

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 no significant change in the operating cost from that of FY14 budget.

- The Head of Reference position is partially funded at the 0.58FTE level in FY15 and will be recruited for as a ½ time position until additional resources become available in subsequent budgets.

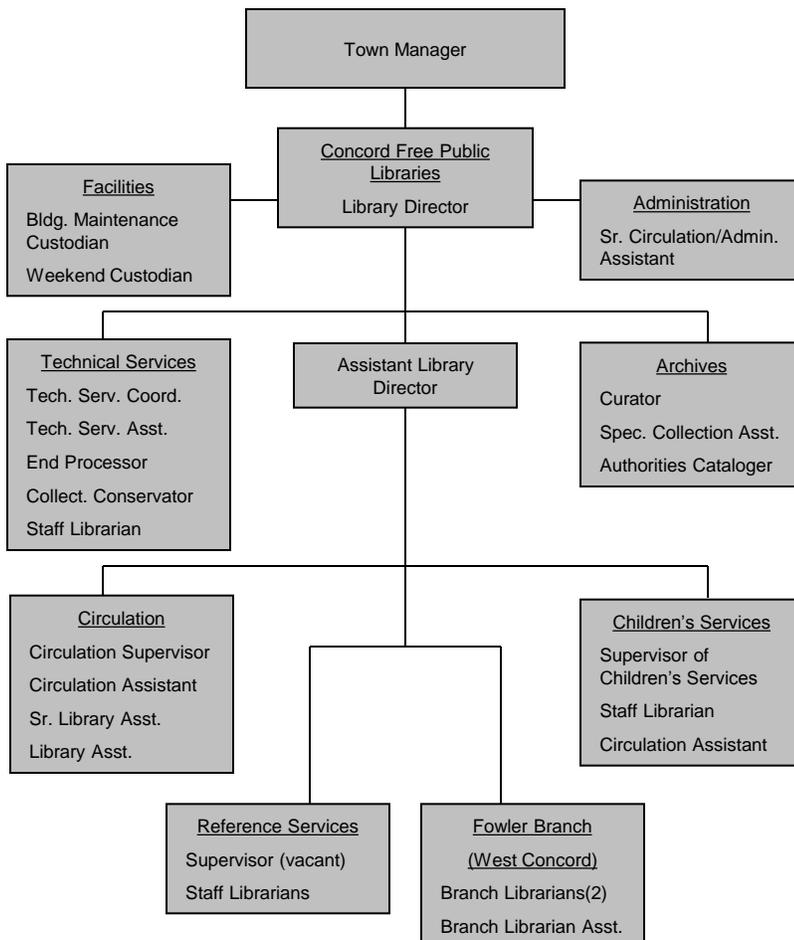
- This budget provides staffing for the continuation of a full day of service at the Main Library on Saturdays in the summer and an additional 104 hours of staffing for opening the Fowler Branch on Thursday mornings year round.

- An amount of \$61,146 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 \$100,075.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 1,826,877	\$ 1,827,580	\$ 1,881,760	\$ 1,898,318
Other Funds	\$ 14,000	\$ 23,000	\$ 38,000	\$ 26,000
Total Expenditures	\$ 1,840,877	\$ 1,850,580	\$ 1,919,760	\$ 1,924,318



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 code consultant in preparation for converting the building for public use. It is anticipated that this third library location 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			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,390,546	\$ 1,366,608	\$ 1,538,847	\$ 1,562,238	\$ 1,532,238
Purchased Services	162,241	175,539	131,046	155,466	135,341
Supplies	105,614	105,377	95,690	105,235	100,656
Other Charges	1,460	2,035	4,900	4,900	4,900
Capital Outlay	41,270	70,364	5,000	10,000	10,000
Assumption of Lib. Corp. Costs	139,746	130,658	144,276	141,183	141,183
Totals	\$ 1,840,877	\$ 1,850,580	\$ 1,919,760	\$ 1,979,022	\$ 1,924,318

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,881,760	98.02%	\$ 1,898,318	98.65%	0.88%
Library Corporation	12,000	0.63%	-	0.00%	-100.00%
State Aid	26,000	1.35%	26,000	1.35%	0.00%
Totals	\$ 1,919,760	100.00%	\$ 1,924,318	100.00%	0.24%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
M-1	Computer Equipment	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Totals	\$ 5,000	\$ 10,000				

Utility Performance Information						
Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity (Main)	\$59,283	\$55,079	\$56,731	\$57,942	1.147	8.083
Electricity (Fowler)	\$15,612	\$21,556	\$16,081	\$22,864	1.827	12.176
Natural Gas (Main)	\$14,660	\$18,024	\$21,657	\$17,940	0.376	0.263
Natural Gas (Fowler)	\$2,372	\$3,827	\$8,627	\$4,140	0.324	0.202
Water	\$3,638	\$2,066	\$2,404	\$2,486	0.043	0.010
Sewer	\$7,547	\$4,530	\$5,577	\$5,857	0.094	0.010

The Library has a square footage of 48,000 (Main) and 11,800 (Fowler) and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Library

Item 25

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 111,042	1.00	\$ 111,043
	Assistant Library Director	1.00	84,978	1.00	84,978
	Technical Services Coordinator	1.00	81,687	1.00	81,687
	Curator	1.00	79,468	1.00	79,468
	Supervisor of Children's Services	1.00	79,201	1.00	79,201
	Circulation Supervisor	1.00	69,944	1.00	69,944
	Head of Reference	0.58	42,591	0.58	42,591
	Staff Librarian	2.80	188,321	2.80	188,321
	Staff Librarian (Reference)	0.75	48,274	0.75	48,274
	Technical Services Assistant	2.00	99,142	2.00	93,356
	Sr. Admin Assistant	0.50	27,780	0.50	27,780
	Circulation Assistant	1.88	86,757	1.88	86,757
	Building Systems Custodian	1.00	46,793	0.00	-
	Library Assistant	0.00	-	1.00	34,787
	Maintenance Custodian	0.00	-	1.00	35,496
Branch Library Assistant	0.00	-	1.00	39,443	
	Sub Total	<u>15.51 FTEs</u>	<u>\$ 1,045,978</u>	<u>17.51 FTEs</u>	<u>\$ 1,103,126</u>
5112	Branch Librarian	1.35	\$ 106,711	1.35	\$ 106,711
	Special Collections Assistant	0.50	27,180	0.50	27,180
	Sr. Library Assistant	1.18	61,826	0.68	35,517
	Branch Library Assistant	0.75	38,649	0.00	-
	Library Assistant	1.72	70,160	1.72	70,160
	Sub Total	<u>5.50 FTEs</u>	<u>\$ 304,526</u>	<u>4.25 FTEs</u>	<u>\$ 239,568</u>
5115	Library Assistant	1156 hrs.	\$ 28,429	1260 hrs.	\$ 30,391
	Librarian	200 hrs.	\$ 5,000	200 hrs.	\$ 5,000
	Circulation Assistant	157 hrs.	\$ 3,345	157 hrs.	\$ 3,345
	Library Assistant	2178 hrs.	\$ 36,787	2178 hrs.	\$ 36,786
	Authorities Cataloguer	783 hrs.	\$ 18,134	783 hrs.	\$ 18,134
	Librarian	1490 hrs.	\$ 34,537	1490 hrs.	\$ 34,538
	Maintenance Custodian	522 hrs.	\$ 9,519	522 hrs.	\$ 9,521
	Collections Conservator	940 hrs.	\$ 19,224	940 hrs.	\$ 19,223
	End Processor	940 hrs.	\$ 12,132	940 hrs.	\$ 12,135
	Prof. Project Specialist	365 hrs.	\$ 9,250	365 hrs.	\$ 9,249
	Library Page	1103 hrs.	\$ 8,826	1103 hrs.	\$ 8,824
	Sub Total	<u>4.71 FTEs</u>	<u>\$ 185,183</u>	<u>4.76 FTEs</u>	<u>\$ 187,147</u>
5130	Custodial Overtime	94 hrs.	3,160	94 hrs.	2,397
5191	Tuition Reimbursement	N/A	-	N/A	-
5171	Recruitment Expense	N/A	-	N/A	-
	Total	<u>25.71 FTEs</u>	<u>\$ 1,538,847</u>	<u>26.51 FTEs</u>	<u>\$ 1,532,238</u>

Program Implementation

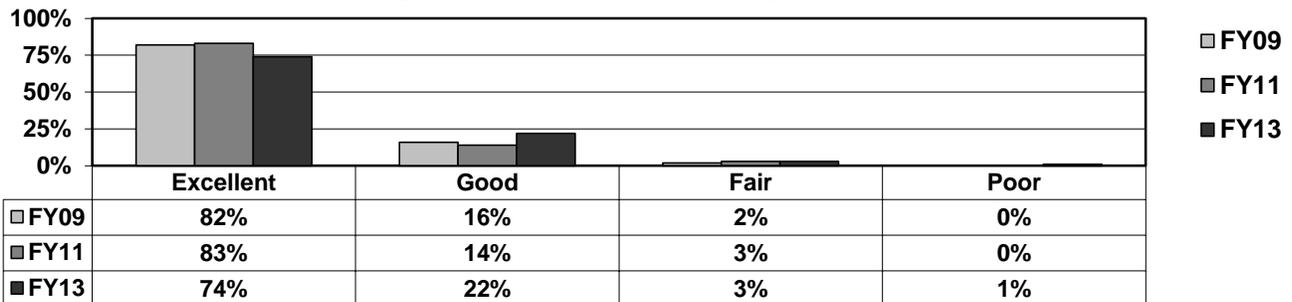
The FY15 budget provides \$100,075 for Library books and materials.

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 (\$80,806), natural gas (\$22,080), and telephone service (\$7,000). The total amount of costs assumed by the Town is \$141,183.

Funding introduced in the FY14 budget which enabled the Main Library to be open for an additional 4 hours on 7 Saturdays during the summer will continue in FY15. In addition, funding for 104 hours of staffing is included in the FY15 budget to open the Fowler Branch an additional 4 hours on Thursday mornings year round. The new hours on Thursdays will be 9:00 a.m. – 6:00 p.m. instead of the prior hours of 1:00 p.m. – 6:00 p.m.

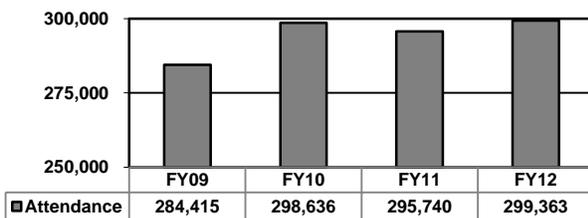
Residents can look forward to a number of enhancements in FY15 due to the Concord Free Public Library's participation in the Minuteman Library Network (MLN). Among these is the migration to a new Integrated Library System (ILS) called Sierra, which is an Innovative Interfaces product that includes expanded functionality and ease of use over the current system. In addition, MLN will be implementing Encore EDS, which is a discovery platform that integrates database articles licensed through the Massachusetts Library System into the search results. This service will include full eBook integration, which will eliminate the need to logon to OverDrive to view the Network collection. Due to the growing demand for material in digital formats, the MLN Directors voted to double Network spending to \$400,000 for downloadable eBooks and Audiobooks. This will reduce wait times and enable a wider range of materials to be offered in these formats.

Rating of Services provided by the Library

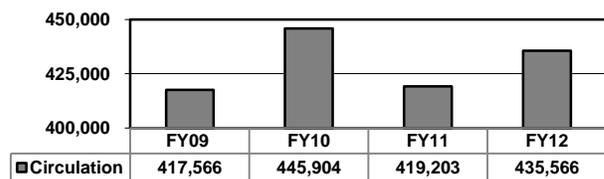


Discussion: Citizen Surveys were conducted in the fall of 2008 (FY09), 2010 (FY11), and 2012 (FY13).

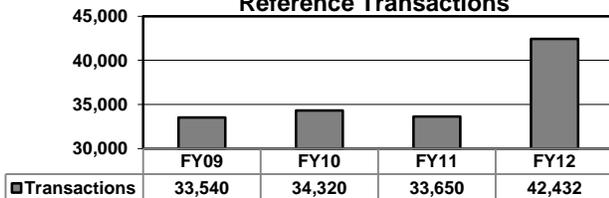
Library Attendance



Direct Circulation



Reference Transactions



Discussion: The data was compiled by The Concord Free Public Library for the Annual Report of Information Survey, Board of Library Commissioners, Commonwealth of Massachusetts.

Mission Statement:

The mission of Recreation Administration 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.

Budget Highlights:

- This budget represents no change in General Fund operating cost from that of the FY14 budget.
- The General Fund supports only the personnel costs associated with the Recreation Director. All other costs are supported by the Recreation Fund, which relies on program fees for funding.
- Depending on the number of participants in each program, the revenues and expenditure attributed to the Recreation Fund varies from year to year
- In FY15, an amount of \$12,279 is to be transferred from the Beede Swim & Fitness Center account to the Recreation Administration account to partially fund the salary of the Recreation Director who is in charge of the Beede Center.

Expenditure Summary

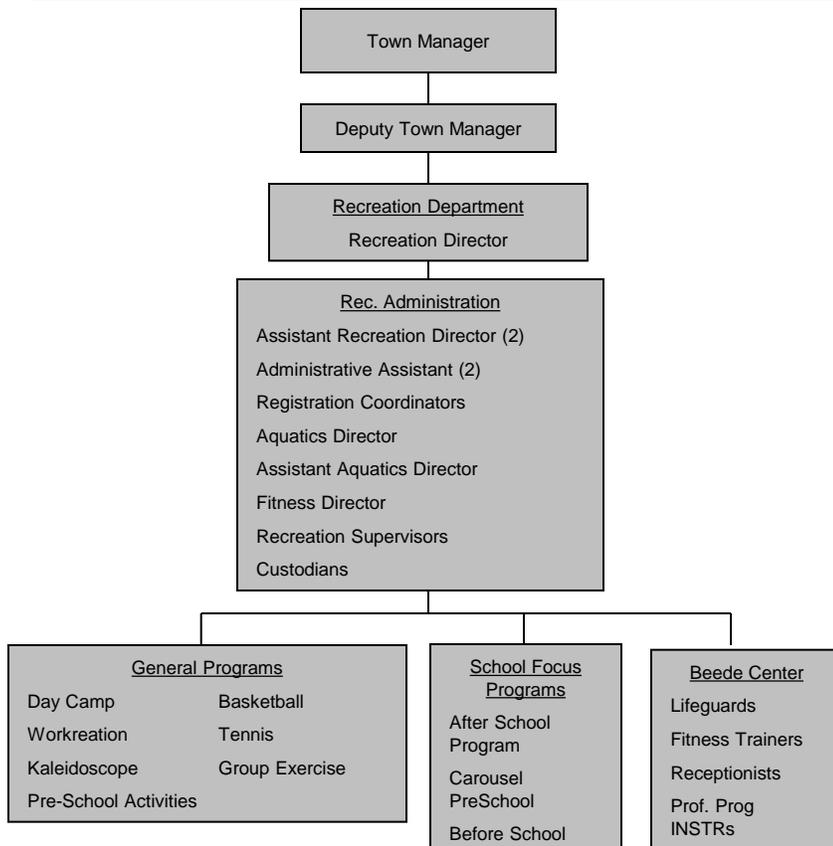
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 92,554	\$ 99,700	\$ 100,544	\$ 100,544
Other Funds	\$ 1,604,915	\$ 1,605,275	\$ 1,520,772	\$ 1,715,502
Total Expenditures	\$ 1,697,469	\$ 1,704,975	\$ 1,621,316	\$ 1,816,046

Description:

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

- Child Care Programs
- Summer Activities
- Sports Activities
- Beede Swim & Fitness Center
- Fundraising Events

With the pending retirements in senior level staffing areas such as the Deputy Town Manager and Recreation Director, the Town Manager is reviewing the department's organizational structure to determine how it may best align with the Town's other Human Services functions



HUMAN SERVICES: Recreation Administration

Item 26

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,207,123	\$ 1,297,532	\$ 1,433,428	\$ 1,434,921	\$ 1,434,921
Purchased Services	244,134	223,779	130,513	225,400	225,400
Supplies	172,721	119,589	42,150	120,450	120,450
Other Charges	10,601	18,818	225	18,775	18,775
Capital Outlay	17,802	3,545	-	1,500	1,500
Rec. Fund Contribution	45,088	41,712	15,000	15,000	15,000
Totals	\$ 1,697,469	\$ 1,704,975	\$ 1,621,316	\$ 1,816,046	\$ 1,816,046

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 100,544	6.20%	\$ 100,544	5.54%	0.00%
Recreation Fund	1,508,493	93.04%	1,703,223	93.79%	12.91%
Swim and Fitness Fund	12,279	0.76%	12,279	0.68%	N/A
Totals	\$ 1,621,316	100.00%	\$ 1,816,046	100.00%	12.01%

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	1.00	\$ 111,623	1.00	\$ 111,623
5157	Car Allowance	N/A	1,200	N/A	1,200
	General Fund Sub Total	1.00 FTEs	\$ 112,823	1.00 FTEs	\$ 112,823
5111	Assistant Recreation Director	1.00	88,783	1.00	88,783
	Recreation Supervisor	2.48	138,965	2.48	139,114
	Fitness Coordinator	0.50	40,201	0.50	40,201
	Recreation Coordinator	0.25	17,082	0.25	17,082
	Sr. Administrative Assistant	1.00	64,479	1.00	65,752
5112	Recreation Clerk	0.56	23,443	0.56	23,514
5115	Limited Status	620 hrs.	\$ 12,601	620 hrs.	\$ 12,601
5120	Other Rec. Fund Personnel Costs	38866 hrs.	790,151	38866 hrs.	790,151
5130	Overtime	N/A	19,700	N/A	19,700
5157	Car Allowance	N/A	1,200	N/A	1,200
	Benefits	N/A	124,000	N/A	124,000
	Recreation Fund Sub Total	24.70 FTEs	\$ 1,320,605	24.70 FTEs	\$ 1,322,098
	Total	25.70 FTEs	\$ 1,433,428	25.70 FTEs	\$ 1,434,921

Program Implementation

In the fiscal year 2013, the Recreation Department served over 8,000 participants and had total program revenues of \$3.9 million (\$1.6 million in various program fees and \$2.3 million associated with the Beede Center).

Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community Center, 105 Everett Street, Ripley Gymnasium, and the Beede Swim & Fitness Center located at 498 Walden Street.

Under the FY15 proposed budget, the general fund supports approximately 90% of the cost of the Recreation Administrator. All other costs, including the cost of employee benefits, are covered by program revenues and are part of the Recreation Fund or the Swim and Fitness Fund (i.e., the Beede Center).

In addition, program fees are used to fund most of the cost of the summer and school-year scholarship programs, which provides an average of \$200,000 in support of Concord families that otherwise would not be able to participate. The Recreation Department produces community fundraising events such as The Shamrock Ball, the Concord Open Golf Tournament and the Middle School Halloween Dance to support scholarships.

In support of the Concord Carlisle Community Chest, who supports the Department's summer scholarship by the amount of \$15,000 each year, in return the Recreation Department produces a "Spring Fling" dance for Middle School participants with proceeds going to the Community Chest. Last year's event had net revenues of approximately \$1,000..

Recreation Fund Analysis

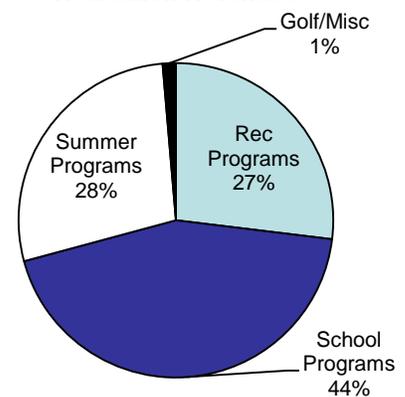
The Recreation Department strives to offer an array of programs that satisfy the community and are financially self-supporting. (Below Charts are based on Fiscal Year 2013)

Fiscal Year 2013 Recreation Service Level

Activity	Participants	Revenue	Expenses	Net
Recreation Programs	5,163	449,086	N/A	N/A
School Programs	256	731,995	N/A	N/A
Summer Programs	3,001	464,250	N/A	N/A
Golf Open/Misc	80	22,661*	N/A	N/A
TOTAL	8,500	1,667,992	1,587,074	80,918

*\$51,800 in donations from the Golf Tournament not included

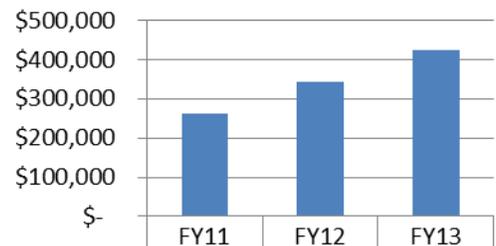
Recreation Revenues



Recreation Revolving Fund Balance

	FY11	FY12	FY13
Beg. Fund Balance	\$ 211,276	\$ 261,288	\$ 343,189
Revenues	\$ 1,548,848	\$ 1,588,415	\$ 1,667,992
Expenditures	\$ 1,498,836	\$ 1,506,514	\$ 1,587,074
Ending Balance	\$ 261,288	\$ 343,189	\$ 424,108

Recreation Revolving Fund Balance



Ending Balance	FY11	FY12	FY13
	\$261,288	\$343,189	\$424,108

HUMAN SERVICES: Recreation Administration

Item 26

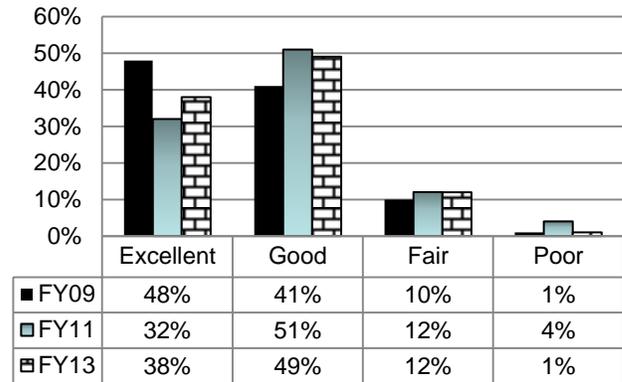
Goal: To ensure the Recreation Department services are cost-effective, and of the highest quality.

Objective: To gauge citizen satisfaction with Recreation Department services

Measure: A telephone survey of at least 300 randomly selected Concord residents that provides a statistically significant result.

Trend: Residents have been generally satisfied with the quality and level of services that the Recreation Department provides for the town.

Ratings of Services Provided by the Recreation Department



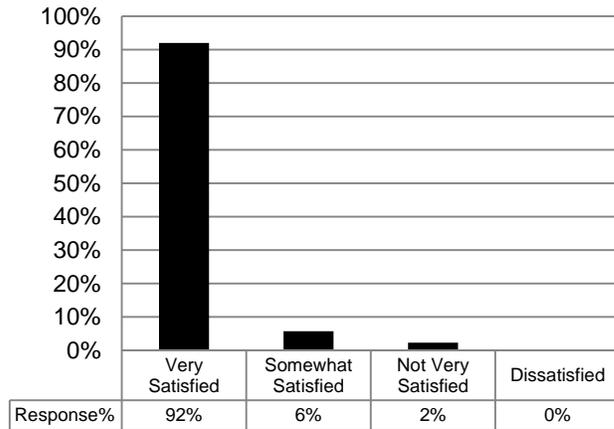
Goal: To have a Summer Camp that is a great experience for all that participate

Objective: To have a positive response from the families that attended.

Measure: A survey mailed in voluntarily by parents of participants who attended the camp. There were 87 responses.

Trend: Based on the 2013 Summer Camp Survey a high percentage of respondents had a positive experience attending camp. Of those that responded 92% were "Very Satisfied" and 6% were "Somewhat Satisfied"

Summer Camp Experience Satisfaction



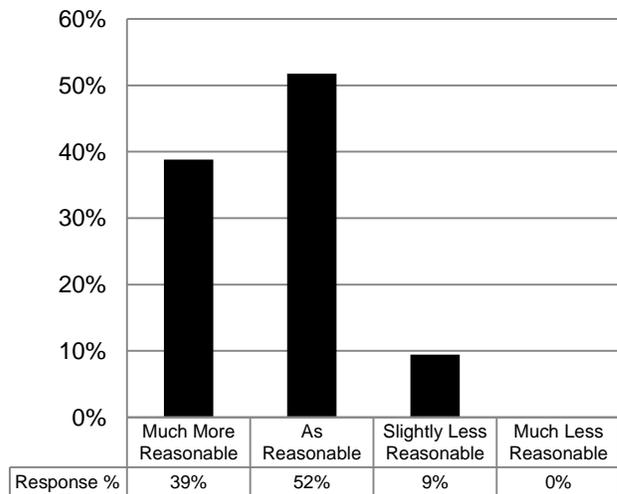
Goal: To offer reasonably priced Summer Camp options

Objective: To compare favorably to our competitors and provide value to campers and families

Measure: A survey mailed in voluntarily by parents of participants who attended the camp. There were 87 responses.

Trend: Compared to other Summer Camp alternatives Concord Recreation's Summer Camp options compare favorably in terms of price. 91% of respondents felt that prices were "Much More Reasonable" or "As Reasonable" as competitors in terms of price.

Summer Camp Price Comparison with Competitors



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 2.8% decrease in operating cost over that of the FY14 budget.
- 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 \$7,183 to cover the utility costs for the 105 Everett Street building and \$8,081 to pay for the upkeep of the restroom facilities at the Rideout Playground.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 84,351	\$ 83,115	\$ 88,262	\$ 90,192
Other Funds	\$ 24,833	\$ 20,929	\$ 24,455	\$ 19,388
Total Expenditures	\$ 109,184	\$ 104,044	\$ 112,717	\$ 109,580

Description:

The Hunt Recreation Center houses the Recreation Department’s main 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 small 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, aerobics, and “Saturday Night Live” dances for middle school students. The Center is also home for the Department’s Grades 3-to-6 after-school childcare 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 27

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 42,150	\$ 43,104	\$ 45,168	\$ 45,582	\$ 45,582
Purchased Services	38,961	43,164	43,465	43,484	43,484
Supplies	5,839	3,906	10,250	5,250	5,250
Rideout Fieldhouse	7,746	6,687	7,733	8,081	8,081
105 Everett Street	5,263	6,994	6,101	7,183	7,183
Capital Outlay	9,225	188	-	-	-
Totals	\$ 109,184	\$ 104,044	\$ 112,717	\$ 109,580	\$ 109,580

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 88,262	78.30%	\$ 90,192	82.31%	2.19%
Recreation Fund	24,455	21.70%	19,388	17.69%	-20.72%
Totals	\$ 112,717	100.00%	\$ 109,580	100.00%	-2.78%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
N-1	Emerson Track	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 45,168	1.00	\$ 45,582
	Total	1.00 FTEs	\$ 45,168	1.00 FTEs	\$ 45,582

Utility Performance Information						
Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 13,884	\$ 16,714	\$ 13,583	\$ 17,028	1.338	7.352
Natural Gas	7,563	10,316	9,936	10,212	0.826	0.474
Water	767	868	1,202	881	0.070	0.014
Sewer	1,721	1,739	2,789	2,077	0.139	0.014

The Hunt Gym has a square footage of 631 and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

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 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 20.8% decrease in operating cost over that of the FY14 budget.
- The decrease is a result of hiring a new custodian at a lower wage than the previous custodian. In addition funding for the part-time custodian has been eliminated and has been replaced by overtime work by the full time custodian.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 135,284	\$ 137,753	\$ 144,945	\$ 116,853
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 135,284	\$ 137,753	\$ 144,945	\$ 116,853

Description:

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

HWCC was also used during the evenings and on the weekends by many different Town departments, non-profit groups and private individuals. In FY13 income from rent for use of HWCC totaled \$15,698.50. The building fills an important need in the community for small to medium-sized meeting spaces with adequate parking.

A grant from the Sawyer Trust made it possible to replace the boiler in the facility with a much more energy efficient model in the Fall of 2012.

During FY14 the parking lot lights will be replaced with LEDs and should result in significant energy savings. Funding from the Sawyer Trust also made this project possible.

Utility Performance Information

Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$ 20,554	\$ 17,631	\$ 21,291	\$ 19,079	1.229	8.240
Natural Gas	11,258	14,274	18,473	14,766	0.995	0.677
Water	538	611	559	588	0.043	0.009
Sewer	1,118	1,299	1,298	1,385	0.091	0.009

The Harvey Wheeler Center has a square footage of 14,350 and is used on weekdays, weekends and evenings. Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Harvey Wheeler Community Center

Item 28

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 65,491	\$ 63,519	\$ 68,262	\$ 45,678	\$ 44,478
Purchased Services	47,764	48,608	60,548	56,775	56,775
Supplies	5,029	3,126	6,135	5,600	5,600
Other Charges	-	-	-	-	-
Capital Outlay	17,000	22,500	10,000	10,000	10,000
Totals	<u>\$ 135,284</u>	<u>\$ 137,753</u>	<u>\$ 144,945</u>	<u>\$ 118,053</u>	<u>\$ 116,853</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 144,945	100.00%	\$ 116,853	100.00%	-19.38%
Totals	<u>\$ 144,945</u>	100.00%	<u>\$ 116,853</u>	100.00%	-19.38%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
O-1	HWCC Building Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000
	Totals	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 50,551	1.00	\$ 38,378
	Sub Total	<u>1.00 FTEs</u>	<u>\$ 50,551</u>	<u>1.00 FTEs</u>	<u>\$ 38,378</u>
5115	Part-Time Custodian	808 hrs.	13,332	0 hrs.	\$0
5115	Electrician	50 hrs.	2,200	50 hrs.	\$2,500
5130	Overtime	60 hrs.	2,179	120 hrs.	\$3,600
	Total	<u>1.41 FTEs</u>	<u>\$ 66,062</u>	<u>1.02 FTEs</u>	<u>\$ 44,478</u>

Mission Statement:

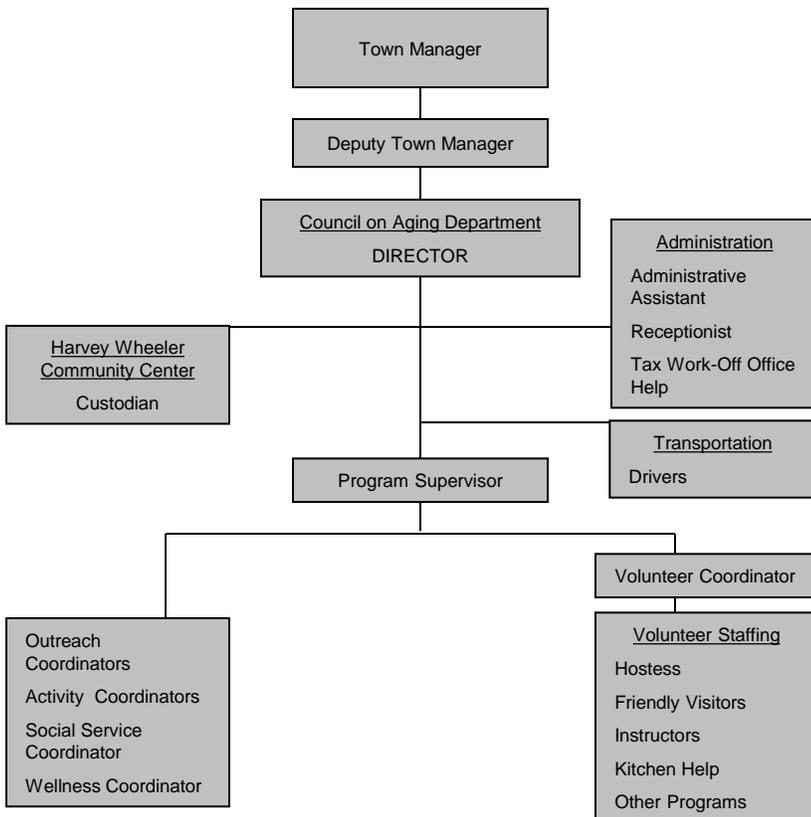
The mission of the Council on Aging is to assist Concord citizens over the age of 60 in maintaining their dignity, self-esteem, independence, and ability to participate in the community.

Budget Highlights:

- This budget represents a 6.9% increase in operating cost from that of the FY14 budget.
- The State Formula Grant for FY 2015 is expected to be \$36,921, which provides funding for the following positions: Wellness Coordinator, Two Activity Coordinators and an Outreach Coordinator
- An anticipated gift from the Community Chest of \$30,672 will be used to fund or partially fund the Outreach Coordinator Social Service Coordinator and Volunteer Coordinator.
- An increase of \$9,984 was requested to increase one of the Outreach Coordinator positions from 19 to 30 hours per week
- The van driver budget was increased to fund a small wage increase and to allow for some additional driver time.
- Additional assistance for programs, events, and materials is provided on a case by case basis by the Concord Friends of the Aging.
- A gift of the estate of John Florio contributes \$13,312 for the services of an Outreach Coordinator.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 230,528	\$ 262,293	\$ 284,812	\$ 303,946
Other Funds	\$ 52,409	\$ 56,427	\$ 75,343	\$ 80,905
Total Expenditures	\$ 282,937	\$ 318,720	\$ 360,155	\$ 384,851



Description:

The Council on Aging (COA) 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. The COA also cooperates with other local and regional elder service providers to ensure the well being of elders in Concord.

HUMAN SERVICES: Council on Aging

Item 29

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$230,013.11	\$265,926.06	\$ 325,896	\$ 357,109	\$ 348,757
Purchased Services	14,550	18,409	17,015	18,140	18,140
Supplies	8,559	8,634	13,443	13,829	13,829
Other Charges	1,758	2,752	3,801	4,125	4,125
Capital Outlay	28,056	23,000	-	-	-
Totals	\$ 282,937	\$ 318,720	\$ 360,155	\$ 393,203	\$ 384,851

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 284,812	79.08%	\$ 303,946	78.98%	6.72%
EOEA Grant	32,243	8.95%	36,921	9.59%	14.51%
Friends of the Aging	-	0.00%	-	0.00%	N/A
Community Chest Gift	27,600	7.66%	30,672	7.97%	11.13%
Florio Gift	15,500	4.30%	13,312	3.46%	N/A
Totals	\$ 360,155	100.00%	\$ 384,851	100.00%	6.86%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Council on Aging Director	1.00	\$ 70,517	1.00	\$ 70,517
	COA Program Supervisor	1.00	52,146	1.00	52,146
	Administrative Assistant	0.88	43,689	0.88	43,739
	Receptionist / Clerk	1.00	34,786	1.00	34,787
	Sub Total	<u>3.88 FTEs</u>	\$ 201,138	<u>3.88 FTEs</u>	\$ 201,189
5115	Van Drivers	2656 hrs.	33,200	2988 hrs.	\$38,844
	Wellness Clinic Coordinator	588 hrs.	10,143	550 hrs.	\$9,900
	Activity Coordinator	950 hrs.	12,350	1274 hrs.	\$17,037
	Outreach Coordinators	2888 hrs.	\$43,325	3654 hrs.	\$58,464
	Social Services Coordinator	500 hrs.	12,500	400 hrs.	\$10,000
	Volunteer Coordinator	800 hrs.	11,200	800 hrs.	\$11,200
5130	Overtime	60 hrs.	2,040	60 hrs.	\$2,123
	Total	<u>7.89 FTEs</u>	\$ 325,896	<u>8.50 FTEs</u>	\$ 348,757

Program Implementation

The FY15 budget recommendation provides funding to cover 5 full-time positions, 6 part time positions, 8 part time van drivers and the associated supplies and purchased services.

According to the January 2013 Town Census, there are 4,453 Concord residents over the age of 60 representing approximately 28% of the total population of Concord. 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.

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 might be concerned about their aging parents.

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

The Wellness team offers many programs 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. The van service provides rides for medical appointments, shopping and other needed errands.

We maintain a well stocked “lending closet” for durable medical equipment, which is offered free of charge.

The COA depends on the assistance and support of many community volunteers and encourages residents who might be interested and available to help to be in touch.

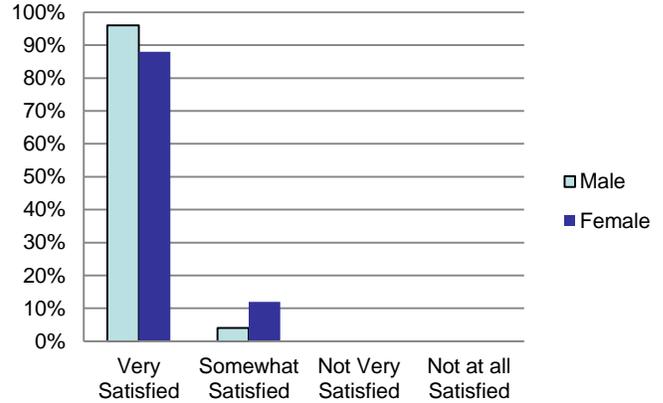
Goal: To have a dedicated staff to support the community's seniors

Objective: To have a positive survey response about the quality of staff for the COA

Measure: 2013 COA Fall Survey*

Notes: Seniors were very satisfied with COA's staff. Many of the comments reflected how the staff is always available and able to help them with their needs.

Staff Satisfaction by Gender



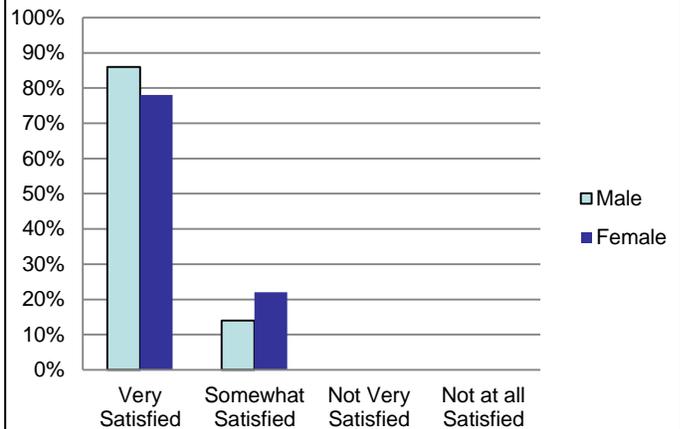
Goal: To provide a broad range of activities that cater to the desires of the seniors

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

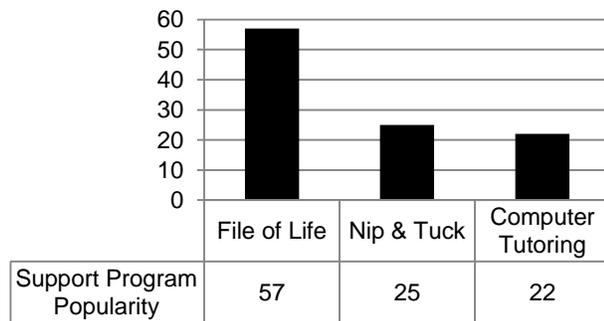


Goal: To provide support programs and social activities that are desired by the seniors

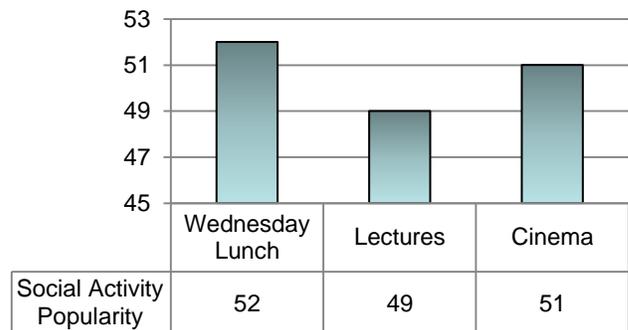
Measure: 2013 COA Fall Survey*

Notes: The "File of Life" is a magnetized card that seniors have that contains their medical information in case of emergency, computer tutoring, and "Nip & Tuck" which a volunteer seamstress helps mend clothes of seniors were the most popular programs according to the survey. Popular social activities included COA cinema, lectures, and Wednesday Lunch where seniors gather for a quality meal at Harvey Wheeler Community Center.

Support Program Popularity



Social Activity Popularity



*The COA performance page & graphs are based off of the 2013 COA Fall Survey in which 108 seniors responded.

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 dependants.

Budget Highlights:

- This budget represents a 21.3% increase in operating cost from that of the FY14 budget.
- The increase is a result of the expected cost of providing benefits to additional eligible residents.
- The benefits portion of this account reflects seven qualifying residents receiving monetary benefits as of December, 2013, with a small contingency included to address the ever-present possibility of a mid-year addition of another qualifying resident.
- 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

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 28,031	\$ 42,624	\$ 45,971	\$ 55,771
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 28,031	\$ 42,624	\$ 45,971	\$ 55,771

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 75% 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 30

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 18,715	\$ 19,110	\$ 19,184	\$ 19,184	\$ 19,184
Purchased Services	1,287	1,315	1,500	1,500	1,500
Supplies	563	580	662	662	662
Other Charges	513	323	625	625	625
Sub Total	\$ 21,078	\$ 21,328	\$ 21,971	\$ 21,971	\$ 21,971
<u>Veterans Benefits</u>					
Other Charges	\$ 6,953	\$ 21,296	\$ 24,000	\$ 33,800	\$ 33,800
Totals	\$ 28,031	\$ 42,624	\$ 45,971	\$ 55,771	\$ 55,771

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 45,971	100.00%	\$ 55,771	100.00%	21.32%
Totals	\$ 45,971	100.00%	\$ 55,771	100.00%	21.32%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	783 hrs.	19,184	783 hrs.	19,184
	Total	0.38 FTEs	\$ 19,184	0.38 FTEs	\$ 19,184

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 approximately no change in operating cost from that of the FY14 budget.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,506, calculated based upon prior years’ experience as well as FY15 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. This line remains at \$2,500.

Expenditure Summary

	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 23,539	\$ 23,569	\$ 23,800	\$ 24,006
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,539	\$ 23,569	\$ 23,800	\$ 24,006

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 31

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 21,612	\$ 22,494	\$ 21,300	\$ 21,506	\$ 21,506
Memorial Day Flags	1,411	1,071	1,500	1,500	1,500
Street Flags	517	3	1,000	1,000	1,000
Totals	<u>\$ 23,539</u>	<u>\$ 23,569</u>	<u>\$ 23,800</u>	<u>\$ 24,006</u>	<u>\$ 24,006</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 23,800	100.00%	\$ 24,006	100.00%	0.87%
Totals	<u>\$ 23,800</u>	100.00%	<u>\$ 24,006</u>	100.00%	0.87%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

Mission Statement:

The purpose of this funding is to provide for the costs of operating and maintaining the Visitors Center and Restroom in an efficient and cost-effective manner, to provide free public restroom service in the same manner, and to provide space for an information services program.

Budget Highlights:

- This budget represents a 1.9% increase in operating cost from that of the FY14 budget.
- Daily restroom cleaning of this highly used facility remains a high priority, with cleaning costs split between part-time staff custodial costs (weekends) and contract cleaning (weekdays).
- Custodial supplies also remain a significant portion of this account.

Expenditure Summary

	FY13 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed
General Fund	\$ 23,080	\$ 17,605	\$ 24,447	\$ 24,924
Other Funds	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 23,080	\$ 17,605	\$ 24,447	\$ 24,924

Description:

This account provides for utility costs, daily restroom cleaning expenses, and building maintenance expenditures for the Visitors' Center/Public Restroom Facility located on Main Street. The Concord Chamber of Commerce is currently a tenant in the Visitors' Center portion of the building, in the second year of a 10-year lease, managing the information center service. The Chamber compensates the Town for a proportionate share of natural gas and electric costs for the building and is responsible for cleaning costs within its occupied space. Care and maintenance of the facility is coordinated by the Deputy Town Manager. The public restrooms are open 365 days-a-year and are cleaned and re-stocked with supplies at least once each day.

Utility Performance Information

Utility	Cost				Efficiency	
	FY12 Actual	FY13 Actual	FY14 Budgeted	FY15 Proposed	FY13 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$1,059	\$1,223	\$1,337	\$1,313	1.092	6.054
Natural Gas	\$1,110	\$1,360	\$999	\$911	1.214	0.655
Water	\$291	\$505	\$586	\$556	0.451	0.108
Sewer	\$662	\$1,167	\$1,359	\$1,310	1.042	0.108

The Visitors Center has a square footage of 1,120 and is used daily.

Units are defined as follows: Electricity (kWhs), Natural Gas (Therms), Water and Sewer (100 Cubic Feet).

HUMAN SERVICES: Visitors Center Restroom

Item 32

Expenditure Detail					
	Previous Fiscal Years			FY15 Proposed	
	FY12 Actual	FY13 Actual	FY14 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 3,504	\$ 3,208	\$ 3,915	\$ 3,915	\$ 3,915
Purchased Service	13,235	9,645	15,082	15,559	15,559
Supplies	1,930	4,329	2,950	2,950	2,950
Other Charges and Expenses	-	-	-	-	-
Capital Outlay	4,412	424	2,500	5,000	2,500
Totals	<u>\$ 23,081</u>	<u>\$ 17,605</u>	<u>\$ 24,447</u>	<u>\$ 27,424</u>	<u>\$ 24,924</u>

Funding Plan					
	FY14 Budgeted	% of Budget	FY15 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 24,447	100.00%	\$ 24,924	100.00%	1.95%
Totals	<u>\$ 24,447</u>	100.00%	<u>\$ 24,924</u>	100.00%	1.95%

Capital Outlay Plan							
Ref. #	Description	FY14 Budgeted	FY15 Proposed	FY16 Proposed	FY17 Proposed	FY18 Proposed	FY19 Proposed
A-4	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Totals	<u>\$ 2,500</u>					

Personnel Services Summary					
		FY14 Budgeted		FY15 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Limited Status (custodian)	261 hrs.	\$ 3,915	261 hrs.	\$ 3,915
5130	Overtime (custodian)	0 hrs.	-	0 hrs.	-
	Total	<u>0.13 FTEs</u>	<u>\$ 3,915</u>	<u>0.13 FTEs</u>	<u>\$ 3,915</u>