

Section II

Town Government Accounts

Section II Highlights**1: General Government**

- Funding for White Pond Management (see page 94)
- Sister Cities, and Concord Cultural Council support (see page 94)
- Half of Energy Conservation Coordinator salary covered by the General Fund (see page 104)
- Increased support for the Chamber of Commerce (see page 110)
- Town's share to operate & maintain 37 Knox Trail (see pages 112-113)
- Funding for additional elections anticipated in FY17 (see pages 114-117)

2: Planning & Land Management

- Moderate increase in funding for Regional Housing Services Office (see pages 122-125)
- Increase in hours for Assistant Building Inspectors (see pages 132-135)

3: Finance & Administration

- Banking and legal fees are proposed to increase (see pages 148-151)
- Increase for Audit Services to comply with new GASB rules (see pages 152-155)
- Funding of GIS Analyst position for IT (see 164-167)
- Increase in cost for payroll and accounting software licenses (see page 164-167)

4: Public Safety

- Increase in Overtime for Police Officers & Dispatchers (see pages 170-173)
- 2nd Ambulance Staffing (Decrease in use of Stabilization Fund) (see pages 174-177)
- Funding for new Dispatch Software License (see pages 180-181)

5: Public Works

- Increase for Snow/Ice removal (see pages 206-209)
- Additional capital funding for CPW equipment (see pages 212-213)

6: Human Services

- Substitute Library Staffing (see pages 226-229)
- Additional General Fund support for the Community Services Coordinator (see pages 230-233)
- Moderate increase in wage and hours for Outreach Coordinators (see pages 234-237)
- Increase in the General Fund share of the Recreation Director's salary (see pages 238-239)
- Increase in Veteran benefits due to more beneficiaries (see pages 244-245)

Mission Statement:

The mission of the Concord Free Public Library is to inspire lifelong learning and to actively promote personal enrichment by connecting community members to information, ideas, culture, unique historical resources, and each other in a tradition of innovation and excellence.



Budget Highlights:

This budget represents a 2.1% *increase* in the operating appropriation from that of the FY16 budget.

- Through the restructuring of several vacant positions, an additional 30 hours of a Library Assistant's time have been allocated to support the Main Library's children's services.

- The FY17 budget includes \$2,500 for substitute staffing to cover unanticipated needs as they arise at both locations.

- An amount of \$48,300 is proposed to contract with a janitorial service to ensure that the Main Library and Fowler Branch are thoroughly cleaned during the year.

- The General Fund contribution for new Library books and materials is proposed to be level funded at \$100,075. This amount will be augmented by \$125,000 generously committed by the Library Corporation Trustees for the purchase of books and materials during FY17.

Expenditure Summary

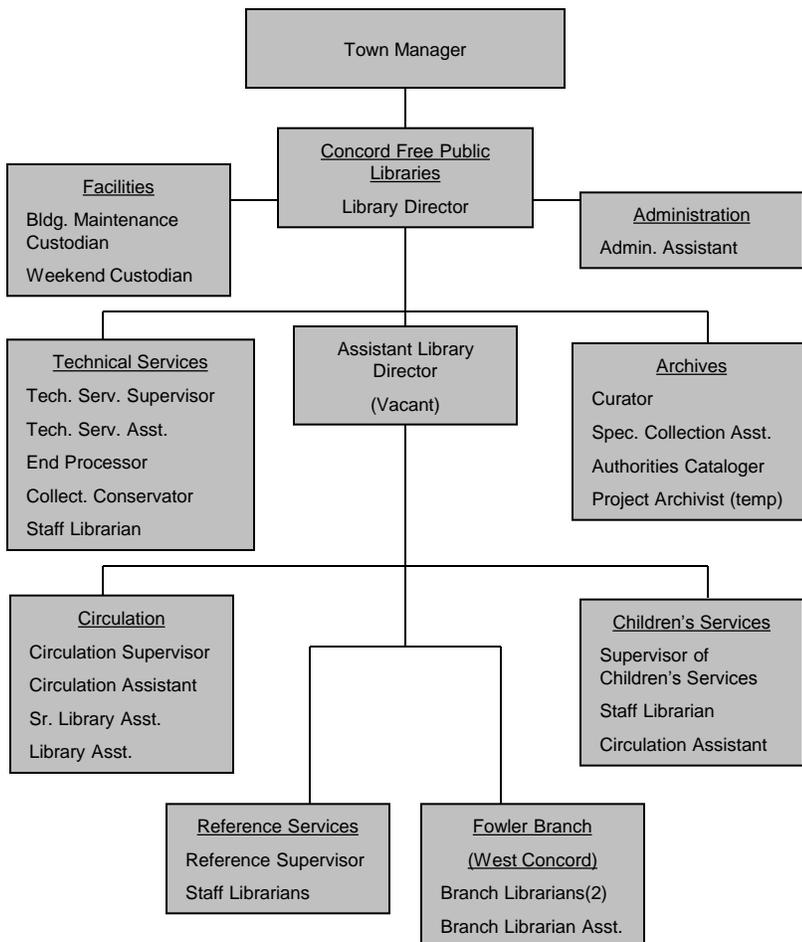
	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 1,866,975	\$ 1,978,038	\$ 2,034,562	\$ 2,081,963
Other Funds	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Total Expenditures	\$ 1,892,975	\$ 2,004,038	\$ 2,060,562	\$ 2,107,963

Description:

The Library provides, in an accessible and attractive manner, a collection of informational and recreational materials both online and from the main Library in Concord Center and the Fowler Branch in West Concord.

In June 2013 in consultation with Town officials, the Trustees of the Library Corporation purchased an adjacent property at 151 Main Street. The Trustees have retained the services of an architect and are proceeding with a capital campaign based on the results of a recent fundraising feasibility study. It is anticipated that the proposed expansion of the Main Library campus will have an impact on future budget operating costs.

The Trustees of the Concord Free Public Library Corporation own the buildings and grounds, and are responsible for capital improvements. Funding for major building renovations and expansions comes primarily from private contributions. The Town budget funds the staffing and operations of the Library.



HUMAN SERVICES: Library

Item 25

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,407,436	\$ 1,511,966	\$ 1,684,062	\$ 1,682,299	\$ 1,679,299
Purchased Services	172,024	180,353	123,100	170,514	170,514
Supplies	104,226	105,422	100,575	105,525	100,525
Other Charges	2,004	2,101	2,800	2,600	2,600
Capital Outlay	59,027	57,692	5,000	10,000	10,000
Assumption of Lib. Corp. Costs	148,259	146,503	145,025	153,071	145,025
Totals	\$ 1,892,975	\$ 2,004,038	\$ 2,060,562	\$ 2,124,009	\$ 2,107,963

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 2,034,562	98.74%	\$ 2,081,963	98.77%	2.33%
State Aid	26,000	1.26%	26,000	1.23%	0.00%
Totals	\$ 2,060,562	100.00%	\$ 2,107,963	100.00%	2.30%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
M-1	Computer Equipment	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Main Library Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,015	2.27			469,560		
FY2010	11,633	2.13	-6%	-6%	385,080	-18%	-18%
FY2011	13,415	2.23	-2%	5%	409,200	-13%	6%
FY2012	10,646	2.16	-5%	-3%	408,996	-13%	0%
FY2013	12,619	2.22	-2%	3%	387,960	-17%	-5%
FY2014	15,672	2.44	8%	10%	411,960	-12%	6%
FY2015	13,977	2.17	-4%	-11%	401,760	-14%	-2%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 122,539	1.00	\$ 122,539
	Assistant Library Director	1.00	91,913	1.00	84,413
	Non-Union Sub Total	<u>2.00 FTEs</u>	<u>\$ 214,452</u>	<u>2.00 FTEs</u>	<u>\$ 206,952</u>
	Technical Services Coordinator	1.00	92,600	1.00	92,600
	Curator	1.00	91,437	1.00	91,437
	Supervisor of Children's Services	1.00	86,982	1.00	86,982
	Circulation Supervisor	1.00	80,878	1.00	80,877
	Branch Librarian	1.50	112,942	1.50	113,527
	Head of Reference	1.00	70,762	1.00	58,419
	Union Supervisory Sub Total	<u>6.50 FTEs</u>	<u>\$ 535,601</u>	<u>6.50 FTEs</u>	<u>\$ 523,843</u>
	Authorities Cataloger	0.41	24,367	0.41	24,367
	Staff Librarian	3.13	227,199	3.13	228,122
	Special Collections Assistant	0.50	31,273	0.50	31,278
	Technical Services Assistant	2.00	107,186	2.00	107,992
	Branch Library Assistant	1.00	45,137	1.00	45,728
	Circulation Assistant	1.94	94,982	1.94	95,050
	Collections Conservator	0.45	25,109	0.45	25,350
	Sr. Library Assistant	0.68	40,320	0.00	-
	Library Assistant	4.04	177,843	5.45	225,423
	End Processor	0.45	11,480	0.45	11,604
Library Page	0.90	19,229	0.90	18,223	
Maintenance Custodian	1.25	52,570	1.25	52,931	
Union Nonsupervisory Sub Total	<u>16.75 FTEs</u>	<u>\$ 856,695</u>	<u>17.48 FTEs</u>	<u>\$ 866,068</u>	
5115	Library Page	0.70	\$ 14,734	0.70	\$ 15,250
	Prof. Project Specialist	0.18	\$ 9,046	0.18	\$ 9,363
	Librarian	0.18	\$ 9,266	0.18	\$ 9,590
	Reference Librarian	0.35	\$ 18,531	0.35	\$ 19,180
	Project Archivist	0.45	\$ 22,853	0.45	\$ 23,653
	Senior Worker	0.03	\$ 486	0.03	\$ 503
Misc. Sub Total	<u>1.88 FTEs</u>	<u>\$ 74,917</u>	<u>1.88 FTEs</u>	<u>\$ 77,539</u>	
	Substitute Staffing	N/A	\$ -	N/A	\$ 2,500
5130	Custodial Overtime	94 hrs.	2,397	94 hrs.	2,397
	Total	<u>27.12 FTEs</u>	<u>\$ 1,684,062</u>	<u>27.86 FTEs</u>	<u>\$ 1,679,299</u>

Program Implementation

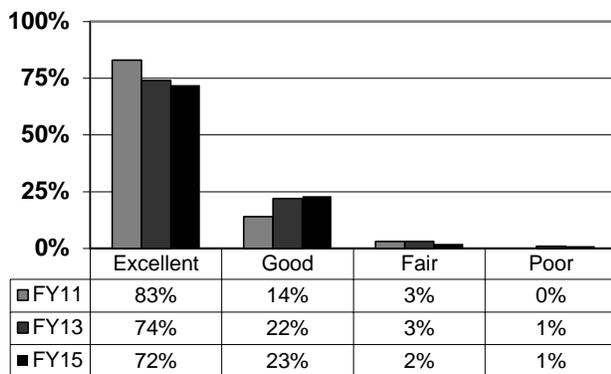
The FY17 budget provides \$100,075 for Library books and materials.

In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town pays for the certain building operating costs including electricity (\$87,883), natural gas (\$22,000), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$145,025.

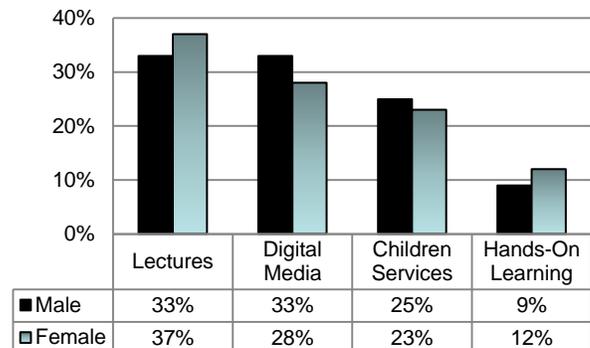
During FY16 the Concord Free Public Library received a \$7,500 LSTA *Full Steam Ahead* grant from the Massachusetts Board of Library Commissioners, which will enable the Library to offer STEAM (science, technology, engineering, arts, and math) related programming for preschool and school age children over the course of the next year. Grant funds will allow for the development of the Library's grounds as an extension of interactive and educational programming space.

Residents can look forward to the continuation of a number of enhancements in FY17 including: completion of a revised website presence, additional educational lectures, an expansion of digital media collections, and improved services to children and teens. The library's popular training sessions on using electronic resources will continue and CFPL will increase its publicity and marketing efforts to keep residents informed about available resources.

Rating of Services provided by the Library



Areas that you would like to see the Library add or expand its offerings



Discussion: Citizen Surveys were conducted in the fall of 2010 (FY11), 2012 (FY13), and 2014 (FY15).

CFPL Performance Measures					
	2015	2014	2013	2012	2011
Direct Circulation	414,084	409,667	424,987	435,566	419,203
Ebooks-Circulation	13,298	8,601	5,199	3,424	558
Programs Held					
Adult	178	65	67	62	54
Young Adult	25	30	26	28	19
Children	187	111	140	123	154
Total	390	206	233	213	227
Programs Attendance					
Adult	3,108	3,144	2,579	2,586	2,683
Young Adult	620	585	539	667	642
Children	3,887	2,093	2,815	2,014	2,656
Total	7,615	5,822	5,933	5,267	5,981

HUMAN SERVICES: Human Services

Item 26A

Mission Statement:

The mission of the Human Services is to enhance the quality of life for residents by meeting their social, economic and physiological needs through community oriented outreach, education, programming and dedicated service.

Budget Highlights:

- The Human Services account represents a 136% *increase* in the operating appropriation over the FY16 budget.
- The increase is primarily due to the Town being responsible for a greater percentage of the Community Services Coordinator's salary at a cost of \$10,921 from the Community Chest.
- New in FY17 is a small line items for recreation and programming efforts. These funds have been allocated to assist staff with the implementation of the Strategic Plan which was approved by the Youth Advisory Board in 2015. This plan calls for greater prevention discussions and activities surrounding suicide prevention, stress reduction, mindfulness and substance abuse prevention.

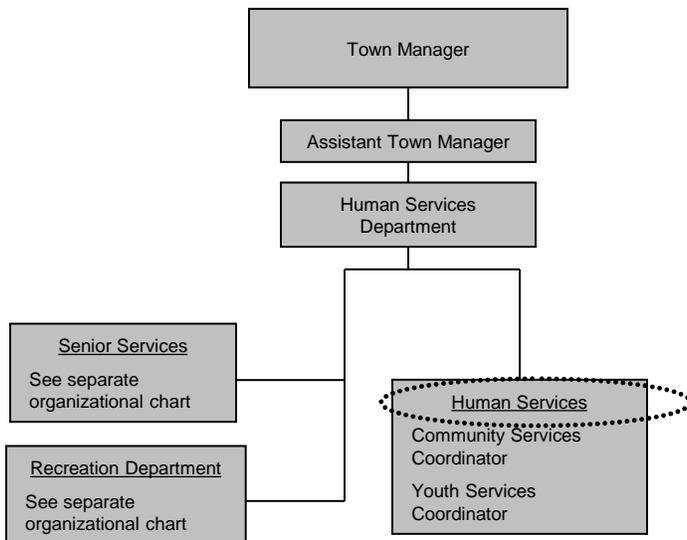
Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ -	\$ -	\$ 9,000	\$ 21,217
Other Funds	\$ -	\$ -	\$ 69,558	\$ 58,604
Total Expenditures	\$ -	\$ -	\$ 78,558	\$ 79,821

Description:

Under the direction of the Assistant Town Manager, the Community and Youth Services Coordinators provide important social services to Concord residents. The positions are largely funded by grant monies received from the Concord-Carlisle Community Chest (CCCC). Specific Boards, including the Youth Coordinator Advisory Board and Human Services Counsel, work throughout the year to help staff identify economic trends and successful programming initiatives which may be implemented in our community.

The Department staff works to identify and broadly communicate resources and programs which are currently in place to local families in need. These programs support the social, emotional, and developmental needs of Concord's most venerable population including: seniors, low income families, people with limited to no mobility, domestic violence and abuse victims, and at-risk youth. The Youth Services Division has a particular focus on middle and high school populations, as this branch serves as a clearinghouse of information for new and existing initiatives to help with physiological needs.



Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ -	\$ -	\$ 77,293	\$ 76,805	\$ 76,805
Purchased Services	\$ -	\$ -	\$ 165	1,561	1,561
Supplies	\$ -	\$ -	\$ 500	825	825
Other Charges	\$ -	\$ -	\$ 600	630	630
Capital Outlay	\$ -	\$ -	\$ -	14,000	-
Totals	\$ -	\$ -	\$ 78,558	\$ 93,821	\$ 79,821

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 9,000	11.46%	\$ 21,217	26.58%	0.00%
Community Chest	\$ 69,558	88.54%	\$ 58,604	73.42%	0.00%
Totals	\$ 78,558	100.00%	\$ 79,821	100.00%	0.00%

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Community Services Coordinator	1.00	52,493	1.00	52,005
		<u>1.00 FTEs</u>	<u>\$ 52,493</u>	<u>1.00 FTEs</u>	<u>\$ 52,005</u>
5115	Youth Coordinator	992 hrs.	24,800	992 hrs.	24,800
5130	Overtime	N/A	-	N/A	-
5157	Car Allowance	N/A	-	N/A	-
		<u>0.48 FTEs</u>	<u>\$ 24,800</u>	<u>0.48 FTEs</u>	<u>\$ 24,800</u>
	Total	<u>1.48 FTEs</u>	<u>\$ 77,293</u>	<u>1.48 FTEs</u>	<u>\$ 76,805</u>

Program Implementation

The Department of Human Services provides for the comprehensive delivery of prevention, intervention, and support services for Concord citizens and their families. The Human Services staff members serve as the Municipal Agents, identified by the Town, in the coordination and management of various state and federal social service programs. While many of the individual units and divisions, including various staff positions, have been in place for many years, the creation of a centralized Human Services *Department* was not identified as a Town-Wide need until mid FY16. As such, the first several years of the Department shall be focused around funding strategies, community outreach efforts, citizen awareness (regarding both departmental services offered and various identified needs which exist within the community) and staff training and support network access.

The Youth Services Division has an active group of volunteers who form the Youth Coordinator Advisory Board. The goal is to mirror this groups' mission and charge for the Community Services staff as well perhaps with the creation of an additional board or committee to oversee the Department's charge.

Increased Citizen awareness and referrals to Department programs and offerings have intensified over the past several years. Program and client participation levels have seen an increase of more than 60% since FY13. These statistics have lead to an overall Departmental increase for weekly hours and a larger budget necessary for administrative costs association with serving clients. The Department has identified the need for new and innovative ways to supplement Departmental operations while remaining careful not to overburden current organizations and/or donors with additional requests for assistance.

The Town sees access to social services as vital to the community, most notably for our most venerable populations. Because of this, a funding strategy has been identified which shall begin this fiscal year. The goal, as proposed, will have the Community Services and Youth Services staff positions funded through the tax levy over a period of five years. This would leave the monies historically granted to the Department through charitable donations, grants or bequests available for alternative programming and community programming. Some of these will include: mental health outreach services, at-risk youth drug and alcohol assessments, peer mentoring group challenges, and programming which surround stress awareness and meditation trainings.

Town Manager Goal: Identify and illustrate a viable and acceptable funding strategy for Human Services Department subdivisions with special focus on Youth and Community Outreach.

Division Goal: Prepare, present and implement 5-year General Fund financing proposal/strategy for Community and Youth Services staff positions. Research, identify and apply for various Regional and State grants to supplement community outreach and mental health awareness programming efforts.

Objective: Two positions fully funded by the General Fund by FY21; \$60,000 received each fiscal year via grant, donation or in-kind services for programming related to departmental efforts.

Measure: Budget proposals reflect increases in Human Services Departmental appropriations for identified staff positions; financial reports reflect grant monies received for Departmental efforts.

Trend: The need for social services shall continue rise as knowledge of Concord's available staff, services and programming increases within the community.

Town Manager Goal: Offer a wide variety of social service programming proportional to community needs, interests and current trends.

Division Goal: Create and administer a needs assessment relative to mental health and substance abuse/prevention for the Community. Utilize data collected to plan and implement a strategic monster plan for social service programming and event offerings.

Objective: To offer a variety of programs, trainings, groups and events which are widely attended because they are of interest to the community or reflect a popular trend or epidemic which needs awareness and educational efforts.

Measure: Attendance records for all social services classes, offerings, programs and events shall be maintained and reported upon quarterly.

Trend: Substance Abuse, mental health awareness and peer pressure epidemics are visible in all communities throughout the world, Concord is no different. It is the Town's responsibility to respond appropriately to trends—both positive and negative and work to educate citizens on prevention, treatment and advocacy.

Mission Statement:

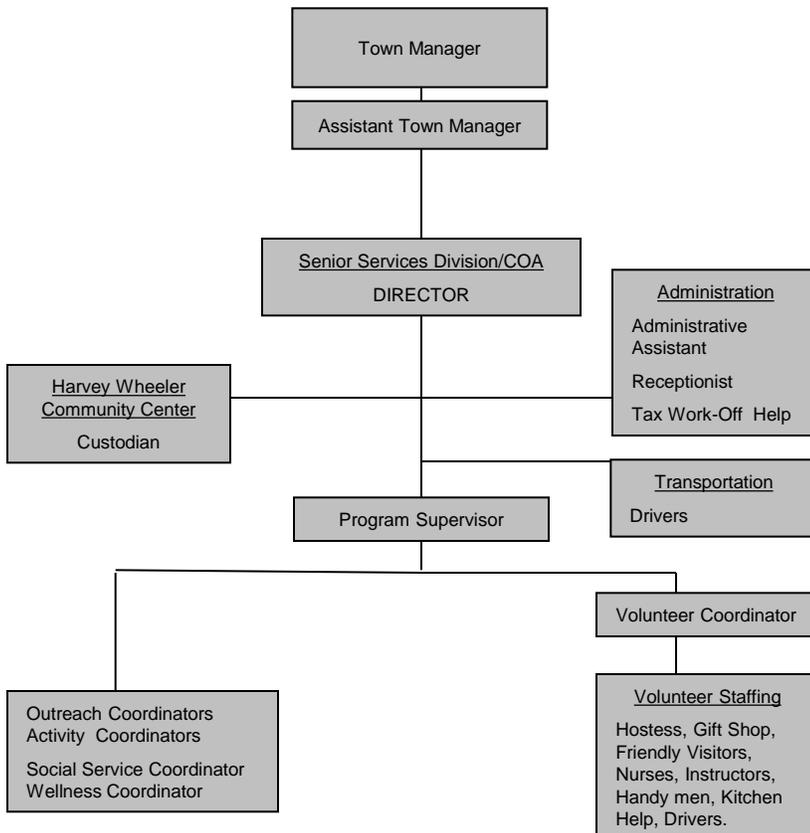
The mission of the Senior Services Division formerly the (COA) is to improve the quality of life of Concord citizens over the age of 60. Senior Services strives to assist them in maintaining their dignity, self-esteem, and personal independence. We work to enhance their roles as full participants in the life of the community. Our goal is to provide seniors with opportunities that enrich their physical, emotional, intellectual and spiritual wellbeing with the support of our Information and Referral, Outreach, Educational, Wellness, Fitness, Social, Mental Health, Recreational, Intergenerational and Transportation programming.

Budget Highlights:

- This budget represents a 2.1% *increase* in the operating appropriation from that of the FY16 budget.
- The State Formula Grant from the Executive Office of Elder Affairs for FY 2017 is expected to be \$42,279, which provides funding for the following positions: Two part time Activity Coordinators, a portion of one of the Outreach Coordinator positions and a portion of the Wellness Coordinator position.
- An anticipated gift from the Community Chest of \$32,664 will be used to fund or partially fund the Outreach Coordinator, Social Service Coordinator and Volunteer Coordinator.
- A small increase was requested to increase one of the Outreach Coordinator positions from 37 to 40 hours per week to help manage the increase in the caseload and for a small wage increase.
- The van driver budget was increased to fund a small wage increase.
- A gift of the estate of John Florio contributes \$8,874 for the services of an Outreach Coordinator.
- Proceeds from the Harvey Wheeler Gift Shop are used to support several special events at the COA.
- Financial assistance for programs, events, and materials is provided on a case by case basis by the Concord Friends of the Aging.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 284,373	\$ 310,949	\$ 336,889	\$ 343,870
Other Funds	\$ 56,427	\$ 69,643	\$ 81,941	\$ 83,817
Total Expenditures	\$ 340,800	\$ 380,593	\$ 418,830	\$ 427,687



Description:

The Senior Services Division provides a variety of essential services to Concord citizens over the age of 60. These services include information and referral, counseling, crisis intervention, transportation, educational programs, and recreational activities. Senior Services also cooperates with other local and regional elder service providers to ensure the well being of seniors in Concord.

HUMAN SERVICES: Senior Services

Item 26B

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$282,950	\$328,952	\$ 380,863	\$ 391,662	\$ 391,662
Purchased Services	16,089	9,764	17,787	16,225	16,225
Supplies	15,708	14,937	16,045	15,525	15,525
Other Charges	2,053	2,940	4,135	4,275	4,275
Capital Outlay	24,000	24,000	-	-	-
Totals	\$ 340,800	\$ 380,593	\$ 418,830	\$ 427,687	\$ 427,687

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 336,889	80.44%	\$ 343,870	80.40%	2.07%
EOEA Grant	37,004	8.84%	42,279	9.89%	14.26%
Community Chest Gift	31,968	7.63%	32,664	7.64%	2.18%
Florio Gift	12,969	3.10%	8,874	2.07%	N/A
Totals	\$ 418,830	100.00%	\$ 427,687	100.00%	2.11%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

HUMAN SERVICES: Senior Services

Item 26B

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Senior Services Director	1.00	\$ 76,293	1.00	\$ 76,396
	Senior Services Program Supervisor	1.00	56,402	1.00	56,402
	Administrative Assistant	1.00	49,218	1.00	49,925
	Receptionist/Clerk	1.00	34,690	1.00	35,058
	Sub Total	<u>4.00 FTEs</u>	\$ 216,603	<u>4.00 FTEs</u>	\$ 217,781
5115	Van Drivers	3456 hrs.	46,656	3308 hrs.	46,312
	Wellness Clinic Coordinator	575 hrs.	14,375	625 hrs.	15,625
	Activity Coordinators	1295 hrs.	17,958	1250 hrs.	17,200
	Outreach Coordinators	3758 hrs.	62,007	4176 hrs.	70,992
	Social Services Coordinator	400 hrs.	10,000	400 hrs.	10,000
	Volunteer Coordinator	800 hrs.	11,200	800 hrs.	11,600
5130	Overtime	60 hrs.	2,064	60 hrs.	2,152
	Total	<u>8.93 FTEs</u>	\$ 380,863	<u>9.06 FTEs</u>	\$ 391,662

Program Implementation

The FY17 budget recommendation provides funding to cover 6 full-time positions, 11 part time positions, and the associated supplies and purchased services.

According to the January 2015 Town Census, there are 4,632 Concord residents over the age of 60 representing approximately 30% of the total population of Concord. This is nearly double the state average. The number of seniors is expected to continue to rise for several more years as the Baby Boomer generation ages and the COA will continue to be responsible for providing social, recreational and clinical services to meet their needs.

1,785 seniors were active at the COA this past year. 66% were female and 34% were male. 179 new seniors began participating in the COA for the first time last year.

The Outreach staff consists of skilled professionals who are available to provide consultation, assessments, advice and referrals. We provide assistance directly to Concord seniors and we are also available to assist residents who are concerned about their aging parents. 387 seniors used Outreach/Social Services and received 3446 units of service/contacts.

The COA puts out a 12 page monthly newsletter detailing our many social, recreational and educational offerings at the Harvey Wheeler Community Center.

The Wellness team offers many programs and clinics that promote good health for Concord's seniors and encourages participation in the many exercise programs that we offer each week.

The COA operates a van service that provides crucial transportation services to those senior residents who no longer drive. 218 seniors used the van service and received 7,026 rides.

We maintain a large inventory of durable medical equipment, which is loaned free of charge. We promote the use of the File of Life and the Lock Box program.

The COA encourages the assistance and support of many volunteers and greatly benefits from, and appreciates their time and expertise.

Town Manager Goal: To enhance Residents' Quality of Life

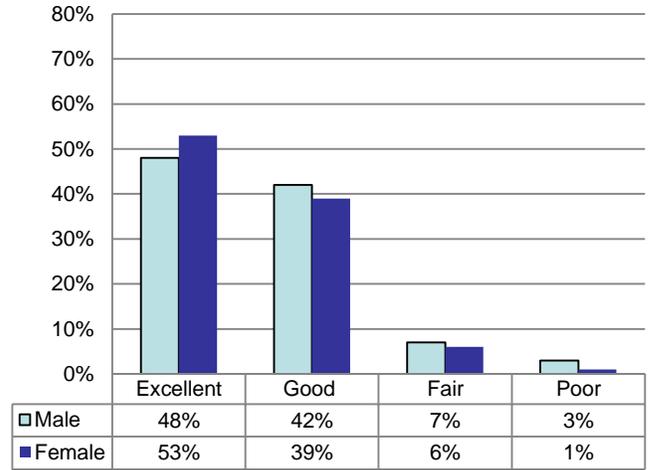
Division Goal: To provide quality services for COA participants

Objective: To have a positive survey response about the quality of services offered through the COA

Measure: Town Biennial Citizen Survey of 1,337 Concord residents in FY15, that produces a statistically significant result

Trend: Participants tend to be satisfied by services provided by the COA.

Rating of Services provided by the COA



Town Manager Goal: To enhance Residents' Quality of Life

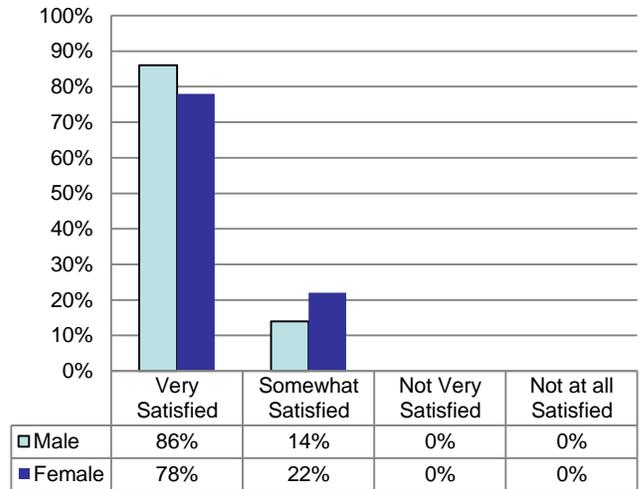
Division Goal: To provide a broad range of activities that cater to the desires of the seniors

Objective: To have a positive survey response about the activity variety offered by the COA

Measure: 2013 COA Fall Survey*

Notes: Seniors enjoy many of the COA activities including trips, cinema, lectures, and Wednesday lunches at HWCC.

Activity Variety Satisfaction by Gender



*The COA Activity Variety Satisfaction graph is based off of the 2013 COA Fall Survey in which 108 seniors responded.

Mission Statement:

The mission of Recreation Services is to provide high-quality activities designed to meet the year-round recreation interests of the community in an efficient, cost-effective, affordable, and inclusive manner.

All department programs and services are intended to operate on a user fee, non tax support basis.

Detail on Recreation Fund activity is available in the FY17 Enterprise Budget Book.

Budget Highlights:

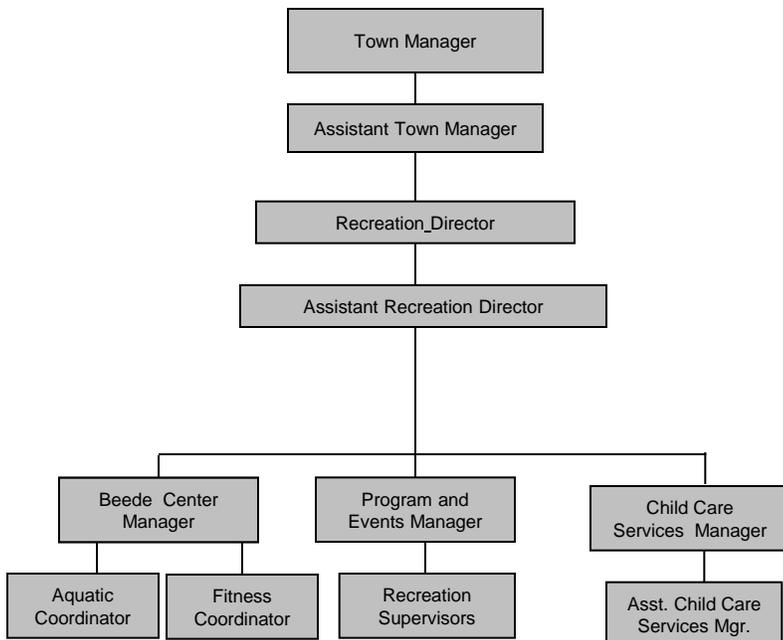
- This budget represents a 46.4% *increase* from the FY16 operating appropriation.

- The FY 17 budget will reflect a contribution from the General Fund of \$ 73,175 towards Recreation Director's salary.

- This contributes to 75% of the Recreation Director's salary. In FY16, 50% was allocated for the salary.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 100,543	\$ 104,356	\$ 50,000	\$ 73,175
Other Funds	\$ 12,279	\$ 13,012	\$ -	\$ 24,393
Total Expenditures	\$ 112,822	\$ 117,368	\$ 50,000	\$ 97,568



Description:

The Department's services are grouped into five major categories:

- Child Care Programs
- Summer Programs
- Recreation General
- Beede Swim & Fitness Center
- Special Community Events

HUMAN SERVICES: Recreation Services

Item 26C

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 112,822	\$ 77,189	\$ -	\$ 97,568	\$ 97,568
Purchased Services	-	179	50,000	-	-
Supplies	-	-	-	-	-
Other Charges	-	-	-	-	-
Capital Outlay	-	40,000	-	-	-
Rec. Fund Contribution	-	-	-	-	-
Totals	\$ 112,822	\$ 117,368	\$ 50,000	\$ 97,568	\$ 97,568

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 50,000	100.00%	\$ 73,175	75.00%	46.35%
Recreation Fund	-	0.00%	14,636	15.00%	0.00%
Swim and Fitness Fund	-	0.00%	9,757	10.00%	0.00%
Totals	\$ 50,000	100.00%	\$ 97,568	100.00%	95.14%

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	N/A	X	1.00	\$ 97,568
5157	Car Allowance	N/A	X	N/A	-
General Fund Sub Total		N/A	\$ -	1.00 FTEs	\$ 97,568

**See Enterprise Budget Book for the FY17
Recreation Department Presentation**

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Harvey Wheeler Community Center as office and program space for both the Senior Services Division/Council on Aging and the Recreation Department Carousel Preschool and After School Care Program and as general meeting space for other Town departments and community groups.

Budget Highlights:

- This budget represents a 1.0% decrease in the operating appropriation over that of the FY16 budget.
- Rental income rose from \$23,537 in FY14 to \$29,427 in FY15 as the need and demand for community space for meetings and events continued to rise.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 144,642	\$ 117,348	\$ 117,945	\$ 119,340
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 144,642	\$ 117,348	\$ 117,945	\$ 119,340

Description:

The Harvey Wheeler Community Center (HWCC) provides office and programming space for the Senior Services Division/Council on Aging, as well as the Recreation Department Carousel pre-school and after-school programs.

HWCC was also used during evenings and weekends by many different Town departments, non-profit and private groups. Rent is charge for non Town related uses with both a private and non profit rate structure. In FY15 income from rent for use of HWCC totaled \$29,427. This income is deposited directly into the General Fund. The building continues to fill an important need in the community for meeting spaces with adequate parking availability.

A new energy management system was installed at HWCC this past year. The new system fully integrates with the new boilers that were previously replaced and we are seeing decreased energy consumption and increase occupancy comfort.

Utility Performance

Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	13,152	2.07			114,080		
FY2010	13,135	2.17	5%	5%	117,280	3%	3%
FY2011	13,458	2.05	-1%	-6%	127,760	12%	9%
FY2012	8,044	1.49	-28%	-27%	112,560	-1%	-12%
FY2013	9,716	1.54	-25%	4%	119,200	4%	6%
FY2014	11,230	1.59	-23%	3%	119,940	5%	1%
FY2015	8,255	1.17	-43%	-26%	74,340	-35%	-38%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

HUMAN SERVICES: Harvey Wheeler Community Center

Item 27

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 41,980	\$ 42,328	\$ 45,606	\$ 46,216	\$ 46,216
Purchased Services	54,853	39,011	59,339	57,374	57,374
Supplies	3,895	3,841	5,500	5,750	5,750
Other Charges	-	-	-	-	-
Capital Outlay	43,915	32,169	7,500	22,000	10,000
Totals	<u>\$ 144,642</u>	<u>\$ 117,348</u>	<u>\$ 117,945</u>	<u>\$ 131,340</u>	<u>\$ 119,340</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 117,945	100.00%	\$ 119,340	100.00%	1.18%
Totals	<u>\$ 117,945</u>	100.00%	<u>\$ 119,340</u>	100.00%	1.18%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
O-1	HWCC Building Improvements	\$ 7,500	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Totals	<u>\$ 7,500</u>	<u>\$ 10,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

Personnel Services Summary					
Code	Position Title	FY16 Budgeted		FY17 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 40,762	1.00	\$ 41,573
	Sub Total	<u>1.00 FTEs</u>	<u>\$ 40,762</u>	<u>1.00 FTEs</u>	<u>\$ 41,573</u>
5115	Part-Time Custodian	0 hrs.	-	0 hrs.	\$0
5115	Electrician	50 hrs.	2,500	50 hrs.	\$2,500
5130	Overtime	80 hrs.	2,344	60 hrs.	\$2,143
	Total	<u>1.02 FTEs</u>	<u>\$ 45,606</u>	<u>1.02 FTEs</u>	<u>\$ 46,216</u>

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center, 105 Everett Street and Rideout Playground restrooms in an efficient and cost-effective manner, and to provide office and program space supporting activities designed to meet the year-round recreational needs of the community.

Budget Highlights:

- This budget represents a 8.8% *increase* in the operating appropriation of that of the FY16 budget.
- The increase is primarily due to additional money being allocated for HVAC maintenance (+\$5,000) and custodial services (+\$2,650).
- The routine maintenance of the building is paid for by the Recreation Fund, and is not a General Fund Capital Improvement Program expense.
- This budget also includes \$12,595 to cover the utility costs and building improvements for the 105 Everett Street building and \$8,905 to pay for the upkeep of the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 87,742	\$ 91,241	\$ 96,976	\$ 104,147
Other Funds	\$ 24,455	\$ 19,507	\$ 20,305	\$ 25,895
Total Expenditures	\$ 112,197	\$ 110,748	\$ 117,281	\$ 130,042

Description:

The Hunt Recreation Center houses the Recreation Department's office and approximately one-half of the Department's programs. It is located at 90 Stow Street adjacent to the Emerson Playground. The facility underwent a \$1.2 million renovation in 1988, prior to which it had been vacant and unused for a ten year period. The facility's locker rooms were renovated in fall of 2005 at a cost of approximately \$100,000. The building has offices, conference and multi-purpose rooms, a large second floor gymnasium, and shower facilities. Adjacent to the building on Emerson Playground is a teaching swimming pool used during summer camp, a children's spray fountain, basketball/tennis courts (which were rehabilitated in Fall 2006), a state-of-the-art running track (which was resurfaced in fall of 2008), and playground equipment which was completed in April 2009. The center when open also contains the public restroom for Emerson Playground.

The facility received a new HVAC system in the fall of 2011. The equipment which is of a high efficiency nature is projected to produce lower utility costs.

The Hunt Recreation Center operates from 8:00 a.m. to 10:00 p.m. Monday through Friday, 8:00 a.m. to 6:00 p.m. on Saturday, and 8:00 a.m. to 10:00 p.m. on Sunday. The primary summer activity is the day camp that operates Monday through Friday. The summer season also includes a family swim program. The Center is also very busy throughout the year with activities that include the following: girl's basketball, men's and women's basketball, co-ed volleyball, fitness classes, and dances for middle school students. The Center is also home for the Department's Grades 3-to-6 After School program, which operates from September through June. In addition, the Center can be rented for private events and is used by several community and sports organizations and by Town committees for meetings. It is also the polling site for Precinct 5.

HUMAN SERVICES: Hunt Recreation Center

Item 28

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 46,214	\$ 47,370	\$ 48,891	\$ 49,444	\$ 49,444
Purchased Services	43,027	45,895	43,986	53,348	53,348
Supplies	4,986	4,168	5,750	5,750	5,750
Rideout Fieldhouse	7,682	6,240	10,331	8,905	8,905
105 Everett Street	7,063	7,074	8,323	12,595	12,595
Capital Outlay	3,226	-	-	94,000	-
Totals	\$ 112,197	\$ 110,748	\$ 117,281	\$ 224,042	\$ 130,042

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 96,976	82.69%	\$ 104,147	80.09%	7.39%
Recreation Fund	20,305	17.31%	25,895	19.91%	27.53%
Totals	\$ 117,281	100.00%	\$ 130,042	100.00%	10.88%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
N-2	Hunt Gym Ceiling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -					

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 48,891	1.00	\$ 49,444
	Total	1.00 FTEs	\$ 48,891	1.00 FTEs	\$ 49,444

Utility Performance							
Year	Natural Gas Used (Therms)	Therms per HDD	% Change in Therms/HDD from Base Year	% Change in Therms/HDD from Previous Year	Electricity Used (kWh)	% Change in Electricity Use from Base Year	% Change in Electricity Use from Previous Year
CY2008	7,704	1.21			93,360		
FY2010	7,327	1.21	0%	0%	76,640	-18%	-18%
FY2011	7,714	1.17	-3%	-3%	75,680	-19%	-1%
FY2012	5,249	0.97	-20%	-17%	78,899	-15%	4%
FY2013	5,922	0.94	-22%	-3%	92,520	-1%	17%
FY2014	6,622	0.94	-23%	0%	91,920	-2%	-1%
FY2015	7,212	1.02	-16%	9%	90,400	-3%	-2%

Note: FY2009 has been excluded from the yearly comparison table because FY2009 overlaps with CY2008.

Mission Statement:

The mission of Veterans Services and Benefits is to provide information, advice, and assistance to veterans in need of service, including assistance regarding benefits to veterans and their dependents.

Budget Highlights:

- This budget represents a 15.0% *increase* in the operating appropriation from that of the FY16 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents, as well as additional hours for the Veterans Agent.
- Purchased services for this account includes \$1,500 to cover telephone service and telephone maintenance costs for the Veterans' Agent.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 59,679	\$ 67,581	\$ 60,889	\$ 69,990
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 59,679	\$ 67,581	\$ 60,889	\$ 69,990

Description:

The Veterans Services Program is mandated according to Massachusetts General Law, Ch. 115, and is administered under State guidelines. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a full-time Director of Veterans Services/Veterans Agent. State law also requires that the Town's Director of Veterans Services/Veterans Agent be a war-era veteran, and be available on a full-time basis to provide assistance.

The purpose of this program is to provide information, advice, and assistance regarding benefits to veterans and their dependents. The Town is reimbursed by the State for 80% of benefits paid under the mandated program. The reimbursement occurs about 12-15 months after the expenditure and is received as State aid revenue rather than as a credit to this appropriation account. Administrative costs, including salary, are not reimbursable.

The Office of Veterans Services serves as a one-stop human service office, with the top priority of providing services that improve the quality of life for every one of the Town's veterans, as well as their families and surviving dependents.

In the past year, the Veterans' Agent has seen a noticeable increase in residents seeking and qualifying for Ch. 115 benefits. The number of qualifying residents is difficult to predict on an annual basis as individuals move into or out of the community. This is an aspect of the State Veterans' Services Program that continues to be closely monitored by the Veterans' Agent.

HUMAN SERVICES: Veterans Services & Benefits

Item 29

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 19,233	\$ 19,728	\$ 23,020	\$ 23,490	\$ 23,490
Purchased Services	3,058	1,244	1,500	200	200
Supplies	551	437	669	350	350
Other Charges	415	933	700	950	950
Sub Total	\$ 23,257	\$ 22,342	\$ 25,889	\$ 24,990	\$ 24,990
<u>Veterans Benefits</u>					
Other Charges	\$ 36,422	\$ 45,239	\$ 35,000	\$ 36,750	\$ 45,000
Totals	\$ 59,679	\$ 67,581	\$ 60,889	\$ 61,740	\$ 69,990

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 60,889	100.00%	\$ 69,990	100.00%	14.95%
Totals	\$ 60,889	100.00%	\$ 69,990	100.00%	14.95%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY16 Budgeted		FY17 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	940 hrs.	23,020	940 hrs.	23,490
	Total	0.45 FTEs	\$ 23,020	0.45 FTEs	\$ 23,490

Mission Statement:

The purpose of this funding is to provide the community with efficient and cost-effective services in planning for and carrying-out Concord’s annual, tradition-rich, public ceremonies and celebrations.

Budget Highlights:

- This budget represents a 1.5% *increase* in the operating appropriation from that of the FY16 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,716, calculated based upon prior years’ experience as well as FY16 anticipated contractual wage obligations.
- Other event-related expenses include band/musician fees, participant refreshments, honored-citizen related expenses, horse and carriage rentals, etc.
- Flag replacement remains an important element of this account, for the annual purchase of Memorial Day flags and for maintenance of the street flags placed out for various significant days and events during the year. The FY17 proposed budget for the flags is \$1,800.

Expenditure Summary

	FY14 Actual	FY15 Actual	FY16 Budgeted	FY17 Proposed
General Fund	\$ 21,696	\$ 23,944	\$ 24,006	\$ 24,376
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 21,696	\$ 23,944	\$ 24,006	\$ 24,376

Description:

This budget provides funding for equipment and activities associated with several distinctly separate functions that are related to various Concord ceremonies and celebrations. Committees and volunteers, with the assistance of staff from the Town departments, carry out the related activities. Notable public ceremonies supported by this account include the Veteran’s Day Flag Retirement Ceremony, the Honored Citizen Reception, the Meriam’s Corner Exercise, and Patriots’ Day and Memorial Day events. Net of Public Safety coverage for the various ceremonies and events, a very austere budget remains to cover other Town-wide event-related expenses. The Public Ceremonies and Celebrations Committee reports it to be an increasing challenge to secure sufficient event participants given their limited resources, but this citizen committee does not wish to request additional General Fund support at this time.

HUMAN SERVICES: Ceremonies & Celebrations

Item 30

Expenditure Detail					
	Previous Fiscal Years			FY17 Proposed	
	FY14 Actual	FY15 Actual	FY16 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 20,608	\$ 22,072	\$ 21,506	\$ 21,576	\$ 21,576
Memorial Day Flags	1,089	1,872	1,500	1,800	1,800
Street Flags	-	-	1,000	1,000	1,000
Totals	<u>\$ 21,696</u>	<u>\$ 23,944</u>	<u>\$ 24,006</u>	<u>\$ 24,376</u>	<u>\$ 24,376</u>

Funding Plan					
	FY16 Budgeted	% of Budget	FY17 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,006	100.00%	\$ 24,376	100.00%	1.54%
Totals	<u>\$ 24,006</u>	100.00%	<u>\$ 24,376</u>	100.00%	1.54%

Capital Outlay Plan							
Ref. #	Description	FY16 Budgeted	FY17 Proposed	FY18 Proposed	FY19 Proposed	FY20 Proposed	FY21 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					