

Section III

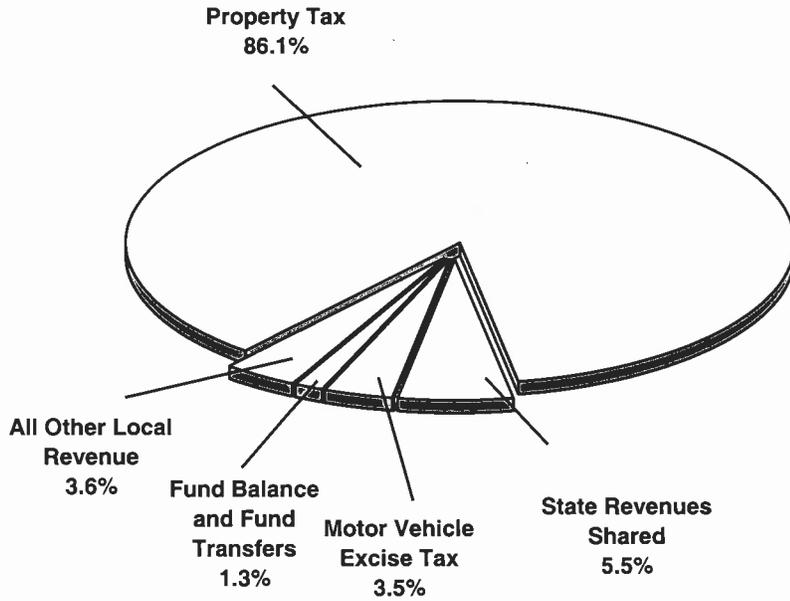
Budget Summary

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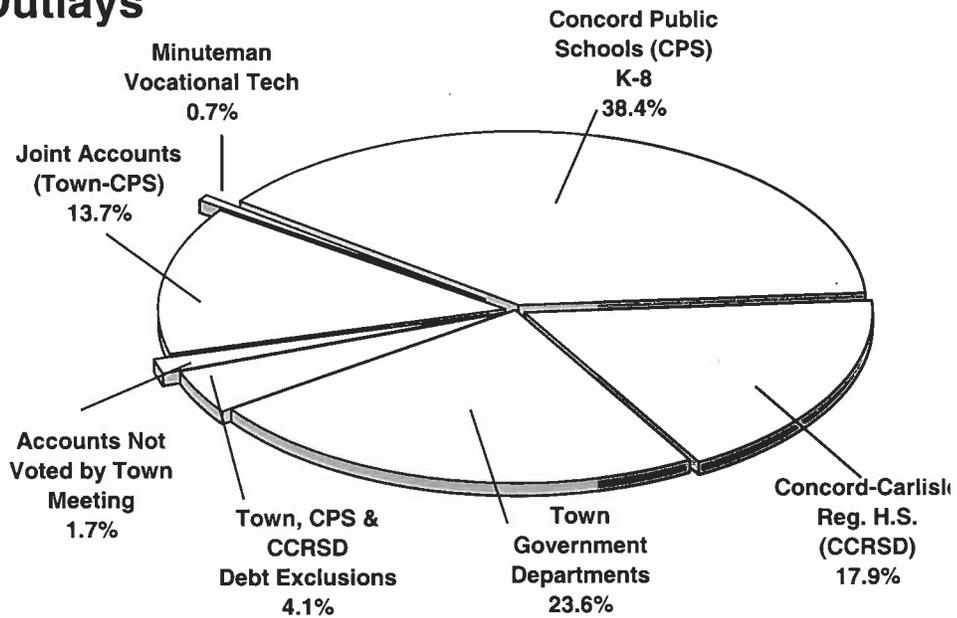
FY2007 Guideline Budget Plan

General Fund
FY2007 Total Budget
at Finance Committee Guideline
\$66,276,378 (+5.8%)

Income



Outlays



Town of Concord, Massachusetts

**General Fund Budget - All Accounts
Five Years: FY2003 - FY2006 Budgets
and Fiscal Year 2007 Guidelines**

Line #		FY2003 Budget	FY2004 Budget	FY2005 Budget	FY2006 Budget	FY2007 Guidelines	FY2007 Percent Change	FY2007 Percent Of Total
1	Town Government							
2	Personal Services	\$ 9,677,304	\$ 9,889,476	\$ 10,247,016	\$ 10,835,602	\$ 11,335,704	4.6%	
3	O & M	2,402,169	2,266,368	2,561,984	2,609,398	2,841,710	8.9%	
4	Capital Outlay	878,806	785,525	922,000	1,186,000	1,271,000	7.2%	
5	Reserve Fund	187,500	187,500	200,000	200,000	200,000	0.0%	
	Total	\$ 13,145,779	\$ 13,128,869	\$ 13,931,000	\$ 14,831,000	\$ 15,648,414	5.5%	23.6%
6	Concord Public Schools	\$ 21,116,047	\$ 21,721,905	\$ 23,049,709	\$ 24,285,000	\$ 25,460,285	4.8%	38.4%
7	Concord-Carlisle RSD	\$ 8,791,896	\$ 9,571,877	\$ 10,359,451	\$ 10,817,878	\$ 11,858,857	9.6%	17.9%
	FY2004 Supplemental Assessment		142,980 (a)					
8	Supplemental Reserve Fund	\$ 250,000	\$ 120,000 (e)	\$ 0	\$ 0	\$ 0		
9	Total Operating Budgets	\$ 43,303,722	\$ 44,685,631	\$ 47,340,160	\$ 49,933,878	\$ 52,967,556	6.1%	79.9%
10	Group Insurance	\$ 2,171,450	\$ 2,480,000	\$ 2,642,000	\$ 2,820,000	\$ 3,050,000		
11	Retirement	2,050,000	2,107,400	2,166,500	2,242,250	2,310,000		
12	Debt Service	2,400,000	2,430,000	2,522,128	2,650,000	2,750,000		
13	Social Security/Medicare	423,550	438,000	460,000	475,000	508,000		
14	Other Fixed & Mandated	330,000	355,000	350,000	400,000	450,000		
15	Sub-total	\$ 7,375,000	\$ 7,810,400	\$ 8,140,628	\$ 8,587,250	\$ 9,068,000	5.6%	13.7%
16	Minuteman Voc Tech	\$ 269,249	\$ 325,906	\$ 369,890	\$ 431,529	\$ 475,000	10.1%	0.7%
17	High School Debt Exclusion	429,164	307,338	388,064	378,169	477,889	26.4%	0.7%
18	Town Debt Exclusion	284,040	1,261,659	1,466,260	2,108,374	2,269,933	7.7%	3.4%
19	Other Expenses	0	63,000	0	0	0		
		\$ 982,453	\$ 1,957,903	\$ 2,224,214	\$ 2,918,072	\$ 3,222,822		
20	TOWN MEETING VOTE	\$ 51,661,175	\$ 54,453,934	\$ 57,705,002	\$ 61,439,200	\$ 65,258,378	6.2%	
21	State Assessments	\$ 357,844	\$ 394,937	\$ 339,902	\$ 353,815	\$ 360,000	1.7%	0.5%
22	Snow/Ice & Other Deficits	63,144	249,842	73,194	338,937	158,000	-53.4%	0.2%
23	Overlay	413,140	500,207	584,657	481,979	500,000	3.7%	0.8%
24	Sub-total	\$ 834,128	\$ 1,144,986	\$ 997,753	\$ 1,174,731	\$ 1,018,000	-13.3%	
25	TOTAL BUDGET PLAN	\$ 52,495,303	\$ 55,598,920	\$ 58,702,755	\$ 62,613,931	\$ 66,276,378	5.8%	

"Concord-Carlisle RSD" is Concord's share of the assessable portion of the High School budget.
 "Other Fixed & Mandated" includes: Property & Liability Insurance, Unemployment and Worker's Compensation.
NOTE (a): FY2004 supplemental appropriations were made at the 2004 Annual Town Meeting for CPS and CCRSD, but were not used by June 30, 2004.

Town of Concord, Massachusetts

Financing the Budget Plan

	FY2003 Budget	FY2004 Budget	FY2005 Budget	FY2006 Budget	FY2007 Guidelines	FY2007 Percent Change	FY2007 Percent Of Total
26	\$ 4,061,824	\$ 3,241,855	\$ 3,418,720	\$ 3,644,019	\$ 3,662,500	0.5%	5.5%
27	2,400,000	2,350,000	2,350,000	2,350,000	2,350,000	0.0%	3.5%
28	400,000	275,000	350,000	630,000	480,000	-23.8%	0.7%
29	1,547,450	1,534,168	1,637,450	1,876,825	1,885,375	0.5%	2.8%
30							
31	340,000	340,000	340,000	340,000	340,000	0.0%	0.5%
32	0	63,000	0	0	0		
33	1,000,000	810,399	459,000	500,000	500,000	0.0%	0.8%
34	250,000	262,980	0	0	0		
35	\$ 9,999,274	\$ 8,877,402	\$ 8,555,170	\$ 9,340,844	\$ 9,217,875	-1.3%	13.9%
36	\$ 39,543,380	\$ 43,041,701	\$ 45,876,358	\$ 49,216,147	\$ 52,850,681		
37	1,478,773	1,532,364	1,858,160	752,480	1,060,000 (proposed)		
38	760,672	578,456	558,743	817,917	400,000		
39	41,782,825	45,152,521	48,293,261	50,786,544	54,310,681	6.9%	
40	713,204	1,568,997	1,854,324	2,486,543	2,747,822	10.5%	
41	\$ 42,496,029	\$ 46,721,518	\$ 50,147,585	\$ 53,273,087	\$ 57,058,503	7.1%	86.1%
	\$ 52,495,303	\$ 55,598,920	\$ 58,702,755	\$ 62,613,931	\$ 66,276,378	5.8%	

GENERAL FUND Budget Summary

The **FY2007 General Fund Total Spending Plan** presented in this budget is based upon the recommended Guidelines issued by the Finance Committee on November 18, 2005:

\$66,276,378 a **5.8 % increase over the current year.**

The principal components of the November Guidelines, with a comparison to the current year budget, are as follows:

	Current Year	Guidelines FY2007	\$ Change	% Change
Town Government Operations <i>Items 1-43</i>	\$ 14,831,000	\$ 15,648,414	\$ 817,414	5.5 %
Concord Public Schools (CPS), K-8	\$ 24,285,000	\$ 25,460,285	\$ 1,175,285	4.8 %
Concord-Carlisle RSD Assessment <i>(Excluding Debt)</i>	<u>\$ 10,817,878</u>	<u>\$ 11,858,857</u>	<u>\$ 1,040,979</u>	<u>9.6 %</u>
TOTAL Operations	\$ 49,933,878	\$ 52,967,556	\$ 3,033,678	6.1 %
Joint Town and CPS Accounts <i>Items 44-48 without Excluded Debt</i> <i>(retirement, employee group insurance, debt service within levy limit, Federal social security and Medicare tax, property & liability insurance, unemployment compensation and workers compensation)</i>	\$ 8,587,250	\$ 9,068,000	\$ 480,750	5.6 %
Minuteman Voc Tech High School	\$ 431,529	\$ 475,000	\$ 43,471	10.1 %
Debt Exclusion Levies:				
Town/CPS Debt (See Item 48)	\$ 2,108,374	\$ 2,269,933	\$ 161,559	7.7 %
Share of CCRSD Debt (See Item 105)	<u>378,169</u>	<u>477,889</u>	<u>99,720</u>	<u>26.4 %</u>
Total Debt Exclusion	\$ 2,486,543	\$ 2,747,822	\$ 261,279	10.5 %
Unappropriated Accounts <i>(State assessments, overlay, snow & other deficits)</i>	\$ 1,174,731	\$ 1,018,000	\$ (156,731)	(13.3)%
TOTAL	\$ 62,613,931	\$ 66,276,378		

TOTAL CHANGE: \$3,662,447 +5.8%

Based upon revenue forecasts made for the Guideline process last September, this total budget change is proposed to be financed as follows:

	Comparison to Current Year (FY2006) Budget	
	Plus	Minus
• Projected Change in State Aid	\$ 18,481	
• Change in Free Cash Allocated	-0-	
• All Other Non-tax Revenue Changes		\$ 141,450
• Property Tax Levy from Estimated New Growth		417,917
• Tax Levy Increase within Levy Limit (+ 4.1%)	2,064,137	
• Levy Limit Override (+2.1%)	1,060,000	
• Excluded Debt Levy (+0.5%)	261,279	

centrally administered under the Town Manager. The prospective share of these expenses allocable to CPS appears on page VI-1.

The Town Government Operating Budget: \$15,648,414

Up 5.5%

Items 1 - 43 of Town Meeting, Article 8

This is the terminology used to delineate the portion of the total Town Government Budget (Article 8) that is the subject of the Finance Committee's Guideline recommendations. It consists of Items 1-43 in this document. In other words, it is the Town Government Budget without the JOINT (TOWN-CPS) group of accounts. The joint accounts are, at least in the near term, treated as fixed costs. Thus these accounts (Items 44 through 48) are projected first, before the Finance Committee determines how much forecasted revenue remains for anything else. With this remainder, the Finance Committee sets a "Levy Limit Guideline" - that is, the level of expenditure that it determines is necessary, and that it projects can be supported without an override of the property tax levy limit set by state statute. If the Finance Committee determines that a higher level of expenditure ought to be recommended to the Town Meeting and can be financed within what it may deem to be a reasonable overall increase in the tax levy, it may also recommend a second Guideline level.

Accordingly, for FY2007 planning, the Finance Committee set two Guideline levels for the Town Government Operating Budget:

1. A Guideline at the level which it projected could be financed without an override of the property tax levy limit;

<u>At the Projected Levy Limit</u>	<u>\$ Change from Current Year</u>	<u>% Change from Current Year</u>
\$15,315,827	+ \$ 484,827	+ 3.27%

2. A Guideline at an expenditure level that the Finance Committee then deemed necessary to support the recommended level of town services, but requiring a tax levy beyond the projected levy limit. Ultimately, only the town electorate, acting pursuant to an election called by the Board of Selectmen, can determine to fund this expenditure level. Town Meeting action alone is not sufficient.

<u>Override Level</u>	<u>\$ Change from Current Year</u>	<u>% Change from Current Year</u>
<i>Additional \$332,587</i>		
\$15,648,414	+ \$ 817,414	+ 5.51%

The detail of the items and amounts totaling **\$332,587** that will be proposed as contingent upon an override has not yet been developed. During the time leading up to the April 24th first session of the Annual Town Meeting, the FY2007 revenue projections that were made last September, and certain expenditure projections, including the cost of snow removal for this winter and the cost of employee Group Insurance for FY2007, will be updated. The state budget process will be monitored for any impact on our projections of next year's state aid accounts. This review will culminate in a new forecast, and may lead the Finance Committee to revise its Levy Limit Guidelines, and concurrently revise the projected override budget recommendations. As part of this process, the specific accounts in the Proposed

made last September and certain expenditure projections including the cost of snow removal for this winter and the cost of employee Group Insurance for FY07 will be updated. The state budget process will be monitored for any impact on our projections of next year's state aid accounts. This review will culminate in a new forecast and may lead the Finance Committee to revise its Levy Limit Guidelines and concurrently revise the projected Override budget recommendations. As part of this process, the specific accounts in the Proposed FY07 Town Government Operating Budget that would need to be voted contingent upon a property tax levy limit override vote will be identified and recommended by the Town Manager prior to the Town Meeting. This sequence of steps leading to the final balanced budget recommendations has been consistently and successfully applied for a number of years.

The Concord-Carlisle Regional School District Assessment

The General Fund Budget Summary table shows one of the more significant budget increases for FY07 to be the CCRSD assessment. The FY07 projected total assessment to Concord is up 10.2%:

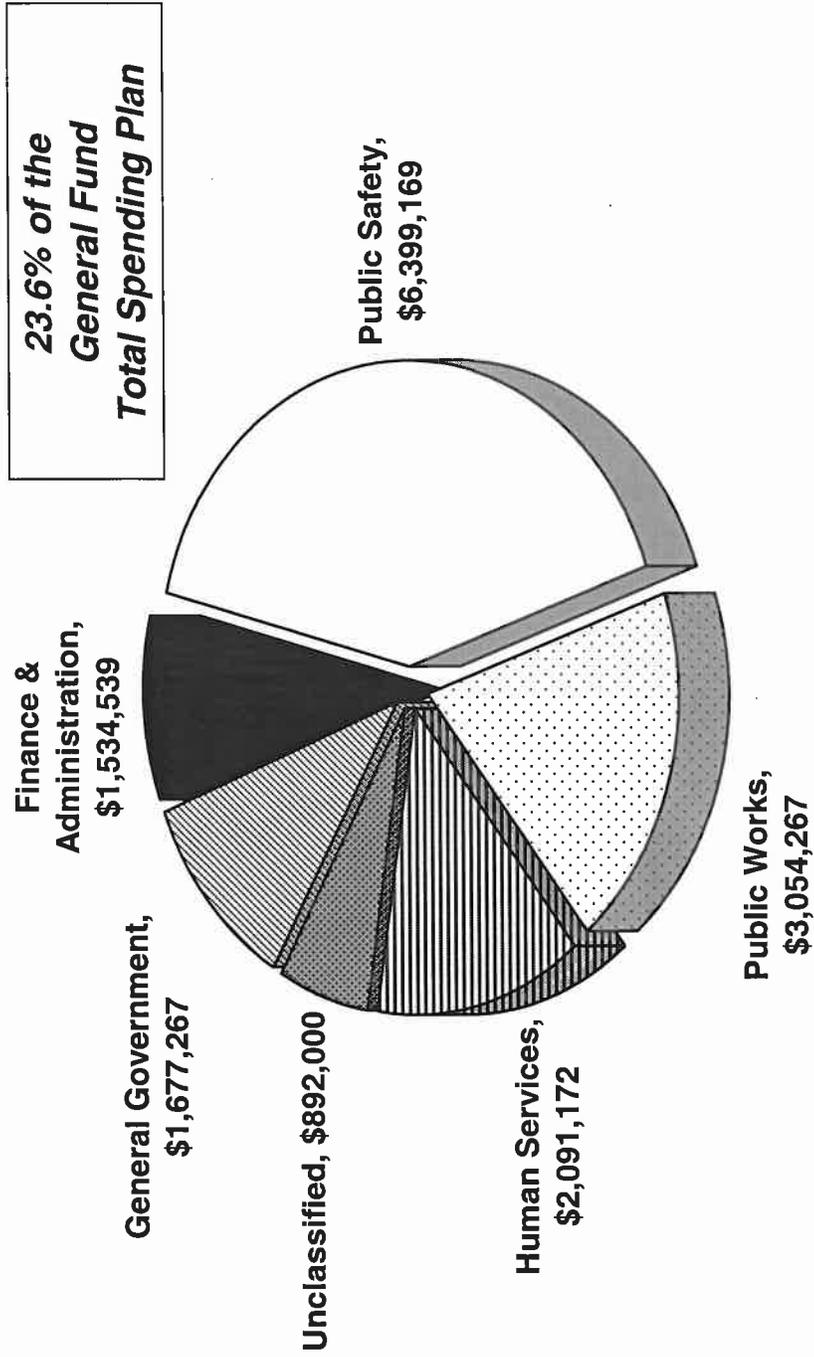
	FY06	FY07
Assessment - operating budget	\$ 10,817,878	\$ 11,858,857
Assessment - debt	378,169	\$477,889
 Total	 \$ 11,196,047	 \$ 12,336,746

This occurs due to a significant, but temporary, increase in the share of enrollment attributable to Concord students. In accordance with the Regional Agreement (1957), the assessment is allocated each year between Concord and Carlisle in proportion to the shares of pupil enrollment as of the preceding October 1. This ensures that each town always pays the same cost per pupil. Concord's ratio share for FY07 will be 72.92%. In FY06, it is 70.69%. In setting the Guidelines, the Finance Committee took note of this upturn in Concord's assessment share, calculating that the ratio shift results in a \$341,253 increase in Concord's FY07 assessment (and a corresponding decrease in Carlisle's assessment) without any change in the Region's total budget. The overall CCRSD operating budget increase proposed for FY07 is 6.5%. Including debt (for which both Concord and Carlisle have voted levy limit exclusions), the proposed CCRSD FY07 total spending plan is up 6.9%.

The FY08 assessment ratio (which will be based on October 1, 2006 enrollment) is projected to resume the tilt of the assessment share toward Carlisle. Concord's enrollment share has been declining steadily over the past decade as Carlisle's total population has increased while Concord's has held steady. Concord's school-age population has actually declined in recent years while Carlisle's has grown. The projected Concord enrollment share at CCHS over the next five years is:

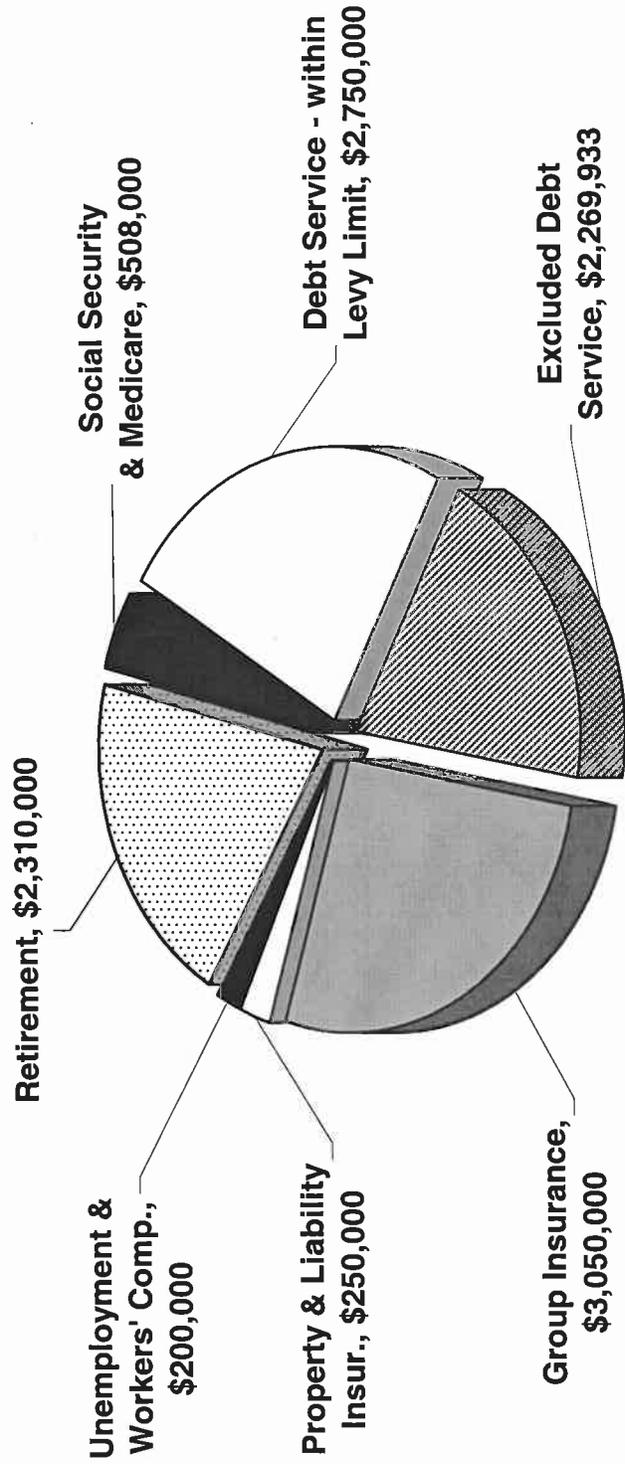
FY08	72.04%
FY09	72.50%
FY10	71.07%
FY11	68.56%
FY12	66.49%

**Proposed Town Government Operating Budget
\$15,648,414
by Functional Area**



Joint Accounts
(Town Government and
Concord Public Schools)
\$11,337,933

17.1% of the General Fund
Total Spending Plan
Share Related to Concord Public Schools is



RESOURCE DETAIL - GENERAL FUND

FY2002-2004 Actual, FY2006 Budget and Actual, FY2007 Guideline Budget

	ACTUAL FY2002	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ACTUAL FY2005	Budget FY2006	PROJECTED FY2007
A. State Aid:							
1. Abatements:							
Veterans, Blind & Surviving Spouses	22,738	11,250	11,000	11,250	12,105	11,000	11,000
2. Police Career Incentive ("Quinn")	117,402	120,128	135,020	143,706	141,396	149,007 (a)	153,000
3. Elderly Persons Abatements	11,546	10,876	10,542	10,542	14,056	14,056	14,056
4. School Aid (Ch.70)	1,924,753 (b)	1,904,486 (b)	1,542,930	1,542,930	1,542,930	1,639,230	1,639,230
Charter School Tuition Reimbursement	0	0	2,050	4,235	4,329	15,759	0
Charter School Capital Facility Reimb.	0	0	0	0	446	1,453	0
5. Transportation of Pupils	194,996	147,844	0	0	0	0	0
6. Construction of School Projects	161,609	161,609	148,618	148,618	148,618	148,618	148,618
7. State-Owned Land	350,556	232,898	186,452	290,652	300,286	370,137	370,137
8. Additional Assistance	483,163	409,481	383,959	383,959	383,959	383,959	383,959
9. Lottery	961,464	871,567	817,244	817,244	817,244	905,186	935,000
10. Additional lottery distribution	0	0	0	60,044	60,044 (c)	0	0
11. Highway Maintenance	17,517	0	0	0	0	0	0
12. Veterans Benefits	2,523	2,380	4,480	5,540	4,509	5,614	7,500
Total State Aid	4,248,267	3,872,519	3,242,295	3,418,720	3,429,922	3,644,019	3,662,500
B. Local Excise Taxes:							
1. Motor Vehicle Excise	2,215,729	2,349,869	2,336,406	2,350,000	2,415,450	2,350,000	2,350,000
2. Hotel/Motel Room Excise	205,757	156,960	145,485	150,000	160,952	175,000	175,000
3. Jet Fuel Excise	89,436	104,311	109,793	100,000	102,249	100,000	100,000
4. Farm Animal & Machinery	800	905	911	500	928	500	500
Total Local Excise	2,511,722	2,612,045	2,592,595	2,600,500	2,679,579	2,625,500	2,625,500
C. Fines and Forfeitures:							
1. Tax Penalties & Interest	65,034	76,010	62,987	90,000	70,595	80,000	80,000
2. Tax Possession Interest	44,282	0	0	0	0	0	0
3. Court Fines	131,963	124,815	120,550	110,000	125,525	120,000	120,000
Total Fines & Forfeits	241,279	200,825	183,537	200,000	196,120	200,000	200,000

Notes:

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

(a) FY2006 "Cherry Sheet" estimate was required to be used in setting the FY2006 tax levy. Expected actual payment in FY2006 will be \$149,443 based on 50% of actual expense during the prior fiscal year.

Line A.4. School Aid (Ch. 70):

(b) --Net of amounts assessed for School Choice tuitions: FY2002 - net of \$3,909

Line A.10. Additional Lottery Distribution

(c) FY2005: One-time Municipal Relief Aid using Lottery formula

RESOURCE DETAIL - GENERAL FUND

FY2002-2004 Actual, FY2006 Budget and Actual, FY2007 Guideline Budget

	ACTUAL FY2002	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ACTUAL FY2005	Budget FY2006	PROJECTED FY2007
D. Uses of Money & Property:							
1. Rental - Nextel Tower	16,450	16,450	16,450	16,450	16,450	16,450	20,000
2. Rental - AT&T Tower	91,940	68,209	93,202	75,000	75,841	75,000	75,000
3. Rental - Ripley Building	21,120	14,856	10,240	10,000	10,240	12,375	12,375
4. Rental - Harvey Wheeler	36,579	0	0	5,000	4,093	5,000	5,000
5. Rental - Miscellaneous	602	702	702	500	402	500	500
6. Investment Earnings	562,064	331,670	264,081	350,000	566,680	630,000	480,000
Total Uses of Money & Prop.	728,755	431,185	384,675	456,950	673,706	739,325	592,875
E. Licenses & Permits:							
1. Building Permits	262,318	195,286	217,415	200,000	520,311	300,000	300,000
2. Other Health & Inspections	181,681	171,219	197,611	175,000	221,933	200,000	200,000
3. Alcoholic Beverage	66,975	64,555	55,625	55,000	64,490	64,000	64,000
4. Trailer Park	138	0	172	0	24	0	0
5. Miscellaneous	20,403	25,779	39,003	15,000	28,863	25,000	25,000
Total Licenses & Permits	531,515	456,839	509,826	445,000	835,621	589,000	589,000
F. Departmental Fees:							
1. Town Clerk	88,975	100,505	109,953	100,000	100,222	100,000	120,000
2. Planning	4,471	5,223	3,104	5,000	3,715	3,000	3,000
3. Collector-Treasurer	37,378	61,862	33,712	40,000	28,210	30,000	30,000
4. Fire - Ambulance	239,839	305,448	313,084	300,000	357,707	350,000	350,000
5. Public Safety	43,615	48,803	63,681	60,000	44,629	45,000	45,000
6. Library - Late Fines	45,880	46,313	43,333	45,000	31,498	45,000	45,000
7. School Department	11,773	32,755	22,095	5,000	19,288	5,000	5,000
8. Miscellaneous	33,887	84,273	83,411	50,000	41,130	50,000	50,000
Total Departmental Fees	505,818	685,182	672,373	605,000	626,399	628,000	648,000
G. All Other Revenue:							
1. Payments in Lieu of Taxes (PILOT) (Fed.Govt., Housing Authority)	38,496	23,680	27,255	30,000	24,150	25,000	25,000
2. Sale of Tax Possession	288,777	0	0	0	0	0	0
3. PILOT on Sale of Town Land	42,443	0	0	0	12,129	0	0
4. Premium on Sale of Bonds & Notes	76,426	89,671	46,487	0	58,072	0	0
5. Accrued Interest on Sale of Bonds	0	3,729	0	0	0	0	0
6. (41A) Redemptions	3,949	0	7,080	0	0	0	0
7. Betterments	2,065	13,440	19,279	0	3,337	0	0
8. Forest Land	132	0	8	0	0	0	0
9. Supplemental Tax on New Construction	0	0	0	0	0	0	0
Total Other Revenue	452,288	130,520	100,109	30,000	97,688	75,000	35,000
TOTAL LOCAL (B-G)	4,971,377	4,516,596	4,443,115	4,337,450	5,109,113	4,856,825	4,715,375

RESOURCE DETAIL - GENERAL FUND

FY2002-2004 Actual, FY2006 Budget and Actual, FY2006 Budget and FY2007 Guideline Budget

	ACTUAL FY2002	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ACTUAL FY2005	Budget FY2006	PROJECTED FY2007
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	45,000	0	63,000	0	0	0	0
Free Cash Appropriated to Reduce Tax f	1,250,000	1,000,000	810,399	459,000	459,000	500,000	500,000
Free Cash Appropriated for Specific Use	540,000	250,000	262,980	0	0	0	0
TOTAL AVAILABLE FUNDS	2,175,000	1,590,000	1,476,379	799,000	799,000	840,000	840,000
J. Property Tax:							
Base	34,966,750	39,543,380	43,041,701	45,876,358	45,876,358	49,216,147	52,850,681
Operating Override	2,249,222	1,478,773	1,532,364	1,858,160	1,858,160	752,480	1,060,000
New Growth	1,010,486	760,672	578,456	558,743	558,743	817,917	400,000
Within Levy Limit	38,226,458	41,782,825	45,152,521	48,293,261	48,293,261	50,786,544	54,310,681
Debt Exclusion:							
Concord-Carlisle High School	461,200	429,164	307,338	388,064	388,064	378,169	477,889
Land acquisition - Mattison Field	181,028	160,428	145,365	150,650	150,650	145,463	140,213
School Building Design (2000)	200,000	123,612	976,138	954,628	954,628	927,744	0
Harvey Wheeler CC Renovations			7,807	134,161	134,161	129,728	127,757
Alcott School - BAN Interest, Phase 1			123,656	113,081	113,081	124,486	215,659
Alcott School - BAN Interest, Phase 2				112,945	112,945	592,056	22,500
Alcott School - \$7m Bond, Sept. 2004				795	795	173,945	60,500
Alcott School - \$2.2m Bond, Fall 2006							493,271
Thoreau School - BAN Interest							467,500
Thoreau School - Bond, Fall 2006							47,025
Thoreau Design - Bond, Feb. 2006							112,200
Phase 1, WPAT State Loan						14,952	
Sub-total, Debt Exclusion	842,228	713,204	1,560,304	1,854,324	1,854,324	2,486,543	2,747,822
TOTAL PROPERTY TAX	39,068,686	42,496,029	46,581,362	50,147,585	50,147,585	53,273,087	57,058,503
GRAND TOTAL	\$50,463,330	\$52,475,144	\$55,743,151	\$58,702,755	\$59,485,620	\$62,613,931	\$66,276,378
Increase over Prior Year	+9.2%	+4.0%	+6.2%	+5.3%	+6.7%	+5.3%	+5.8%
FY2002-2006 Increase over Prior Year Actual; FY2007 Increase over FY2006 Budget							

Projected Property Tax Change % = Change in Levy Component Divided by Prior Year Total Tax Levy.	
FY2007 AT PROJECTED LEVY	Amount
Base	\$2,064,137
Debt Exclusion	261,279
FinCom Recommended Override	1,060,000
New Growth	\$3,385,416
	400,000
	\$3,785,416
	"FY2007 Base" Minus "FY2006 Within Levy Limit"
	FY2006 to FY2007 Change in Debt Exclusion
	Change in Levy from Current Taxpayers
	Projected "New Growth" for FY2007
	Change in Total Levy

Detail of Excluded Debt Cost

Concord-Carlisle Regional 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 note was issued September 1, 2004 at a 3.90% rate in the sum of \$535,000.

A five-year note was issued December 1, 2005 at a 4.70% rate in the sum of \$590,000.

Fiscal year 2007 debt service and Concord's assessed share is:

	Principal	Interest	Total
2003 bonds	\$ 570,000	\$ 102,888	\$ 672,888
2004 bonds	\$ 107,000	\$ 16,692	\$ 123,692
2005 bonds	\$ 120,000	\$ 27,730	\$ 147,730
		TOTAL	\$ 944,310
		▼Less SBA State Aid:	<u>(288,950)</u>
		▼Net Debt Excludable from Levy Limit by Concord and Carlisle:	\$ 655,360
		Concord's Share at 72.92%	\$ 477,889

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 FY2007 is the first 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%)	\$112,200
Betterment-funded (60.9%)	\$174,755

The payment due July 15, 2006 includes a one-time Loan Origination Fee of \$25,559; and administrative fees of \$3,142.50 (July 15th) and \$3,025.86 (Jan. 15, 2007) are included in the schedule of payments.

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%. FY2007 debt service is:

Principal	\$ 100,000
Interest	<u>27,757</u>
	\$ 127,757 (Net of Amortized Premium)

Thoreau School Construction

A one-year note for \$14,000,000 was issued on September 29, 2005 at 2.9159%. The FY2007 budget provides for the interest cost of this note at its maturity. Additional short-term borrowing will occur during FY2006 with additional interest due in FY2007, and the long-term bond for this project is tentatively planned to be issued by September 2006, with a semiannual interest payment due in the spring of 2007.

The total Thoreau debt expense provided in the FY2007 estimate is \$1,007,796.

Alcott School Construction

The FY2007 budget includes the interest cost for short-term notes maturing during FY2007 (\$7.2 million issued September 29, 2005 at 2.9159%), financing the estimated state share of the construction project until the SBA grant is received (expected by September 28, 2006, the date of maturity of the outstanding notes), and the second year debt service on a \$7 million bond issued September 30, 2004. This was a 20-year level principal issuance sold at a TIC of 3.70%.

Additionally, the FY2007 budget plan allows for short-term borrowing costs and a long-term debt issuance for the Alcott Phase 2 expenses (demolition and site with an estimated cost of \$2.5 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 FY2007 estimate is \$881,967:

Short-term Note	\$ 215,659	Interest Payable at Maturity, 9/28/06
Bond:		
Principal	\$ 350,000	
Interest	<u>233,308</u>	(Net of Amortized Premium)
	\$ 583,308	
Phase 2 Costs	\$ 83,000	

The state share for Phase I of the Alcott project will only be determined following completion of the project audit. The audit is expected to be conducted in the spring of 2006.

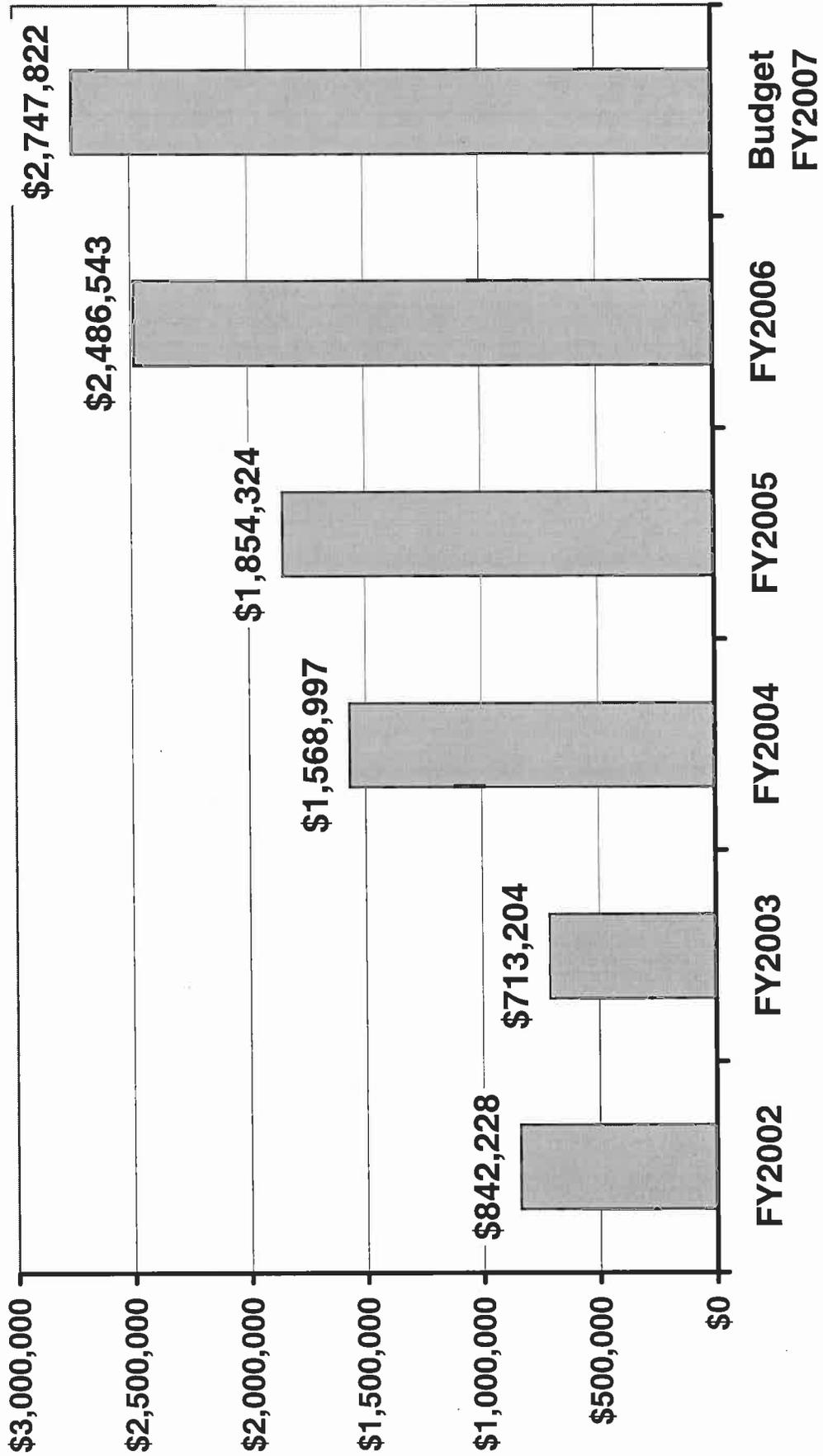
Mattison Land

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 a TIC 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 FY2007 budget includes the debt service for the 9th year of this bond:

Principal	\$ 125,000
Interest	<u>15,213</u>
	\$ 140,213

Debt Exclusion Tax Levy



**Town Government Operations (Items 1-43)
Budget Changes Recommended**

The budget recommended by the Town Manager at the Finance Committee's Guideline for accounts represented by Items 1-43, \$15,648,414, 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
Items 1-43**

	FY2005 Budget	FY2006 Budget	FY2007 Proposed	FY2006 to FY2007 Dollar Change	Percent Change
Personal Services	\$10,247,016	\$10,835,602	\$11,335,704	\$500,102	+ 4.6%
O & M Expenses	2,561,984	2,609,398	2,841,710	232,312	+ 8.9%
Reserve Fund	200,000	200,000	200,000	-0-	---
Capital Outlay	<u>922,000</u>	<u>1,186,000</u>	<u>1,271,000</u>	<u>85,000</u>	<u>+7.2%</u>
Total (Items 1-43)	<u>\$13,931,000</u>	<u>\$14,831,000</u>	<u>\$15,648,414</u>	<u>\$817,414</u>	<u>+5.5%</u>

<i>By Functional Area</i>	FY2005 Budget	FY2006 Budget	FY2007 Proposed	FY2006 to FY2007 Dollar Change	Percent Change
General Government:					
Operations	\$ 1,485,480	\$ 1,515,664	\$ 1,549,767	\$ 34,103	+ 2.3%
Capital Outlay	<u>50,000</u>	<u>125,000</u>	<u>127,500</u>		
	\$ 1,535,480	\$ 1,640,664	\$ 1,677,267	\$ 36,603	+ 2.2%
Finance & Administration:					
Operations	\$ 1,371,119	\$ 1,315,690	\$ 1,419,539	\$103,849	+ 7.9%
Capital Outlay	<u>95,000</u>	<u>110,000</u>	<u>115,000</u>		
	\$ 1,466,119	\$ 1,425,690	\$ 1,534,539	\$108,849	+ 7.6%
Public Safety:					
Operations	\$ 5,724,164	\$ 6,027,822	\$ 6,110,169	\$ 82,347	+ 1.4%
Capital Outlay	<u>234,500</u>	<u>234,000</u>	<u>289,000</u>		
	\$ 5,958,664	\$ 6,261,822	\$ 6,399,169	\$137,347	+ 2.2%
Public Works:					
Operations	\$ 2,297,903	\$ 2,333,863	\$ 2,412,267	\$ 78,404	+ 3.4%
Capital Outlay	<u>460,000</u>	<u>620,500</u>	<u>642,000</u>		
	\$ 2,757,903	\$ 2,954,363	\$ 3,054,267	\$ 99,904	+ 3.4%
Human Services:					
Operations	\$ 1,868,334	\$ 2,091,768	\$2,073,672	\$ (18,096)	- 0.1%
Capital Outlay	<u>2,500</u>	<u>16,500</u>	<u>17,500</u>		
	1,870,834	2,108,268	\$2,091,172	\$ (17,096)	- 0.1%
Unclassified:					
Operations	\$ 262,000	\$ 360,193	\$ 812,000	\$451,807	
Capital Outlay	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>		
	\$ 342,000	\$ 440,193	\$ 892,000	\$451,807	

Staffing Changes in the Town Manager's Proposed Budget:

Almost without exception, departments are being proposed at staffing levels unchanged from the current year. Tax-supported regular full- and part-time staffing will increase by the equivalent of about 0.67 FTE's (full-time equivalents), but the increase is supported by resources other than the General Fund. The principal staffing changes are as follows:

- **Election Officers (+948 hours) – Elections, Item 3A**
An increase in the number of scheduled elections during FY2007 compared to the current year requires that the budget be increased accordingly.
- **Project Planner (+0.25 FTE) – Planning Division, Item 5A**
The part-time Project Planner position is proposed to become a full-time position, with the additional 10 hours per week financed from the Community Preservation Fund. This staff member has been providing this level of support for the Community Preservation Committee, and the statute permits the allocation of administrative costs. During FY2006, the Planning Department budget has absorbed this additional workload.
- **Part-time Ranger (+0.27 FTE) – Natural Resources Division, Item 5C**
556 seasonal hours for two Ranger positions are proposed for funding, augmented by gift funds received for the purpose. These positions will carry out conservation land management activities, as well as public education activities.

The only other significant change in tax-supported staffing is the addition of about 265 hours of replacement overtime for the Fire Department at a cost of about \$15,000. This addition will strengthen the ability of the Department to be adequately staffed throughout the year, in accordance with the objective of keeping eight firefighters on duty at all times.

Budget Changes

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

Item - Account Title

1C Town-wide Building Maintenance

This account was established with the FY2005 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 FY2005, the funding was increased to \$90,000 in the FY2006 budget, and \$110,000 is recommended for FY2007. An inter-departmental committee under the direction of the Assistant Town Manager manages the fund. The FY2007-2011 CIP proposes gradually to increase the annual allocation. 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 FY2003 to FY2005, actual expenditures averaged just over \$237,000.

3A Elections

With a state-wide primary and general election planned for FY2007, the Elections budget shows a increase in spending from \$23,113 in FY2006 to \$41,423 in FY2007. The account provides money for one Town election and one special Town election following the Annual Town Meeting.

4 Town Meeting and Reports

The budget allows for a four-session Annual Town Meeting. No allocation is provided for the possibility of a Special Town Meeting.

5A Planning Division, DPLM

A request was made to increase the hours for the Project Planner from 30 to 40 hours per week. Because of the added workload resulting from staff support for the Community Preservation Committee, this request is being recommended. The proposed funding source is the Community Preservation Fund, which by statute can be used for administrative purposes.

5C Natural Resources Division, DPLM

This recommended budget provides funding for two part-time Ranger positions (at a total \$10,000), who will work from May to October to assist with conservation land management and natural resources education. This funding is supplemented by a generous gift of \$5,000. In addition, an amount of \$7,500 for pond management, which includes aquatic invasive plant removal, is allocated in the FY2007 budget.

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 \$5,000 in FY2006 to \$15,000 in FY2007. 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.

9D Assessors Division, Finance Department

Every three years, the state certifies that the Town has assessed its real property at full and fair market value. The next triennial revaluation is in calendar year 2007. To assist with this process, the Assessors Division is requesting an additional \$100,000 be allocated for outside consultants to begin data collection and analysis. The major portion of this added funding is to initiate an accelerated interior property inspection program.

10 Information Systems

The Technology Fund allocation is increased to \$105,000, in accordance with the Capital Plan for FY2007-2011. 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.

13 Fire Department

Replacement overtime is increased to 12,616 hours, or \$475,903, to provide sufficient staff throughout the year to maintain coverage of 8 firefighters per shift.

14 West Concord Fire Station

The Capital Outlay budget funds \$27,000 for providing routine unscheduled repairs (\$8,000), repairing the cupola and dormer siding (\$10,000), repaving a portion of the driveway (\$4,000), and replacing electrical transfer switch (\$5,000).

15 Police/Fire Station

Renovations to the Police/Fire Station were completed during the fall of 2005. To maintain the station in good repair, the Police Department annually budgets \$10,000 for routine repairs. This amount is recommended.

19 Engineering

In accordance with the FY2007-2011 Capital Outlay Plan, this budget includes \$60,000 in FY2007 for GIS software improvements and mapping capabilities enhancements. This is the second 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.

20 Highway Maintenance

For FY2007, \$51,300 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 \$20,000 less than the request in FY2005 to cover the same mileage.

21 Snow Removal

The snow removal budget is proposed to be funded at a level of \$430,000. This is about \$25,000 lower than the goal, which is the average annual expense calculated over a 10-year period.

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 FY2007 proposed budget of \$66,800 is \$20,000 below the amount spent in FY2003.

25 Public Works Equipment

This proposed budget funds the Town's well-planned schedule of equipment replacement, after several years when we had to cut funding slightly below the planned level.

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 last budget, when funding was increased from \$75,000 in FY2005 to \$140,000 in FY2006. The FY2007 budget seeks to continue this program at a level of \$155,000 (\$65,000 to provide major culvert repairs and \$90,000 to improve drainage systems). The FY2007-2011 CIP gradually increases this budget to \$205,000 annually.

27 Sidewalk Management

The recommendation for FY2007 is to increase the amount for sidewalk maintenance by \$10,000 to \$90,000. Due to budget constraints, the FY2007 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. For FY2007, there is a recommended increase of \$20,000 for the cost of utilities.

32 Swim and Fitness Center

In March 2006, the Community Swim & Fitness Center will open its doors. During FY2006, the Town allocated \$100,000 in operating startup costs and \$515,000 in capital equipment costs to help the Center get ready for business. Since the Center will be designated as an enterprise operation, and as such its future costs will be supported by membership dues and program fees, there is no funding proposed in the FY2007 budget for the Swim & Fitness Center.

33 Harvey Wheeler Community Center

As with the other Town buildings, the rising energy prices have had an impact on this budget. For FY2007, the recommended budget amount for natural gas is \$22,216, a 26% increase over what was expended in FY2005.

39 Town Employee Benefits

The line item to cover unused sick leave payoff at retirement is level-funded at \$50,000. 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).

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 FY2007, an amount of \$200,000 is recommended, unchanged from the current year. It should be noted that due to volatile energy prices, transfers from the Reserve Fund may need to be made during FY2006 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 2.75% adjustment to the salary schedules applicable to non-union employees effective July 1, 2006. 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 '90's. Despite this reduced funding from the state, the Town has been able to maintain a sound and effective annual funding level. The FY2007-2011 CIP proposes a 2007 debt authorization of \$700,000. Together with state funds and other appropriated funds, the FY2007 road improvement funding will be \$1,200,700.

44A Group Insurance

Group insurance costs continue to increase. The budget anticipates an 8.7% increase in FY2007 group insurance costs. We are 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 FY2007 is 64% (or \$1.3 million) higher than actual expenditures in FY2002 (just a 5-year interval). Yet our plan rates remain comparatively favorable. The dramatic escalation of health insurance cost has been a nation-wide phenomenon. The Town pays about 55% of active employee costs (62% of individual plan cost and 53% of family plan cost, on average), and 50% of retiree cost. 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 our actual historical costs). The budget does allow for a modest up-tick in layoffs and terminations, but not for a major rapid reduction in staff.

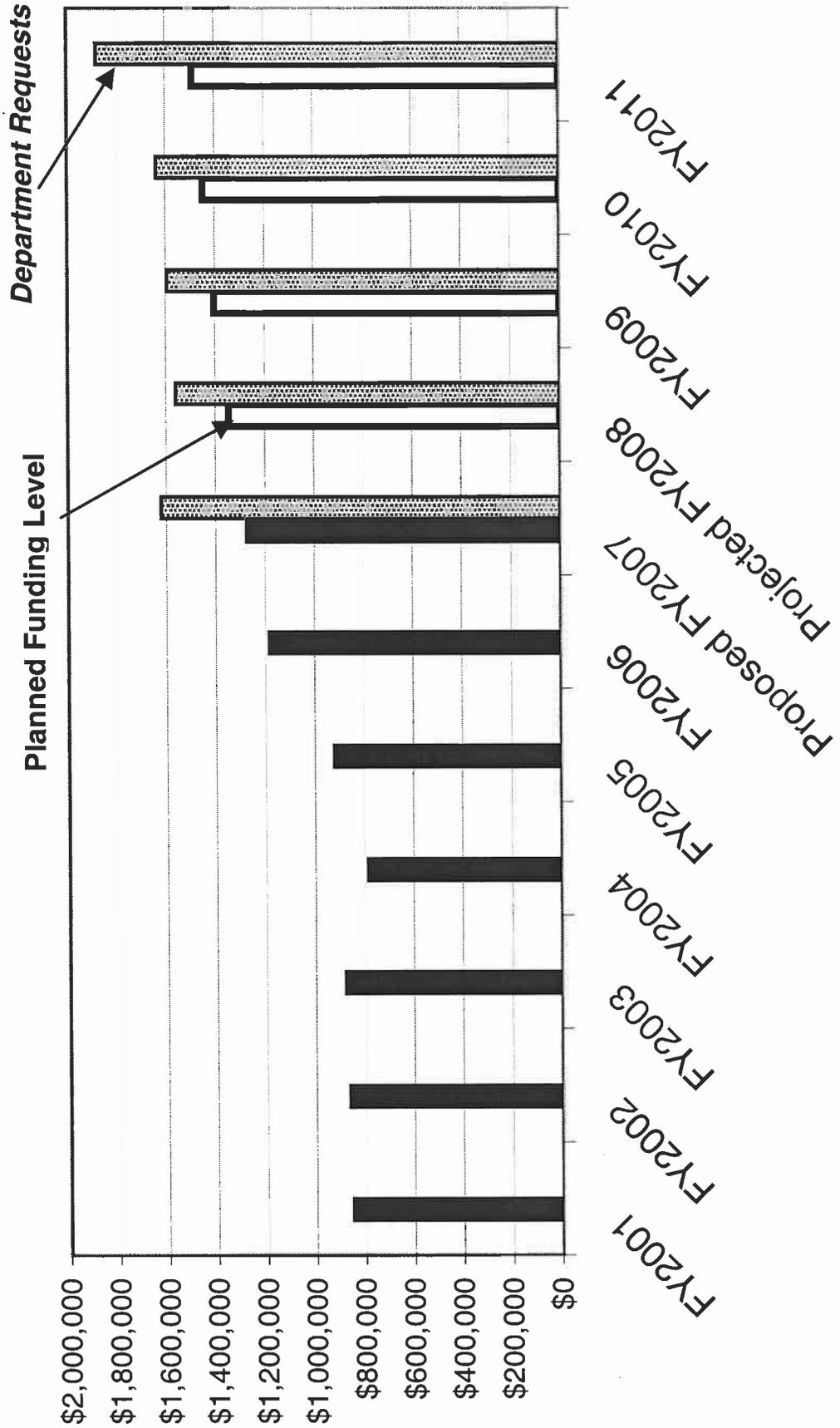
Capital Outlay and Special Project Accounts (General Fund Only)

Item	Category	Budget FY2006	Dept. Request FY2007	Town Mgr Proposed FY2007	\$ Change FY2006 Budget to FY2007 Proposed
	Town Manager:				
1A	ADA Improvements	\$ 5,000	\$ 10,000	\$ 5,000	\$ 0
1C	Town-wide Building Maintenance	90,000	130,000	110,000	20,000
	Natural Resources:				
5C	Pond Management	5,000	7,500	7,500	2,500
	Inspections:				
5D	Permit Tracking Software	20,000	0	0	(20,000)
6	141 Keyes Road Building	5,000	5,000	5,000	0
	Town Clerk				
9E	Voting Mach. for Disabled Voters	0	4,500	0	0
10	Technology Fund	100,000	105,000	105,000	5,000
11	Town House	10,000	10,000	10,000	0
	Police Department:				
12	Vehicles Replacement	84,000	108,000	108,000	24,000
	Equipment	10,000	10,000	10,000	0
	Remote Radio Controls	0	10,000	0	0
	Voice Recog. for Cruiser Laptops	0	9,000	0	0
	Digital Document Recorder	10,000	0	0	(10,000)
	Portable Radios	15,000	0	0	(15,000)
	Total - Item 12	119,000	137,000	118,000	(1,000)
	Fire Department:				
13	Vehicles Refurbishment- Engine 5	0	50,000	50,000	50,000
	Equipment	15,000	15,000	15,000	0
	Emergency Call Boxes and Receiver	20,000	35,000	31,000	11,000
	Arch. Evaluation, Stations 1 & 2	30,000	0	0	(30,000)
	Emergency Medical Mgmt. System	0	42,500	0	0
	Car #52 (1995)/Shift Commander	0	38,000	38,000	38,000
	Car #53 (1997)/Captains	0	30,000	0	0
	Total - Item 13	65,000	210,500	134,000	69,000
	West Concord Fire Station:				
14	Interior Maintenance	8,000	8,000	8,000	0
	Exterior Renovations	0	19,000	19,000	19,000
	Total - Item 14	8,000	27,000	27,000	19,000
	Police/Fire Station (Walden Street):				
15	Building Maintenance	10,000	10,000	10,000	0
	Dialogic Software Upgrade	32,000	0	0	(32,000)
	Building Perimeter Security System	0	60,000	0	0
	Total - Item 15	42,000	70,000	10,000	(32,000)

Capital Outlay and Special Project Accounts (General Fund Only)

Item	Category	Budget FY2006	Dept. Request FY2007	Town Mgr Proposed FY2007	\$ Change FY2006 Budget to FY2007 Proposed
19	Engineering:				
	GIS System Upgrades	37,500	0	0	(37,500)
	GIS Mapping	0	60,000	60,000	60,000
	W. Concord Fire Station Traffic Sign	35,000	0	0	(35,000)
	Total - Item 19	<u>72,500</u>	<u>60,000</u>	<u>60,000</u>	<u>(12,500)</u>
20	Highway Maintenance:				
	Guardrail Replacement	20,000	20,000	0	(20,000)
	Traffic Control Devices	16,000	20,000	16,000	0
	Equipment	5,000	7,500	5,000	0
	Total - Item 20	<u>41,000</u>	<u>47,500</u>	<u>21,000</u>	<u>(20,000)</u>
22	Parks & Trees:				
	Turf Improvement	10,000	0	0	(10,000)
	Shade Tree Replacement	18,000	20,000	18,000	0
	Equipment	5,000	7,500	5,000	0
	Total - Item 22	<u>33,000</u>	<u>27,500</u>	<u>23,000</u>	<u>(10,000)</u>
25	Public Works Equipment:	249,000	258,000	258,000	9,000
26	Drainage:				
	System Maintenance	80,000	100,000	90,000	10,000
	Culvert Improvements	60,000	100,000	65,000	5,000
	Total - Item 26	<u>140,000</u>	<u>200,000</u>	<u>155,000</u>	<u>15,000</u>
27	Sidewalks:				
	System Maintenance	80,000	100,000	90,000	10,000
	System Extensions	0	60,000	0	0
	Total - Item 27	<u>80,000</u>	<u>160,000</u>	<u>90,000</u>	<u>10,000</u>
28	133/135 Keyes Road Building	5,000	16,250	5,000	0
	Covered Equipment Storage Bldg.	0	35,000	30,000	30,000
	Total - Item 28	<u>5,000</u>	<u>51,250</u>	<u>35,000</u>	<u>30,000</u>
29	Library:				
	Computer Equipment	9,000	10,000	10,000	1,000
					0
33	Harvey Wheeler Building	5,000	5,000	5,000	0
38	Information/Visitors Center	2,500	5,000	2,500	0
43	Road Improvements	80,000	80,000	80,000	0
	TOTAL	<u>\$1,186,000</u>	<u>\$1,620,750</u>	<u>\$1,271,000</u>	<u>\$85,000</u>

Budgeted Capital Outlay in Town Government Budget



**Capital Improvement Program FY2007-2011
FY07 General Fund Budget Component**

1. Borrowing Authorizations Submitted to the 2006 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>
26 Road Improvements	\$ 700,000
29 Warner's Pond Dam Rehabilitation <i>(Net of CPA Funds)</i>	250,000 (see note below)
30 Town House Sprinkler System <i>(Net of CPA Funds)</i>	115,000 (see note below)
39 Mill Dam Culvert Rehabilitation	300,000
41 School Building Renovations	800,000
51 Police/Fire Station Renovations - Arch. & Engin.	200,000
52 Fire Engine #8 Replacement	420,000
53 Hunt Gymnasium Roof Replacement	75,000
54 Cousins Field Improvements - Design	<u>75,000</u>
TOTAL	\$ 2,935,000

The debt service for these borrowings will be supported by the allocation of funds in future years to the Debt Service account (Item 48). 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.

NOTE: The amounts shown for Articles 29 and 30 are contingent upon equal amounts being appropriated from the Community Preservation Fund under Article 28, and in accordance with the recommendations of the Community Preservation Committee.

2. Capital Outlay - Expenditures for Capital Purposes Funded from Current Resources

Town Government Departments (Items 1-43)	\$ 1,271,000
Concord Public Schools:	\$ 292,000 (Est.)
<i>(based on Dec. 13, 2005 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 **\$66,276,378**
Less \$2,747,822 Excluded Debt
- 7% to 8% Target Range Equals **\$4,447,000 to \$5,082,000**
- **FY07 Proposed Budget for Capital Expenditure Financing:**

Debt Service Budget ("within Levy Limit" Portion)	\$2,750,000 *
Capital Outlay, Town Departments	1,271,000
Capital Outlay, Concord Public School	292,000
Total	\$4,313,000

Capital Financing as Percent of Proposed Total Budget, Net of Excluded Debt Levy:	6.79%
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* 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

FY2007-2011 Capital Outlay Plan (General Fund)
Town Manager's Recommendations for Town Government Departments

Ref #	Item	5-year Total Requested	FY2007		FY2008		FY2009		FY2010		FY2011		Total Recommended	Total Deferred
			Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended				
GENERAL FUND														
<i>Town Manager</i>														
A-1	Building Improv - Townwide Fund	1,010,000											840,000	170,000
A-2	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-3	Building Improv - Info Center	25,000	5,000	2,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	12,500	12,500
A-4	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
<i>Planning</i>														
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	57,500	7,500	7,500	10,000	10,000	12,500	12,500	12,500	12,500	15,000	12,500	55,000	2,500
B-3	Pickup Truck (NR)	15,000					15,000						15,000	0
B-4	Study of Dam Repairs	60,000			60,000								0	60,000
B-5	Study of Bicycle/Feet Path Ext.	25,000					25,000						0	25,000
B-6	Develop Parking Areas/Cons Land	50,000											0	50,000
B-7	Vehicle Replacements/Insp & NR	50,000											0	50,000
B-8	CLRP Implementation Studies	100,000					100,000						0	100,000
B-9	Permit Tracking System Dev/Ext.	20,000											0	20,000
<i>Finance & Admin</i>														
C-1	Townwide Technology Fund	625,000	105,000	105,000	115,000	110,000	125,000	115,000	135,000	115,000	145,000	125,000	570,000	55,000
C-2	Voting Machine for Disabled	4,500	0	0									0	4,500
<i>Police</i>														
D-1	Building Improv - Walden St	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
D-2	Police Vehicles	504,000	108,000	108,000	87,000	87,000	108,000	108,000	114,000	114,000	87,000	87,000	504,000	0
D-3	Public Safety Equipment	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
D-4	Remote Radio Controls	10,000											0	10,000
D-5	Perimeter Security System	60,000	60,000										0	60,000
D-6	Voice Recog. for Cruiser Laptops	9,000	9,000										0	9,000
D-7	15 Portable Two-Way Radios	15,000					15,000						0	15,000
<i>Fire</i>														
E-1	Building Improv - W. Concord	60,000	27,000	27,000	8,000	8,000	8,000	8,000	8,500	8,500	8,500	8,500	60,000	0
E-2	Miscellaneous Equipment	85,000	15,000	15,000	17,000	15,000	17,000	15,000	18,000	15,000	18,000	15,000	75,000	10,000
E-5	Emergency Med. Info. Mgmt. Syst.	42,500	42,500										0	42,500
E-6	Hydraulic-Extraction Tool	43,000			43,000								43,000	0
E-7	Base Station Radio	42,000											42,000	0
E-8	Emergency Call Boxes and Recvr	70,000	35,000	35,000	35,000	35,000	35,000	35,000	21,000	21,000	21,000	21,000	4,000	4,000
E-9	Car-2 (1997)/Deputy Chief	26,500	38,000	38,000	26,500	26,500	26,500	26,500					26,500	0
E-10	Car-52 (1995)/Shift Commander	38,000	38,000	38,000	30,000	30,000	75,000	75,000					38,000	0
E-11	Car 53 (1997)/Captains	30,000	30,000	30,000									30,000	0
E-12	Engine 4 (1998)	155,000	50,000	50,000	80,000	80,000	80,000	80,000					155,000	0
E-13	Engine 5 (1990)	50,000	80,000	80,000	80,000	80,000	80,000	80,000					50,000	0
E-14	Fire Alarm Truck 51 (1986)	80,000											80,000	0
E-15	Car 1 (2003)	32,000											32,000	0
E-16	Back-up Communications System	120,000							32,000	32,000			32,000	0
E-17	Truck with Stack Loader Unit	120,000											0	120,000

FY2007-2011 Capital Outlay Plan (General Fund)
Town Manager's Recommendations for Town Government Departments

Ref #	Item	5-year Total Requested	FY2007		FY2008		FY2009		FY2010		FY2011		Total Recommended	Total Deferred
			Requested	Recommended										
PUBLIC WORKS														
Facilities														
F-1	Building Improv - 133/135 Keyes	81,250	16,250	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	420,000	80,000	80,000	85,000	80,000	85,000	85,000	85,000	85,000	85,000	85,000	415,000	5,000
F-3	Traffic Control Devices	40,000	16,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	26,000	14,000
F-4	Guardrail Replacement	100,000	20,000	10,250	100,000	10,250	20,000	18,000	20,000	17,500	20,000	17,500	63,250	36,750
F-5	Sidewalks - Maintenance	500,000	100,000	90,000	100,000	90,000	100,000	100,000	100,000	100,000	100,000	100,000	480,000	20,000
F-6	Sidewalks - Extensions	300,000	60,000	0	60,000	60,000	60,000	68,000	60,000	62,000	60,000	60,000	190,000	110,000
F-7	Drainage Improvements	515,000	100,000	90,000	100,000	90,000	105,000	105,000	105,000	105,000	105,000	105,000	495,000	20,000
F-8	Culvert Improvement	500,000	100,000	65,000	100,000	70,000	100,000	100,000	100,000	100,000	100,000	100,000	435,000	65,000
F-9	Small Equipment	37,500	7,500	5,000	7,500	5,000	7,500	7,500	7,500	7,500	7,500	7,500	27,500	10,000
F-10	Covered Equip Storage Building	35,000	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000	0
F-12	GIS Mapping	140,000	60,000	60,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	108,000	9,500
Park & Tree														
F-14	Public Shade Trees	117,500	20,000	18,000	22,500	20,000	25,000	20,000	25,000	25,000	25,000	25,000	108,000	9,500
F-15	Turf Improvement Program	120,000	7,500	30,000	30,000	30,000	30,000	10,000	30,000	10,000	30,000	15,000	65,000	55,000
F-16	Small Equipment	37,500	7,500	5,000	7,500	5,000	7,500	5,000	7,500	5,000	7,500	7,500	27,500	10,000
Equipment														
F-18	Vehicles and Heavy Equipment	1,391,000	259,000	259,000	265,000	265,000	278,000	278,000	290,000	290,000	300,000	300,000	1,391,000	0
Library														
G-1	Computer Equipment	50,000	10,000	10,000	10,000	8,750	10,000	10,000	10,000	9,000	10,000	9,000	46,750	3,250
Council on Aging														
H-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	5,000	25,000	0
H-3	Bus - 10-Passenger (2003)	25,000											25,000	0
GENERAL FUND TOTAL		8,293,750	1,620,750	1,271,000	1,560,250	1,346,000	1,594,750	1,405,000	1,637,250	1,447,000	1,880,750	1,490,000	6,959,000	1,334,750
Not Funded In the FY2007-2011 Plan		Target	1,271,000	1,346,000	1,346,000	1,405,000	1,405,000	1,490,000	1,447,000	1,490,000	1,490,000	1,490,000		
			349,750	214,250	214,250	189,750	189,750	190,250	190,250	390,750	390,750	390,750		

NOTE: For FY2007 through FY2011, the recommended levels of funding may be contingent on the passage of override ballots.

FY2007-2011 Capital Program

DEBT AUTHORIZATION Requests and Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2007 2006	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2007-2011 Total
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Town Manager's Recommendations:

General Fund - within Levy Limit Financing

	Projected Amount Available for Authorization					
	FY2007 2006	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2007-2011 Total
Town Manager						
Town House Sprinkler System (Net of 50% CPA)	115,000					115,000
General Government Administrative Office Space				100,000	500,000	500,000
Harvey Wheeler Building Roof Repairs						
Planning						
Keyes Road Parking Lot - Design Land Acquisition		75,000		200,000	300,000	75,000 500,000
Public Safety						
Police/Fire Station 1 - Design of HVAC, Fire Side Renovations, and Roof Repairs	200,000					200,000
Police/Fire Station 1 - Renovations						
<i>Less Amount Subject to Debt Exclusion Vote</i>		2,660,000				2,660,000
<i>Net within Levy Limit</i>		(1,680,000)				(1,680,000)
Ambulance A-1 (1998)		980,000				980,000
Ambulance A-2 (2003)		195,000	195,000			195,000 195,000
Engine 5 (1990)				450,000		450,000
Engine 8 (1987)	420,000					420,000
Public Works						
Road Reconstruction	700,000	700,000	700,000	700,000	700,000	3,500,000
Mill Dam Culvert	300,000					300,000
Warner's Pond Dam Reconstruction (Net of 50% CPA)	250,000		675,000			250,000 675,000
Drainage and Culvert Improvements						

FY2007-2011 Capital Program

DEBT AUTHORIZATION Requests and Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2007 2006	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2007-2011 Total
Cemetery Improvements			100,000			100,000
Recreation						
Hunt Gym - HVAC		250,000				250,000
Hunt Gym - Roof Replacement	75,000					75,000
Emerson Track		100,000				100,000
Willard Tennis Courts			80,000			80,000
Rideout Playground Structure		150,000				150,000
Cousins Field Improvements (Design)	75,000					75,000
Playing Fields (New)					650,000	650,000
Subtotal - Town Projects	\$2,135,000	\$2,450,000	\$1,750,000	1,450,000	2,150,000	\$9,835,000
Concord Public Schools (K-8)						
<i>Peabody School:</i>	280,000		700,000		900,000	3,365,000
<i>Sanborn Building:</i>	340,000	364,500	180,000		965,000	2,499,500
<i>Ripley Building:</i>	180,000	270,000	25,000		250,000	975,000
<i>Transportation Building (New - 60% CPS Share)</i>		225,000				225,000
Gross Subtotal, CPS Buildings	800,000	1,059,500	905,000	2,500,000	1,800,000	7,064,500
Less Amount Subject to Debt Exclusion Vote		(309,500)	(155,000)	(1,750,000)	(850,000)	(3,064,500)
Subtotal - School Projects (Excluding Willard)	\$800,000	\$750,000	\$750,000	750,000	950,000	\$4,000,000
General Fund Projected Total	\$2,935,000	\$3,200,000	\$2,500,000	2,200,000	3,100,000	\$13,835,000
Difference from Projected Available	165,000	0	0	0	0	265,000

FY2007-2011 Capital Program

DEBT AUTHORIZATION Requests and Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2007 2006	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2007-2011 Total
Other Funds						
<u>Water</u>						
Nagog Treatment Plant		400,000	3,000,000			3,400,000
Iron & Manganese Removal				400,000		400,000
TOTAL Water Fund		400,000	3,000,000	400,000	0	3,800,000
<u>Cemetery</u>						
Master Plan Improvements			100,000			100,000
Town Manager's Recommendations:						
New Authorizations						
ALL FUNDS without Debt Exclusion	\$2,935,000	\$3,600,000	\$5,600,000	2,600,000	3,100,000	\$17,735,000
Add: Debt Authorized, Not Yet Issued by 6-30-06						
General Fund, within Levy Limit	\$300,000					\$300,000
Emerson Courts (Art. 28 of 2005)						
Enterprise Funds						
Electric (Art. 46 of 2005)	\$1,000,000					\$1,000,000
Water (Art. 52 of 2004)	\$3,000,000	\$2,250,000				\$5,250,000
Sewer (Art. 47 of 2005)	\$5,000,000	\$6,000,000				\$11,000,000
Add: General Fund Debt Exclusions						
Debt already Authorized, Not Yet Issued						
Thoreau School	16,800,000					16,800,000
Alcott School - Est. Balance of Phase 1	200,000					200,000
Alcott School - Est. Phase 2	2,000,000	500,000				2,500,000

FY2007-2011 Capital Program

DEBT AUTHORIZATION Requests and Town Manager's Recommendations

Fiscal Year of Issuance Annual Town Meeting Year	FY2007 2006	FY2008 2007	FY2009 2008	FY2010 2009	FY2011 2010	FY2007-2011 Total
<i>Debt already Authorized but not Previously Planned for Issuance</i>						
Alcott School - Air Cooling	250,000					250,000
<i>New Debt Exclusion Authorizations Not Subject to Ballot Vote</i>						
Thoreau School - Air Cooling	250,000					250,000
<i>New Debt Exclusion Authorizations Subject to Ballot Vote</i>						
Submitted by the School Committee: Willard School Renovations <i>If New Willard Design Is Not Authorized</i> CPS Buildings	1,357,500	1,331,000	1,390,000	750,000	500,000	5,328,500
Proposed by the Town Manager: Fire Station 1 Renovations		1,600,000	155,000	1,750,000	850,000	3,064,500
						1,600,000
Potential Total Debt Issuance	\$33,092,500	\$15,590,500	\$7,145,000	5,100,000	4,450,000	\$65,278,000

Town of Concord
Authorized and Unissued Debt @ December 31, 2005

Debt Category	Town Meeting Vote	Purpose	Debt Amount		Code	Note Issuance and Other Comments
			Authorized	Outstanding		
Excl.	Art. 29, 2000	Thoreau School Cost Estimate	45,000		030-300-000-0927	\$45,000 Note Renewed 6-23-05 to 3-3-06 @ 3.356% NIC
		Alcott School Design	1,200,000		030-300-000-0927	\$1.2 Million Note Renewed 9/29/05 to 9/28/06 @ 2.9159% NIC
Excl.	Art. 60, 2002	Alcott School (Incl. Demolition and Sitework)	9,695,000		030-300-000-0567	\$6.0 Million Note Renewal Issued 9/29/05 to 9/28/06 @ 2.9159% NIC
Rescind	Art. 58, 2003	Ripley Building Roof Replacement	55,000		030-300-000-0528	To Be Rescinded, April 2006
Paydown	Art. 2, STM (3-22-04)	Land Acquisition - Ammendolia	190,000		030-133-000-0507	\$190K Note Renewed 6/23/05 to 6/22/06 @ 2.651% NIC (Planned To Be Paid Down at Maturity)
WLL	Art. 26, 2004	CPS Building Renovations	100,000		030-300-000-0534	\$14M Note Issued 9/29/05 to 9/28/06 @ 2.9159%
Excl.	Art. 27, 2004	New Thoreau School	16,800,000		030-300-000-0453	Through SRF, Funded from Betterments
BETT	Art. 50, 2004	Septic Betterment Loan (Title 5)	1,000,000		018-510-000-0455	
WATER	Art. 52, 2004	Water Supply System Improvements	5,750,000		061-450-000-0456	\$500K Note Issued 6-23-05 to 6-22-06 @ 2.651% NIC \$2.75 Million for Brewster Well Indefinitely Postponed, Assign to White Pond - Deac
WLL	Art. 22, 2005	Road Improvements	900,000		030-429-000-0200	
WLL	Art. 23, 2005	CPS School Building Improvements	630,000		030-300-000-0208	
WLL	Art. 27, 2005	Mill Dam Culvert Design	75,000		030-411-000-0201	
WLL	Art. 28, 2005	Emerson Courts (Recreation)	300,000		030-631-000-0202	
WLL	Art. 29, 2005	Hunt Gym Improvements (Recreation)	100,000		030-631-000-0203	
WLL	Art. 31, 2005	Health & Swim Facility Equipment	515,000		030-650-000-0204	\$40K Note Issued 6-12-05 to 3-3-06 @ 3.356% NIC
Paydown	Art. 32, 2005	Burke Land Acquisition	2,750,000		030-122-000-0205	\$2.5 Million Note Issued 7-28-05 to 7-27-06 @ 2.773%
ELEC	Art. 46, 2005	Light Plant Improvements	1,500,000		062-460-000-0206	\$500K Note Issued 7-28-05 to 3-3-06 @ 2.948%
SEWER	Art. 47, 2005	Treatment Plant Improvements	12,000,000		060-443-000-0207	\$1M Note Issued 6-23-05 to 6-22-06 @ 2.651% NIC
			<u>\$ 53,605,000</u>			

Detail by Funding Source:	
Tax-supported	\$ 20,590,000
Water	5,750,000
Sewer	12,000,000
Electric	1,500,000
Betterments	1,000,000
Planned Paydown of Notes	2,690,000
Alcott Grant Est, Phase 1&2	7,425,000
To Be Rescinded	1,450,000
	<u>\$ 52,405,000</u>
Tax-supported Debt Detail:	
Within Levy Limit (WLL)	\$ 2,620,000
Excluded Debt (Excl.)	17,970,000
	<u>\$ 20,590,000</u>
Notes Outstanding @ 12/31/05:	
General Fund	\$ 23,975,000
Water Fund	500,000
Sewer Fund	1,000,000
	<u>\$ 25,475,000</u>

STAFFING HISTORY IN TOTAL FTEs**Town Government Accounts (Accts. #1 - 38)**

	FY2004	FY2005	FY2006	FY2007	Prior 2 Years Change in FTE's
General Government	22.41	23.24	22.72	23.57	0.85
Finance & Administration	24.88	26.88	26.96	26.59	-0.38
Public Safety	77.50	78.50	78.50	78.50	0.00
Public Works	37.62	37.62	38.20	38.05	-0.15
Human Services	43.06	42.99	43.62	43.97	0.35
Total FTEs	205.46	209.22	210.01	210.68	0.67

**Enterprise Operations
(FY2007 Preliminary)**

	FY2004	FY2005	FY2006	FY2007	Prior 2 Years Change in FTE's
Light Plant	35.03	36.03	36.03	36.03	0.00
Water	13.84	13.99	13.91	13.91	0.00
Sewer	3.39	3.42	4.02	4.02	0.00
Solid Waste	0.85	0.81	0.81	0.81	0.00
Total FTEs	53.11	54.25	54.77	54.77	0.00

Education Accounts (Accts. #104 - 105)

	FY2004	FY2005	FY2006	FY2007	Prior 2 Years Change in FTE's
Concord Public Schools	319.96	313.99	332.25	323.81	-8.44
Concord-Carlisle Regional S. D.	131.48	121.48	123.64	127.64	4.00
Total FTEs	451.44	435.47	455.89	451.45	-4.44

Grand Total FTEs 710.01 698.94 720.67 716.90 **-3.77**

Notes:

Beginning with FY2004, a revised method has been used to calculate the number of Full-time Equivalents (FTEs), as follows:

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).

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