

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 FY10 budget.

Expenditure Summary

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 1,275	\$ 2,615	\$ 3,100	\$ 3,100
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,275	\$ 2,615	\$ 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 30th each year. One or more members of the committee are also assigned to observe and attend meetings of all other principal Town boards and committees, including school committees.

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

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

In calendar year 2009, 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, 2008 of budget guidelines for the FY11 budget year commencing July 1, 2010.

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	799	2,164	2,385	2,385	2,385
Supplies	250	-	250	250	250
Other Charges	226	451	465	465	465
Capital Outlay	-	-	-	-	-
Totals	<u>\$ 1,275</u>	<u>\$ 2,615</u>	<u>\$ 3,100</u>	<u>\$ 3,100</u>	<u>\$ 3,100</u>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 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 11.4% decrease in operating cost from that of the FY10 budget.
- A major portion of the reduction in the FY11 budget is the elimination of funding (\$49,562) for rent of office space at 30 Monument Square used by the Assessing Division. In the Spring of 2010, the Assessing Division moves to the renovated Cemetery Building at the Sleepy Hollow Cemetery.
- An increase in personnel costs is a result of funding the position of Senior Budget and Operations Analyst instead of that of the Budget Analyst. This change occurs because there has been a promotion of a Finance Administration staff member.

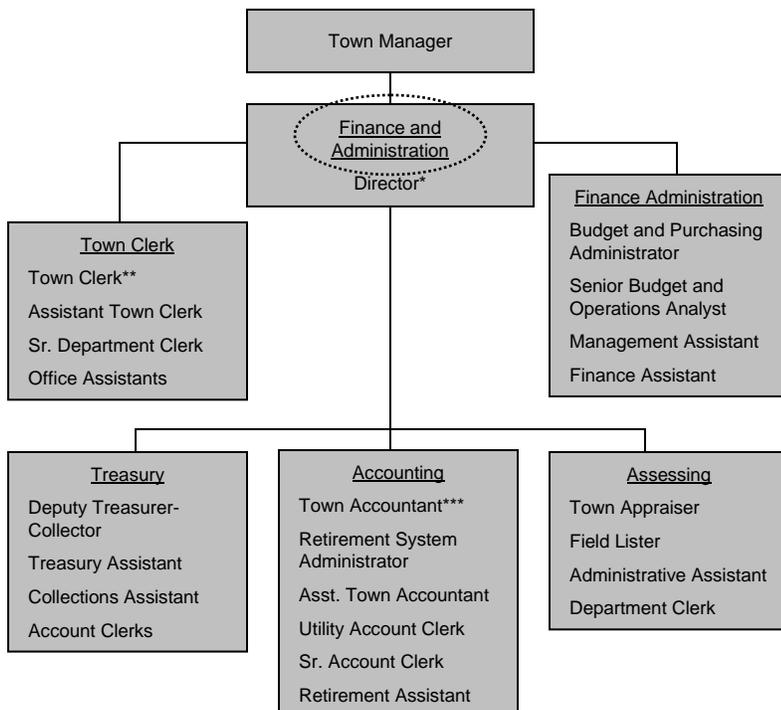
Expenditure Summary

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 191,323	\$ 261,997	\$ 267,785	\$ 233,611
Other Funds	\$ 130,096	\$ 153,722	\$ 168,634	\$ 153,177
Total Expenditures	\$ 321,419	\$ 415,719	\$ 436,419	\$ 386,788

Description:

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

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



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

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

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

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 284,325	\$ 306,200	\$ 373,957	\$ 376,408	\$ 376,408
Purchased Services	20,809	50,176	53,512	2,430	2,430
Supplies	889	1,003	1,450	1,450	1,450
Other Charges	6,222	3,340	7,500	6,500	6,500
Capital Outlay	9,175	55,000	-	-	-
Totals	<u>\$ 321,419</u>	<u>\$ 415,719</u>	<u>\$ 436,419</u>	<u>\$ 386,788</u>	<u>\$ 386,788</u>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 267,785	61.36%	\$ 233,611	60.40%	-12.76%
Light Fund	42,263	9.68%	38,291	9.90%	-9.40%
Water Fund	66,234	15.18%	61,265	15.84%	-7.50%
Sewer Fund	16,561	3.79%	15,319	3.96%	-7.50%
Solid Waste Fund	10,141	2.32%	7,661	1.98%	-24.46%
Swim and Fitness Fund	5,000	1.15%	7,661	1.98%	53.22%
Parking Meter Fund	15,321	3.51%	15,319	3.96%	-0.01%
Town Trust Fund	7,662	1.76%	7,661	1.98%	-0.01%
Retirement System	5,452	1.25%	-	0.00%	-100.00%
Totals	<u>\$ 436,419</u>	100.00%	<u>\$ 386,788</u>	100.00%	-11.37%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Finance Director	1.00	\$ 130,815	1.00	\$ 130,815
	Budget and Purchasing Administrator	1.00	71,476	1.00	71,476
	Management Assistant	1.00	54,914	1.00	53,955
	Senior Budget and Operations Analyst	1.00	52,132	1.00	55,542
	Finance Assistant	1.00	60,720	1.00	60,720
	Sub Total	<u>5.00 FTEs</u>	\$ 370,057	<u>5.00 FTEs</u>	\$ 372,508
5157	Car Allowance	N/A	\$ 3,900	N/A	\$ 3,900
	Total	<u>5.00 FTEs</u>	\$ 373,957	<u>5.00 FTEs</u>	\$ 376,408

Program Implementation	
<ul style="list-style-type: none"> • The proposed FY11 Finance Administration Division budget provides funding for the five full-time staff members: the Finance Director; Budget and Purchasing Administrator; Senior Budget and Operations Analyst; Management Assistant; and Senior Administrative Assistant. The Management Assistant position, which remains vacant as of January 2010, will assist the Finance Director in various tasks pertaining to treasurer / collector functions, payroll processing, and employee benefit administration. • In the FY11 budget, the position of Budget Analyst has been replaced by Senior Budget and Operations Analyst. The Budget Analyst is an entry level position for someone with a graduate degree in public policy or finance; The Senior Budget and Operations Analyst is a more senior position for someone with an appropriate graduate degree and who has at least two years of relevant experience. The Finance Administration Division funds either one or the other position. Due to an internal promotion, the FY11 budget is allocating funds for the Senior Budget and Operations Analyst. • Since April 2008, the Town has rented office space at 30 Monument Square, a building adjacent to the Town House. This space of 1,586 square feet has been used by the Assessing Division for its operations. In the FY10 budget, an amount of \$49,562 was allocated for paying rent on the office space and this amount was placed in the Finance Administration budget. In 2009, the Town began to renovate the Cemetery Building at the Sleepy Hollow Cemetery. Renovations should be complete in the spring of 2010. At that time, the Assessing Division will move from 30 Monument Square to the Cemetery Building. Accordingly, the Finance Division does not carry an amount for rent of 30 Monument Square in the Purchased Services section of FY11 budget. Going forward, the Town House budget will contain a subsection for any costs associated with the Cemetery Building. • Other non-Personnel expenditures are essentially level funded. 	

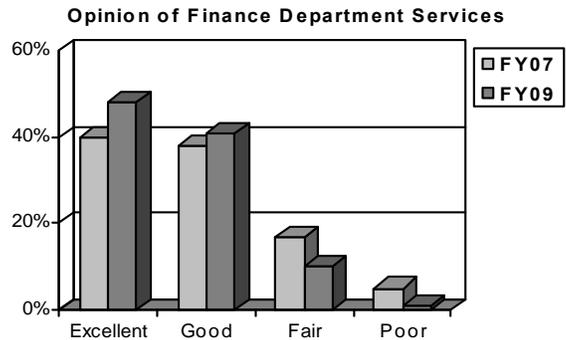
Finance Administration Programs

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?	FY07	FY08	FY09	FY10
Excellent	40%	N/A	48%	N/A
Good	38%	N/A	41%	N/A
Fair	17%	N/A	10%	N/A
Poor	5%	N/A	1%	N/A



*Data Source: September, 2006 and November, 2008 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
Moody’s Credit Rating	Aaa	Aaa	Aaa	Aaa

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

Payroll Processing	2005	2006	2007	2008	2009
Number of Payroll Checks Processed	9,916	10,798	11,248	11,520	11,298
Number of W-2 Forms Processed	549	644	655	652	616

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

Procurement Processing	FY05	FY06	FY07	FY08	FY09
Number of Purchase Orders Processed	629	664	632	639	793
Number of Bids Processed	19	24	30	24	15
Number of RFPs Processed	13	16	23	9	9

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 0.4% increase in operating cost from that of the FY10 budget.
- Banking fee increases of 10.6% (\$4,400) over the previous year is a major service increase component of the FY11 budget.
- The expenses with the most significant percentage increase over the previous year are advertising (100% increase) and recording fees (33% increase), both relating to the costs incurred in the tax taking process.

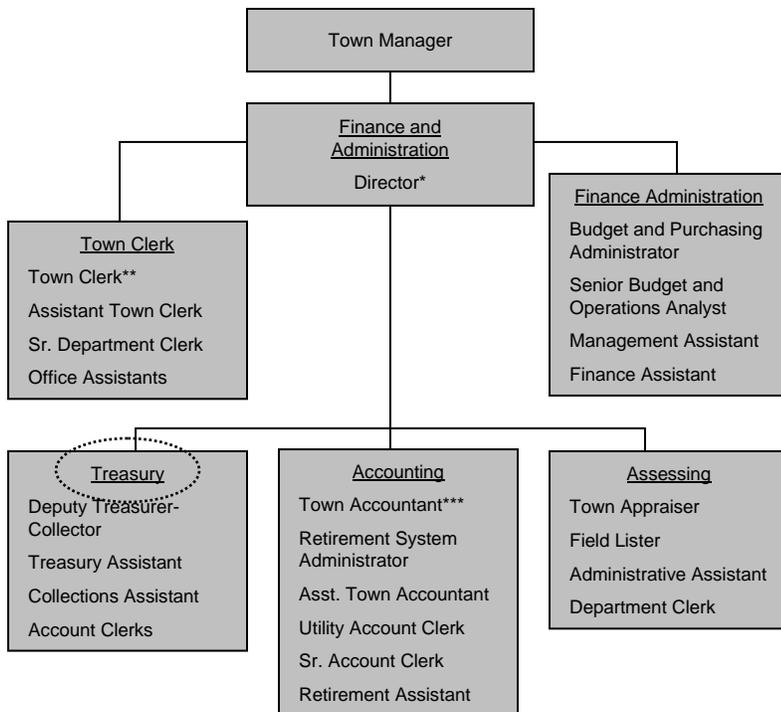
Expenditure Summary

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 217,819	\$ 228,889	\$ 243,115	\$ 239,952
Other Funds	\$ 166,124	\$ 175,493	\$ 181,461	\$ 186,169
Total Expenditures	\$ 383,943	\$ 404,382	\$ 424,576	\$ 426,121

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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Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 238,007	\$ 251,433	\$ 259,740	\$ 259,740	\$ 259,740
Purchased Services	140,108	147,043	157,831	159,526	158,526
Supplies	3,723	3,305	4,300	4,800	4,300
Other Charges	2,105	2,602	2,705	3,555	3,555
Capital Outlay	-	-	-	-	-
Totals	\$ 383,943	\$ 404,382	\$ 424,576	\$ 427,621	\$ 426,121

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 243,115	57.26%	\$ 239,952	56.31%	-1.30%
Light Fund	49,881	11.75%	51,556	12.10%	3.36%
Water Fund	44,845	10.56%	46,021	10.80%	2.62%
Sewer Fund	11,078	2.61%	11,364	2.67%	2.58%
Solid Waste Disp. Fund	25,218	5.94%	25,742	6.04%	2.08%
Swim and Fitness Center	15,761	3.71%	16,088	3.78%	2.07%
Parking Meter Fund	25,218	5.94%	25,742	6.04%	2.08%
Town Trust Fund	3,154	0.74%	3,219	0.76%	2.06%
Retirement System	6,306	1.49%	6,437	1.51%	2.08%
Totals	\$ 424,576	100.00%	\$ 426,121	100.00%	0.36%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Deputy Treasurer-Collector	1.00	\$ 81,264	1.00	\$ 81,264
	Collections Assistant	1.00	46,726	1.00	46,726
	Treasury Assistant	1.00	49,611	1.00	49,611
	Senior Account Clerk	2.00	82,139	2.00	82,139
	Total	<u>5.00 FTEs</u>	<u>\$ 259,740</u>	<u>5.00 FTEs</u>	<u>\$ 259,740</u>

Program Implementation
<ul style="list-style-type: none"> •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, \$74,600, 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. •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?	FY07	FY08	FY09	FY10
Very Important	N/A	N/A	30%	N/A
Somewhat Important	N/A	N/A	20%	N/A
Not Very Important	N/A	N/A	20%	N/A
Not At All Important	N/A	N/A	30%	N/A

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

Discussion: No comparable survey question was asked in FY07.

Importance Level	Percentage
Very Important	30%
Somewhat Important	20%
Not Very Important	20%
Not At All Important	30%

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 FY08 billing and collection activities engaged in were:

Collections and Billing Summary			
Activity	Volume of Activity in FY09	Billing Responsibilities	Collection Responsibilities
Parking violations	11,000		X
Subscriptions for curbside refuse and recycling	6,600	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					
	FY05	FY06	FY07	FY08	FY09
General Fund Earnings (in thousands)	\$560	\$1,033	\$1,323	\$1,242	\$791
Annual Yield	2.17%	4.05%	5.18%	4.27%	2.27%

Performance Measure 3: Tax Collection

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

Tax Collection Summary					
	FY05	FY06	FY07	FY08	FY09
% of the fiscal year’s property tax levy remaining unpaid as of June 30 th of that year.	0.71%	0.69%	0.76%	0.67%	0.70%

FY09 was the 14th 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 0.2% decrease in operating cost from that of the FY10 budget.

Expenditure Summary

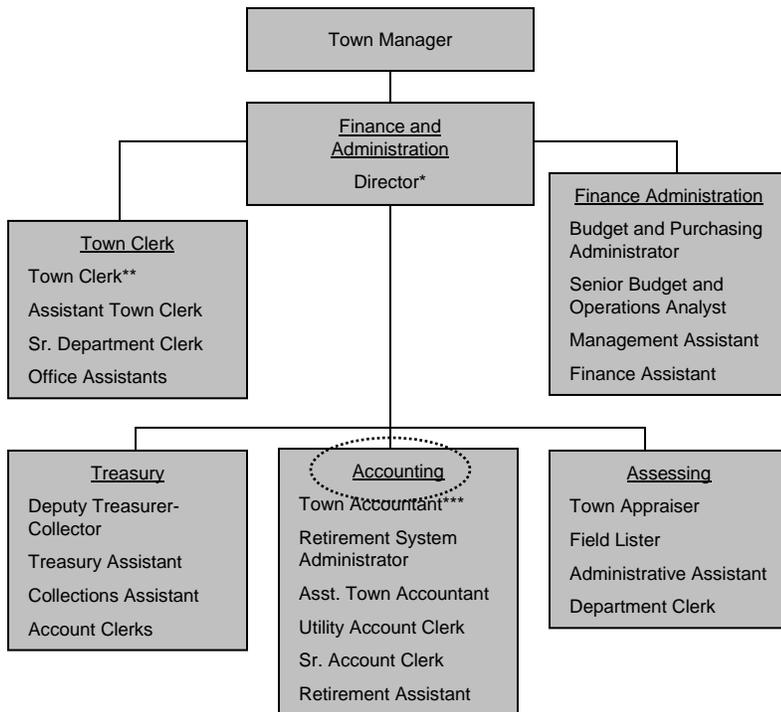
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 117,306	\$ 121,811	\$ 125,940	\$ 125,752
Other Funds	\$ 140,653	\$ 168,610	\$ 208,393	\$ 208,044
Total Expenditures	\$ 257,959	\$ 290,420	\$ 334,333	\$ 333,796

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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Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 236,599	\$ 228,299	\$ 275,198	\$ 276,911	\$ 276,911
Purchased Services	2,118	1,382	4,750	4,500	2,500
Supplies	1,512	658	2,285	2,285	2,285
Other Charges	1,527	1,082	2,100	2,100	2,100
Capital Outlay	5,000	12,000	-	-	-
Audit	46,000	47,000	50,000	50,000	50,000
Totals	\$ 292,756	\$ 290,420	\$ 334,333	\$ 335,796	\$ 333,796

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 125,940	37.67%	\$ 125,752	37.67%	-0.15%
Light Fund	47,427	14.19%	46,988	14.08%	-0.93%
Water Fund	49,770	14.89%	49,349	14.78%	-0.85%
Swim and Fitness Fund	16,858	5.04%	16,752	5.02%	N/A
Sewer Fund	3,791	1.13%	3,779	1.13%	-0.32%
Solid Waste Disp. Fund	9,058	2.71%	8,945	2.68%	-1.25%
Retirement System	81,489	24.37%	82,231	24.64%	0.91%
Totals	\$ 334,333	100.00%	\$ 333,796	100.00%	-0.16%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Accountant	1.00	\$ 75,690	1.00	\$ 75,690
	Retirement System Administrator	1.00	53,955	1.00	53,955
	Assistant Town Accountant	0.50	32,400	0.50	33,371
	Utility Account Clerk	1.00	42,324	1.00	42,324
	Senior Account Clerk	1.00	46,295	1.00	46,295
	Retirement Assistant	0.50	24,534	0.50	25,276
	Total	<u>5.00 FTEs</u>	<u>\$ 275,198</u>	<u>5.00 FTEs</u>	<u>\$ 276,911</u>

Program Implementation
<ul style="list-style-type: none"> •The majority of the Accounting Division’s budget is for personnel services. •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. •Due to staff turnover, the Town and the Retirement Board agreed to have the Retirement System Administrator serve the Retirement Board on a full-time basis in FY09, while temporarily leaving the Retirement Assistant position vacant. •The fee for the annual audit is allocated among the following participating funds: Water Fund (12%); Sewer Fund(12%); Retirement Fund (6%); Solid Waste Disposal Fund (3%); Light Fund (3%); Swim and Fitness Fund (5%); and the General Fund (59%). •The above allocation is based on the auditor’s estimate of time required to complete each section. The audit of the Retirement System has now been combined to include the PERAC-required audit. The Retirement System pays this fee separately.

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 9,421 checks in FY09.

Performance Measure 2: Warrant Production

The Accounting Division produced 55 Warrants on schedule in FY09.

Performance Measure 3: Report Production

The Accounting Division produced and submitted a Recap Sheet, Schedule A, and Free Cash Certification on schedule in FY09.

Performance Measure 4: Utility Billing

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

Water and Sewer Bills –	32,842
Electric Bills -	48,073

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 6.9% decrease in operating cost from that of the FY10 budget.
- The largest item 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).
- Due to budget constraints, the amount proposed for professional services has been reduced by \$28,736 (from \$107,736 in FY10 to \$79,000 in FY11).

Expenditure Summary

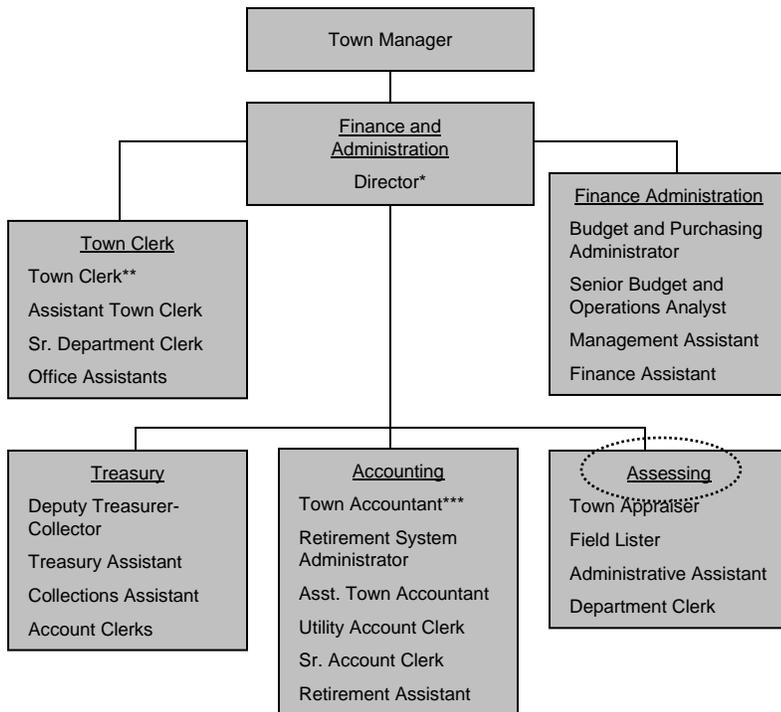
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 262,037	\$ 371,512	\$ 381,937	\$ 355,655
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 262,037	\$ 371,512	\$ 381,937	\$ 355,655

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.



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Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 198,220	\$ 210,120	\$ 223,068	\$ 232,125	\$ 232,125
Purchased Services	43,719	152,243	146,119	147,935	111,935
Supplies	3,409	2,543	3,050	2,850	2,825
Other Charges	6,255	6,281	9,700	9,770	8,770
Capital Outlay	10,434	326	-	-	-
Totals	<u>\$ 262,037</u>	<u>\$ 371,512</u>	<u>\$ 381,937</u>	<u>\$ 392,680</u>	<u>\$ 355,655</u>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 381,937	100.00%	\$ 355,655	100.00%	-6.88%
Totals	<u>\$ 381,937</u>	100.00%	<u>\$ 355,655</u>	100.00%	-6.88%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	-	-	-	-	-	-
	Totals	<u>\$ -</u>					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Appraiser	1.00	\$ 80,763	1.00	\$ 80,820
	Field Lister	1.00	50,624	1.00	50,624
	Administrative Assistant	1.00	50,034	1.00	50,034
	Department Clerk	1.00	39,547	1.00	39,547
	Sub Total	<u>4.00 FTEs</u>	\$ 220,968	<u>4.00 FTEs</u>	\$ 221,025
5120	Limited Status	0 hrs.	\$ -	300 hrs.	\$ 9,000
5157	Car Allowance	N/A	2,100	N/A	2,100
	Total	<u>4.00 FTEs</u>	\$ 223,068	<u>4.14 FTEs</u>	\$ 232,125

Program Implementation

- The Assessors Division is staffed by a Town Assessor, a Field Lister, a Sr. 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. Additional inspections may be scheduled for completion in FY10 if the budget can accommodate the expense.
- FY09 and FY10 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 constructed a new land pricing structure for FY10, taking the zoning factor out of the formula and valuing all parcels up to 80,000 square feet on the land curve. Further study of the land valuation methodology will continue through the FY11 revaluation.
- Purchased Services include field inspections, data collection, appraisals and consulting services (\$99,000), computer maintenance (\$8,500), equipment maintenance (\$300), telephone (\$1,700), postage (\$1,000), printing and book binding (\$800), and advertising (\$500).
- The Supplies expense category includes \$2,700 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.
- Appraisal and other professional services have been decreased by \$28,736 from FY10 to FY11 due to budget constraints. These reductions will result in less resources for the revaluation process.

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	FY05	FY06	FY07	FY08	FY09
Total # Visits	560	920	1,488	1,366	3,816
Full Measure and List	27	180	670	678	2,380
	FY05 also included field review of 5,736 parcels for the reval		FY07 included the condominium full measure and list	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		
FY04	6,508	106	1.6	69	7	4**	16,386,122	172,529
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	7**	9,524,167	100,575
FY08*	6,483	174	2.7	95	31	7**	16,859,936	180,739
FY09	6,566	138	2.1	65	17	16***	8,917,355	106,117

* Revaluation year.

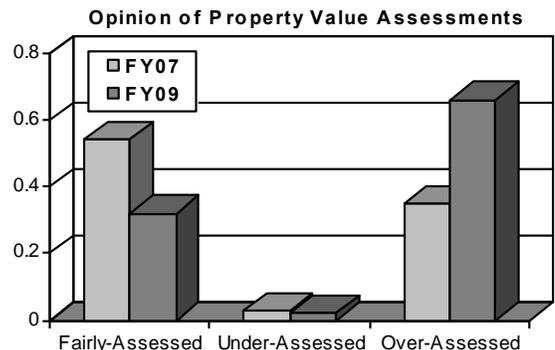
** FY03 – FY07 ATB cases represent communication company cases being appealed state-wide.

*** FY08 includes 7 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?	FY07	FY08	FY09	FY10
Fairly-Assessed	54%	N/A	32%	N/A
Under-Assessed	3%	N/A	2%	N/A
Over-Assessed	35%	N/A	66%	N/A

*Data Source: September, 2006 and November, 2008 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% decrease in operating cost from that of the FY10 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

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 183,742	\$ 189,766	\$ 202,016	\$ 196,497
Other Funds	\$ -	\$ -	\$ -	\$ 3,000
Total Expenditures	\$ 183,742	\$ 189,766	\$ 202,016	\$ 199,497

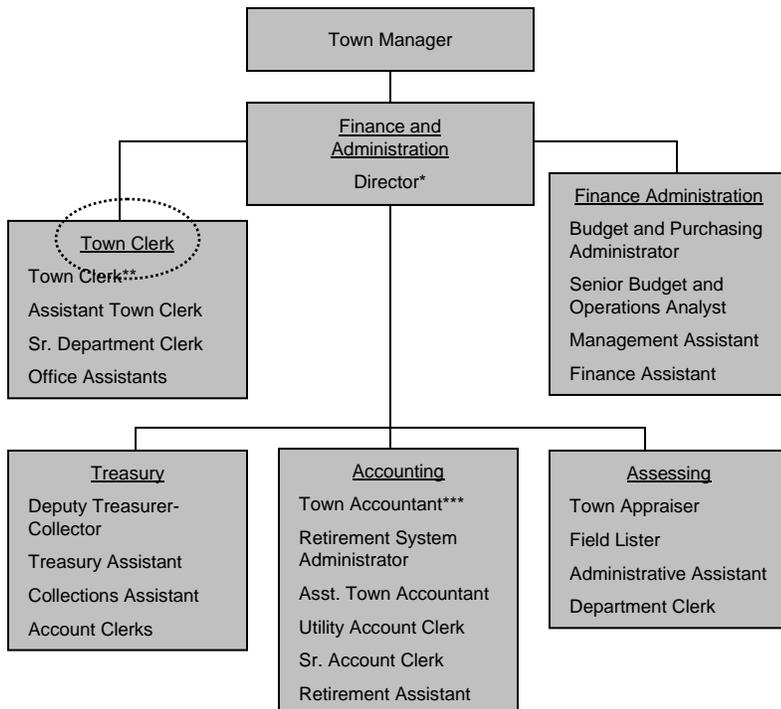
Description:

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.

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 176,921	\$ 171,697	\$ 194,669	\$ 194,057	\$ 192,249
Purchased Services	2,906	2,677	1,515	1,500	1,500
Supplies	1,838	2,829	2,848	2,775	2,775
Other Charges	1,486	2,481	2,984	2,973	2,973
Capital Outlay	590	10,083	-	8,000	-
Totals	\$ 183,742	\$ 189,766	\$ 202,016	\$ 209,305	\$ 199,497

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 202,016	100.00%	\$ 196,497	98.50%	-2.73%
Cemetery Fund	-	0.00%	3,000	1.50%	N/A
Totals	\$ 202,016	100.00%	\$ 199,497	100.00%	-1.25%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	-	-	-	-	-	-
	Totals	\$ -					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Town Clerk	1.00	\$ 85,888	1.00	\$ 85,991
	Assistant Town Clerk	1.00	50,342	1.00	50,342
	Senior Department Clerk	1.00	40,201	1.00	40,612
	Sub Total	<u>3.00 FTEs</u>	\$ 176,431	<u>3.00 FTEs</u>	\$ 176,945
5157	Office Assistant	783 hrs.	\$ 12,129	624 hrs.	\$ 9,859
5120	Professional Project Specialist	120 hrs.	2,491	180 hrs.	3,812
5130	Overtime (special elections)	100 hrs.	3,618	48 hrs.	1,633
	Total	<u>3.43 FTEs</u>	\$ 194,669	<u>3.39 FTEs</u>	\$ 192,249

Program Implementation
<ul style="list-style-type: none"> •The Town Clerk’s budget consists almost entirely of salary cost for three full-time positions, a part-time Office Assistant (12 hours per week), and a Professional Project Specialist (15 hours per months). •The following is included under Purchased Services: telephones, office equipment maintenance, postage, and book binding supplies for our in-house book-binding machine. • The following is included under Supplies: office supplies, envelopes, printer toner, and dog licensing supplies • The following is included under Other Charges: membership dues for professional associations for the Town Clerk and staff; conference registration and expenses to allow the Town Clerk and staff to attend state and regional conferences; and related travel expenses for conference attendance. Conference attendance is essential to maintain and upgrade professional knowledge and skills, and to retain certification status.

Town Clerk Programs

Program 1 – Town Clerk Operations:

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

Activities by Calendar Year

ACTIVITY	2006	2007	2008	2009
Births Registered (Concord residents)	1,277 (123)	1,178 (87)	1,199 (101)	1,195 (122)
Deaths Registered (Concord residents)	423 (161)	349 (133)	402 (149)	370 (134)
Marriages Registered (Concord residents)	74 (24)	87 (21)	58 (22)	76 (25)
Marriage Intentions Filed	80	88	59	82
Certified Copies of Vital Records Issued	7,156	6,945	6,643	6,188
Fishing & Hunting Licenses Issued	458	411	421	383
Dog Licenses Issued	1,783	1,781	1,861	1,881
Burial Permits Issued	406	333	378	354
Business Certificates Recorded	118	135	123	147
Cemetery Deeds Prepared & Recorded	119	71	35	40
Public Meetings Posted	962	1,024	922	925
Raffle Permits Issued	15	10	16	17
Passport Applications Processed	345	362	179	185
Affidavits & Corrections Prepared & Recorded	22	35	49	63
Net Receipts to General Fund	\$124,351	\$126,142	\$111,445	\$117,007

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 1.3% increase in operating cost over that of the FY10 budget.
- The Technology Fund is increasing by \$8,000, \$120,000 to \$128,000.
- This fund ensures the continuous updating of desktop technology and of the Town's internal network. It also covers costs associated with the Town website and system-wide hardware and software upgrades.

Expenditure Summary

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 304,915	\$ 307,912	\$ 349,089	\$ 357,089
Other Funds	\$ 29,739	\$ 22,937	\$ 33,163	\$ 32,157
Total Expenditures	\$ 334,654	\$ 330,848	\$ 382,252	\$ 389,246

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 operational costs of the electronic time reporting system. This system is presently being installed, and will automate time and attendance reporting. The data will feed directly into the payroll system, expediting certain tasks for both the Personnel and Finance Departments.

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 (\$128,000) in accordance with the capital outlay component of the FY2011 - 2015 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 FY11

Expense Category	Cost	Detail
Financial Systems Operations	\$75,950	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	\$172,296	Includes staffing costs, internet access, consulting, and training.
Technology Fund	\$128,000	Includes the costs associated with hardware and software upgrades and replacements.

FINANCE & ADMINISTRATION: Information Systems

Item 9

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 115,586	\$ 93,343	\$ 132,652	\$ 128,617	\$ 128,617
Purchased Services	98,865	95,462	117,000	120,029	120,029
Supplies	9,286	9,066	10,500	10,500	10,500
Other Charges	175	-	2,100	2,100	2,100
Capital Outlay	110,742	132,978	120,000	175,000	128,000
Totals	\$ 334,654	\$ 330,848	\$ 382,252	\$ 436,246	\$ 389,246

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 349,089	91.32%	\$ 357,089	91.74%	2.29%
Light Fund	26,530	6.94%	25,724	6.61%	-3.04%
Water Fund	5,306	1.39%	5,146	1.32%	-3.02%
Sewer Fund	1,327	0.35%	1,287	0.33%	-3.01%
Totals	\$ 382,252	100.00%	\$ 389,246	100.00%	1.83%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
C-1	Town-Wide Technology Fund	120,000	128,000	145,000	160,000	175,000	190,000
	Totals	\$ 120,000	\$ 128,000	\$ 145,000	\$ 160,000	\$ 175,000	\$ 190,000

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Technology Director	1.00	\$ 79,288	1.00	\$ 79,288
	Information Systems Assistant	1.00	53,364	1.00	49,329
	Total	2.00 FTEs	\$ 132,652	2.00 FTEs	\$ 128,617

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the historic Town House 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 16.1% increase in operating cost over that of the FY10 budget because all facility operating and maintenance costs of the newly renovated Assessors' Office at 24 Court Lane are included herein.
- Energy costs for the Town House and new Assessors Office are expected to be reasonable due to ongoing and new energy conservation initiatives undertaken at both locations.
- With the successful completion 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 – \$35K.

Expenditure Summary

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 96,383	\$ 91,988	\$ 94,591	\$ 102,406
Other Funds	\$ 15,298	\$ 14,804	\$ 14,934	\$ 23,108
Total Expenditures	\$ 111,681	\$ 106,792	\$ 109,525	\$ 125,514

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 159th year, requires significant ongoing interior and exterior maintenance and repairs.

Utility Performance Information

Utility	Cost				Efficiency	
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed	FY09 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$15,571	\$14,022	\$18,564	\$18,149	0.945	6.332
Natural Gas	\$11,873	\$10,925	\$13,250	\$9,441	0.736	0.406
Water	\$727	\$852	\$756	\$807	0.057	0.016
Sewer	\$1,556	\$1,856	\$1,662	\$1,813	0.125	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).

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 44,908	\$ 41,316	\$ 44,256	\$ 47,763	\$ 47,763
Purchased Services	41,057	38,799	44,216	41,351	40,851
Supplies	13,235	12,467	11,053	13,100	12,100
Cemetery Building	-	-	-	14,800	14,800
Capital Outlay	12,482	14,210	10,000	15,000	10,000
Totals	\$ 111,681	\$ 106,792	\$ 109,525	\$ 132,014	\$ 125,514

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 94,591	86.36%	\$ 102,406	81.59%	8.26%
Light Fund	4,977	4.54%	5,777	4.60%	16.07%
Water Fund	5,973	5.45%	6,932	5.52%	16.06%
Sewer Fund	2,987	2.73%	3,466	2.76%	16.04%
Solid Waste Disposal Fund	997	0.91%	1,156	0.92%	15.95%
Retirement	-	0.00%	5,777	4.60%	N/A
Totals	\$ 109,525	100.00%	\$ 125,514	100.00%	14.60%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
A-4	Building Improvements	10,000	10,000	10,000	15,000	15,000	15,000
	Totals	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000

Personnel Services Summary					
Code	Position Title	FY10 Budgeted		FY11 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 39,693	1.00	\$ 39,693
	Sub Total	<u>1.00 FTEs</u>	39,693	<u>1.00 FTEs</u>	39,693
	Overtime	160 hrs.	4,563	283 hrs.	8,070
	Total	<u>1.00 FTEs</u>	\$ 44,256	<u>1.00 FTEs</u>	\$ 47,763