



TOWN OF CONCORD MASSACHUSETTS

Town Manager's Proposed Budget FY2016

For the Fiscal Year
July 1, 2015 - June 30, 2016



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February 11, 2015

Town Government Mission Statement:

The mission of Concord's Town Government is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

Town of Concord Goals**1: Preserve the Health and Safety of Residents and Visitors and Protect their Property**

- Police Services (see pages III 75-78) & Fire Services (see pages III 79-82)
- Enhanced Emergency Medical Services with addition of 2nd Ambulance in West Concord (see page III-82)

2: Enhance Residents' Quality of Life

- New Human Services Administration (see pages III 135-136)
- Healthy Communities Initiative (see pages III 41-44)
- Recreation Programs / Beede Center operations (see Enterprise Budget Book)
- Council on Aging increased outreach, nurse, and van driver hours (see pages III 141-144)
- Library Services at Main Library and Fowler Branch (see pages III 131-134)
- Veterans Services & Benefits, increased hours for Veterans' Agent (see pages III 147-148)

3: Preserve the Town's Character

- Department of Planning & Land Management services in overseeing planning, zoning, and environmental protection. Beginning new Long Range Plan, and updating the Subdivision Rules & Regulations (see pages III 27-44)
- Additional Inspections staffing to keep up with increased development (see pages III 37-40)

4: Promote Sustainability of Resources

- New Energy Manager position as part of the Resource Sustainability Fund (see pages III 11-16)
- Use of renewable energy by Concord Municipal Light Plant;
- Greening Your Heat Program (GYHP) (see pages III-11-16)

5: Ensure Quality Operational & Financial Management

- Town Manager: Quality & Cost Effectiveness of Town Services (see page III 4)
- Finance Department's fiscal management : AAA Bond Rating (see page III 52), Free Cash Level (see page II 6), Unused Levy Capacity (see page II 11), Stabilization Funds (see page II 5), Tax Collection Rate (see page III 56)
- Town Clerk: Effectively Managing Town Records & Elections (see page III 68)
- Human Resources: Managing Town Personnel Issues & Improve Management with new HRIS (see page III 8)

6: Maintain the Town's Infrastructure

- Concord Public Works programs for roads, sidewalks, and drainage (see pages III 91-130)
- New Facilities Manager position as part of the Townwide Building Maintenance Fund (see pages III 9-10)
- Update Information Technology systems to improve Town services (see pages III 69-72)



OLD NORTH BRIDGE

TOWN OF CONCORD

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CHRISTOPHER WHELAN, TOWN MANAGER

Town Manager's Budgetary Priorities

January 29, 2015

The Honorable Board of Selectmen:

With the FY16 Town Manager's Proposed Budget Book, I have identified six general goals that the programs and services of the Town Government should strive to achieve. These goals set the priority of what is to be funded in this budget. The goals are as follows:

1. Preserve the health and safety of residents and visitors and protect their property,
2. Enhance residents' quality of life,
3. Preserve the Town's character,
4. Promote the sustainability of resources,
5. Ensure quality operational and financial management, and
6. Maintain the Town's infrastructure

This budget attempts to align these goals with funding levels. Although many aligned programs and services are well-established and proposed funding has been maintained or modified slightly from last year, there are several new initiatives being proposed. The section below highlights current and new programs and services.

Health and Safety

The Town of Concord has very capable public safety services. The Police and Fire Departments rank highly in resident satisfaction. According to the 2014 Town Government Survey, sixty-three percent (63%) of respondents thought that the Police Department provided excellent service and another thirty (30%) thought the service was good. The numbers were equally impressive for the Fire Department: seventy-seven percent (77%) excellent and twenty-two percent (22%) good. Funding for these departments has increased slightly in this budget.

One area that has been a focus of our attention over the past several years is improvement of emergency medical coverage by the Fire Department. Accordingly, last year's budget deliberations on the FY2015 budget resulted in the July 1, 2014 implementation of a second ambulance service operating 8 AM to 8 PM daily from the West Concord Fire Station. This new service has already resulted in measurable significant improvement in emergency medical response time to the area south of Route 2. It is also providing an important backup to the ambulance service located at the Public Safety Building in Concord Center. The annual cost of approximately \$330,000 for the salaries and overtime for four new firefighters and the operating costs of an additional in-service ambulance is being phased into the General Fund budget gradually, with financial support drawn from down from the Emergency Response Stabilization Fund that had been established by Article 29 of the 2012 Annual Town Meeting.

For the FY15 budget, Town Meeting authorized the use of \$200,000 from this fund - \$150,000 toward the first year operating costs and a one-time \$50,000 cost for the training period of the new firefighter/EMTs. The financing plan called for a second year draw of \$100,000, from the Stabilization Fund and a third year draw of \$50,000. By FY18, the General Fund will be responsible for the full cost of the added service a decreased amount of \$100,000 with the balance to be paid for by the General Fund. Article 38 on the Annual Town Meeting Warrant proposes the second year appropriation from the Emergency Services Stabilization Fund. After the planned funding for the third year is completed, this fund will have a \$600,000 uncommitted balance.

Quality of Life

The Town Government provides a variety of quality of life services for residents: recreational programs, senior programs, community services, and youth services.

The Assistant Town Manager will manage the Human Services accounts. Under Human Services will be the following accounts: Human Services Administration, Recreation Programs, Hunt Recreation Center, Council on Aging, Harvey Wheeler Community Center, Veterans Services and Benefits, and Ceremonies and Celebrations.

With the recent retirement of the Recreation Director which had been primarily funded through the General Fund. I propose that the town continues to support the Recreation Department with an allocation of \$50,000 from the General Fund for program support. Presently all of the recreation program costs are completely fee-supported within the Recreation Revolving Fund.

The positions of Community Services Coordinator and Youth Services Coordinator will be reorganized from the Town Manager's account to a new Human Services Administration account. The proposed budget reflects this new organizational structure, intended both to streamline administration and to focus greater attention and awareness to the services provided.

Town's Character

Preserving Concord's character is an important undertaking performed by Town Government and town committees. Its importance is underscored by the fact that over a quarter of residents in the Town Survey responded that the preservation of the town's character is their highest local issue priority, only being topped by schools at thirty-one percent (31%).

This budget funds the Department of Planning and Land Management, which monitors development and zoning and provides staff assistance to the Historic Districts Commission and Zoning Board of Appeals. In addition, an amount of \$60,000 is proposed in FY16 to be allocated to initiate a new Comprehensive Long Range Plan, with an amount of \$40,000 earmarked for FY17 to complete the study.

Sustainability of Resources

There are several initiatives that the Town Government is promoting to encourage the sustainability of resources.

In FY13, Resource Sustainability Fund was established as a separate budget account within the Town Manager's with an initial funding level of \$25,000. For FY16, I am proposing \$75,000 to be used for sustainability and conservation initiatives. Such initiatives include the installation of water fountains around Town to reduce the dependence on disposable water bottles and implementation of the Greening Your Heat program to provide free 30-minute express energy audits for homeowners and incentives for residents to implement energy efficiency home improvements.

In addition, this fund will be used together with a state grant to partially pay the salary of an Energy Manager, who will split her time between the Town Government, Concord Public Schools, Concord-Carlisle High School, and the Town of Carlisle.

Quality Operational & Financial Management

Maintaining the strong operational and financial management of the Town Government is fundamental to our other efforts. Since 1987, the Town has earned an Aaa credit rating from Moody's Investors Service; the highest possible rating and a testament to the Town's strong and consistent financial management. Moody's looks at several criteria in setting the rating. Free Cash, the portion of the unreserved General Fund balance available for appropriation as certified annually by the state Department of Revenue, is estimated as of June 30, 2014 at a healthy \$11.1 million. In addition, the projected FY16 unused levy limit capacity, the difference between projected the allowable levy limit as determined by Proposition 2 ½ and the projected tax levy, is over \$3.6 million as of FY15. At the Guideline budget levels and forecasted resources in the FY16 Proposed Budget, the unused levy limit is projected at over \$3.1 million for FY16. These criteria demonstrate that the Town has a buffer in terms of resources that might be available in times of economic stress or emergency.

Internally, the Human Resources Department is implementing a Human Resource Information System (HRIS) which will automate HR functions and payroll time and attendance functions.

Town's Infrastructure

To better oversee the upkeep and maintenance of the Town's buildings, I am proposing the creation of the professional position of Facilities Manager. This position will be funded within the Town-wide Building Maintenance Account, which is proposed to be funded at \$220,000.

Less evident to the general public is the continuing effort to maintain and improve technological tools for town staff and the basic electronic infrastructure that enables us to communicate with and serve the public. The Information Systems Department is systematically upgrading desktop computers, servers, phone systems, and cable networks in order to make the information systems and communication networks as productive as possible. For these purposes, I am proposing allocating an amount of \$182,000.

The Town's physical infrastructure also requires continual investment. Accordingly, I am proposing funding for drainage improvements (\$105,000), culvert improvements (\$100,000), and sidewalk improvements (\$100,000) in the General Fund, basic annual allocations that enable us to maintain these assets in good and safe condition. The roads program is proposed to be funded through a \$1.2 million Town borrowing plus a Chapter 90 State grant. This level of annual funding has been demonstrated over a long period of time to be adequate to maintain safe and reliable road conditions.

This Year's Budget Book

In this year's Budget Book will be further details of what I have described above.

Sincerely,



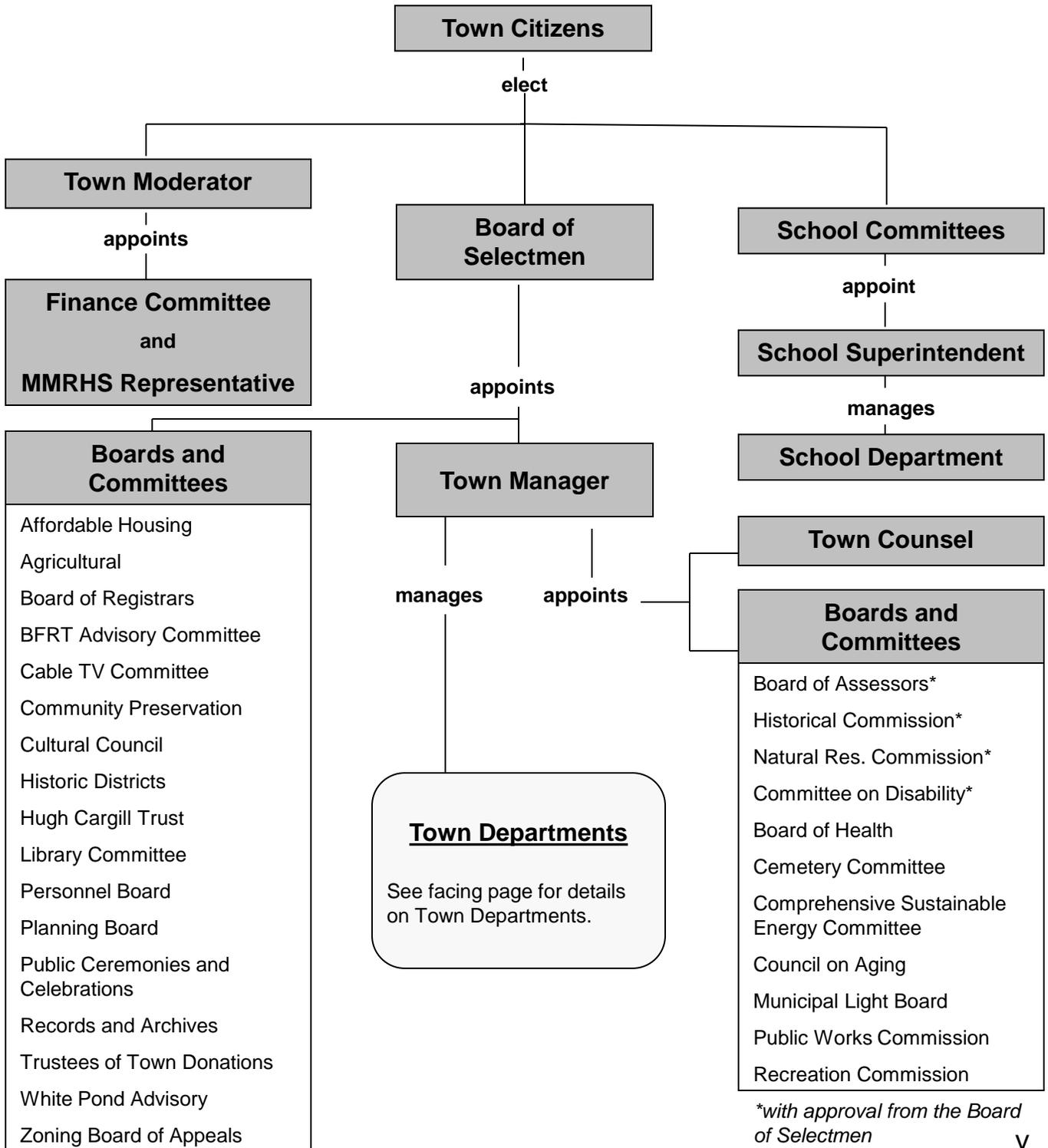
Christopher Whelan
Town Manager

Town Government Mission Statement:

The mission of Concord's Town Government is to enhance the quality of life of Concord residents by providing efficient, effective, and innovative services, protecting the Town's character, and being a responsible steward of Town resources.

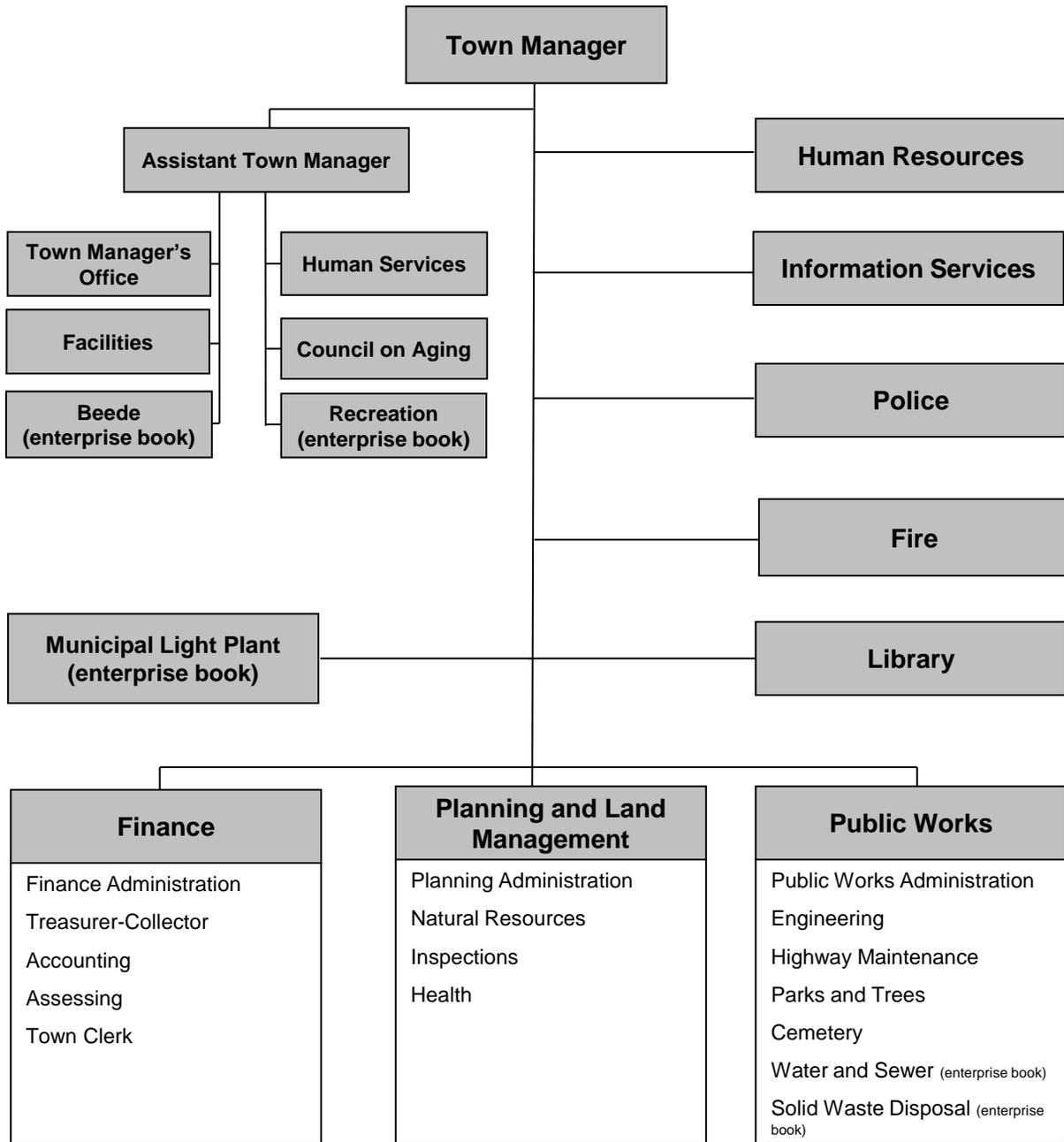
The chart below outlines how Concord citizens, either through elections or by sitting on boards and committees, influence the operations of their government.

On the facing page, the chart shows how Town Government is structured to carry out the wishes of its citizens.



The Town Manager oversees Town Departments, including the enterprise, revolving, and special revenue funds. These other funds include the Concord Municipal Light Plant, the Water Division, the Sewer Division, the Beede Swim & Fitness Center, Solid Waste Disposal, and the Recreation Fund.

More detail on the above departments is available in the Enterprise Budget Book, which will be printed in March, 2015.



Budget Book Guide

To assist the reader in navigating the budget book, this guide outlines the organization of the budget document. This guide can be used along with the Table of Contents to identify the location of a particular area of interest. Following is a description of each section of this budget book.

- Section I is the Town Manager's Letter of Transmittal. This letter is an introduction to the budget book by the Town Manager. Included in the letter is information about the Finance Committee's FY15 budget guidelines for the Town Government, Concord Public Schools, and Concord-Carlisle Regional High School. In addition, the letter highlights some of the Town Manager's major priorities for the proposed FY15 Town Government budget.
- Section II is the Budget Summary. This section contains summary information about the budget as a whole and is divided into the following six areas: overview, property taxes, revenues, expenditures, capital outlay, and debt.
- Sections III, IV, and V show the budget detail for each account. Most accounts are presented with a four page format. For each division or program, the first page contains a mission statement, description, budget highlights, expenditure summary, and organizational chart. On the second page, there is information about the expenditure detail, funding plan, and capital outlay plan. The third page presents the personnel services summary and program implementation section, which describes the important budgetary items proposed for FY15. The last page is dedicated to performance measurements and includes data from citizen surveys taken in November 2008, November 2010, and the latest in November of 2012.

Section III contains Town Government budget accounts (Items 1-35); Section IV has the unappropriated accounts (Items 101-103); and Section V includes the education accounts (Items 104-106). The education accounts are presented in brief overview. Accounts 104 and 105 are the responsibility of the elected Concord and Concord-Carlisle School Committees and are directed by the School Superintendent. Account 106 is the responsibility of the Minuteman Regional School Committee and is directed by its Superintendent. The Concord Town Meeting, as the legislative body, approves the full budget for account 104 and approves Concord's assessed share for the Regional High Schools, accounts 105 and 106.

- Section VI, the Appendix, contains a community profile, information about the financial and budget policies of the Town, descriptions of funds, department support statements, and a glossary of terms.