,216</b>  | <b>\$ 419,216</b>       |

| <b>Funding Plan</b> |                   |                |                   |                |                     |
|---------------------|-------------------|----------------|-------------------|----------------|---------------------|
|                     | FY11 Budgeted     | % of Budget    | FY12 Proposed     | % of Budget    | % Change in Dollars |
| General Fund        | \$ 358,275        | 91.67%         | \$ 386,338        | 92.16%         | 7.83%               |
| Light Fund          | 26,040            | 6.66%          | 26,301            | 6.27%          | 1.00%               |
| Water Fund          | 5,209             | 1.33%          | 5,261             | 1.25%          | 1.00%               |
| Sewer Fund          | 1,303             | 0.33%          | 1,316             | 0.31%          | 1.00%               |
| <b>Totals</b>       | <b>\$ 390,827</b> | <b>100.00%</b> | <b>\$ 419,216</b> | <b>100.00%</b> | <b>7.26%</b>        |

| <b>Capital Outlay Plan</b> |                           |                   |                   |                   |                   |                   |                   |
|----------------------------|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Ref. #                     | Description               | FY11 Budgeted     | FY12 Proposed     | FY13 Proposed     | FY14 Proposed     | FY15 Proposed     | FY16 Proposed     |
| C-1                        | Town-Wide Technology Fund | 128,000           | 141,000           | 160,000           | 160,000           | 175,000           | 190,000           |
| C-2                        | Voice-Over Internet       | -                 | -                 | -                 | 75,000            | -                 | -                 |
|                            | <b>Totals</b>             | <b>\$ 128,000</b> | <b>\$ 141,000</b> | <b>\$ 160,000</b> | <b>\$ 235,000</b> | <b>\$ 175,000</b> | <b>\$ 190,000</b> |

| <b>Personnel Services Summary</b> |                               |                  |                   |                  |                   |
|-----------------------------------|-------------------------------|------------------|-------------------|------------------|-------------------|
|                                   |                               | FY11 Budgeted    |                   | FY12 Proposed    |                   |
| Code                              | Position Title                | # of Positions   | \$ Amount         | # of Positions   | \$ Amount         |
| 5111                              | Technology Director           | 1.00             | \$ 80,869         | 1.00             | \$ 73,354         |
|                                   | Information Systems Assistant | 1.00             | 49,329            | 1.00             | 58,147            |
|                                   | <b>Total</b>                  | <b>2.00 FTEs</b> | <b>\$ 130,198</b> | <b>2.00 FTEs</b> | <b>\$ 131,501</b> |

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 0.4% decrease in operating cost from that of the FY11 budget.
- 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.
- With the renovation of the new Assessors' space, the Town is able to discontinue the use of nearby rental space which was costing about \$50,000 per year, with a net annual savings estimated at approximately \$30,000 to \$35,000.

**Expenditure Summary**

|                           | FY09 Actual       | FY10 Actual       | FY11 Budgeted     | FY12 Proposed     |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund              | \$ 91,988         | \$ 94,301         | \$ 103,171        | \$ 102,835        |
| Other Funds               | \$ 14,804         | \$ 14,934         | \$ 23,299         | \$ 23,214         |
| <b>Total Expenditures</b> | <b>\$ 106,792</b> | <b>\$ 109,235</b> | <b>\$ 126,470</b> | <b>\$ 126,049</b> |

Description:

This budget covers operating expenses of the Town House, located at 22 Monument Square and the new 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 Town boards and committees throughout the day and evening. A new 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, with the Town Clerk's office maintaining evening hours at the Town House until 6:00 p.m. on Thursdays, September – June.

The Town House was constructed in 1851, and, now in its 159<sup>th</sup> year, requires significant ongoing interior and exterior maintenance and repairs.

**Utility Performance Information**

| Utility     | Cost        |             |               |               | Efficiency             |              |
|-------------|-------------|-------------|---------------|---------------|------------------------|--------------|
|             | FY09 Actual | FY10 Actual | FY11 Budgeted | FY12 Proposed | FY10 Actual \$/ Sq.Ft. | Units/Sq.Ft. |
| Electricity | \$ 13,735   | \$ 14,503   | \$ 18,322     | \$ 18,395     | 0.977                  | 6.332        |
| Natural Gas | 10,925      | 10,663      | 9,441         | 8,938         | 0.719                  | 0.406        |
| Water       | 993         | 765         | 946           | 913           | 0.052                  | 0.016        |
| Sewer       | 1,856       | 1,480       | 1,813         | 1,785         | 0.100                  | 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 |                   |                   | FY12               |                         |
|                           | FY09 Actual           | FY10 Actual       | FY11 Budgeted     | Department Request | Town Manager's Proposed |
| Personnel Services        | \$ 41,316             | \$ 43,022         | \$ 48,719         | \$ 48,719          | \$ 48,719               |
| Purchased Services        | 38,799                | 34,096            | 40,851            | 40,430             | 40,430                  |
| Supplies                  | 12,467                | 7,054             | 12,100            | 12,100             | 12,100                  |
| 24 Court Lane Facility    | -                     | 113               | 14,800            | 14,800             | 14,800                  |
| Capital Outlay            | 14,210                | 24,950            | 10,000            | 15,000             | 10,000                  |
| <b>Totals</b>             | <b>\$ 106,792</b>     | <b>\$ 109,235</b> | <b>\$ 126,470</b> | <b>\$ 131,049</b>  | <b>\$ 126,049</b>       |

| <b>Funding Plan</b>       |                   |                |                   |                |                     |
|---------------------------|-------------------|----------------|-------------------|----------------|---------------------|
|                           | FY11 Budgeted     | % of Budget    | FY12 Proposed     | % of Budget    | % Change in Dollars |
| General Fund              | \$ 103,171        | 81.58%         | \$ 102,835        | 81.58%         | -0.33%              |
| Light Fund                | 5,824             | 4.61%          | 5,803             | 4.60%          | -0.36%              |
| Water Fund                | 6,990             | 5.53%          | 6,964             | 5.52%          | -0.37%              |
| Sewer Fund                | 3,495             | 2.76%          | 3,482             | 2.76%          | -0.37%              |
| Solid Waste Disposal Fund | 1,166             | 0.92%          | 1,162             | 0.92%          | -0.34%              |
| Retirement                | 5,824             | 4.61%          | 5,803             | 4.60%          | N/A                 |
| <b>Totals</b>             | <b>\$ 126,470</b> | <b>100.00%</b> | <b>\$ 126,049</b> | <b>100.00%</b> | <b>-0.33%</b>       |

| <b>Capital Outlay Plan</b> |                       |                  |                  |                  |                  |                  |                  |
|----------------------------|-----------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Ref. #                     | Description           | FY11 Budgeted    | FY12 Proposed    | FY13 Proposed    | FY14 Proposed    | FY15 Proposed    | FY16 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> |                                |                  |                  |                  |                  |
|-----------------------------------|--------------------------------|------------------|------------------|------------------|------------------|
| Code                              | Position Title                 | FY11 Budgeted    |                  | FY12 Proposed    |                  |
|                                   |                                | # of Positions   | \$ Amount        | # of Positions   | \$ Amount        |
| 5111                              | Building Maintenance Custodian | 1.00             | \$ 40,487        | 1.00             | \$ 40,487        |
|                                   | Sub Total                      | <u>1.00 FTEs</u> | 40,487           | <u>1.00 FTEs</u> | 40,487           |
|                                   | Overtime                       | 283 hrs.         | 8,232            | 283 hrs.         | 8,232            |
|                                   | <b>Total</b>                   | <u>1.00 FTEs</u> | <b>\$ 48,719</b> | <u>1.00 FTEs</u> | <b>\$ 48,719</b> |