

Section III

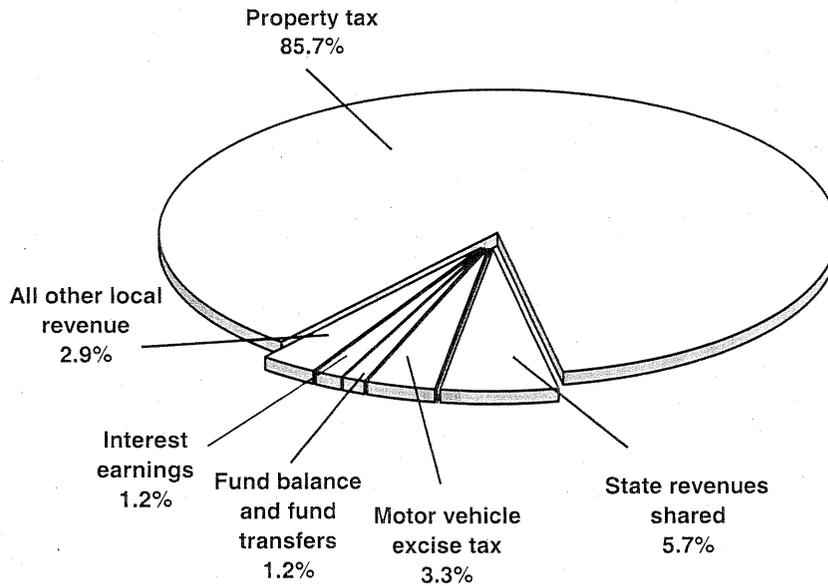
Budget Summary

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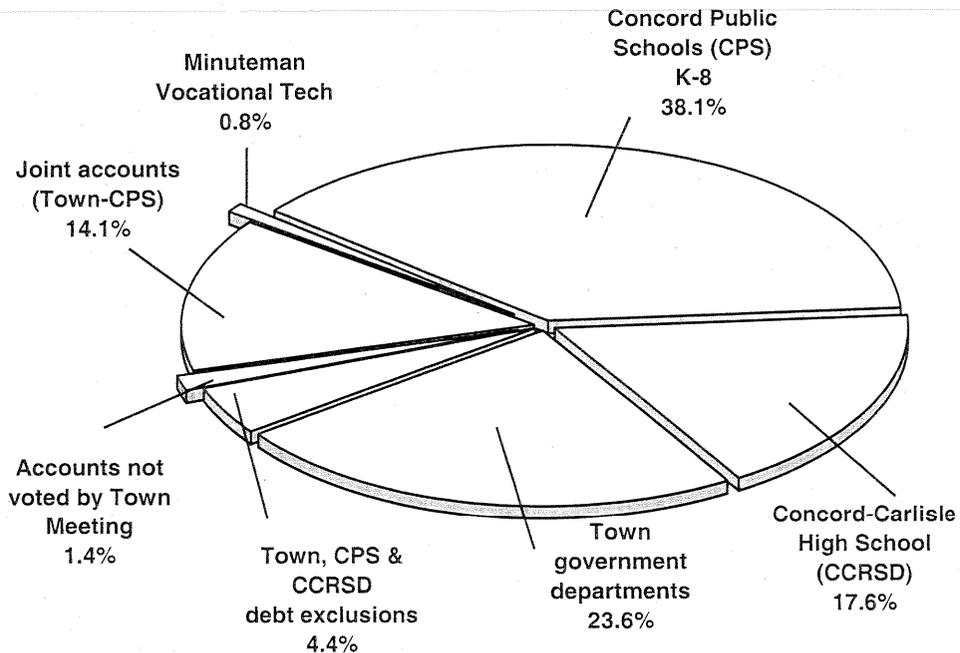
FY08 Guideline Budget Plan

Income

General Fund
FY08 total budget
at Finance Committee Guideline
\$69,416,094 (+4.7%)



Outlays



Budget Summary

The Budget Summary Section contains charts and schedules which display information about the FY08 Budget. At the beginning of the Budget Book, the Table of Contents presents the list of these charts and schedules.

As an overview to the Town's budget, this narrative describes the categories related to Expenditures of the General Fund Budget (page III - 6) and the corresponding Financing of the General Fund Budget (page III - 7). For the most part, it is the General Fund accounts that are appropriated by Town Meeting.

The General Fund Budget

The General Fund Operating Budget is organized and voted in three main categories:

- Town Government (Page III-6, line 5 – \$16,397,974 proposed for FY08)

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

- Concord Public Schools (Page III-6, line 6 - \$26,423,840 proposed for FY08)

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

- Concord-Carlisle Regional School District (page III-6, line 7 - \$12,191,417 proposed for FY08 as Concord's share of the Districts operating budget)

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

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

Town of Concord, Massachusetts

part of these joint accounts because it is a separate political subdivision. The joint accounts are as follows:

- Group Insurance (Page III-6, line 10 - \$3,600,000 proposed for FY08)

Group Insurance refers to employee health, dental, and basic life insurance. This account covers the Town's contribution for Town Government and Concord Public School employees and retirees who are enrolled in these programs.

- Retirement (Page III-6, line 11 - \$2,380,000 proposed for FY08)

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

- Debt Service (Page III-6, line 12 - \$2,875,000 proposed for FY08)

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

- Social Security / Medicare (Page III-6, line 13 - \$522,000 proposed for FY08)

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

- Other Fixed & Mandated Items (Page III-6, line 14 - \$425,000 proposed for FY08)

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

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

- Minuteman Voc Tech (Page III-6, line 16 - \$525,000 proposed for FY08)

In a similar manner in which funds are transferred to the Concord-Carlisle Regional School District, the Town pays an assessment to the 13-town Minuteman Regional Vocational Technical School District calculated in part based on the number of Concord students enrolled in the prior year.

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- High School Debt Exclusion (Page III-6, line 17 - \$476,557 proposed for FY08)

As approved by a Proposition 2 ½ debt exclusion ballot vote of the Concord electorate, the amount to cover the principal and interest on debt issued by the Concord-Carlisle Regional School District is included in this account.

- Town Debt Exclusion (Page III-6, line 18 - \$2,585,182 proposed for FY08)

This budget covers the debt service on bonds issued by the Town of Concord for major capital investments of the Town Government and the Concord Public Schools that have been voted by the electorate to be exempt from the property tax levy limit. Major components of this cost are principal and interest amounts due on borrowings made to finance the new Alcott (2004) and Thoreau (2006) elementary school buildings.

The total Town budget plan includes some items that do not require the approval of Town Meeting:

- State Assessments (Page III-6, line 21 - \$379,124 estimated for FY08)

By State law, these state charges are not subject to Town Meeting appropriation but must be financed within the property tax levy limit. The largest item is the assessment for the Massachusetts Bay Transit Authority which accounts for 89% of the budgeted amount.

- Snow/Ice & Other Deficits (Page III-6, line 22 – \$135,000 estimated)

Because snow removal expense is unpredictable, state law permits deficit spending for this purpose as long as the current amount appropriated in the CPW Snow & Ice Removal account (account #21, page IV-71) is at least as much as the previous year's appropriation. This account provides for added room for a current year deficit which would be required to be added to the next year's tax levy, within the limit. The budget estimate is based upon an average of historical experience. It is subject to wide variation.

- Overlay (Page III-6, line 23 – \$500,000 estimated for FY08)

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

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Financing the Budget Plan

The General Fund budget is financed with funds generated from property taxes, local motor vehicle excise taxes, state aid, transfers from other local sources, investment earnings on temporarily available cash balances, and other local fees and charges. Refer to Page III-7.

- Property Tax – Property taxes constitute over 85% of the total annual resources of the Town budget and may be levied only up to a calculated levy limit. This limit can only increase by 2.5% from the previous year's levy limit. However, taxes generated from "new growth," the increased property values resulting from new construction and change of property use, is added to the annual limit. In addition, any override or debt exclusion amount approved by a majority vote of the electorate is added to the annual levy limit.
- State Aid – The types of funds provided to Concord by the state government are listed in the Resource Detail – General Fund schedule on page III-8.
- Motor Vehicle Excise Tax – These resources are raised from a tax on each individual vehicle garaged in the Town, according to a schedule of depreciated value set by state statute and administered by the state Registry of Motor Vehicles.
- Investment Earnings – Throughout the year, the Town has temporarily available operating cash balances allowed by state law to be invested in money market accounts or investments with a maximum term of one year. The return from these accounts is subject, thus, to the prevailing short-term interest rates. This revenue source has been subject to considerable volatility in the past several years.
- Other Local Revenue – A detail of these resources can be found in the Resource Detail – General Fund Schedule on pages III-8 through III-11.
- Transfer from CMLP – The Concord Town Meeting authorizes the Concord Municipal Light Plant (an enterprise department of the town) to make a transfer to the General Fund from the Light Fund. By local practice, this amount is determined as the amount that the CMLP would have paid in property taxes were it a private utility.
- Free Cash Transfer – This transfer represents the amount proposed to be allocated by the Concord Town Meeting from the Town's state-certified Undesignated Fund Balance of the prior year-end. In effect, this transfer lowers the property tax levy that would otherwise be required. Typically, only a small portion of the Undesignated Fund Balance is applied for this purpose, in accordance with fund balance retention policies.

Town of Concord, Massachusetts

**General Fund Budget - All Accounts
Five Years: FY04 - FY07 Budgets
and Fiscal Year 2008 Guidelines**

Line #		FY04 Budget	FY05 Budget	FY06 Budget	FY07 Budget	FY08 Guidelines	Percent Change	Percent Of Total
Town Government								
1	personal services	\$ 9,889,476	\$ 10,247,016	\$ 10,835,602	\$ 11,335,704	\$ 11,876,664	4.8%	
2	O & M	2,266,368	2,561,984	2,609,398	2,841,710	2,940,310	3.5%	
3	capital outlay	785,525	922,000	1,186,000	1,271,000	1,356,000	6.7%	
4	Reserve Fund	187,500	200,000	200,000	200,000	225,000	12.5%	
5	Total	\$ 13,128,869	\$ 13,931,000	\$ 14,831,000	\$ 15,648,414	\$ 16,397,974	4.8%	23.6%
6	Concord Public Schools	\$ 21,721,905	\$ 23,049,709	\$ 24,285,000	\$ 25,460,285	\$ 26,423,840	3.8%	38.1%
7	Concord-Carlisle RSD	\$ 9,571,877	\$ 10,359,451	\$ 10,817,878	\$ 11,858,857	\$ 12,191,417	2.8%	17.6%
	FY04 supplemental assessment	142,980 (a)						
8	Supplemental Reserve Fund	\$ 120,000 (a)	\$ 0	\$ 0	\$ 0	\$ 0		
9	Total Operating Budgets	\$ 44,685,631	\$ 47,340,160	\$ 49,933,878	\$ 52,967,556	\$ 55,013,231	3.9%	79.3%
TOWN MEETING VOTE								
10	Group Insurance	\$ 2,480,000	\$ 2,642,000	\$ 2,820,000	\$ 3,195,000	\$ 3,600,000	12.7%	
11	Retirement	2,107,400	2,166,500	2,242,250	2,310,000	2,380,000	3.0%	
12	Debt Service	2,430,000	2,522,128	2,650,000	2,750,000	2,875,000	4.5%	
13	Social Security/Medicare	438,000	460,000	475,000	508,000	522,000	2.8%	
14	Other Fixed & Mandated	355,000	350,000	400,000	425,000	425,000	0.0%	
15	subtotal	\$ 7,810,400	\$ 8,140,628	\$ 8,587,250	\$ 9,188,000	\$ 9,802,000	6.7%	14.1%
16	Minuteman Voc Tech	\$ 325,906	\$ 369,890	\$ 431,529	\$ 502,317	\$ 525,000	4.5%	0.8%
17	High School Debt Exclusion	307,338	388,064	378,169	477,889	476,557	-0.3%	0.7%
18	Town Debt Exclusion	1,261,659	1,466,260	2,108,374	2,219,677	2,585,182	16.5%	3.7%
19	Other Expenses	63,000	0	0	0	0		
		<u>\$ 1,957,903</u>	<u>\$ 2,224,214</u>	<u>\$ 2,918,072</u>	<u>\$ 3,199,883</u>	<u>\$ 3,586,739</u>		
20	TOWN MEETING VOTE	\$ 54,453,934	\$ 57,705,002	\$ 61,439,200	\$ 65,355,439	\$ 68,401,970	4.7%	
21	State assessments	\$ 394,937	\$ 339,902	\$ 353,815	\$ 368,084	\$ 379,124	3.0%	0.5%
22	Snow/Ice & other deficits	249,842	73,194	338,937	111,857	135,000	20.7%	0.2%
23	Overlay	500,207	584,657	481,979	453,991	500,000	10.1%	0.7%
24	subtotal	\$ 1,144,986	\$ 997,753	\$ 1,174,731	\$ 933,932	\$ 1,014,124	8.6%	
25	TOTAL BUDGET PLAN	\$ 55,598,920	\$ 58,702,755	\$ 62,613,931	\$ 66,289,371	\$ 69,416,094	4.7%	

"Concord-Carlisle RSD" is Concord's share of the assessable portion of the High School budget.
"Other Fixed & Mandated" includes: Property & Liability Insurance, Unemployment and Workers Compensation.
NOTE (a): FY04 supplemental appropriations were made at the 2004 Annual Town Meeting for CPS and CCRSD but were not used by June 30, 2004.

RESOURCE DETAIL - GENERAL FUND

FY03-05 actual, FY06 budget and actual, FY07 budget and FY08 Guideline budget

	ACTUAL FY2003	ACTUAL FY2004	ACTUAL FY2005	Budget FY2006	ACTUAL FY2006	Budget FY2007	PROJECTED FY2008
A. State Aid:							
1. Abatements:							
Veterans, blind & surviving spouses	11,250	11,000	12,105	11,000	9,663	10,913	10,913
2. Police Career Incentive ("Quinn")	120,128	135,020	141,396	149,007	142,813	154,142 (a)	147,639
3. Elderly Persons Abatements	10,876	10,542	14,056	14,056	14,558	14,558	14,558
4. School Aid (Ch.70)	1,904,486 (b)	1,542,930	1,542,930	1,639,230	1,641,558	1,788,314	1,788,314
Charter School tuition reimbursement	0	2,050	4,329	15,759	30,414	19,870	19,870
Charter School Capital Facility reimb.	0	0	446	1,453	0	0	0
5. Transportation of Pupils	147,844	0	0	0	0	0	0
6. Construction of School Projects	161,609	148,618	148,618	148,618	148,618	148,618	0
7. State-Owned Land	232,898	186,452	300,286	370,137	370,131	546,166	546,166
8. Additional Assistance	409,481	383,959	383,959	383,959	383,959	383,959	383,959
9. Lottery	871,567	817,244	817,244	905,186	905,186	1,045,180	1,060,000
10. Additional lottery distribution	0	0	60,044 (b)	0	0	0	0
11. Veterans Benefits	2,380	4,480	4,509	5,614	4,874	11,056	5,000
Total State Aid	3,872,519	3,242,295	3,429,922	3,644,019	3,651,774	4,122,776	3,976,419
B. Local Excise Taxes:							
1. Motor Vehicle Excise	2,349,869	2,336,406	2,415,450	2,350,000	2,458,012	2,350,000	2,300,000
2. Hotel/Motel Room Excise	156,960	145,485	160,952	175,000	155,712	160,000	160,000
3. Jet Fuel Excise	104,311	109,793	102,249	100,000	96,190	100,000	100,000
4. Farm Animal & Machinery	905	911	928	500	1,040	1,000	1,000
Total Local Excise	2,612,045	2,592,595	2,679,579	2,625,500	2,710,954	2,611,000	2,561,000
C. Fines and Forfeitures:							
1. Tax Penalties & Interest	76,010	62,987	70,595	80,000	108,128	80,000	80,000
2. Court Fines	124,815	120,550	125,525	120,000	118,319	120,000	120,000
Total Fines & Forfeits	200,825	183,537	196,120	200,000	226,447	200,000	200,000

Notes:

Line A.2. Police Career Incentive ("Quinn")

(a) FY07 "Cherry Sheet" estimate was required to be used in setting the FY06 tax levy. Expected actual payment in fiscal year 2007 will be \$151,864 based on 50% of actual expense during the prior fiscal year.

Line A.10. Additional Lottery Distribution

(b) FY05: one-time Municipal Relief Aid using Lottery formula

RESOURCE DETAIL - GENERAL FUND

FY03-05 actual, FY06 budget and actual, FY07 budget and FY08 Guideline budget

	ACTUAL FY2003	ACTUAL FY2004	ACTUAL FY2005	Budget FY2006	ACTUAL FY2006	Budget FY2007	PROJECTED FY2008
D. Uses of Money & Property:							
1. Rental - Nextel tower	16,450	16,450	16,450	16,450	16,450	20,000	20,000
2. Rental - AT&T tower	68,209	93,202	75,841	75,000	85,701	75,000	75,000
3. Rental - Ripley Building	14,856	10,240	10,240	12,375	11,973	12,375	13,000
4. Rental - Harvey Wheeler		0	4,093	5,000	11,803	10,000	10,000
5. Rental - miscellaneous		702	402	500	8	500	500
6. Investment Earnings	331,670	264,081	566,680	630,000	1,033,099	900,000	800,000
Total Uses of Money & Prop.	431,185	384,675	673,706	739,325	1,159,034	1,017,875	918,500
E. Licenses & Permits:							
1. Building Permits	195,286	217,415	520,311	300,000	681,853	400,000	350,000
2. Other Health & Inspections	171,219	197,611	221,933	200,000	220,896	200,000	200,000
3. Alcoholic Beverage	64,555	55,625	64,490	64,000	67,655	64,000	64,000
4. Trailer Park	0	172	24	0	0	0	0
5. Miscellaneous	25,779	39,003	28,863	25,000	27,796	25,000	25,000
Total Licenses & Permits	456,839	509,826	835,621	589,000	998,200	689,000	639,000
F. Departmental Fees:							
1. Town Clerk	100,505	109,953	100,222	100,000	119,064	120,000	120,000
2. Planning	5,223	3,104	3,715	3,000	7,790	3,000	3,000
3. Collector-Treasurer	61,862	33,712	28,210	30,000	33,729	30,000	30,000
4. Fire - Ambulance	305,448	313,084	357,707	350,000	398,162	400,000	440,000
5. Public Safety	48,803	63,681	44,629	45,000	58,074	50,000	50,000
6. Library - Late Fines	46,313	43,333	31,498	45,000	40,860	40,000	40,000
7. School Department	32,755	22,095	19,288	5,000	57,813	20,000	20,000
8. Miscellaneous	84,273	83,411	41,130	50,000	20,835	20,000	20,000
Total Departmental Fees	685,182	672,373	626,399	628,000	736,327	683,000	723,000
G. All Other Revenue:							
1. Payments in Lieu of Taxes (PILOT) (Fed.Govt., Housing Authority)	23,680	27,255	24,150	25,000	24,588	25,000	25,000
2. PILOT on sale of town land	0	0	12,129	0	0	0	0
3. Premium on Sale of Bonds & Notes	89,671	46,487	58,072	0	0	0	0
4. Accrued interest on sale of bonds	3,729	0	0	0	0	0	0
5. (41A) Redemptions	0	7,080	0	0	47,551	0	0
6. Betterments	13,440	19,279	3,337	0	3,761	0	0
7. Forest Land	0	8	0	0	0	0	0
8. Supplemental tax on new construction	0	0	0	50,000	71,698	35,000	35,000
Total Other Revenue	130,520	100,109	97,688	75,000	147,598	60,000	60,000
TOTAL LOCAL (B-G)	4,516,596	4,443,115	5,109,113	4,856,825	5,978,560	5,260,875	5,101,500

Town of Concord, Massachusetts

RESOURCE DETAIL - GENERAL FUND

FY03-05 actual, FY06 budget and actual, FY07 budget and FY08 Guideline budget

	ACTUAL FY2003	ACTUAL FY2004	ACTUAL FY2005	Budget FY2006	ACTUAL FY2006	Budget FY2007	PROJECTED FY2008
H. Available Funds							
Municipal Light Plant (Electric Fund)	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Transfer from Land Acquisition Fund	0	63,000	0	0	0	0	0
Free Cash appropriated to reduce tax rate	1,000,000	810,399	459,000	500,000	500,000	500,000	500,000
Free Cash appropriated for specific use	250,000	262,980	0	0	0	0	0
TOTAL AVAILABLE FUNDS	1,590,000	1,476,379	799,000	840,000	840,000	840,000	840,000
J. Property Tax:							
Base	39,543,380	43,041,701	45,876,358	49,216,147	49,220,207	51,816,346	55,886,436
Operating Override	1,478,773	1,532,364	1,858,160	752,480	752,480	657,538	0
New Growth	760,672	578,456	558,743	817,917	817,917	894,270	550,000
Within levy limit	41,782,825	45,152,521	48,293,261	50,786,544	50,790,604	53,368,154	56,436,436
Debt Exclusion:							
Concord-Carlisle High School	429,164	307,338	388,064	378,169	378,169	477,889	476,557
Land acquisition - Mattison Field	160,428	145,365	150,650	145,463	145,463	140,213	134,838
School Building Design (2000)	123,612	976,138	954,628	927,744	927,744	0	0
Harvey Wheeler CC renovations		7,807	134,161	129,728	129,728	127,757	126,280
Alcott School - BAN interest, phase 1		123,656	113,081	124,486	124,486	215,659	0
Alcott School - BAN interest, phase 2						76,511	0
Alcott School - \$7m Bond, Sept. 2004			112,945	592,056	592,056	583,308	574,560
Alcott School - BAN payoff, Mar. 2007						237,362	0
Alcott School - Phase 2 bond, spring '07						505,463	278,500
Thoreau School - BAN interest			795	173,945	173,945	148,932	148,932
Thoreau design - Bond, Feb. 2006						36,269	0
Thoreau School - \$10m Bond, Sept. 2006						184,935	944,663
Thoreau School - Bond, fall '07							192,500
Willard School - BAN interest (design)							82,800
Phase 1, WPAT State Loan						112,200	102,109
subtotal, debt exclusion	713,204	1,560,304	1,854,324	2,486,543	2,482,483	2,697,566	3,061,739
TOTAL PROPERTY TAX	42,496,029	46,581,362	50,147,585	53,273,087	53,273,087	56,065,720	59,498,175

RESOURCE DETAIL - GENERAL FUND

FY03-05 actual, FY06 budget and actual, FY07 budget and FY08 Guideline budget

	ACTUAL FY2003	ACTUAL FY2004	ACTUAL FY2005	Budget FY2006	ACTUAL FY2006	Budget FY2007	PROJECTED FY2008
GRAND TOTAL							
GENERAL FUND RESOURCES	\$52,475,144	\$55,743,151	\$59,485,620	\$62,613,931	\$63,743,421	\$66,289,371	\$69,416,094
<i>Increase over prior year</i>	+4.0%	+6.2%	+6.7%	+5.3%	+7.2%	+4.0%	+4.7%

FY02-06 increase over prior year actual; FY07 increase over FY06 budget

Projected Property Tax change % = change in levy component divided by prior year Total Tax Levy.

FY2008 AT PROJECTED LEVY	percent	amount
Base	4.49%	\$2,518,282
Debt Exclusion	0.65%	364,173
FinCom recommended override		0
	5.14%	\$2,882,455
New Growth	0.98%	550,000
	6.12%	\$3,432,455

"FY2008 Base" minus "FY2007 Within levy limit"
FY2007 to FY2008 Change in Debt Exclusion

Change in Levy from current taxpayers
Projected "New Growth" for FY2008
Change in Total Levy

Proposed FY08 Budgets Property Tax impact

incremental and total tax levy and budget changes

	FY07	FY08 at Levy Limit		
		plus	at Levy Limit	Δ
Town Government operations	\$15,648,414	+\$ 749,560 =	\$ 16,397,974	+4.8%
Concord Public Schools (K-8)	\$25,460,285	+\$ 963,555 =	\$26,423,840	+3.8%
CCHS assessment:				
without debt exclusion	\$ 11,858,857	+\$ 332,560 =	\$ 12,191,417	+2.8%
debt exclusion	<u>477,889</u>		<u>476,557</u>	
total assessment	\$ 12,336,746	↓	\$ 12,667,974	
<i>Concord's assessment share:</i>				
	FY07: 72.92%			
	FY08: 71.99%			
Sum for all operating budgets:			<u>\$ 2,045,675</u>	
Projected Tax rate Impact			+ 5.15%	
Tax Bill at median \$718,550 value	\$ 7,588	+ 391 =	\$ 7,979	
Tax Bill per \$100,000 a.v.	\$ 1,056	+ 54 =	\$ 1,110	

Town of Concord, Massachusetts

Property Tax Data: Fiscal Years 2002-2007

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average Single family value	Average Tax Bill	Total Tax Levy	New Growth Levy	impact on existing taxpayers	
									Net Levy	% over prior total levy
Jan. 1, 2001	(b)	\$529,000	\$9.83	\$5,200	\$674,799	\$6,633	\$39,068,686	1,010,486 (a)	38,058,200	+9.0%
Jan. 1, 2002		584,250	\$9.64	5,632	754,153	7,270	42,496,029	760,672	41,735,357	+6.8%
Jan. 1, 2003		581,950	\$10.59	6,163	754,200	7,987	46,721,518	578,456	46,143,062	+8.6%
Jan. 1, 2004	(b)	731,000	\$9.80	7,164	898,455	8,805	50,147,585	558,743	49,588,842	+6.1%
Jan. 1, 2005		712,100	\$10.23	7,285	909,447	9,304	53,273,087	817,917	52,455,170	+4.6%
current year										
Jan. 1, 2006	2007	718,550	\$10.56	7,588	922,372	9,740	56,065,720	894,270	55,171,450	+3.6%
Forecasted										
Jan. 1, 2007	(b)			\$7,979			\$59,498,175	\$550,000	\$58,948,175	+5.1%

notes: (a) reflects 18-months new growth due to change to June 30th valuation date for new construction (2001 Annual Town Meeting, Article 21, adopting MGL Ch 59, section 2A(a))
 (b) valuation certification year

Fiscal Year	Voted Operating Override		Debt Exclusion Levy		Change from prior year		Total change in tax levy
	levy	% incr. in	Levy	Levy	year	tax levy	
2002	\$2,249,222	6.44%	\$842,228	\$160,658		\$4,161,791	
2003	1,478,773	3.79%	713,204	(129,024)		3,427,343	
2004	1,532,364	3.61%	1,560,304	847,100		4,225,489	
2005	1,858,160	3.98%	1,854,324	294,020		3,426,067	
2006	752,480	1.50%	2,486,543	632,219		3,125,502	
2007	657,538	1.23%	2,697,566	211,023		2,792,633	
budget 2008	none		3,061,739	364,173		3,432,455	

Town of Concord, Massachusetts

**Town Government Operations (accounts 1-42)
Budget Changes Recommended**

The budget recommended by the Town Manager at the Finance Committee's Guideline for accounts 1-42, \$16,397,974, is referred to as the "Town Government Operating Budget." However, it consists of several basic categories of expense: **Personal services, Operations and Maintenance ("O&M")**, the **Reserve Fund** overseen by the Finance Committee and **Capital Outlay**. The summary table below reviews this breakdown between these categories of expense and examines the budget in further detail by functional area. Function Summary pages in the main body of the document provide specific detail for each appropriation account.

**Town Government Operations
Accounts 1-42**

	FY06 Budget	FY07 Budget	FY08 Proposed	FY07 to FY08	
				Dollar Change	Percent Change
Personal services	\$10,835,602	\$11,335,704	\$11,876,664	\$ 540,958	+ 4.8 %
O & M expenses	2,609,398	2,841,710	2,940,310	98,600	+ 3.5 %
Reserve Fund	200,000	200,000	225,000	25,000	+ 12.5%
Capital Outlay	<u>1,186,000</u>	<u>1,271,000</u>	<u>1,356,000</u>	<u>85,000</u>	+ 6.7%
Total (Accts. 1-42)	<u>\$14,831,000</u>	<u>\$15,648,414</u>	<u>\$16,397,974</u>	<u>\$ 749,650</u>	<u>+ 4.8%</u>

<i>by functional area</i>	FY06 Budget	FY07 Budget	FY08 Proposed	FY07 to FY08	
				Dollar Change	Percent Change
General Government:					
Operations	\$ 1,515,664	\$ 1,575,201	\$ 1,630,713	\$ 55,512	+ 3.5 %
Capital Outlay	<u>125,000</u>	<u>127,500</u>	<u>137,500</u>		
	\$ 1,640,664	\$ 1,702,701	\$ 1,768,213	\$ 65,512	+ 3.8 %
Finance & Administration:					
Operations	\$ 1,315,690	\$ 1,454,018	\$ 1,502,202	\$ 48,184	+ 3.3 %
Capital Outlay	<u>110,000</u>	<u>115,000</u>	<u>120,000</u>		
	\$ 1,425,690	\$ 1,569,018	\$ 1,622,202	\$ 53,184	+ 3.4 %
Public Safety:					
Operations	\$ 6,027,822	\$ 6,309,149	\$ 6,381,927	\$ 72,778	+ 1.2 %
Capital Outlay	<u>234,000</u>	<u>289,000</u>	<u>301,500</u>		
	\$ 6,261,822	\$ 6,598,149	\$ 6,683,427	\$ 85,278	+ 1.3 %
Public Works:					
Operations	\$ 2,333,863	\$ 2,474,204	\$ 2,508,064	\$ 33,860	+ 1.4 %
Capital Outlay	<u>620,500</u>	<u>642,000</u>	<u>674,500</u>		
	\$ 2,954,363	\$ 3,116,204	\$ 3,182,564	\$ 66,360	+ 2.1 %
Human Services:					
Operations	\$ 2,091,768	\$ 2,121,891	\$2,172,068	\$ 50,177	+ 2.4 %
Capital Outlay	<u>16,500</u>	<u>17,500</u>	<u>42,500</u>		
	2,108,268	2,139,391	\$2,214,568	\$ 75,177	+ 3.5 %
Unclassified:					
Operations	\$ 360,193	\$ 442,951	\$ 847,000	\$404,049	
Capital Outlay	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>		
	\$ 440,193	\$ 522,951	\$ 927,000	\$404,049	

Town of Concord, Massachusetts

Staffing changes in the Town Manager's Proposed Budget:

For FY08, there are three significant proposed staffing changes. As a result of the increase in workload relating a record number in building permit issued, the Building Inspections Division is proposing that the part-time Assistant Local Inspector be reclassified to a full-time position. Due to the increased scope of the Treasurer/Collector functions, the growing complexity of benefits management, and the need for a backup for payroll administration, the Finance Department is proposing the hiring of a Management Assistant to help out with these tasks. With partial funding from a federal grant and savings from reduced overtime, the Fire Department is proposing to increase the number of uniform personnel from 34 to 38 firefighters. The principal staffing changes are as follows:

- **Assistant Local Inspector (+0.50 FTE), Plumbing & Gas Inspector (+0.125 FTE), and Electrical Inspector (+0.125 FTE) – Building Inspections, account #5D**

From 2005 to 2006, total building permits increased from 2,384 to 2,516 and permit fee revenue grew from \$593,835 to \$1,056,554. To keep pace with this record workload, the Building Inspections Division is requesting the Assistant Local Inspector position be changed from 20 hours per week to 40 hours per week and that the hours for the Plumbing & Gas Inspector and the Electrical Inspector be both increased by 5 hours per week.

- **Management Assistant (+1.0 FTE) – Finance Administration, account #9A**

Various functions within the Finance Department are becoming more complex due to new State regulations and Town bylaws. To better manage the increasing complexity in the areas of tax collection and benefits administration, the Finance Department is proposing that the new position of Management Assistant be created. This position would also serve as the backup for payroll processing.

- **Firefighters (+4.0 FTE) – Fire Department, account #13**

The Fire Department is proposing that 4 additional Firefighters be hired with the salaries and benefits of the new hires be partially paid for by grant money from a Staffing for Adequate Fire and Emergency Response (SAFER) from the U.S. Department of Homeland Security. The five-year \$414,000 grant will provide the Town with \$148,868 in FY08 and a decreasing amount each year thereafter. The 4 additional Firefighters, 1 for each group, will result in a decrease in the overtime budget, which in FY07 approached half a million dollars.

The other changes in tax-supported staffing include (1) the addition of 382 hours for seasonal Rangers at the Natural Resources Division and these additional hours will increase the Ranger budget from \$10,000 to \$15,000; (2) the creation of 250 hours-per-year Youth Program Coordinator position with a budget of \$5,000.

Budget Changes

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

Acct # - Account Title

1A Town Manager

In the Town Manager account is \$5,000 for a Youth Program Coordinator. This 250 hour-per-year position will coordinate the Town's youth programs.

Town of Concord, Massachusetts

1B Town-wide Building Maintenance

This account was established with the FY05 budget in an effort to establish to set up a central pool of funds with which to monitor building conditions, establish renovation priorities, and fund repairs and improvements. Funded at only \$40,000 in FY05, the funding has gradually been increased to the recommended level of \$120,000 for FY08. An interdepartmental committee under the direction of the Assistant Town Manager manages the fund. At a future point, this account may support a Facilities Manager staff position.

2 Legal Services

The Legal Services account is proposed to be level funded at \$250,000. The present volume of litigation and advisory work is expected to continue. From FY04 to FY06, actual expenditures averaged just over \$210,000.

3A Elections

With a Town Caucus, a Presidential Primary, an Annual Town Election (concurrent with the Presidential Primary), and two Special Town Elections (one in the Fall of 2007, and one following the Annual Town Meeting), the Elections budget is proposed to be \$36,205 in FY08.

4 Town Meeting and Reports

The budget allows for a one-session Special Town Meeting in November 2007 and a four-session Annual Town Meeting in April 2008.

5A Planning Division, DPLM

The Planning Division is fully staffed with 4 employees. One Staff Planner provides support for the Community Preservation Committee and in return the Planning Division receives \$14,827 from the Community Preservation Fund for these administrative services, as specified by statute.

5C Natural Resources Division, DPLM

This recommended budget provides for increased funding for two part-time Rangers who will work from May to October to assist with conservation land management and natural resources education. The FY08 funding is proposed to be \$15,000, which will allow for 382 additional hours of work funded by the Town. In addition, an amount of \$7,500 for pond management, which includes aquatic invasive plant removal, is allocated in the FY08 budget.

5D Building Inspections Division, DPLM

In FY07, the Building Inspections Division had a record setting year in terms of number of permits issued and revenue raised from fees. Accordingly, to be able to handle this expanded workload, the Division is proposing to reclassify the Assistant Local Inspector from a part-time to full-time position and add 261 hours per year to both the Plumbing & Gas Inspector and the Electrical Inspector positions.

5E Health Division, DPLM

Due to the public health concern relating to the spread of Eastern Equine Encephalitis (EEE), the budget for mosquito control has been increased from \$15,000 in FY07 to \$20,000 in FY08. This funding will go toward providing surveillance of adult mosquitoes, treatment of catch basins with larvacide, treatment of mosquito habitats with larvacide, and monitoring of infected birds.

9A Finance Administration Division, Finance Department

As a result of the growing scope and complexity of tax collection and benefits management, the Finance Administration Division is proposing the creation of a new position, Management Assistant. This position will assist the Finance Director and Assistant Treasurer/Collector in complying with new state and local regulations. In addition, the Management Assistant will be the backup for processing the payroll.

9D Assessing Division, Finance Department

Every three years, the State certifies that the Town has assessed its real property at full and fair market value. The triennial revaluation is in calendar year 2007, which includes the first half of FY08. To assist with this process, the Assessing Division is continuing to request an annual amount of \$100,000 for outside consultants to assist with data collection and analysis. The major portion of this funding is to provide for an ongoing accelerated interior property inspection program.

Town of Concord, Massachusetts

10 Information Systems

The Technology Fund allocation is increased to \$110,000, in accordance with the Capital Plan for FY08-12. This account has proved crucial in maintaining current technology throughout the Town departments as well as supporting the basic network infrastructure linking all town buildings and linking more than 200 desktops to the web in a secure and reliable system. The Technology Administrator and the Finance Director jointly manage this fund.

12 Police Department

The budget for the Police Department includes \$81,000 for the replacement of 3 police cruisers, \$13,000 for public safety equipment, and \$7,000 to upgrade radios.

13 Fire Department

Over the past decade, the Fire Department overtime budget has grown to almost half a million dollars. When a firefighter is absent from work, another firefighter is called back on an overtime basis to fill the vacancy. To reduce overtime costs and provide for a more effective operation, the Fire Department is proposing the hiring of 4 additional firefighters, one for each of the four groups. With this proposal, when a firefighter is absent, the new hire will cover the absent position. The salary and benefits costs of these new firefighters will be partially paid for by a \$414,000 five-year Staffing for Adequate Fire and Emergency Response (SAFER) Grant awarded by the U.S. Department of Homeland Security. Savings from reduced overtime will also contribute to covering some of the costs.

14 West Concord Fire Station

The Capital Outlay amount of \$12,800 is proposed for the replacement of the overhead doors for the apparatus bays. The new doors will have improved insulation and will reflect the classic design elements of the Fire Station.

15 Police/Fire Station

For the Police/Fire Station, \$40,500 is proposed for re-shingling the roof at the public safety building. The current roof was installed in 1985 and the existing 20 year shingles are past their life expectancy. The roof was not re-shingled during the 1994-95 building improvements due to the site and operational disruptions that would have occurred. The budget also includes \$15,000 to upgrade the emergency telephone call/radio transmission logger in the dispatch center.

16 Emergency Management

In an effort to improve preparedness for possible emergency events, the Concord Emergency Management Agency (CEMA) through its Director, the Town's Fire Chief, has requested that the following additional funds be included in the FY08 budget. First, an amount of \$10,000 is requested to fund a Preparedness Planner who will assist in updating the Town's Comprehensive Emergency Management Plan. Second, there is \$5,000 to fund a study to look into the emergency power needs of all Town-owned buildings. Finally, to provide the Town with immediate emergency power generation capacity, a request of \$15,000 is being made for the acquisition of a used mobile emergency generator which can be used at the various Town-owned buildings. These requests are being recommended by the Town Manager.

19 Engineering

In accordance with the FY08-12 Capital Outlay Plan, this budget includes \$60,000 in FY08 for GIS software improvements and mapping capabilities enhancements. This is the third year of a three year plan to further develop the GIS system capabilities and applications. This funding provides for new aerial photography leading to 2-foot contour topographic mapping. In addition, \$20,000 is proposed for traffic control devices.

20 Highway Maintenance

For FY08, \$49,800 is being recommended to crack-seal 20 miles of roadway, approximately one-fifth of the Town's inventory. Because of the improved conditions of the Town's roads, this is nearly \$10,000 less than the request in FY05 to cover the same mileage.

Town of Concord, Massachusetts

21 Snow Removal

The snow removal budget is proposed to be funded at a level of \$444,750. This is about equal to the goal of \$447,566, which is the average annual expense (net of federal and state emergency aid) calculated over a 10 year period.

22 Parks & Trees

This budget proposes the funding of two important programs: public shade trees at \$20,000 and turf improvements at \$30,000.

23 Cemetery

The Cemetery Fund supports the major portion of operating expenses. The proposed budget keeps the General Fund allocation essentially unchanged at 35% of operations. Capital improvements are funded from the Cemetery Fund.

24 Street Lights

Due to the elimination of several hundred street lights, the FY08 proposed budget of \$70,000 is about \$20,000 below the amount spent in FY03.

25 Public Works Equipment

This proposed budget of \$265,000 funds the Town's well-planned schedule of equipment replacement. The funding level is \$65,000 more than FY04, a year in which budgets were very tight due to cuts in state aid.

26 Drainage

Past culvert failures at Heywood Street and Westford Road emphasize the importance of maintaining infrastructure that is otherwise out of sight. A major initiative to address this issue of properly maintaining drainage systems began in the FY06 budget, when funding was increased from \$75,000 in FY05 to \$140,000 in FY06. The FY08 budget seeks to continue this program at a level of \$160,000 (\$70,000 to provide major culvert repairs and \$90,000 to improve drainage systems). The FY08-12 CIP gradually increases this budget to \$205,000 annually.

27 Sidewalk Management

The recommendation for FY08 is to maintain the amount for sidewalk maintenance at \$90,000 annually. Due to budget constraints, the FY08 budget provides no funding for sidewalk expansion.

29 Library

In the spring of 2005, renovations to the Concord Free Public Library were completed. Although the Town committed \$400,000 to the renovation for interior furnishings, the great majority of the funding (\$7.5 million) was provided by private donations. The Town covers the Library's operational costs and for FY08 the budget for these costs is proposed to be just over \$1.6 million.

31 Hunt Recreation Center

An amount of \$25,000 is proposed for replastering the Emerson Field pool.

32 Beede Swim and Fitness Center

In March 2006, the Beede Swim & Fitness Center opened its doors. To have a mechanism to better manage the Center's finances, the 2006 Annual Town Meeting created an enterprise fund, similar to the Concord Municipal Light Plant in which fees cover expenditures. Accordingly, operational details for the Beede Center are now found in the Town Manager's Enterprise Budget Book.

39 Town Employee Benefits

The proposal is to increase the line item to cover unused sick leave payoff at retirement by \$10,000 to a level of \$60,000, due to the potential liability caused by the aging of employees who are qualified for this program. This payment is restricted to non-union employees hired prior to July 1, 1992 and to uniformed police and fire subject to the collective bargaining agreements. In all eligible cases, the benefit is capped at 62 days (65 for firefighters).

Town of Concord, Massachusetts

40 Reserve Fund

As all appropriation accounts remain tight, it is important to keep the Reserve Fund appropriation at a sufficient level, even though in most years the Reserve Fund has been sparsely used. For FY08, an amount of \$225,000 is recommended, an increase of \$25,000 from FY07. It should be noted that due to volatile energy prices, transfers from the Reserve Fund may need to be made during FY07 to cover higher than expected costs for natural gas, gasoline, and diesel fuel.

41 Salary Reserve

The allocation in this account provides for the funding of collective bargaining agreements as well as the provision for a 3.0% adjustment to the salary schedules applicable to non-union employees effective July 1, 2007. Also, the recommendation supports a 2.75% step increase for those non-union staff eligible (which makes up about two-thirds of all employees). Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Board of Selectmen in accordance with the vote of Town Meeting adopting the budget article.

43 Road Improvements

For the current year, the State's Chapter 90 funding has increased but is still at a level lower than had prevailed through the second half of the 1990s. Despite this reduced funding from the State, the Town has been able to maintain a sound and effective annual funding level. The FY08-12 CIP proposes a 2007 debt authorization for road improvement of \$300,000. In the past several years, the borrowing amount has been \$700,000. For FY08, the difference of \$400,000 is being retargeted for the rehabilitation of Warner's Pond Dam. Together with state funds and other appropriated funds, the FY08 road improvement funding will be \$800,700.

44A Group Insurance

Group insurance costs continue to increase. The budget anticipates a 13.4% increase in FY08 group insurance costs. The Town is totally self-insured for active employee health coverage, as part of the 16-member Minuteman Nashoba Health Group. Thus, the cost increase directly reflects actual claims experience. The recommended budget for FY08 is 72% (or \$1.5 million) higher than actual expenditures in FY03 (just a 5-year interval). Yet the Town's plan rates remain comparatively favorable. The dramatic escalation of health insurance costs has been a nation-wide phenomenon. The Town pays about 55% of active employee costs (62% of individual plan costs and 53% of family plan costs, on average), and 50% of retiree costs. State law sets a 50% floor for the municipal share of active employee cost. Retiree coverage was voted by the Town electorate in 1960, and there is no provision in the state law to reverse such a vote.

45 Unemployment & Workers Compensation

An amount of \$100,000 is allocated for the Unemployment Compensation account. The Town pays only for actual claimants, not as a percent of payroll (since the minimum available "experience rating" percentage would be far in excess of the Town's actual historical costs).

**Capital Improvement Program FY08-12
FY08 General Fund Budget Component**

1. Borrowing authorizations submitted to the 2007 Annual Town Meeting

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

<u>Warrant Article</u>	<u>Recommended New Borrowing Authorizations</u>
24 Road Improvements	\$ 300,000
25 School Building renovations	860,000
27 Warner's Pond Dam rehabilitation	400,000
28 Ambulance replacement	195,000
30 Playing Fields	1,500,000
TOTAL	\$ 3,255,000

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account (#47). These authorizations are not proposed to be subject to a Proposition 2 ½ Debt Exclusion vote. The retirement of existing debt will provide the necessary room within the Levy Limit to finance these new bonds.

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

Town Government Departments (accounts #1-42)	\$ 1,356,000
Concord Public Schools:	\$ 378,940
<i>(based on Dec. 12, 2006 School Committee proposed budget)</i>	

**Capital Financing Policy
General Fund – within the Levy Limit**

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

- Total Guideline Budget appropriation proposed at **\$69,416,094**
less \$3,061,739 excluded debt
 - 7% to 8% target range equals **\$4,645,000 to \$5,308,000**
 - **FY08 Proposed Budget for capital expenditure financing:**

Debt service budget ("within levy limit" portion)	\$2,875,000 *
Capital outlay, Town Departments	1,356,000
Capital outlay, Concord Public School	378,940
Total	\$4,609,940
- Capital financing as percent of Proposed Total Budget,
net of excluded debt levy: **6.95%**

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

Town of Concord, Massachusetts

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

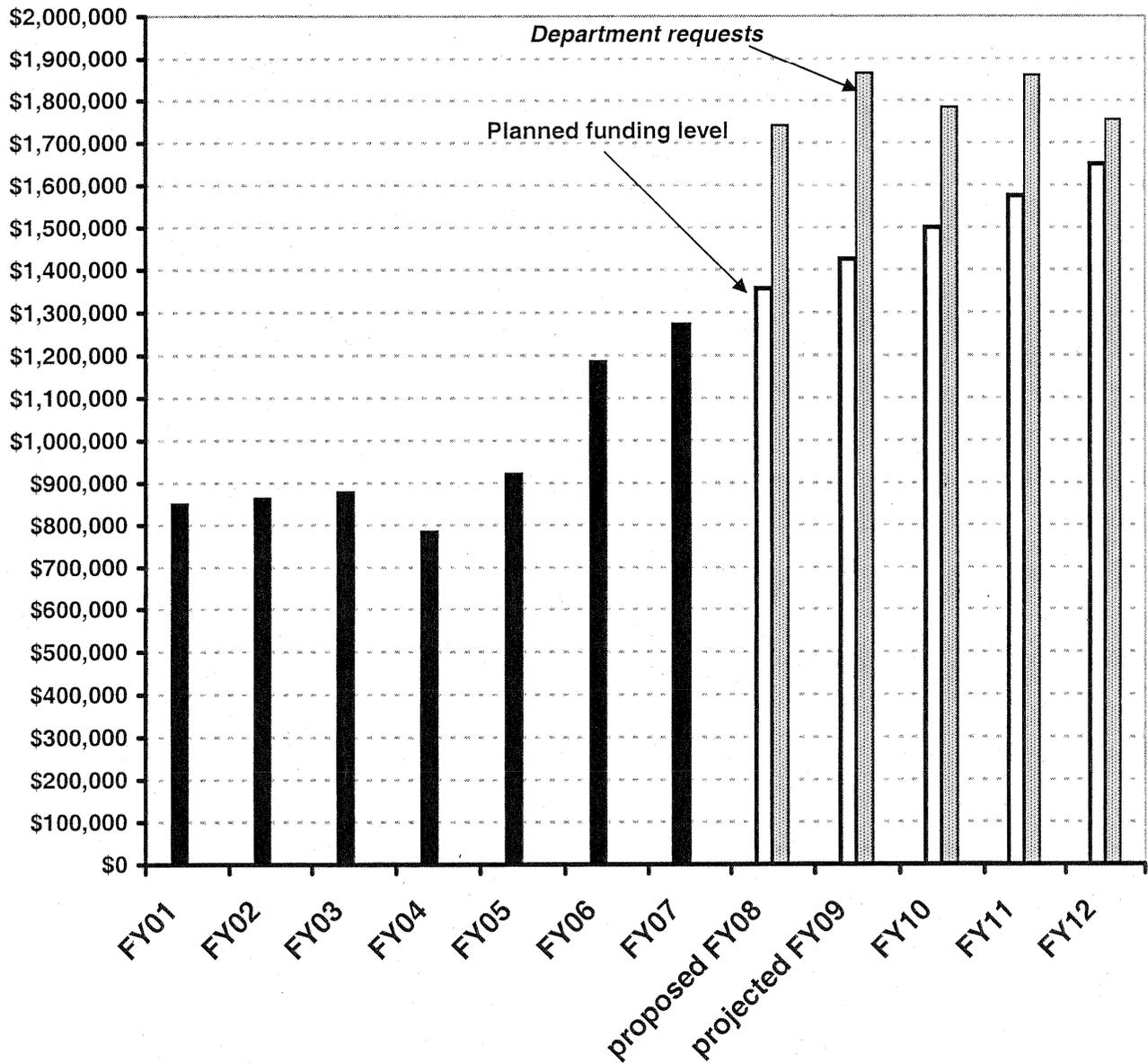
Acct #	Category	Town Mgr Proposed FY07	Dept. Request FY08	Town Mgr Proposed FY08	\$ Change FY07 Budget to FY08 Proposed
	Town Manager:				
1A	ADA improvements	\$ 5,000	\$ 10,000	\$ 5,000	\$ 0
1B	Town-wide building maintenance	110,000	160,000	120,000	10,000
5C	Natural Resources:				
	pond management	7,500	10,000	7,500	0
	study of dam repairs	0	60,000	0	0
	vehicle replacement	0	25,000	0	0
	Total - account #5C	7,500	95,000	7,500	0
6	141 Keyes Road Building:	5,000	5,000	5,000	0
10	Technology Fund:	105,000	120,000	110,000	5,000
11	Town House:	10,000	10,000	10,000	0
12	Police Department:				
	vehicles replacement	108,000	81,000	81,000	(27,000)
	equipment	10,000	13,000	13,000	3,000
	digital flash upgrades - radios	0	7,000	7,000	7,000
	Total - account #12	118,000	101,000	101,000	(17,000)
13	Fire Department:				
	vehicles refurbishment- Engine 5	50,000	0	0	(50,000)
	equipment	15,000	17,000	15,000	0
	Amex improvements	0	25,000	0	0
	emergency call boxes and receivers	31,000	35,000	35,000	4,000
	all-terrain vehicle	0	17,000	0	0
	Foruna water rescue craft	0	4,400	4,400	4,400
	dry water rescue units (4)	0	5,600	5,600	5,600
	apparatus laptops (4)	0	7,700	7,700	7,700
	Car 2 (1997) Deputy Chief	0	26,500	26,500	26,500
	hydraulic extraction tool accessories	0	13,000	13,000	13,000
	arch. evaluation, stations 1 & 2	0	0	0	0
	Car #52 (1995)/shift commander	38,000	0	0	(38,000)
	Total - account #13	134,000	151,200	107,200	(26,800)
14	West Concord Fire Station:	27,000	12,800	12,800	(14,200)
15	Police/Fire Station (Walden Street):				
	building maintenance	10,000	60,000	50,500	40,500
	emergency phone call logger	0	15,000	15,000	15,000
	2 RMS servers w disaster recovery	0	20,000	0	0
	Total - account #15	10,000	95,000	65,500	55,500
16	Emergency Management				
	generator installed on skids	0	15,000	15,000	15,000

Town of Concord, Massachusetts

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

Acct #	Category	Town Mgr Proposed FY07	Dept. Request FY08	Town Mgr Proposed FY08	\$ Change FY07 Budget to FY08 Proposed
19	Engineering:				
	traffic control devices	0	20,000	20,000	20,000
	GIS mapping	60,000	85,000	60,000	0
	Office Furnishings	0	2,500	2,500	2,500
	Total - account #19	60,000	107,500	82,500	22,500
20	Highway Maintenance:				
	guardrail replacement	0	20,000	12,000	12,000
	traffic control devices	16,000	0	0	(16,000)
	equipment	5,000	7,500	5,000	0
	Total - account #20	21,000	27,500	17,000	(4,000)
22	Parks & Trees:				
	turf improvement	0	30,000	30,000	30,000
	shade tree replacement	18,000	22,500	20,000	2,000
	equipment	5,000	7,500	5,000	0
	Total - account #22	23,000	60,000	55,000	32,000
25	Public Works equipment:	258,000	265,000	265,000	7,000
26	Drainage:				
	system maintenance	90,000	100,000	90,000	0
	culvert improvements	65,000	100,000	70,000	5,000
	Total - account #26	155,000	200,000	160,000	5,000
27	Sidewalks:				
	system maintenance	90,000	100,000	90,000	0
	system extensions	0	60,000	0	0
	Total - account #27	90,000	160,000	90,000	0
28	133/135 Keyes Road building:				
	building maintenance	5,000	16,250	5,000	0
	covered equip. storage building	30,000	0	0	(30,000)
	Total - account #28	35,000	16,250	5,000	-30,000
29	Library:				
	computer equipment	10,000	10,000	10,000	0
31	Recreation:				
	replaster wading pool (1990)	0	25,000	25,000	25,000
33	Harvey Wheeler Building:	5,000	5,000	5,000	0
37	Information/Visitors Center:	2,500	5,000	2,500	0
43	Road Improvements:	80,000	85,000	80,000	0
	TOTAL	\$1,271,000	\$1,741,250	\$1,356,000	\$85,000

Budgeted Capital Outlay in Town Government budget



Town of Concord, Massachusetts

FY2008-12 Capital Outlay Plan (General Fund)
Town Manager's Recommendations for Town Government Departments

Ref #	Item	FY08-12 5-yr total requested	FY2008		FY2009		FY2010		FY2011		FY2012		Total Recommended	Total Deferred
			Requested	Recommended										
GENERAL FUND														
Town Manager														
A-1	Building Improv - Townwide Fund	1,200,000	160,000	120,000	200,000	135,000	240,000	190,000	280,000	213,000	320,000	240,000	898,000	302,000
A-2	ADA Compliance	50,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	25,000	25,000
A-3	Building Improv - Town House	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	0
A-4	Building Improv - Info Center	25,000	5,000	2,500	5,000	2,500	5,000	2,500	5,000	2,500	5,000	2,500	12,500	12,500
Planning														
B-1	Building Improv - 141 Keyes Road	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	0
B-2	Pond Management	65,000	10,000	7,500	12,500	12,500	12,500	12,500	15,000	12,500	15,000	12,500	57,500	7,500
B-3	Study of dam repairs	60,000	60,000				60,000						60,000	0
B-4	Study of bicycle/peed path extensions	25,000					25,000						0	25,000
B-5	develop parking areas/courts land	50,000	25,000			25,000			50,000			25,000	75,000	0
B-6	vehicle replacements/Insp & NR	75,000							25,000				0	50,000
B-7	CLRP implementation studies	100,000			100,000								0	100,000
B-8	permit tracking system	100,000			100,000					40,000		40,000	80,000	20,000
Finance & Admin														
C-1	Townwide Technology Fund	700,000	120,000	110,000	125,000	110,000	135,000	115,000	145,000	125,000	175,000	135,000	595,000	105,000
C-2	Voting Machine for Disabled	5,000			5,000								5,000	0
C-3	Voice over-Internet (telephone)	100,000					100,000						0	100,000
Police														
D-1	Police/Fine Station acct	100,000											0	0
D-2	Building Improv - Walden St	15,000	60,000	50,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,500	9,500
D-3	Emerg. Tel call logger	20,000	15,000	15,000									15,000	0
D-4	2 RMS servers w disaster recovery	20,000	20,000	0									0	20,000
D-5	building security system impr.	22,000			22,000								0	22,000
D-6	Detective Division furniture	18,000					18,000						18,000	0
D-7	replace cruiser laptops	40,000							20,000			20,000	40,000	0
Police Dept. operations acct														
D-8	Police Vehicles	510,000	81,000	81,000	108,000	108,000	114,000	114,000	87,000	87,000	120,000	120,000	510,000	0
D-9	Public Safety Equipment	53,000	13,000	13,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	53,000	0
D-10	Remote Radio Controls	0											0	0
D-11	Voice Recog. for Cruiser Laptops	0											0	0
D-12	Portable Two-Way Radios	15,000	7,000	7,000	15,000	15,000							15,000	0
D-13	Digital flash upgrades - radios	7,000	7,000										7,000	0
D-14	replace cruiser laptops	21,000			21,000	21,000							21,000	0
Fire														
E-1	Building Improv - W. Concord	46,300	12,800	12,800	8,000	8,000	8,500	8,500	8,500	8,500	8,500	8,500	46,300	0
E-2	Miscellaneous Equipment	85,000	17,000	15,000	17,000	15,000	18,000	15,000	18,000	15,000	15,000	15,000	75,000	10,000
E-3	Annex improvements	25,000	25,000	0									0	25,000
E-4	Emergency Call Boxes and Recvr	35,000	35,000	35,000									35,000	0
E-5	All terrain vehicle	17,000	17,000	0						17,000			17,000	0
E-6	Fortuna water rescue craft	4,400	4,400	4,400									4,400	0
E-7	dry water rescue suits (4)	5,600	5,600	5,600									5,600	0
E-8	apparatus laptops (4)	7,700	7,700	7,700									7,700	0
E-9	Car 2 (1997) / Deputy Chief	26,500	26,500	26,500									26,500	0
E-10	Hydraulic Extrication Tool accessories	13,000	13,000	13,000									13,000	0
E-11	Base Station Radio	42,000			42,000								0	42,000
E-12	Car 52 (1995) / shift commander	0											0	0
E-13	Car 53 (1997) / Captains	30,000											0	30,000
E-14	Engine 4 (1998)	95,000			95,000								95,000	0
E-15	Engine 5 (1990)	0											0	0

Town of Concord, Massachusetts

FY2008-12 Capital Outlay Plan (General Fund)
Town Manager's Recommendations for Town Government Departments

Ref #	Item	FY2008		FY2009		FY2010		FY2011		FY2012		Total Recommended	Total Deferred
		Requested	Recommended										
	FY08-12 5-yr total requested												
E-16	Car 1 (2003)	32,000				32,000		32,000				32,000	0
E-17	back-up communications system	120,000										120,000	0
E-18	truck with stack loader unit	120,000										120,000	0
E-19	Emergency Med. Info. Mgmt. Syst.	50,000										0	50,000
E-20	Generator installed on skids	15,000	15,000									15,000	0
	PUBLIC WORKS												
	Facilities												
F-1	Building Improv - I33/I35 Keyes	81,250	5,000	16,250	5,000	16,250	5,000	16,250	5,000	16,250	5,000	25,000	56,250
	Public Ways												
F-2	Road Reconstruction	435,000	80,000	85,000	85,000	85,000	85,000	85,000	85,000	90,000	85,000	420,000	15,000
F-3	Traffic Control Devices	70,000	20,000	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	50,000
F-4	GIS System	360,000	60,000	65,000	27,000	120,000	48,000	120,000	20,000	70,000	70,000	155,000	205,000
F-5	Office furnishings	2,500	2,500									2,500	0
F-6	Guardrail Replacement	100,000	20,000	20,000	18,000	20,000	17,500	20,000	20,000	20,000	16,500	81,500	18,500
F-7	Small Equipment	37,500	7,500	7,500	5,000	7,500	5,000	7,500	7,500	7,500	7,500	30,000	7,500
F-8	Drainage Improvements	520,000	100,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	510,000	10,000
F-9	Culvert Improvement	500,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	470,000	30,000
F-10	Sidewalks - Maintenance	500,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	490,000	10,000
F-11	Sidewalks - Extensions	300,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	240,000	60,000
F-12	Covered Equip Storage Building	0	0									0	0
	Park & Tree												
F-13	Public Shade Trees	122,500	22,500	25,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	115,000	7,500
F-14	Turf Improvement Program	150,000	30,000	30,000	10,000	30,000	15,000	30,000	30,000	30,000	15,000	85,000	65,000
F-15	Small Equipment	37,500	7,500	7,500	5,000	7,500	5,000	7,500	7,500	7,500	7,500	30,000	7,500
	Equipment												
F-16	Vehicles and Heavy Equipment	1,443,000	265,000	278,000	278,000	290,000	290,000	300,000	300,000	310,000	310,000	1,443,000	0
	Library												
G-1	Computer Equipment	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	49,000	1,000
	Recreation												
H-1	replaster wading pool (1990)	25,000	25,000									25,000	0
	Council on Aging												
I-1	Building Improv - Harvey Wheeler	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	0
I-2	Bus - 10-Passenger (2003)	25,000										25,000	0
	GENERAL FUND TOTAL	9,004,750	1,741,250	1,356,000	1,425,750	1,784,250	1,500,000	1,859,750	1,575,000	1,754,750	1,650,000	7,506,000	1,498,750
	Target		1,356,000		1,425,000		1,500,000		1,575,000		1,650,000		
	Not funded in the FY08-12 plan		385,250		439,750		284,250		284,750		104,750		

NOTE: For FY2008 through FY2012, the recommended levels of funding may be contingent on the passage of override ballots.

FY08-12 Capital Program

DEBT AUTHORIZATION - Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2012 2011	FY2008-12 Total
General Fund - within Levy Limit Financing	\$3,255,000	3,175,000	\$3,375,000	\$2,750,000	\$2,000,000	\$14,555,000
	<i>warrant recommendations</i>					
Town Manager						
General Government administrative office space:						
Design	100,000					100,000
Construction (partial funding)			100,000	500,000		500,000
Harvey Wheeler Building Roof Repairs		100,000				100,000
Planning						
Keyes Road Parking Lot - Design		200,000	75,000			75,000
Land Acquisition			180,000	135,000		515,000
Public Safety						
Police/Fire Station 1 - Renovations			3,500,000			445,000
<i>less amount subject to debt exclusion vote</i>			<u>(3,055,000)</u>			195,000
<i>Net within levy limit</i>			445,000			195,000
Ambulance A-1 (1998)					1,000,000	450,000
Ambulance A-2 (2003)						
Engine 5 (1990)						
Ladder 1						
less funding shortfall					<u>(300,000)</u>	
net available for Ladder 1					700,000	700,000
Public Works						
Road Reconstruction	300,000	700,000	700,000	700,000	500,000	2,900,000
Warner's Pond Dam Reconstruction	400,000					400,000
Drainage and culvert improvements		600,000				600,000
Cemetery Building Improvements (50%)		175,000				175,000
Recreation						
Hunt Gym - HVAC			250,000			250,000
Emerson Track			100,000			100,000
Emerson playground improvements	150,000					150,000

FY08-12 Capital Program

DEBT AUTHORIZATION - Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2012 2011	FY2008-12 Total
Willard Tennis Courts			80,000			80,000
Rideout Playground Structure				150,000		150,000
Playing Fields - new	1,500,000	450,000				1,950,000
Playing Fields - renovations				465,000		465,000
Subtotal - Town Projects	\$2,395,000	2,375,000	2,575,000	1,950,000	1,200,000	10,495,000
Concord Public Schools (K-8)						
Alcott School				70,000		70,000
Thoreau School					70,000	70,000
Willard School (septic system replacement/relocation)	300,000					300,000
Peabody School:	125,000	440,000	810,000	1,050,000	940,000	3,365,000
Sanborn Building:	80,000	365,000	1,185,000	750,000	185,000	2,565,000
Ripley Building:	175,000	170,000		250,000	250,000	845,000
Transportation Building (new - 60% CPS share)	180,000					180,000
Gross subtotal, CPS buildings	860,000	975,000	1,995,000	2,120,000	1,445,000	7,395,000
less amount exceeding Town Manager's Plan		(175,000)	(1,195,000)	(1,320,000)	(645,000)	(3,335,000)
Subtotal - School Projects allocation	\$860,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,060,000
General Fund Projected Total	\$3,255,000	\$3,175,000	\$3,375,000	\$2,750,000	\$2,000,000	\$14,555,000
Difference from Projected Available	0	0	0	0	0	0
Other Funds						
Water						
Nagog Treatment Plant		400,000	4,000,000	1,600,000		6,000,000
Reservoir improvements - Annursnac			600,000			600,000
TOTAL Water Fund	0	400,000	4,600,000	1,600,000	0	6,600,000
Cemetery						
Cemetery Building Improvements (50%)		175,000				175,000
Potential New Authorizations - ALL FUNDS	\$3,255,000	\$3,750,000	\$7,975,000	\$4,350,000	\$2,000,000	\$21,330,000

Town of Concord, Massachusetts

CONCORD'S LONG-TERM DEBT STATISTICS

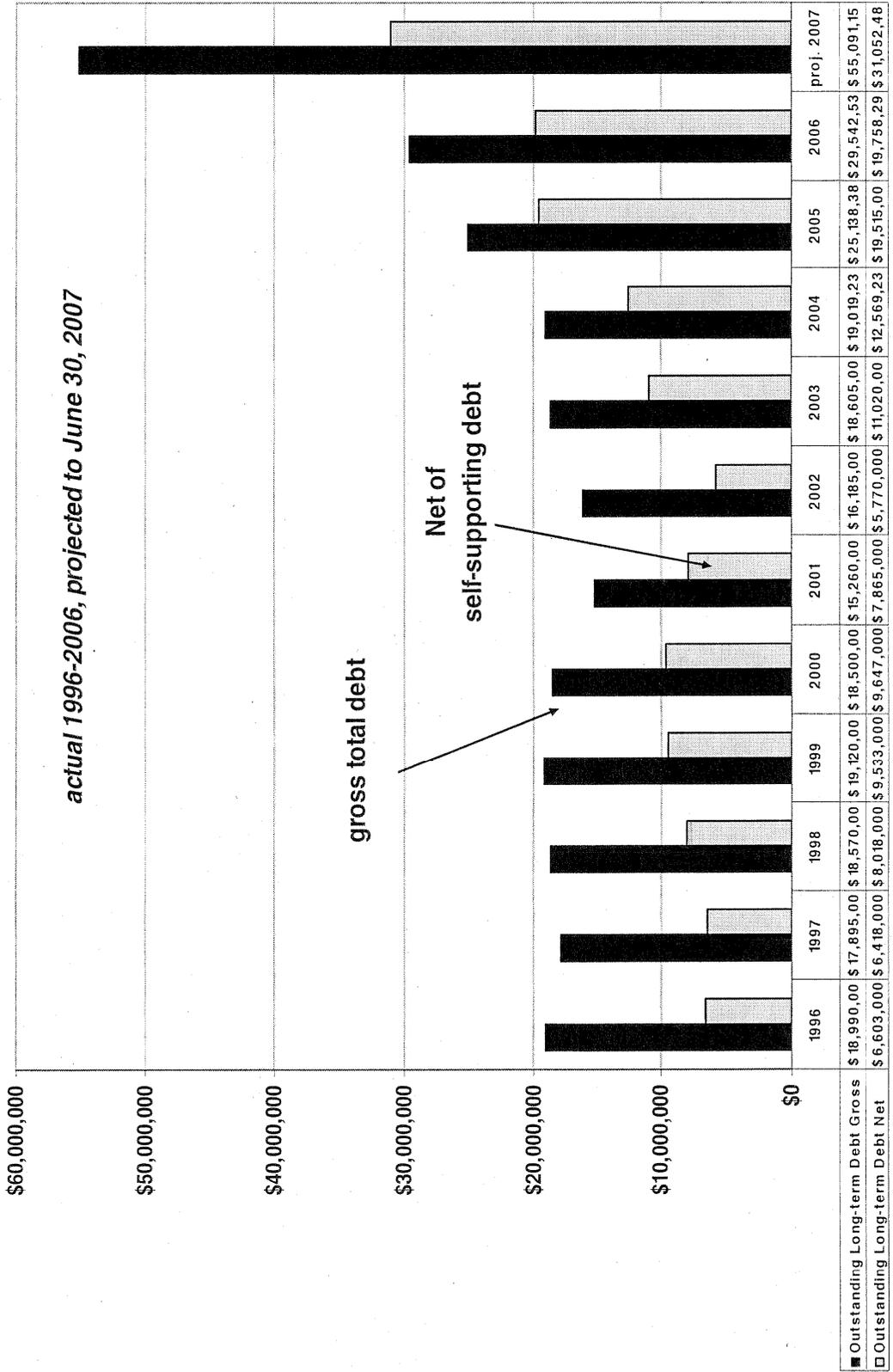
June 30, 1994 to June 30, 2006 actual, and projected to June 30, 2007

© June 30	Assessed Value	Outstanding Long-term Debt		Population US census 2000	per capita income US census 2000	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			Gross debt	net debt	Gross debt	net debt	Gross debt	net debt
1994	\$1,842,884,146	\$17,915,000	\$5,024,000	17,076	\$31,655	0.97%	0.27%	\$1,049	\$294	3.31%	0.93%
1995	\$1,853,888,132	\$17,110,000	\$5,673,000	17,076	\$31,655	0.92%	0.31%	\$1,002	\$332	3.17%	1.05%
1996	\$2,246,615,332	\$18,990,000	\$6,603,000	17,076	\$31,655	0.85%	0.29%	\$1,112	\$387	3.51%	1.22%
1997	\$2,273,535,628	\$17,895,000	\$6,418,000	17,076	\$31,655	0.79%	0.28%	\$1,048	\$376	3.31%	1.19%
1998	\$2,288,809,124	\$18,570,000	\$8,018,000	17,076	\$31,655	0.81%	0.35%	\$1,087	\$470	3.44%	1.48%
1999	\$2,704,003,171	\$19,120,000	\$9,533,000	17,076	\$31,655	0.71%	0.35%	\$1,120	\$558	3.54%	1.76%
2000	\$2,742,122,055	\$18,500,000	\$9,647,000	16,993	\$51,477	0.67%	0.35%	\$1,089	\$568	2.11%	1.10%
2001	\$2,783,643,972	\$15,260,000	\$7,865,000	16,993	\$51,477	0.55%	0.28%	\$898	\$463	1.74%	0.90%
2002	\$3,974,434,046	\$16,185,000	\$5,770,000	16,993	\$51,477	0.41%	0.15%	\$952	\$340	1.85%	0.66%
2003	\$4,408,301,807	\$18,605,000	\$11,020,000	16,993	\$51,477	0.42%	0.25%	\$1,095	\$649	2.13%	1.26%
2004	\$4,411,852,520	\$19,019,237	\$12,569,237	16,993	\$51,477	0.43%	0.28%	\$1,119	\$740	2.17%	1.44%
2005	\$5,117,100,515	\$25,138,385	\$19,515,000	16,993	\$51,477	0.49%	0.38%	\$1,479	\$1,148	2.87%	2.23%
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
proj. 2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,177	1.04%	0.58%	\$3,242	\$1,827	6.33%	3.57%

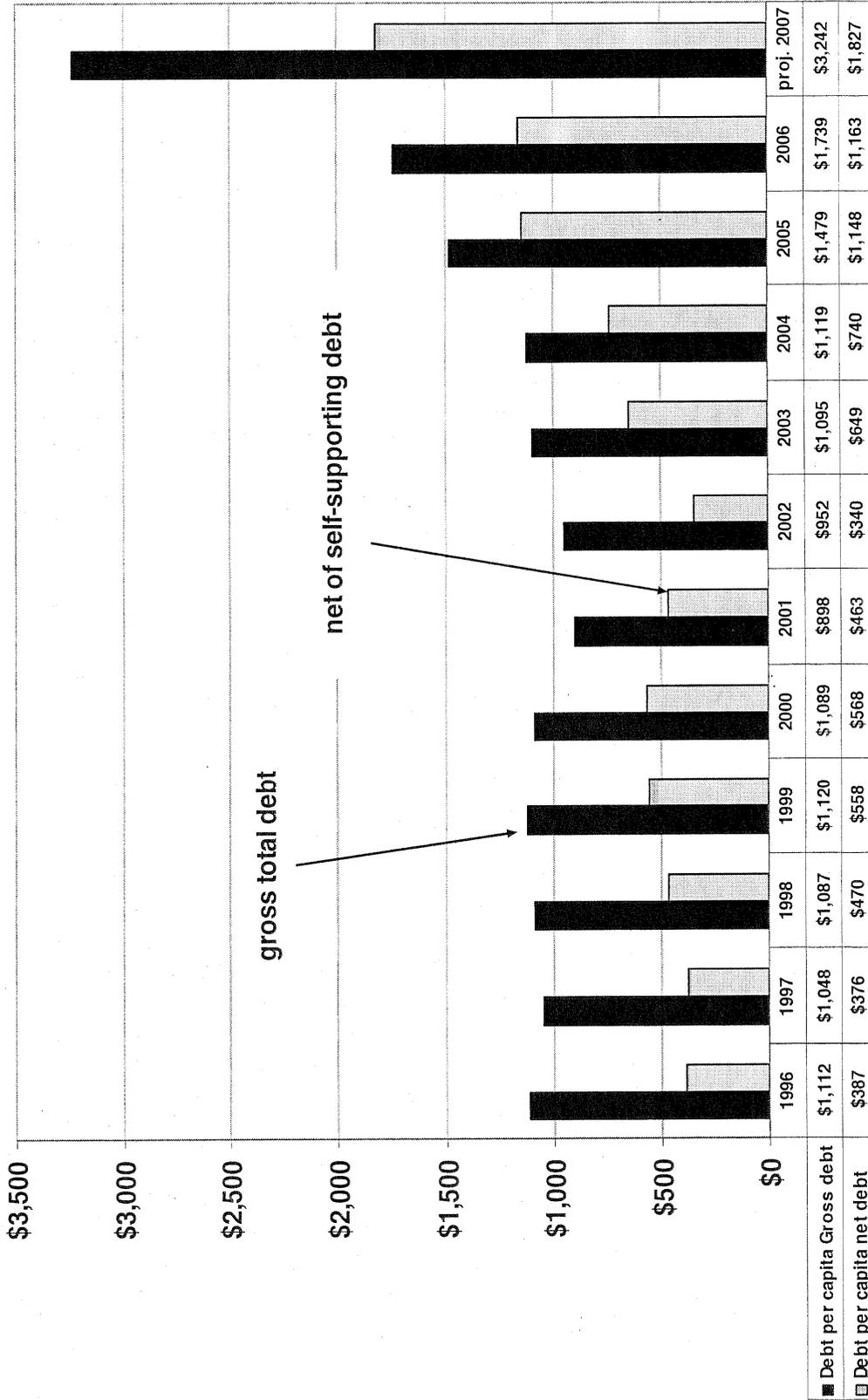
"Net debt" is net of self-supporting debt issued for the water, sewer and electric funds.

Outstanding debt at June 30

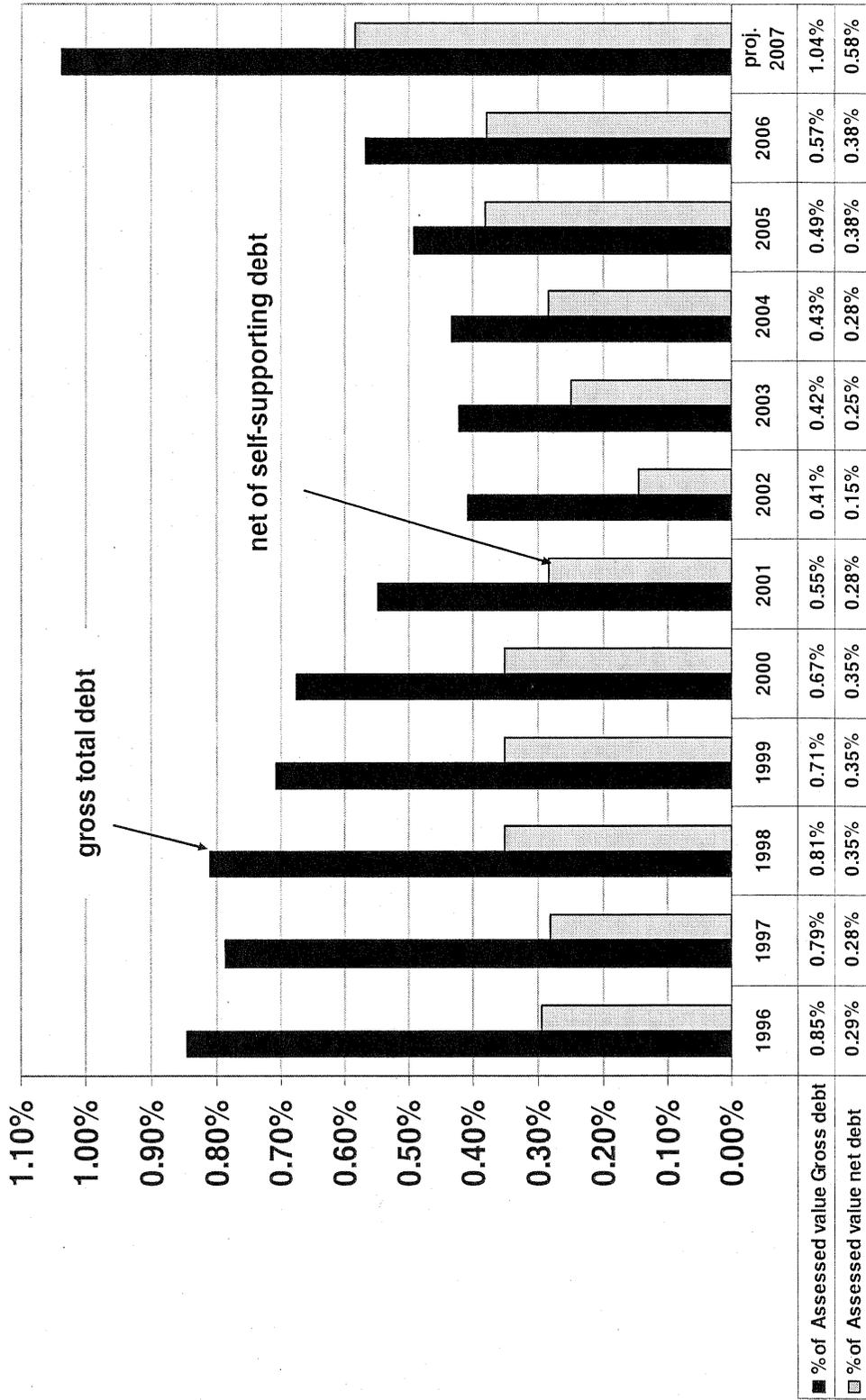
actual 1996-2006, projected to June 30, 2007



Outstanding debt at June 30
per capita



Outstanding debt at June 30
as percent of assessed valuation



Town of Concord
Authorized and Unissued Debt @ Dec. 31, 2006

debt category	Town Meeting Vote	Purpose	Debt Amount Authorized	Code	Note Issuance and other comment
Excl.	Art. 60, 2002	Alcott School (incl. demolition and sitework) (\$7M bond issued Sept. 2004)	3,695,000	030-300-000-0559	\$7.2M note issued 9/29/05 matures 9/28/06 @ 2.9159% NIC \$2.5M note (Ph. 2) issued 5/4/06 to 3/1/07 @ 3.7096% NIC bid contingency, \$668,430, cannot be used
Excl.	Art. 27, 2004	New Thoreau School (\$10M bond issued Sept, 2006)	6,800,000	030-300-000-0453	Bond 1-18 years @ 3.85% TIC, dated 9-15-06 \$2.8M note issued 5/4/06 to 3/1/07 @ 3.7096% NIC \$4.0M note issued 9/28/06 to 9/27/07 @ 3.582% NIC through SRF, funded from betterments
BETT	Art. 50, 2004	Septic Betterment Loan (Title 5)	1,000,000	018-455-000-0455	
WATER	Art. 52, 2004	Water Supply System Improvements (\$1M bond issued March 2006)	4,750,000	061-450-000-0456	
WLL	Art. 27, 2005	Mill Dam Culvert Design	75,000	030-411-000-0201	\$50K note issued 5/4/06 to 3/1/07 @ 3.7096% NIC
WLL	Art. 28, 2005	Emerson Courts (Recreation)	300,000	030-631-000-0202	
WLL	Art. 29, 2005	Hunt Gym Improvements (Recreation)	20,000	030-631-000-0203	
paydown	Art. 32, 2005	Burke Land Acquisition	2,750,000	030-122-000-0205	\$2.5 million note renewed 7-27-05 to 7-26-07 @ 3.7966%
ELEC	Art. 46, 2005	Light Plant Improvements (\$500K bond issued March 2006)	1,000,000	062-460-000-0206	\$700K note issued 5/4/06 to 3/1/07 @ 3.7096% NIC
WLL	Art. 26, 2006	Road Improvements	700,000	030-429-000-0592	
WLL	Art. 29, 2006	Public Works - Warner's Pond Dam	250,000	030-411-000-1008	CPA matching funds
WLL	Art. 30, 2006	Building Improvements - Town House	116,000	030-122-000-1005	CPA matching funds
WLL	Art. 39, 2006	Public Works - Mill Dam Culvert	300,000	030-411-000-0593	
Excl.	Art. 40, 2006	Thoreau School HVAC	350,000	030-300-000-0594	
WLL	Art. 41, 2006	CPS School Building Improvements	800,000	030-300-000-0596	
Excl.	Art. 42, 2006	Willard School (new) - design	1,840,000	030-300-000-0597	Excluded pursuant to 2004 vote per certification of DOR
WLL	Art. 51, 2006	Police/Fire Station renovations - design	200,000	030-210-000-0679	
WLL	Art. 52, 2006	Public Safety Equipment - Fire Engine	420,000	030-220-000-0680	
WLL	Art. 53, 2006	Building Improvements - Hunt Gym Roof	75,000	030-631-000-0681	
			<u>\$ 25,441,000</u>		

Detail by Funding Source:

Tax Supported	\$ 15,246,000
Water	4,750,000
Light	1,000,000
Betterments	1,000,000
Planned paydown of notes to be rescinded	2,500,000
	945,000
	<u>\$ 25,441,000</u>

Tax-supported Debt detail:

within levy limit (WLL)	\$ 3,256,000
excluded debt (Excl.)	11,990,000
	<u>\$ 15,246,000</u>

Notes outstanding @ 12/31/06

General Fund	\$ 11,850,000	Detail:
Water Fund	0	Thoreau \$6.8M
Sewer Fund	0	Alcott \$2.5M
Light Fund	700,000	Burke \$2.5M
	<u>\$ 12,550,000</u>	Light \$700K
		Mill Dam \$50K

Town of Concord, Massachusetts

Detail of Excluded Debt Cost

Concord-Carlisle High School

Debt originally issued in 1992 and 1995 was refinanced by CCRSD in April 2003. This nine-year issue has a final maturity of April 2012 and was sold at a TIC ("true interest rate") of 2.71%.

- A five-year bond was issued September 1, 2004 at a 3.90% rate in the sum of \$535,000.
- A five-year bond was issued December 1, 2005 at a 4.70% rate in the sum of \$590,000.
- A short-term note was issued November 1, 2006 for a one-year term at a 3.80% interest rate in the sum of \$1,200,000.

Fiscal year 2008 debt service and Concord's assessed share is:

	Principal	Interest	Total
2003 bonds	\$ 560,000	\$ 83,718	\$ 643,718
2004 bonds	\$ 107,000	\$ 12,519	\$ 119,519
2005 bonds	\$ 120,000	\$ 22,090	\$ 142,090
2006 note	--	\$ 45,600	\$ 45,600
		TOTAL	\$ 950,927
		Less SBA state aid:	<u>(288,950)</u>
		Net debt excludable from levy limit by Concord and Carlisle:	\$ 661,977
		Concord's share at 71.99%	<u>\$ 476,557</u>

Wastewater Management, Phase 1

A \$4,190,000 debt authorization was voted at the 2004 Town Meeting and the debt for this sewer extension project was approved by ballot on June 8, 2004. This debt is secured through the Water Pollution Abatement Trust (WPAT), Commonwealth of Massachusetts, at a subsidized interest rate of 2%. The long-term loan was executed in November 2005. The budgeted cost for FY08 is the second year of a twenty-year payment schedule, with the final maturity on July 15, 2025. The General Fund and Betterment funded shares are:

General Fund (39.1%)	\$102,109
Betterment funded (60.9%)	\$159,039

Harvey Wheeler Community Center

The long-term bond for this project was issued February 2004. \$1.2 million was excluded debt. The bond was issued as a 12-year level principal maturity schedule at a TIC of 2.87%. FY08 debt service is:

Principal	\$ 100,000
Interest	<u>26,280</u>
	\$ 126,280 (net of amortized premium)

Thoreau School Construction

An 18-year bond in the principal sum of \$10,000,000 was issued September 15, 2006 at an interest cost of 3.86%. The FY08 debt service cost is \$943,765 (net of the amortized premium):

	<u>Principal</u>	<u>Interest</u>
payment due 9-15-07	\$555,000	\$ 199,331.25
payment due 3-15-08		\$ 185,331.25

Town of Concord, Massachusetts

\$6.8 million of short-term bond anticipation notes are outstanding as of December 31, 2006, with interest of \$214,265 budgeted for FY08 payment.

Permanent financing of the remainder of the Thoreau School cost is projected to occur in September 2007, with a budgeted semi-annual interest payment of \$157,500 (due March 2008) projected on a \$7 million bond issuance.

The total Thoreau debt expense provided in the FY08 estimate is \$1,315,530 (about 2.2% of the total projected tax levy).

Alcott School Construction

The Massachusetts School Building Authority paid the Alcott School lump-sum grant to the Town on September 25, 2006, in the amount of \$7,175,997. The grant was used to redeem short-term project notes that came due September 30, 2006. The Town received the maximum grant for which it was eligible, based upon a maximum per square foot allowed cost of \$173, a building constructed area of 78,011 square feet, and a 50% state grant.

The FY08 budget includes the third annual debt service on a \$7 million bond issued September 30, 2004. This was a 20-year level principal issuance sold at an interest cost of 3.70%.

Additionally, the FY08 budget plan allows for debt service on a planned long-term debt issuance for the Alcott Phase 2 expenses (demolition and site with an estimated total cost of \$2.6 million). The Phase 2 cost was part of the original authorization voted by the Town Meeting in 2002 (Article 60) and approved by ballot vote in June of 2002.

The total Alcott debt expense provided in the FY08 estimate is \$838,310 (about 1.4% of the total projected tax levy).

\$10 million Bond issued September 2004:

Principal	\$ 350,000
Interest	<u>224,560</u> (net of amortized premium)
	\$ 574,560

\$2.35 million Bond planned March 2007:

Principal	\$ 160,000
Interest (est.)	<u>103,750</u>
	\$ 263,750

Mattison Land

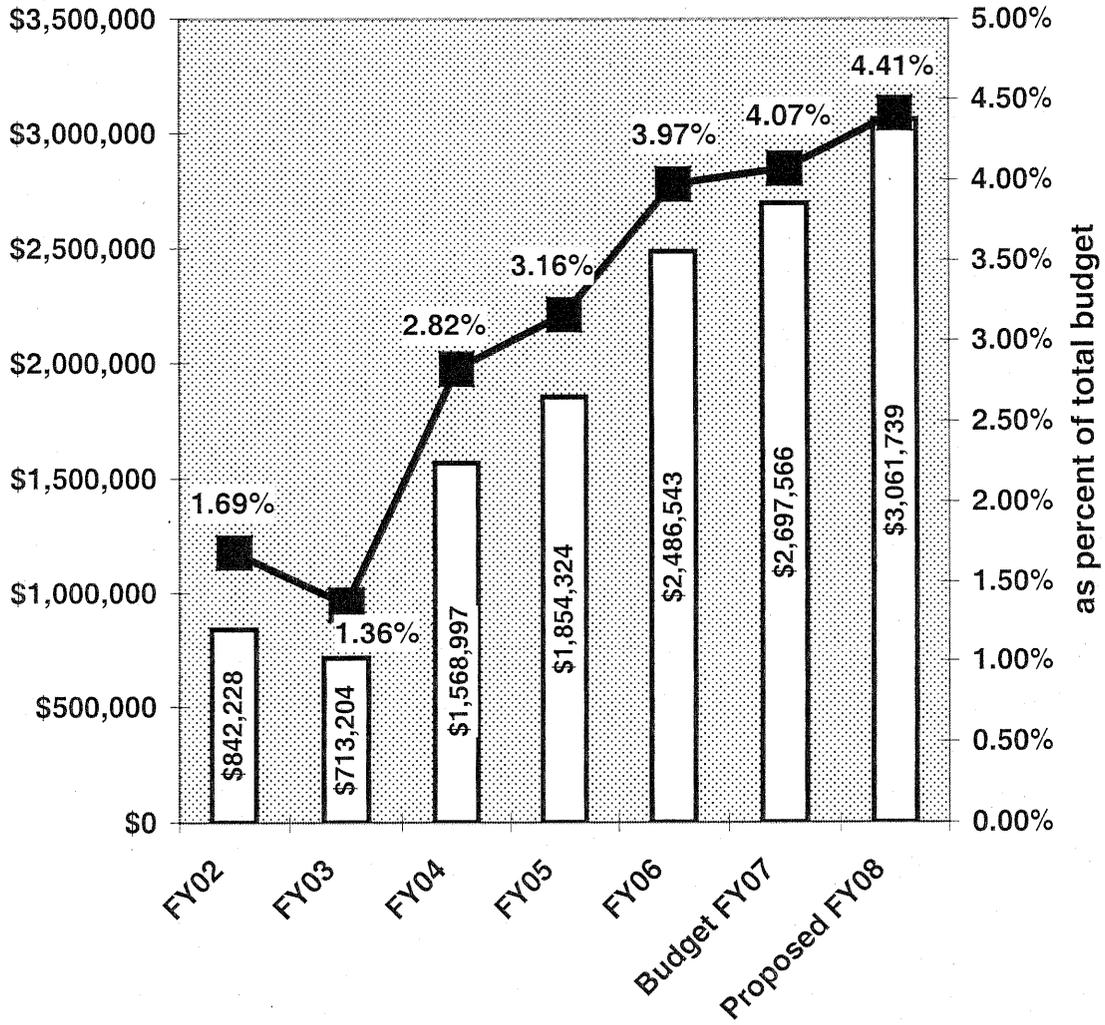
This parcel at ORNAC and Williams Road was acquired in 1997. A bond for \$1,410,000 was issued in May 1998 as an eleven-year retirement schedule, sold at an interest cost of 4.24%. The final maturity is May 15, 2009. The Town financed less than half of the total acquisition cost. The remainder was met from gifts.

The FY08 budget includes the debt service for the 10th year of this bond, \$134,838.

Willard School Design

\$1,840,000 was authorized by the 2006 Annual Town Meeting and by a subsequent debt exclusion ballot vote for the design of a new Willard Elementary School. The FY08 budget provides \$68,115 for the estimated interest cost on short-term project financing for this purpose.

Debt Exclusion Tax Levy



Town of Concord, Massachusetts

STAFFING HISTORY IN TOTAL FTEs

Town Government Accounts (Accts. #1 - 38)

	FY2004	FY2005	FY2006	FY2007	Proposed FY2008	Prior 2 Years Change in FTE's
General Government	22.41	23.24	22.72	23.57	24.47	0.90
Finance & Administration	24.88	26.88	26.96	26.59	27.63	1.04
Public Safety	77.50	78.50	78.50	78.50	83.00	4.50
Public Works	37.62	37.62	38.20	38.05	38.16	0.11
Human Services	43.06	42.99	43.62	43.97	41.61	-2.36
Total FTEs	205.46	209.22	210.01	210.68	214.87	4.19

Enterprise Operations

	FY2004	FY2005	FY2006	FY2007	Proposed FY2008	Prior 2 Years Change in FTE's
Light Plant	35.03	36.03	36.03	36.03	N/A	N/A
Water	13.84	13.99	13.91	13.91	N/A	N/A
Sewer	3.39	3.42	4.02	4.02	N/A	N/A
Solid Waste	0.85	0.81	0.81	0.81	N/A	N/A
Beede Center	N/A	N/A	N/A	N/A	N/A	N/A
Total FTEs	53.11	54.25	54.77	54.77	N/A	N/A

Education Accounts (Accts. #104 - 105)

	FY2004	FY2005	FY2006	FY2007	Proposed FY2008	Prior 2 Years Change in FTE's
Concord Public Schools	319.96	313.99	332.25	323.81	N/A	N/A
Concord-Carlisle R.S.D.	131.48	121.48	123.64	127.64	N/A	N/A
Total FTEs	451.44	435.47	455.89	451.45	N/A	N/A

Grand Total FTEs 710.01 698.94 720.67 716.90 N/A N/A

Beginning with FY2004, the following method has been used to calculate the number of FTEs:

For each department, the following are added together:

- Regular Full-Time Employees (Account # 5111)
- Regular Part-Time Employees (Account # 5112)
- Limited Status Employees (Account # 5115)
- Temporary Status Employees (Account # 5120).

Where hours are indicated, they are converted to FTE's by dividing by 2,088 hours (52.2wksx40hrs/wk).