



Town of Concord

Finance Department
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

Date: November 30, 2011

To: Board of Selectmen
Concord Public School Committee
Concord-Carlisle Regional School Committee
Mr. Christopher Whelan, Town Manager
Ms. Diana Rigby, Superintendent of Schools

From: Ms. Carol Wilson, Chair, Concord Finance Committee
Ms. Lynn Salinger, Vice-Chair, and Chair of Guidelines Subcommittee

Subject: **FY 2013 Final Budget Guidelines**

As required by Town bylaw, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2012 (FY2013). The Guideline was adopted with full consideration of the budget requests provided to the Committee by the three budget authorities in Concord, as well as an assessment of non-property tax revenues to be expected and the Town's position with regard to unused capacity within the Proposition 2 ½ Levy Limit for the coming fiscal year.

The Guideline adopted by the Finance Committee directs \$1,850,000 of incremental funds to the operating budgets and assumes that \$475,000 will be allocated from the Elementary School Debt Stabilization Fund to partially offset the tax impact of FY13 debt service on long-term serial bonds issued for the elementary school building projects. The result is an estimated increase of 3.01% to support operating budgets with an overall estimated levy increase of 2.98% before counting estimated new growth. This guideline level is \$1,627,685 below the current estimate of Concord's levy limit for FY13.

At the outset of the FY13 guidelines deliberation process in early October the Finance Committee considered the following factors:

- A challenging economic situation predominates, with stagnant real estate values and household incomes, in Concord as elsewhere in the Commonwealth.
- The federal government budget situation remains uncertain. The potential defense and non-defense cuts to the Massachusetts economy as a result of the budget deficit crisis in Washington may impact jobs and incomes in Concord. Foreseeing this, Moody's Investors Service assigned a "negative outlook" to the credit rating of Concord and all other "Triple-A" rated state and local governments nationwide last summer in connection with the negative outlook it assigned on the existing Aaa rating of the United States of America debt.

- The Finance Committee was concerned about the cumulative impact of town budget increases on rising property tax obligations to taxpayers.
- Noting the town's strengthening unreserved fund balance position ("Free Cash"), the Finance Committee recommended, and Concord Town Meeting approved on November 7, 2011, the creation of a Debt Stabilization Fund for the high school building project and the appropriation of \$2 million from Free Cash to this new fund for the future purpose of mitigating the debt repayment burden during peak years to Concord's taxpayers. This move was contingent on approval of the building project at ballot votes in both Concord and Carlisle. Furthermore, the Finance Committee was mindful that possible approval of the high school building project could result in an increased tax to households of approximately 4% during the peak debt repayment years, FY16-22, independent of operating budgets increases. Town meetings in Concord and Carlisle on November 7 and 8 and ballot votes in both towns conducted on November 15, 2011 formally approved the proposed \$92.5 million high school project.
- Impacts of the Longview Meadow apartment complex, to be completed in 2012, on schools and public safety needs are unknown.
- In view of these uncertainties, the Guidelines Subcommittee affirmed a desire to maintain flexibility as long as possible with regard to unused levy limit capacity by not recommending guidelines that would fully utilize that capacity in one year.

Based on the information available to date, the Finance Committee anticipates that the Town Government and the Concord-Carlisle Regional School District (CCRS) will be able to prepare FY13 budgets that maintain core programs within this Guideline. However, the Finance Committee recognizes that the Guideline allocation does not fully meet the budget request of the Concord Public Schools (CPS). In fact, the Guideline is \$331,339 below the budget increase identified in the CPS FY13 preliminary budget of October 13, 2011.

The Finance Committee will continue to monitor the economic climate as well as the assumptions incorporated in its calculation of funds available for the FY13 operating budgets. We will work carefully with the budget authorities throughout the FY13 budget preparation and finalization process, up to Town Meeting in April 2012, to monitor factors that may prompt additional responses or modifications.

FY2013 Guideline

Operating budgets over the last few years are compared below with the guideline for FY13 adopted by the Finance Committee:

Operating Budgets (in \$)	FY10	FY11	FY12	Guideline	FY13	% Increase
Town	17,352,013	17,352,013	18,124,013	600,000	18,724,013	3.31%
CPS	27,699,200	27,699,200	28,474,200	950,000	29,424,200	3.34%
CCRSD *	13,442,936	14,006,221	14,766,221	300,000	15,066,221	2.03%
Operating Budgets	58,494,149	59,057,434	61,364,434	1,850,000	63,214,434	3.01%
Other Accounts	17,033,796	18,503,360	18,752,777		19,026,234	
Total Budget Plan	75,527,945	77,560,794	80,117,211		82,240,668	

** Note that the CCRSD figure includes OPEB and health insurance payments, which the town & CPS figures do not. This biases the CCRSD budget upwards slightly, and is another factor to bear in mind when comparing increases. OPEB contributions \$250K in FY12 and \$275K in FY13, while insurance has been running about \$1 million in last few years, and increasing rapidly.*

As noted in last year's budget guidelines memo, the budget increases implied by the budgets approved for FY11 – with 0% increases for both town government and CPS – are not sustainable. Factors driving budget increases for the three entities include salaries, health insurance, and other post-employment benefits. For CPS and CCRSD, special education costs remain volatile and unpredictable. In the face of such pressures, providing budget increases that allow the town and schools to maintain the level and quality of public services expected by the taxpayers, let alone identifying funds for any new initiatives, is exceedingly challenging.

Key Assumptions of the FY13 Operating Budget Guideline

The Finance Committee Operating Budget Guideline assumes that FY'13 state aid will decline by about 5% for the Town and the Regional High School. Unused Levy Capacity for the current year (FY '12) is \$1,994,041, based upon the current year property tax rate set by the Board of Selectmen on November 21st. In other words, the current year property tax levy is below the Levy Limit. This amount may be levied in FY'13, and the Finance Committee has incorporated a small part of this allowance (\$366,356) into the FY'13 budget planning. The tax levy from New Growth – essentially new construction and renovations/additions expected to be completed by June 30, 2012 and added to the tax roll for FY'13 – is projected at a conservative \$600,000. Other revenue sources are estimated to decrease by \$120,000. The Finance Committee will continue to carefully monitor FY'12 performance in this area for any variances that could also affect FY'13 projections either favorably or unfavorably. Finally, the 2.5% increment allowed for the Levy Limit for FY'13 equals an estimated \$1,676,179.

**FY'13 Estimated General Fund Revenue Changes
and net available for operating budget guidelines**

• Allowed increase in Levy Limit (+2.5%)	\$ 1,676,179	
• Levy Increase due to estimated New Growth	600,000	
• Applied from Unused Levy Limit of FY'12	366,356	
• Estimated decrease in Local Receipts	(120,000)	down 2.4%
• Increase in CMLP transfer	5,000	
• Estimated decrease in State Aid	<u>(180,402)</u>	down 5.0%
 <i>Subtotal, available for total Town Budget</i>	 \$ 2,347,133	 up 3.1%
 <i>Less</i>		
• Increase in Cost for Joint Accounts	(375,000)	up 3.35%
• Increase in Cost for Miscellaneous Items	<u>(122,133)</u>	up 7.5%
 <i>Net available for operating budgets</i>	 \$ 1,850,000	 up 3.0%

The FY'13 Guideline leaves \$1,627,685 as the projected unused levy limit unallocated. This unused capacity creates the ability to adjust allocations within the Levy Limit in the event that estimates of other revenues or State Aid must be decreased prior to the adoption of FY '13 budgets at the 2012 Town Meeting.

Free Cash Requirements

Based on FY '11 financial results, including town revenues, state aid, and unexpended appropriations, the Finance Committee estimates a Free Cash balance of approximately \$9,500,000 as of June 30, 2011. This amount is still only an estimate; the Free Cash level has not yet been certified by the state. The Finance Committee's policy has been to reserve a minimum of 5% of the total annual budget in Free Cash, as a floor.

In view of continued uncertainty at the federal and state levels, the review of the Town's credit rating noted above, and the importance of maintaining the Town's Aaa credit rating in light of the pending High School project long-term bond issues planned through FY16, the Finance Committee notes that the current Reserve position in the range of 10% is an important and potentially decisive factor in maintaining our credit rating through these tumultuous times. The Committee notes also that the Special Town meeting of November 7, 2011 voted consistent with the recommendation of the Finance Committee to allocate \$2,000,000 from the June 30,

2011 Free Cash balance into a Debt Stabilization Fund specifically to mitigate the Town's share of the High School project debt service in future years.

The Finance Committee is recommending maintaining the amount of Free Cash allocated to the FY '13 Operating Budget Guideline at \$850,000 (the same amount as FY'12) representing approximately 1% of the FY'13 proposed total budget of \$82,240,668. The strong financial performance of the Town over the last few years has allowed for Free Cash to be replenished at a healthy rate. Allocation of Free Cash to support operating expenditures is based on what we project with a high degree of confidence can be replenished from the operating results of each year. Throughout the months leading up to the April 2012 Annual Town Meeting, the Finance Committee will monitor new revenue data against projections and reconsider the recommended allocation of Free Cash as needed.

Property Tax Impact

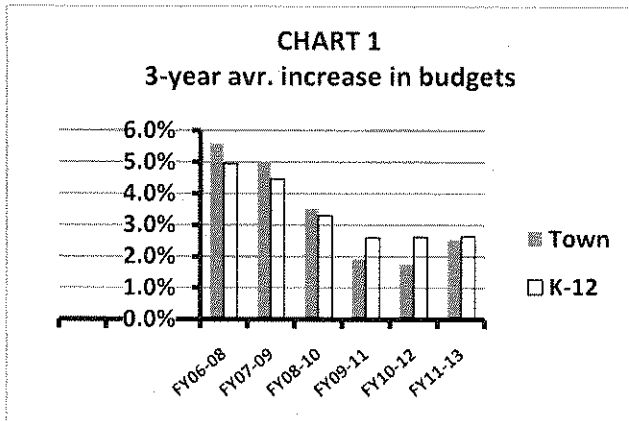
The impact of the FY '13 Levy Limit Guideline on the property tax levy is projected at +2.98% to existing taxpayers (about \$274 at the FY '12 current median single-family residential assessed value of \$677,900).

The components of the 2.98% increase projected for existing taxpayers are:

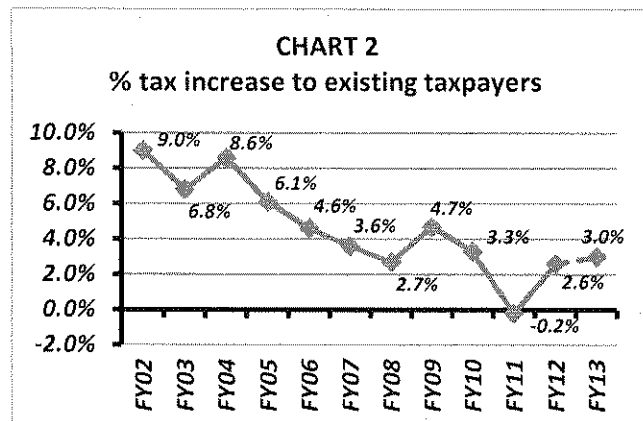
- 2.50% - the allowed 2.5% increase
- 0.45% - from partial use of the prior Unused Levy Limit
- 0.03% - increased debt service on Excluded Debt, net of \$475,000 proposed to be allocated from the Stabilization Fund and \$409,878 as the scheduled required amortization allocation from the \$6.3 million Thoreau School grant received in June 2010 from the Massachusetts School Building Authority.

Longer Term View

In view of the new excluded debt approved by the town and the economic risks that continue to loom on the horizon, the Finance Committee believes it is prudent to remain fiscally conservative. As long as Concord still has some levy limit flexibility, this will likely mean 2.5-3% annual operating budget increases, barring unforeseen expenses. Over the last 4 years, Concord's budget increases have stayed within this 2.5-3% band. Once the levy limit capacity is used, Concord's operating budgets will likely be able to increase at no more than this 2.5% annual rate without override approval of the town. In fact, trends in annual operating budget increases are downward, depicted here for Town and K-12 as 3-year moving averages (Chart 1) to smooth out fluctuations. The history and FY'13 projection of the annual increase to taxpayers, covering the total budget plan, is presented in Chart 2, and also has been trending downward.



Source: 3-year average of increases of figures above, back to FY05



Source: 2011 Finance Committee report, updated

The Finance Committee commends both the Town Manager and the Superintendent of Schools and their finance directors for their careful shepherding of resources in these tough times. The Committee also recognizes the challenges of retaining the quality personnel who work for both the town and schools during difficult times. In particular, the Finance Committee recognizes that employees whose contracts are *not* covered under collective bargaining agreements have faced tougher salary conditions than those whose contracts were negotiated during a more propitious economic environment.

Looking Ahead

This year's Guidelines process has been characterized by the following dimensions:

- The Finance Committee grappled with the long-term implications of current budget guidelines decisions. We recognize that the cumulative impact of annual local tax increases is difficult to absorb in the absence of real growth of incomes and property values.
- The Finance Committee also incorporated the concept of benchmarking to review educational outcomes as well as costs in our analysis. We recognize that while Concord schools achieve superb outcomes for our students, this achievement comes at a higher per pupil cost than in comparable, neighboring towns. The Finance Committee will continue to dialogue with the schools about what can we learn from our neighboring towns to make us even better at delivering value for our funds spent. In future years, we may also wish to apply a similar benchmarking analysis to elements of the town budgets.
- The Finance Committee commends the town for undertaking a bi-annual survey of citizens' views on local services and finances, and awaits the results of the next survey (fall 2012) with great interest. The Finance Committee also recommends the tracking of a limited set of variables that reflect local trends in income and employment, real estate market conditions, and indicators of economic hardship faced by Concord taxpayers, such as requests for property tax exemptions and household assistance. While these

data points do not perfectly measure taxpayers' ability or willingness to pay higher local taxes, they will provide some proxy indicators of the economic conditions in town.

As we consider how to estimate future tax levy trends in response to Article 3 passed at the Special Town Meeting on November 7, 2011, the Finance Committee notes the following real pressures for additional operating budget and capital investments that loom on the horizon, including:

- The need to fund OPEB liabilities (the Town's 50% share of retiree health insurance costs) continues to press, although health care reforms have the potential to reduce those unfunded liabilities in the coming years.
- Significant population expansion in West Concord when occupancy begins in the Longview Meadow complex and eventually as much as 5% of the town's population may reside in this corner of the Town at the Sudbury/Acton/Maynard border. This may lead to additional public safety, emergency response, and education costs. Capital costs of public safety investments that may be associated with such a population increase, such as the possible need for a new ambulance and fire station in West Concord, will be partly offset by the \$1 million mitigation payment already negotiated with the developers of the project when it was approved. However, the current costs of salaries and other budget expenses are not anticipated in that payment, and may be significant.
- The Finance Committee continues to monitor the growth in demand for public utilities (wastewater treatment, electricity) that will translate into public utility capacity expansion needs for the Wastewater Treatment and Concord Municipal Light Plants at some future point, fully or partially financed by utility ratepayers. The Finance Committee urges careful consideration of the timing of such projects, in light of the newly approved excluded debt for the high school project.

CONCLUSION

The Finance Committee appreciates the cooperative spirit with which the Town Manager and the Superintendent of Schools, and their staffs, have approached this part of the budget development process. As we move forward, the Finance Committee anticipates that Town and school administrators will continue to demonstrate fiscal discipline, to work creatively to control costs, and to develop budget proposals that are sustainable within resources that will continue to be limited in the coming years.

Attachments:

- Page 8: Guideline worksheet
- Page 9: General Fund Budget – All Accounts, FY08-12 and FY13 Guideline
- Page 11: Resource Detail – General Fund
- Page 14: Levy Limit Calculations
- Page 15: CCRSD Debt Service projection, FY13
- Page 16: Property Tax Data, FY03-12 and projected FY13
- Page 17: Chart of Single-Family median value and tax bill, FY03-12

Calculation of Funds Available for FY13 Operating Budget Guidelines

projected at \$2,009,803 base levy increase with \$850,000 Free Cash and \$475,000 Stabilization allocated

		Comparison of Budgets		Change from FY12 to FY13		
Account	FY11	FY12	Projected FY12	Projected FY13	Amount	Percent
Amount Available⁽¹⁾						
Revenue net of excluded debt levy	\$71,479,138	\$74,069,936	\$76,417,069	\$76,417,069	\$2,347,133	3.2%
excluded debt levy	4,015,430	4,069,863	4,088,721	4,088,721	\$18,858	0.5%
Debt Stabilization Fund	1,000,000	700,000	475,000	475,000	(\$225,000)	-32.1%
Thoreau grant amortization	431,796	427,412	409,878	409,878	(\$17,534)	-4.1%
Free cash appropriations	34,430	0	0	0	\$0	-
Free Cash - to reduce tax levy	600,000	850,000	850,000	850,000	\$0	0.0%
Total	\$77,560,794	\$80,117,211	\$82,240,668	\$82,240,668	\$2,123,457	2.7%
Joint Accounts						
Group Insurance	\$4,465,000	\$4,650,000	\$4,650,000	\$4,650,000	\$0	0.0%
OPEB Trust	\$0	\$150,000	\$400,000	\$400,000	\$250,000	166.7%
Retirement	2,750,000	2,860,000	2,945,000	2,945,000	\$85,000	3.0%
Debt Service within limit	3,175,000	3,275,000	3,300,000	3,300,000	\$25,000	0.8%
Soc. Sec. / Medicare	580,000	610,000	625,000	625,000	\$15,000	2.5%
Property & Liability Insurance	175,000	175,000	175,000	175,000	\$0	0.0%
Unempl. & Worker's Comp	200,000	200,000	200,000	200,000	\$0	0.0%
subtotal - within levy limit	\$11,345,000	\$11,920,000	\$12,295,000	\$12,295,000	\$375,000	3.1%
Debt Service - excluded debt:						
CCRSD	\$582,444	\$322,941	\$254,128	\$254,128	(\$68,813)	-21.3%
Town - including schools	4,864,782	4,874,334	4,719,471	4,719,471	(\$154,863)	-3.2%
subtotal - excluded debt levy	\$5,447,226	\$5,197,275	\$4,973,599	\$4,973,599	(\$223,676)	-4.3%
TOTAL Joint Accounts	\$16,792,226	\$17,117,275	\$17,268,599	\$17,268,599	\$151,324	0.9%
Other						
Minuteman Tech	\$590,682	\$531,008	\$585,000	\$585,000	\$53,992	10.2%
State Assessments	441,741	446,473	457,635	457,635	11,162	2.5%
Snow/Ice & Other Deficits	99,199	157,838	165,000	165,000	7,162	7.1%
Free Cash appropriations	34,430	0	0	0	\$0	-
Overlay	525,000	500,183	550,000	550,000	49,817	10.0%
Total	\$1,691,052	\$1,635,502	\$1,757,635	\$1,757,635	\$122,133	7.5%
Total Non-Operating Accounts	\$18,483,278	\$18,752,777	\$19,026,234	\$19,026,234	\$273,457	1.5%
Net Amount Available	\$59,077,516	\$61,364,434	\$63,214,434	\$63,214,434	\$1,850,000	3.0%
Operating Budgets						
Town Government	\$17,352,013	\$18,124,013	\$600,000	\$600,000	\$18,724,013	29.54%
CPS	27,699,200	28,474,200	\$950,000	\$950,000	\$29,424,200	46.40%
CCRSD Assessment (wo debt)	14,006,221	14,766,221	\$300,000	\$300,000	\$15,066,221	24.06%
Total	\$59,057,434	\$61,364,434	\$1,850,000	\$1,850,000	\$63,214,434	100.00%
NOTE:						
					share of incremental funds	current scenario
					amount	% change
					\$18,724,013	29.54%
					\$29,424,200	46.40%
					\$15,066,221	23.83%
					\$63,214,434	100.00%

NOTE: FY12 and FY13 based on estimates as of September 22, 2011

**General Fund Budget - All Accounts
Five Years: FY08 - FY12 Budgets and FY13 Guidelines**

Line #		FY08 Budget	FY09 Budget	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Guideline
Town Government							
1	personal services	\$ 11,876,664	\$ 12,390,155	\$ 12,713,627	\$ 12,974,546	13,599,845	
2	O & M	2,940,310	3,108,858	3,112,886	2,836,967	2,914,168	
3	capital outlay	1,356,000	1,466,000	1,300,500	1,315,500	1,385,000	
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	
5	Total	\$ 16,397,974	\$ 17,190,013	\$ 17,352,013	\$ 17,352,013	\$ 18,124,013	\$ 18,724,013
6	Concord Public Schools	\$ 26,423,840	\$ 27,206,200	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,424,200
7	Concord-Carlisle RSD	\$ 12,191,417	\$ 12,803,885	\$ 13,442,936	\$ 14,006,221	\$ 14,766,221	\$ 15,066,221
9	Total Operating Budgets	\$ 55,013,231	\$ 57,200,098	\$ 58,494,149	\$ 59,057,434	\$ 61,364,434	\$ 63,214,434
9	Group Insurance	\$ 3,600,000	\$ 3,845,000	\$ 4,152,600	\$ 4,465,000	\$ 4,650,000	\$ 4,650,000
9a	OPEB Trust					150,000	400,000
10	Retirement	2,380,000	2,450,000	2,500,000	2,750,000	2,860,000	2,945,000
11	Debt Service	2,909,750	3,100,000	3,150,000	3,175,000	3,275,000	3,300,000
12	Social Security/Medicare	522,000	510,000	545,000	580,000	610,000	625,000
13	Other Fixed & Mandated	425,000	425,000	400,000	375,000	375,000	375,000
14	subtotal	\$ 9,836,750	\$ 10,330,000	\$ 10,747,600	\$ 11,345,000	\$ 11,920,000	\$ 12,295,000
15	Minuteman Voc Tech	\$ 604,702	\$ 486,660	\$ 637,601	\$ 590,682	\$ 531,008	\$ 585,000
16	High School Debt Exclusion	476,557	684,143	539,239	582,444	322,941	254,128
17	Town Debt Exclusion	2,550,432	3,247,193	3,973,397	4,864,782	4,874,334	4,719,471
		\$ 3,631,691	\$ 4,417,996	\$ 5,150,237	\$ 6,037,908	\$ 5,728,283	\$ 5,558,599
	Free Cash appropriations				\$ 34,430		
18	TOWN MEETING VOTE	\$ 68,481,672	\$ 71,948,094	\$ 74,391,986	\$ 76,474,772	\$ 79,012,717	\$ 81,068,033
19	State assessments	\$ 367,696	\$ 382,563	\$ 389,372	\$ 441,741	\$ 446,473	\$ 457,635
20	Snow/Ice & other deficits	0	358,915	239,730	99,199	157,838	165,000
21	Overlay	588,461	523,555	506,857	545,082	500,183	550,000
22	subtotal	\$ 956,157	\$ 1,265,033	\$ 1,135,959	\$ 1,086,022	\$ 1,104,494	\$ 1,172,635
23	TOTAL BUDGET PLAN	\$ 69,437,829	\$ 73,213,127	\$ 75,527,945	\$ 77,560,794	\$ 80,117,211	\$ 82,240,668

"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.

Financing the Budget Plan

		FY09 Budget	FY09 Budget	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Guideline
24	state aid	\$ 4,477,986	\$ 3,808,876	\$ 3,808,876	\$ 3,657,671	\$ 3,580,402	\$ 3,400,000
25	motor vehicle excise tax	2,150,000	2,050,000	2,050,000	2,100,000	2,150,000	2,150,000
26	investment earnings	750,000	270,000	270,000	300,000	175,000	150,000
27	other local revenue	2,246,500	2,206,500	2,206,500	2,511,500	2,731,400	2,636,400
28	Appropriations financed from:						
29	Debt Stabilization Fund				1,000,000	700,000	475,000
30	Free Cash				34,430		
31	transfers to General Fund:						
32	from CMLP (Light Fund)	340,000	355,000	355,000	380,000	380,000	385,000
33	Thoreau School MSBA grant				431,796	427,412	409,878
34	"free cash" transfer	600,000	1,040,000	1,040,000	600,000	850,000	850,000
35	subtotal	\$ 10,564,486	\$ 9,730,376	\$ 9,730,376	\$ 11,015,397	\$ 10,994,214	10,456,278
Property Tax:							
36	property tax base	\$ 57,769,554	\$ 60,216,052	\$ 60,216,052	\$ 61,712,667	\$ 64,189,546	\$ 67,095,669
37	override voted	0	0	0	0	0	0
38	new growth	947,751	1,068,881	1,068,881	817,300	863,588	600,000
39	total within the Levy Limit	\$ 58,717,305	\$ 61,284,933	\$ 61,284,933	\$ 62,529,967	\$ 65,053,134	\$ 67,695,669
40	debt exclusion	3,931,336	3,931,336	4,512,636	4,015,430	4,069,863	4,088,721
41	total property tax	\$ 62,648,641	\$ 65,216,269	\$ 65,797,569	\$ 66,545,397	\$ 69,122,997	\$ 71,784,390
TOTAL RESOURCES		\$ 73,213,127	\$ 74,946,645	\$ 75,527,945	\$ 77,560,794	\$ 80,117,211	\$ 82,240,668

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RESOURCE DETAIL - GENERAL FUND

FY08-10 actual, FY11 budget and actual, FY12 budget and FY13 projected

\$1.85M
Guideline
Nov. 21, 2011

	ACTUAL FY2008	ACTUAL FY2009	ACTUAL FY2010	Budget FY2011	ACTUAL FY2011	revised budget FY2012	PROJECTED FY2013
A. State Aid:							
1. Abatements:							
Veterans, blind & surviving spouses	21,025	20,263	31,657 (c)	30,945	29,811	32,521	(a)
Police Career Incentive ("Quinn")	158,314	160,094 (a)	31,046 (a)	15,622	15,896		
Elderly Persons Abatements	15,562	11,044			11,546		
School Aid (Ch. 70)	1,975,049	1,928,178 (b)	2,111,688	1,988,323	1,988,323	1,998,997	
Charter School tuition reimbursement	12,741	506	337	64,341	49,449	36,680	
State-Owned Land	610,209	654,273	589,412	569,247	569,247	589,606	
Additional Assistance	383,959	346,544					
Lottery	1,059,887	956,605					
Unrestricted General Government Aid			1,022,124 (d)	981,239	981,239	910,291	
Veterans Benefits	5,780	10,156	5,370	7,954	6,539	12,307	
Total State Aid	\$4,242,526	\$4,087,663	\$3,791,634	\$3,657,671	\$3,652,050	\$3,580,402	\$3,400,000
B. Local Excise Taxes:							
1. Motor Vehicle Excise	2,323,178	2,269,633	2,199,860	2,100,000	2,280,635	2,150,000	2,150,000
2. Hotel/Motel Room Excise	191,800	171,610	143,309	220,000	229,461	230,000	230,000
3. Meals Excise				150,000	208,952	200,000	200,000
4. Jet Fuel Excise	155,488	379,963	176,942	150,000	263,511	150,000	150,000
5. Farm Animal & Machinery	1,129	1,127	1,176	1,000	1,109	1,000	1,000
Total Local Excise	\$2,671,595	\$2,822,333	\$2,521,287	\$2,621,000	\$2,983,668	\$2,731,000	\$2,731,000
C. Fines and Forfeitures:							
1. Tax Penalties & Interest	108,495	92,864	108,254	80,000	129,077	100,000	100,000
2. Court Fines	150,358	100,153	96,433	80,000	95,927	90,000	90,000
Total Fines & Forfeits	\$258,853	\$193,017	\$204,687	\$160,000	\$225,004	\$190,000	\$190,000
D. Uses of Money & Property:							
1. Rental - Nextel tower	20,000	20,000	20,000	20,000	20,000	20,000	20,000
2. Rental - other wireless towers	90,342	118,798	150,810	150,000	187,386	180,000	182,000
3. Rental - Ripley Building	12,511	13,122	13,397	13,000	18,238	18,000	20,000
4. Rental - Harvey Wheeler	15,908	15,007	16,678	15,000	14,755	13,000	13,000
5. Rental - Marshall farm					6,750	9,000	10,000
6. Rental - miscellaneous	402	804	402	500	408	400	400
7. Investment Earnings	1,241,697	791,358	201,633	300,000	251,977	175,000	150,000
Total Uses of Money & Prop.	\$1,380,860	\$959,089	\$402,920	\$498,500	\$499,514	\$415,400	\$395,400
E. Licenses & Permits:							
1. Building Permits	571,197	385,617	345,012	400,000	606,554	500,000	400,000
2. Other Health & Inspections	212,771	232,496	218,598	225,000	225,331	225,000	225,000
3. Alcoholic Beverage	65,480	65,245	68,100	64,000	72,775	65,000	65,000
4. Miscellaneous	26,606	22,758	46,522	25,000	38,883	25,000	25,000
Total Licenses & Permits	\$876,054	\$706,116	\$678,232	\$714,000	\$943,543	\$815,000	\$715,000

NOTES

- (a) 50% state share not funded: FY09 - \$177,908; FY10 - \$176,288; FY11 - \$164,303; no funding in FY12 state budget
- (b) FY09: A portion of the final quarterly Chapter 70 school aid distribution, \$226,606, was made as a federal ARRA grant.
- (c) FY10: Combines elderly abatements (line 3)
- (d) FY10: Adopted state budget combines Additional Assistance and Lottery distribution (lines 6 and 7) into a new designation.

RESOURCE DETAIL - GENERAL FUND

FY08-10 actual, FY11 budget and actual, FY12 budget and FY13 projected

\$1.85M

Guideline

Nov. 21, 2011

	ACTUAL FY2008	ACTUAL FY2009	ACTUAL FY2010	Budget FY2011	ACTUAL FY2011	revised budget FY2012	PROJECTED FY2013
F. Departmental Fees:							
1. Town Clerk	121,317	110,927	121,611	110,000	111,342	90,000	90,000
2. Planning	12,500	7,020	7,253	3,000	5,159	5,000	5,000
3. Collector-Treasurer	54,226	86,582	84,745	40,000	33,870	35,000	35,000
4. Fire - Ambulance	524,736	536,249	504,949	540,000	584,578	540,000	540,000
5. Public Safety	80,750	64,175	85,538	65,000	69,129	65,000	65,000
6. Library - Late Fines	35,864	44,618	49,035	45,000	46,702	45,000	45,000
7. School Department	98,745	58,131	122,986	40,000	123,800	50,000	50,000
8. Miscellaneous	28,541	45,577	27,041	20,000	74,942	20,000	20,000
Total Departmental Fees	\$956,679	\$953,279	\$1,003,158	\$863,000	\$1,049,522	\$850,000	\$850,000
G. All Other Revenue:							
1. Payments in Lieu of Taxes (PILOT) (Fed.Govt., Housing Authority)	20,623	21,077	22,135	20,000	21,540	20,000	20,000
2. PILOT on sale of town land	46,910	0	20,114	0	5,562	0	0
3. Premium on Sale of Bonds & Notes	22,352	0	29,731	0	84,088	0	0
4. (41A) Redemptions	85,644	20,686	71,272	0	0	0	0
5. (61A) Rollback Tax	107,691	0	6,042	0	53,628	0	0
6. Betterments	1,413	1,319	0	0	0	0	0
7. Supplemental tax on new construction	54,824	47,994	55,906	35,000	49,598	35,000	35,000
8. Miscellaneous non-recurring	27,774	22,680	1,176	0	212,671	0	0
Total Other Revenue	\$367,231	\$113,756	\$206,376	\$55,000	\$427,087	\$55,000	\$55,000
TOTAL LOCAL (B-G)	\$6,511,272	\$5,747,590	\$5,016,660	\$4,911,500	\$6,128,338	\$5,056,400	4,936,400
H. Available Funds							
1. Municipal Light Plant (Electric Fund)	340,000	340,000	355,000	380,000	380,000	380,000	385,000
2. Thoreau School MSBA grant				431,796	431,796	427,412	409,878
3. Free Cash appropriated to reduce tax rate	500,000	600,000	1,040,000	600,000	600,000	850,000	850,000
4. Free Cash appropriated for expenditures				34,430	34,430	0	0
5. Elementary School Debt Stabilization Fund				1,000,000	1,000,000	700,000	475,000
TOTAL AVAILABLE FUNDS	\$840,000	\$940,000	\$1,395,000	\$2,446,226	\$2,446,226	\$2,357,412	\$2,119,878
I. Property Tax:							
1. Base	54,550,950	57,719,368	60,116,052	61,712,667	61,721,306	64,189,546	67,095,669
2. Operating Override	0	0	0	0	0	0	0
3. New Growth	1,368,514	947,751	1,068,881	817,300	817,300	863,588	600,000
4. Within levy limit	\$55,919,464	\$58,667,119	\$61,184,933	\$62,529,967	\$62,538,606	\$65,053,134	\$67,695,669
Debt Exclusion:							
5. Concord-Carlisle High School	476,557	684,143	539,239	582,444	582,444	322,941	254,128
6. Land acquisition - Mattison Field	134,838	104,400	0	0	0	0	0
8. Harvey Wheeler CC renovations	126,280	124,309	122,191	119,827	119,827	116,994	114,039
11. Alcott School - Bond, Sept. '04 (\$7m)	574,560	564,520	554,706	544,425	544,425	533,925	522,769
14. Alcott School - Ph 2 bond, Mar. '07 (\$2.3)	256,017	248,079	241,333	234,983	234,983	228,633	217,283
15. Alcott School - Bond, Mar. '07 (\$15k)			15,296	0	0	0	0
16. Thoreau School - BAN interest	212,545	0	0	0	0	0	0
18. Thoreau School - Bond, Sept. '06 (\$10m)	943,765	918,624	891,376	869,920	869,920	849,156	828,392
19. Thoreau School - Bond, Sept. '07 (\$6.8m)	141,017	652,039	634,487	618,359	618,359	602,705	588,000

RESOURCE DETAIL - GENERAL FUND

FY08-10 actual, FY11 budget and actual, FY12 budget and FY13 projected

\$1.85M

Guideline

Nov. 21, 2011

	ACTUAL FY2008	ACTUAL FY2009	ACTUAL FY2010	Budget FY2011	ACTUAL FY2011	revised budget FY2012	PROJECTED FY2013
20. Thoreau school - Bond, Mar. '09 (\$140k)			52,777	51,786	51,800	40,800	0
21. Willard School Design - BAN interest	59,301	0	0	0	0	0	0
22. Willard School Design - Bond Spr. '08 (\$1	0	242,977	237,528	232,080	232,080	226,631	221,183
23. Willard School - Bond, Mar. '09 (\$11.9m)	0	0	1,033,370	1,020,781	1,020,780	1,008,191	995,601
24. Willard School - Bond, Jan. '10 (\$12.9m)		240,426	88,435	1,060,832	1,060,944	1,044,016	1,027,989
24. Willard School Construction - BAN interest	102,109	102,005	101,898	10,000	1,236	1,605	0
25. Phase 1, WPAT State Loan		100,000	100,000	101,789	101,789	101,678	101,565
26. Willard Note payoff				0	0	0	0
27. Willard constr. - Bond, June '11 (\$400k est)						120,000	103,550
28. subtotal, debt exclusion	\$3,026,989	\$3,981,522	\$4,612,636	\$5,447,226	\$5,438,587	\$5,197,275	\$4,973,599
less Debt Stabilization transfer				(1,000,000)	(\$1,000,000)	(700,000)	(475,000)
less Thoreau School MSBA grant				(431,796)	(\$431,796)	(427,412)	(409,878)
Net debt exclusion				\$4,015,430	\$4,006,791	\$4,069,863	\$4,088,721
29. TOTAL PROPERTY TAX	\$58,946,453	\$62,648,641	\$65,797,569	\$66,545,397	\$66,545,397	\$69,122,997	\$71,784,390
GRAND TOTAL							
30. GENERAL FUND RESOURCES	\$70,540,251	\$73,423,894	\$76,000,863	\$77,560,794	\$78,772,011	\$80,117,211	\$82,240,668
Increase over prior year	+4.2%	+4.1%	+3.5%	+2.1%	+3.7%	+1.7%	+2.7%

FY08-12 increase over prior year actual

FY2012 TAX LEVY INCREASE

	percent	amount
Base	2.48%	\$1,650,940
Debt Exclusion	0.09%	63,072
Total	2.58%	\$1,714,012
New Growth	1.30%	863,588
Total	3.87%	\$2,577,600

"FY2012 Base" minus "FY2011 Within levy limit"
change in excluded debt tax levy
Change in Levy from current taxpayers
Projected "New Growth" for FY2012
Change in Total Levy

FY2013 PROJECTED TAX LEVY INCREASE

	percent	amount
Base	2.95%	\$2,042,535
Debt Exclusion	0.03%	18,858
Total	2.98%	\$2,061,393
New Growth	0.87%	600,000
Total	3.85%	\$2,661,393

"FY2013 Base" minus "FY2012 Within levy limit"
change in excluded debt tax levy
Change in Levy from current taxpayers
Projected "New Growth" for FY2013
Change in Total Levy

Levy Limit Calculations

FY2011 Actual

\$ 62,197,127	F2010 Levy Limit	
<u>1,554,928</u>	plus 2 1/2%	
\$ 63,752,055		
<u>817,300</u>	New Growth	
\$ 64,569,355	FY2011 Levy Limit	
<u>4,015,430</u>	FY2011 debt exclusion levy (net)	
\$ 68,584,785	Maximum allowable levy	
	tax levy	\$66,545,397
	Unused Levy Limit	\$2,039,388

FY2012 Actual

\$ 64,569,355	F2011 Levy Limit	
<u>1,614,234</u>	plus 2 1/2%	
\$ 66,183,589		
<u>863,585</u>	New Growth	
\$ 67,047,174	Projected FY2012 Levy Limit	
<u>4,069,863</u>	FY2012 debt exclusion levy (net)	
\$ 71,117,037	Maximum allowable levy	
	tax levy	\$69,122,996
	Unused Levy Limit	\$1,994,041

FY2013 Projection

\$ 67,047,174	projected F2012 Levy Limit	
<u>1,676,179</u>	plus 2 1/2%	
\$ 68,723,354		
<u>600,000</u>	estimated New Growth	
\$ 69,323,354	Projected FY2013 Levy Limit	
<u>4,088,721</u>	FY2013 debt exclusion levy (net)	
\$ 73,412,075	est. Maximum allowable levy	
	Projected tax levy	\$71,784,390
	Unused Levy Limit	\$1,627,685

Debt exclusion levy is net of Debt Stabilization Fund and Thoreau MSBA grant allocations

FY13 Debt Service - CCRSD
with new High School financing impact

	<u>Bond Issue</u>	<u>Prin</u>	<u>Int</u>	<u>Total</u>
<u>Existing issuances:</u>				
Art 45 (2006) and Art. 26 (2007)	Dec. 15, 2007 (\$2,445m)	245,000	47,786 a	\$ 292,786
Art. 12 (2009)	\$250 1-yr note @ 1.5%	250,000	3,750 b	<u>253,750</u>
				\$ 546,536
New High School	short-term note, interest only			
Art. 1 (11/7/11)	to be redeemed by proceeds of June 2013 Bond Issue			
1. Feasibility study BAN Art. 28 (2010)	● \$897,000 renewal, 12-20-11 to 1/30/12 at 1.2% + costs estimated interest rate for State House Note issuance			\$ 1,500
2. Design completion and bid documents	● \$5,000,000 Bond Anticipation Note, 1 yr at 1% estimated interest rate for competitively bid note \$897,000 renewal + \$4,103,000 new funds			50,000
3. Initial construction period financing	● \$8,000,000 Bond Anticipation Note, 1/30/13 to 6/15/13 at 1.5%			45,000
			SUBTOTAL	\$ 643,036
			Less MSBA funding of prior projects	<u>(288,950) c</u>
			NET	\$ 354,086
			Concord share @ 71.77% d	\$ 254,128
			Carlisle share @ 28.23%	99,958

- a) Net of amortized premium of \$5,914
- b) note maturity 2-17-13
- c) from 1992-95 projects; final payment in FY15
- d) FY13 assessment apportionment is based on October 1, 2011 enrollment

Property Tax Data: Fiscal Years 2003-2012 and projected Guideline FY13

impact on existing
taxpayers

Assessment Date	Fiscal Year	Median single family parcel value	Tax rate	Tax Bill	Average Single family value	Tax Bill	Total Tax Levy	New Growth Levy	Net Levy	% over prior total levy
Jan. 1, 2002	2003	584,250	\$9.64	5,632	\$754,153	\$7,270	\$42,496,029	\$760,672	\$41,735,357	+6.8%
Jan. 1, 2003	2004	581,950	\$10.59	6,163	754,200	7,987	46,721,518	578,456	46,143,062	+8.6%
Jan. 1, 2004	(a) 2005	731,000	\$9.80	7,164	898,455	8,805	50,147,585	558,743	49,588,842	+6.1%
Jan. 1, 2005	2006	712,100	\$10.23	7,285	909,447	9,304	53,273,087	817,917	52,455,170	+4.6%
Jan. 1, 2006	2007	718,550	\$10.56	7,588	922,372	9,740	56,065,720	894,270	55,171,450	+3.6%
Jan. 1, 2007	(a) 2008	735,650	\$10.72	7,886	944,487	10,125	58,946,453	1,368,514	57,577,939	+2.7%
Jan. 1, 2008	2009	707,100	\$11.90	8,414	899,866	10,708	62,648,641	947,751	61,700,890	+4.7%
Jan. 1, 2009	2010	656,700	\$13.09	8,596	835,697	10,939	65,797,569	1,068,881	64,728,688	+3.3%
Jan. 1, 2010	2011	657,750	\$13.19	8,676	839,569	11,074	66,545,397	817,300	65,728,097	(0.2)%
current year										
Jan. 1, 2011 projected	(a) 2012	677,900	\$13.58	9,206	851,674	11,566	69,122,996	863,588	68,259,408	+2.6%
Jan. 1, 2012	2013			\$9,480		\$11,910	\$71,784,390	\$600,000	\$71,184,390	2.98%

notes: (b) valuation certification year, Mass. Dept. of Revenue on-site review

Operating overrides and debt exclusion levy impact

Fiscal Year	Voted Operating Override levy	% incr. in levy	Debt Exclusion Levy	Change from prior year	Total change in tax levy
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%	2,702,361	215,818	2,792,633
2008	none		3,026,989	324,628	2,880,733
2009	none		3,982,522	955,533	3,702,188
2010	none		4,512,636	530,114	3,148,928
2011	none		4,015,430	(497,206) *	747,828
Budget 2012	none		4,069,862	54,432 *	3,102,619
Guideline 2013	none		4,088,721	18,859 *	2,661,394

* FY11 is net of \$1,000,000 appropriated from the Debt Stabilization Fund and \$431,796 Thoreau MSBA grant allocation.
 FY12 is net of \$700,000 appropriated from the Debt Stabilization Fund and \$427,413 Thoreau MSBA grant allocation.

Single Family residential median value and tax bill

