

Mission Statement:

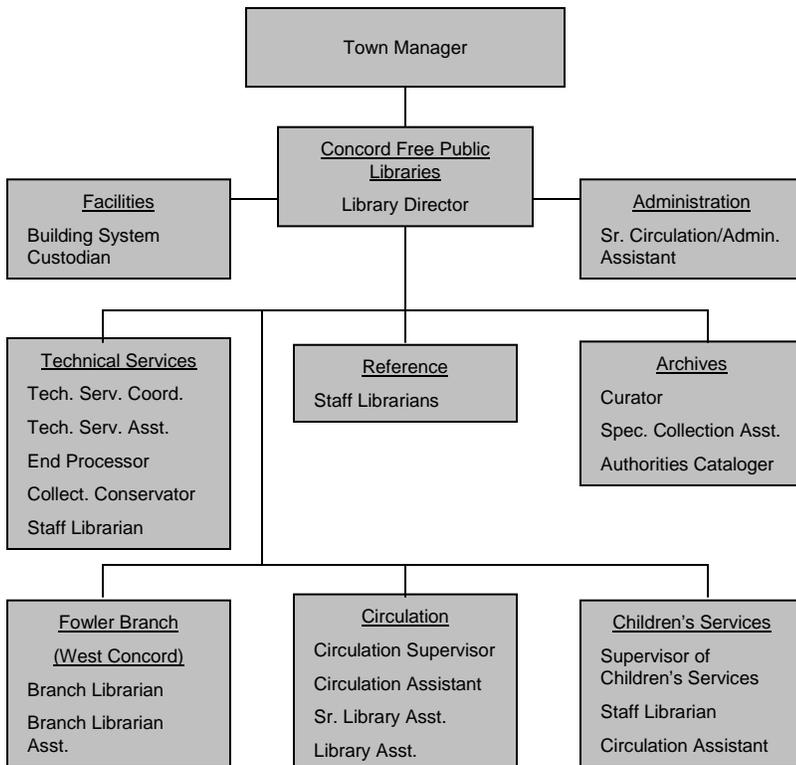
The mission of the Library is to serve as an access point to a broad spectrum of information, ideas, and recreational materials for all in the community.

Budget Highlights:

- This budget represents a 3.9% decrease in operating cost from that of the FY10 budget.
- In FY11, the Assistant Library Director position will remain vacant in order to allocate funding for the Head of Reference and staff reference librarian positions. There is no change in Library FTEs.
- Funding for Library books and materials (\$105,000) represents a 30% decrease over FY10, which is offset by a one time increase in the Library Corporation's contribution to the library book and material line by \$50,000.
- The budget also includes funding for computer equipment (\$10,000) at the FY10 level.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 1,648,549	\$ 1,757,070	\$ 1,781,235	\$ 1,711,379
Other Funds	\$ 14,000	\$ 14,000	\$ 17,309	\$ 17,309
<b>Total Expenditures</b>	<b>\$ 1,662,549</b>	<b>\$ 1,771,070</b>	<b>\$ 1,798,544</b>	<b>\$ 1,728,688</b>



Description:

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

In the spring of 2010, a major renovation and repair of the Fowler Branch Library is scheduled, which will maintain the historical detail of the original design while bringing all systems and all building access up-to-code, and more than doubling the library's service area. Funding for the project has been raised primarily from private contributions.

The Trustees of the Concord Free Public Library Corporation own the building and grounds, and are responsible for all maintenance and capital improvements. The Library Director oversees the budget of the Library Corporation. The Town budget funds the staffing and operations of the library.

**HUMAN SERVICES: Library**

**Item 25**

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,233,761	\$ 1,356,772	\$ 1,397,273	\$ 1,420,469	\$ 1,384,873
Purchased Services	104,169	112,105	101,240	95,930	95,930
Supplies	165,452	155,290	150,550	150,550	105,550
Other Charges	3,294	7,216	4,900	4,900	4,900
Capital Outlay	31,455	13,327	10,000	21,600	10,000
Library Corp. Costs	124,420	126,359	134,581	127,435	127,435
<b>Totals</b>	<b>\$ 1,662,549</b>	<b>\$ 1,771,070</b>	<b>\$ 1,798,544</b>	<b>\$ 1,820,884</b>	<b>\$ 1,728,688</b>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 1,781,235	99.04%	\$ 1,711,379	99.00%	-3.92%
Library Corporation	3,309	0.18%	3,309	0.19%	0.00%
State Aid	14,000	0.78%	14,000	0.81%	0.00%
<b>Totals</b>	<b>\$ 1,798,544</b>	<b>100.00%</b>	<b>\$ 1,728,688</b>	<b>100.00%</b>	<b>-3.88%</b>

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
M-1	Computer Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 10,000</b>					

Utility Performance Information						
Utility	Cost				Efficiency	
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed	FY09 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity (Main)	\$55,227	\$54,249	\$63,390	\$60,540	1.130	8.623
Electricity (Fowler)	\$7,946	\$7,658	\$8,603	\$5,140	1.532	8.640
Natural Gas (Main)	\$24,335	\$21,398	\$27,993	\$22,755	0.446	0.297
Natural Gas (Fowler)	\$5,521	\$5,689	\$6,972	\$4,340	1.138	0.704
Water	\$1,723	\$1,735	\$1,698	\$1,744	0.036	0.008
Sewer	\$3,675	\$3,765	\$3,732	\$3,916	0.078	0.008

The Library has a square footage of 48,000 (Main) and 5,000 (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**

<b>Personnel Services Summary</b>					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Library Director	1.00	\$ 91,494	1.00	\$ 94,500
	Assistant Library Director	1.00	-	0.00	-
	Technical Services Coordinator	1.00	77,646	1.00	77,012
	Curator	1.00	74,936	1.00	74,936
	Supervisor of Children's Services	1.00	74,341	1.00	74,341
	Circulation Supervisor	1.00	65,656	1.00	65,656
	Head of Adult Services	0.00	-	1.00	70,465
	Staff Librarian	3.55	246,412	2.80	175,947
	Staff Librarian (Ref. Lib.)	0.00	-	0.75	44,397
	Technical Services Assistant	1.88	89,929	1.88	89,929
	Sr. Circulation/Admin. Asst.	1.00	52,931	1.00	52,931
	Circulation Assistant	1.95	81,257	1.88	81,257
	Building Systems Custodian	1.00	43,774	1.00	43,869
	Building Maintenance Custodian	1.00	7,746	0.00	-
	Sub Total	<u>16.38 FTEs</u>	<u>\$ 906,122</u>	<u>15.30 FTEs</u>	<u>\$ 945,240</u>
5112	Branch Librarian	1.35	\$ 100,378	1.35	\$ 100,379
	Special Collections Assistant	0.50	25,381	0.50	25,381
	Sr. Library Assistant	1.18	58,000	1.18	58,000
	Branch Library Assistant	0.75	36,243	0.75	36,253
	Library Assistant	2.74	65,690	1.71	65,716
	Sub Total	<u>6.52 FTEs</u>	<u>\$ 285,692</u>	<u>5.49 FTEs</u>	<u>\$ 285,729</u>
5115	Circulation Assistant	0 hrs.	\$ 3,412	157 hrs.	\$ 3,345
	Library Assistant	0 hrs.	35,760	2150 hrs.	35,862
	Authorities Cataloguer	783 hrs.	18,134	783 hrs.	18,134
	Reference Librarian	0 hrs.	44,397	0 hrs.	-
	Librarian	1462 hrs.	33,612	1462 hrs.	33,612
	Maintenance Custodian	522 hrs.	9,519	522 hrs.	9,519
	Collections Conservator	940 hrs.	19,224	940 hrs.	19,224
	End Processor	940 hrs.	12,132	940 hrs.	12,132
	Prof. Project Specialist	365 hrs.	9,250	365 hrs.	9,250
	Library Page	1103 hrs.	8,826	1103 hrs.	8,826
	Sub Total	<u>2.93 FTEs</u>	<u>\$ 194,266</u>	<u>4.03 FTEs</u>	<u>\$ 149,904</u>
5130	Custodial Overtime	94 hrs.	2500	94 hrs.	2500
5171	Tuition Reimbursement	N/A	1500	N/A	1500
	Vacancy Savings	N/A	\$ 7,193	N/A	0
	Total	<u>25.83 FTEs</u>	<u>\$ 1,397,273</u>	<u>24.81 FTEs</u>	<u>\$ 1,384,873</u>

**Program Implementation**

An amount of \$48,400 is budgeted in FY11 under Purchased Services for the cost of the Minuteman Library Network. This represents a 9% decrease over FY10 due to a Network revised formula for calculating those fees. The Purchased Services budget also includes \$9,000 for computer equipment maintenance, \$5,000 for the Oral History Program and \$33,530 for outsourced cleaning services.

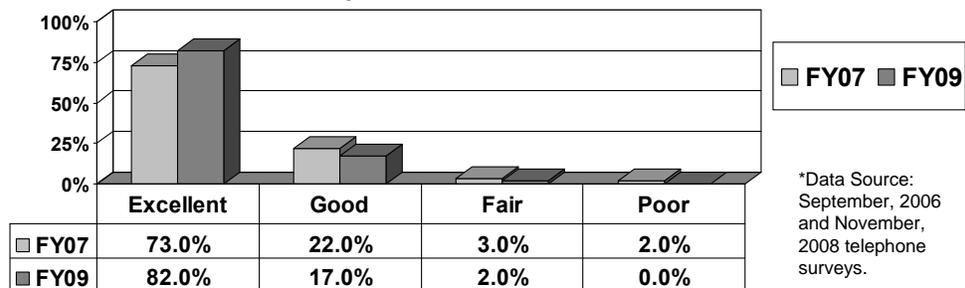
The FY11 budget provides \$105,000 for books and materials. With additional allocations from the Library Corporation of approximately \$125,000, and contributions from the Friends of the Library of about \$13,500, the total resources available for books and materials is projected to be \$243,500. This represents a 2% increase over FY10.

In accordance with the terms of a 1987 agreement between the Board of Selectmen and the Library Corporation, the Town took responsibility for paying certain building operating costs, including the cost for all utilities, telephone, printing, and office supplies. Electricity (\$65,680), natural gas (\$27,095), telephone (\$10,000), and office supplies (\$15,000) comprise the bulk of these costs, which in total are projected at \$127,435. This represents a drop of \$7,146 from FY10 budgeted levels, due primarily to more efficient budgeting for electricity, and the Library Corporation's assumption of electricity and utility costs at the Fowler Branch during the upcoming renovation.

As a partial offset to these expenses, the 1987 agreement provided for "late fines" previously retained by the Corporation to be instead allocated to the General Fund. In FY09, Library fines totaled nearly \$45,000.

In addition to the funds appropriated by the Town, the library also is supported by grant funds, private contributions, and the Library Corporation. The Library Corporation supplements the library's operating budget with approximately \$200,000 of additional funding. Total FY11 resources from the Town budget and the Library Corporation together are estimated to be about \$1.95 million.

**Overall Quality of the Concord Libraries**

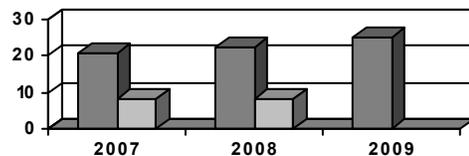


**Discussion:** The vast majority of respondents from the latest resident survey had a positive view of the quality of Concord's Public Libraries , with over 80% describing the quality as "Excellent."

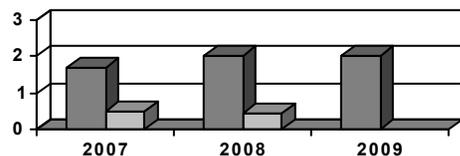
**Attendance per Capita** ■ Concord Actual  
■ Statewide Median



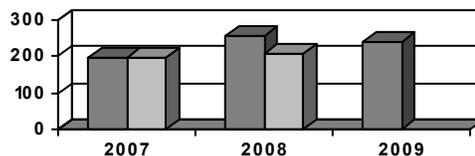
**Direct Circulation per Capita** ■ Concord Actual  
■ Statewide Median



**Reference Transactions per Capita** ■ Concord Actual  
■ Statewide Median



**Programs** ■ Concord Actual  
■ Statewide Median



**Discussion:** The Concord Library provides services that are utilized by the community at levels well above those typical for the State.

**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.

**Budget Highlights:**

- This budget represents a 0.4% decrease in operating cost from that of the FY10 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.
- In FY11, an amount of \$10,598 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.

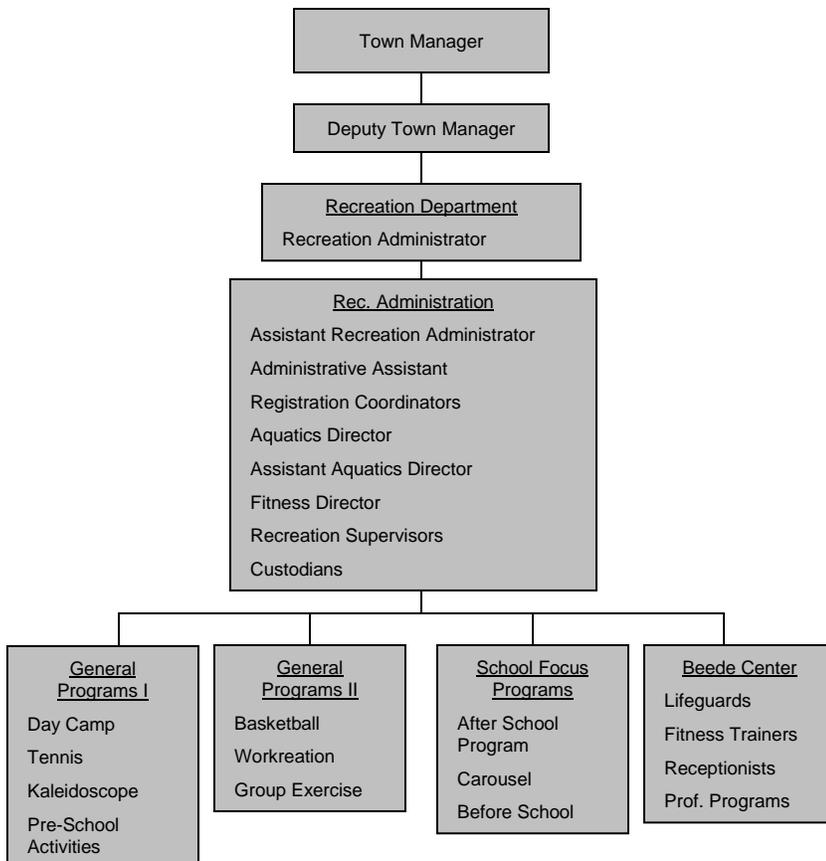
**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 87,320	\$ 95,219	\$ 97,538	\$ 86,940
Other Funds	\$ 1,388,363	\$ 1,467,667	\$ 1,330,369	\$ 1,335,913
<b>Total Expenditures</b>	<b>\$ 1,475,683</b>	<b>\$ 1,562,886</b>	<b>\$ 1,427,907</b>	<b>\$ 1,422,853</b>

**Description:**

The Recreation Department provides activities that are designed to meet the year-round recreational interests of the community. Seventy employees serve program participants in the fall, winter, and spring, while 90 work in the summer. Approximately 80 work at the Beede Swim & Fitness Center. The Department's services are grouped into four major categories:

- Child Care Programs
- Summer Activities
- Sports Activities
- Swim & Fitness Center



**HUMAN SERVICES: Recreation Administration**

**Item 26**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 1,258,977	\$ 1,277,973	\$ 1,340,345	\$ 1,335,402	\$ 1,335,402
Purchased Services	128,943	181,043	37,248	37,248	37,248
Supplies	26,618	23,451	5,850	5,850	5,850
Other Charges	473	379	-	-	-
Capital Outlay	3,640	27,614	-	-	-
Rec. Fund Contribution	57,033	52,426	44,464	44,482	44,353
Totals	<u>\$ 1,475,683</u>	<u>\$ 1,562,886</u>	<u>\$ 1,427,907</u>	<u>\$ 1,422,982</u>	<u>\$ 1,422,853</u>

<b>Funding Plan</b>					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 97,538	6.83%	\$ 86,940	6.11%	-10.87%
Recreation Fund	1,330,369	93.17%	1,325,315	93.14%	-0.38%
Swim and Fitness Fund	-	0.00%	10,598	0.74%	N/A
Totals	<u>\$ 1,427,907</u>	100.00%	<u>\$ 1,422,853</u>	100.00%	-0.35%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	<u>\$ -</u>					

<b>Personnel Services Summary</b>					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Recreation Director	1.00	\$ 96,338	1.00	\$ 96,338
5157	Car Allowance	N/A	1,200	N/A	1,200
	General Fund Sub Total	<u>1.00 FTEs</u>	<u>\$ 97,538</u>	<u>1.00 FTEs</u>	<u>\$ 97,538</u>
5111	Assistant Recreation Director	1.00	75,467	1.00	75,467
	Recreation Supervisor	3.00	142,808	2.90	137,865
	Senior Administrative Assistant	1.00	57,066	1.00	57,066
5112	Recreation Clerk	0.56	20,014	0.56	20,014
	Sub Total	<u>5.56 FTEs</u>	<u>\$ 275,341</u>	<u>5.46 FTEs</u>	<u>\$ 270,398</u>
X	Other Rec. Fund Personnel Costs	39486 hrs.	966,466	39486 hrs.	966,466
5157	Car Allowance	N/A	1,000	N/A	1,000
	Sub Total	<u>18.91 FTEs</u>	<u>\$ 967,466</u>	<u>18.91 FTEs</u>	<u>\$ 967,466</u>
	Recreation Fund Sub Total	<u>24.47 FTEs</u>	<u>\$ 1,242,807</u>	<u>24.37 FTEs</u>	<u>\$ 1,237,864</u>
	Total	<u>25.47 FTEs</u>	<u>\$ 1,340,345</u>	<u>25.37 FTEs</u>	<u>\$ 1,335,402</u>

**Program Implementation**

In calendar year 2009, the Recreation Department served over 10,000 participants and had total program revenues of \$3.5 million (\$1.5 million in various program fees and \$2 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 FY11 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 scholarship program, which averages \$100,000 in support of Concord families that otherwise would no 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.

**Recreation Administration Programs**

**Program 1 – Recreation Administration Operations:**

**Objective:** To manage the Recreation Department in an efficient and effective manner.

**Performance Measure 1: Summer Activities**

The goal of the Recreation Department is to meet the recreation interests of the community by offering a variety of financially self-supporting activities. In pursuit of this goal, the Department offers an array of programs, camps and clinics during the summer season.

The most significant program the Department offers during the summer is the Day Camp, which averages 200+ children each day and relies on a support staff of over 75 employees.

<b>2009 Summer Service Level</b>				
<b>Activity</b>	<b>Participants</b>	<b>Revenue</b>	<b>Expenses</b>	<b>Net</b>
Baseball Clinic	20	3,325	2,826	499
Basketball Clinics	32	4,658	3,726	1,932
Extended Day AM/PM	315	16,458	10,600	5,858
Post Camp	34	11,400	8,450	2,950
Kaleidoscope/PreSchool Adv.	110	20,145	21,025	(800)
Ultimate Frisbee/Disc Sports	32	8,086	6,265	1,821
Brine Lacrosse	140	14,990	14,990	-0-
Theatre Camps (2)	80	16,875	14,343	2,532
Tennis Clinic	64	14,037	11,932	2,105
Workreation	207	31,720	24,000	7,720
Middle School Camp	37	4,828	4,828	-0-
Swim Programs				
Swim Lessons (Children's Center)	183	14,990	14,990	-0-
Family Swim	176	7,626	7,626	-0-
Adult Programs				
Group Exercise (June-August)	121	11,384	11,384	-0-
Minuteman Road Race	386	7,700	6,301	1,399
Concord Open				
Concord Open - 2009	104	84,200	72,200	12,000
Day Camp				
Day Camp - 2009	813	324,266	312,202	12,064

**Mission Statement:**

The purpose of this funding is to provide for the costs of operating and maintaining the Hunt Recreation Center and 105 Everett Street 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 1.1% decrease in operating cost from that of the FY10 budget.
- The decrease in this FY11 budget is primarily due to the reduced cost for natural gas, as a result of a new lower contracted unit price.
- 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 includes \$6,702 of funding for utilities at the 105 Everett Street building.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 86,686	\$ 112,553	\$ 76,281	\$ 75,173
Other Funds	\$ 33,978	\$ 32,700	\$ 24,700	\$ 24,730
<b>Total Expenditures</b>	<b>\$ 120,664</b>	<b>\$ 145,253</b>	<b>\$ 100,981</b>	<b>\$ 99,903</b>

**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 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 2008), and playground equipment which was completed in April 2009. The center also contains the public restroom for Emerson Playground.

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: toddler gym classes, 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			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 39,318	\$ 41,387	\$ 39,276	\$ 39,276	\$ 39,276
Purchased Services	41,475	40,241	43,424	41,725	41,725
Supplies	6,072	4,474	12,000	12,200	12,200
105 Everett Street	7,920	6,151	6,281	6,702	6,702
Capital Outlay	25,879	53,000	-	-	-
<b>Totals</b>	<b>\$ 120,664</b>	<b>\$ 145,253</b>	<b>\$ 100,981</b>	<b>\$ 99,903</b>	<b>\$ 99,903</b>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 76,281	75.54%	\$ 75,173	75.25%	-1.45%
Recreation Fund	24,700	24.46%	24,730	24.75%	0.12%
<b>Totals</b>	<b>\$ 100,981</b>	<b>100.00%</b>	<b>\$ 99,903</b>	<b>100.00%</b>	<b>-1.07%</b>

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>					

Personnel Services Summary					
Code	Position Title	FY10 Budgeted		FY11 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 39,276	1.00	\$ 39,276
	<b>Total</b>	<b>1.00 FTEs</b>	<b>\$ 39,276</b>	<b>1.00 FTEs</b>	<b>\$ 39,276</b>

Utility Performance Information						
Utility	Cost				Efficiency	
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed	FY09 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$11,642	\$13,359	\$13,000	\$13,621	1.069	8.128
Natural Gas	\$14,272	\$13,214	\$13,884	\$11,310	1.058	0.705
Water	\$1,337	\$1,419	\$1,520	\$1,560	0.114	0.031
Sewer	\$2,862	\$3,090	\$3,320	\$3,504	0.247	0.031

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 the Council on Aging and as general meeting space for other Town departments and community groups.

Budget Highlights:

- This budget represents a 0.2% decrease in operating cost from that of the FY10 budget.
- The total budget decrease of \$237 in this FY10 budget is due in large part to the reduced contracted unit price for the facility's natural gas utility.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 119,849	\$ 125,921	\$ 132,381	\$ 132,144
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 119,849</b>	<b>\$ 125,921</b>	<b>\$ 132,381</b>	<b>\$ 132,144</b>

Description:

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

During calendar year 2009 HWCC was also used during the evenings and on the weekends by over 14 different Town departments, 23 local not-for-profit groups and 6 private individuals. These groups include the Planning Department, Warner's Pond Stewardship Committee, Community Education, Community Chest, Youth Hockey, Concord Minutemen, Minuteman ARC, National Charity League and many more. In 2009, income from rent and donations for use of HWCC totaled \$15,006. This building fills a need in the community for small to medium-sized meeting spaces with adequate parking.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed	FY09 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$16,164	\$16,428	\$19,096	\$18,627	1.145	8.307
Natural Gas	\$21,569	\$23,322	\$24,650	\$25,810	1.625	1.011
Water	\$565	\$534	\$500	\$539	0.037	0.009
Sewer	\$1,128	\$1,064	\$1,067	\$1,186	0.074	0.009

The Harvey Wheeler Center has a square footage of 14,350 and is used on weekdays 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			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 55,096	\$ 57,729	\$ 60,838	\$ 61,709	\$ 61,709
Purchased Services	57,961	56,434	62,141	58,897	58,897
Supplies	3,732	9,150	4,290	6,478	6,478
Other Charges	61	-	112	60	60
Capital Outlay	3,000	2,609	5,000	10,000	5,000
<b>Totals</b>	<b>\$ 119,849</b>	<b>\$ 125,921</b>	<b>\$ 132,381</b>	<b>\$ 137,144</b>	<b>\$ 132,144</b>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 132,381	100.00%	\$ 132,144	100.00%	-0.18%
<b>Totals</b>	<b>\$ 132,381</b>	<b>100.00%</b>	<b>\$ 132,144</b>	<b>100.00%</b>	<b>-0.18%</b>

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
O-1	HWCC Building Improvements	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	<b>Totals</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

Personnel Services Summary					
Code	Position Title	FY10 Budgeted		FY11 Proposed	
		# of Positions	\$ Amount	# of Positions	\$ Amount
5111	Building Maintenance Custodian	1.00	\$ 47,461	1.00	\$ 47,461
	Sub Total	<u>1.00 FTEs</u>	\$ 47,461	<u>1.00 FTEs</u>	\$ 47,461
5115	Part-Time Custodian	783 hrs.	12,137	783 hrs.	\$12,920
5130	Overtime	80 hrs.	1,240	80 hrs.	\$1,328
	<b>Total</b>	<u>1.38 FTEs</u>	<u>\$ 60,838</u>	<u>1.38 FTEs</u>	<u>\$ 61,709</u>

**Mission Statement:**

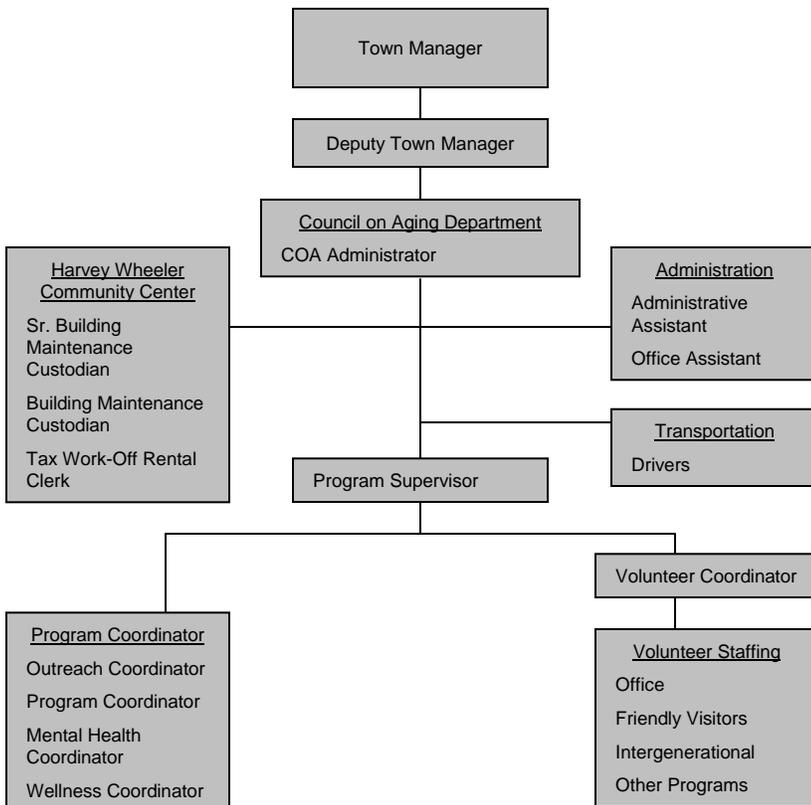
The mission of the Council on Aging is to assist Concord citizens over the age of 60 in maintaining their dignity, self-esteem, independence, and ability to participate in the community.

**Budget Highlights:**

- This budget represents a 1.1% increase in operating cost over that of the FY10 budget.
- The increase is primarily due to greater personnel services expenses as a result of having two part-time administrative assistants be consolidated into one full-time position.
- The State Formula Grant for FY 2011 is expected to be \$25,207.
- This grant partially supports four part-time positions: the Wellness Clinic Coordinator; Program Coordinator; Outreach Coordinator; and the Mental Health Worker.
- The COA continues to be challenged by the growing number of senior citizens in Concord and the increasing referrals for help to frail elders through our Outreach Program.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 211,887	\$ 217,932	\$ 231,586	\$ 234,534
Other Funds	\$ 38,948	\$ 32,063	\$ 35,007	\$ 35,007
<b>Total Expenditures</b>	<b>\$ 250,835</b>	<b>\$ 249,995</b>	<b>\$ 266,593</b>	<b>\$ 269,541</b>



**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 wellbeing of elders in Concord.

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 213,070	\$ 226,465	\$ 237,697	\$ 257,391	\$ 241,791
Purchased Services	21,952	12,127	16,573	14,648	14,648
Supplies	12,456	7,940	9,373	9,114	9,114
Other Charges	3,357	3,463	2,950	3,988	3,988
Capital Outlay	-	-	-	25,000	-
<b>Totals</b>	<b>\$ 250,835</b>	<b>\$ 249,995</b>	<b>\$ 266,593</b>	<b>\$ 310,141</b>	<b>\$ 269,541</b>

<b>Funding Plan</b>					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 231,586	86.87%	\$ 234,534	87.01%	1.27%
EOEA Grant	25,207	9.46%	25,207	9.35%	0.00%
Community Chest Gift	9,800	3.68%	9,800	3.64%	0.00%
<b>Totals</b>	<b>\$ 266,593</b>	<b>100.00%</b>	<b>\$ 269,541</b>	<b>100.00%</b>	<b>1.11%</b>

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Totals</b>	<b>\$ -</b>					

<b>Personnel Services Summary</b>					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5111	COA Administrator	1.00	\$ 69,160	1.00	\$ 69,224
	COA Supervisor	1.00	50,761	1.00	50,761
	Administrative Assistant	1.00	48,088	1.00	52,118
	Sub Total	<u>3.00 FTEs</u>	\$ 168,009	<u>3.00 FTEs</u>	\$ 172,103
5115	Van Drivers	2221 hrs.	18,948	2221 hrs.	18,948
	Office Assistant	726 hrs.	7,623	726 hrs.	7,623
	Wellness Clinic Coordinator	528 hrs.	8,844	528 hrs.	8,844
	Program Coordinator	480 hrs.	4,200	480 hrs.	4,200
	Outreach Coordinator	864 hrs.	10,800	864 hrs.	10,800
	Mental Health Worker	288 hrs.	7,200	288 hrs.	7,200
	Volunteer Coordinator	800 hrs.	10,000	800 hrs.	10,000
5130	Overtime	60 hrs.	2,073	60 hrs.	2,073
	Total	<u>5.83 FTEs</u>	\$ 237,697	<u>5.83 FTEs</u>	\$ 241,791

**Program Implementation**

The FY11 budget recommendation provides funding to cover the full-time positions of the Administrator and COA Program Supervisor; one full time Administrative Assistant; a ten hour-a-week office assistant; pay for 8 Van Drivers who cover 40 hours of van service per week plus special trips and a portion of the COA Outreach Worker's and Volunteer Coordinator's hours.

The State Formula Grant, received from the Office of Elder Affairs (OEA), could be decreased in FY11 due to possible state funding cuts. This Grant provides full or partial funding for the following part-time positions: the Wellness Clinic Coordinator; Program Coordinator; Outreach Coordinator; and the Mental Health Worker. Any remaining grant funds are set-aside for volunteer recruiting, training and recognition.

The FY11 budget anticipates a gift (\$5,000) from the Concord-Carlisle Community Chest (CCCC) to fund half of the Volunteer Coordinator position. The FY11 budget includes \$5,000 in town funding for the Volunteer Coordinator position. A second CCCC gift is being requested in FY11 for 8 hours per week for the Mental Health Worker position.

Funding for the van in FY11 includes \$18,948 for van drivers' wages, \$7,202 for gas, \$255 for tires, and \$4,915 for vehicle maintenance.

**Council on Aging Programs**

**Program 1 – COA Operations:**

**Objective:** To offer COA services effectively and efficiently.

**Performance Measures**

**Sample of the activities provided to seniors:**

- 26,000 phone calls came into the COA office for general information.
- 8,164 round trips were provided on the COA van.
- 1,215 health screenings were provided (blood pressure, blood sugar, cholesterol, etc.).
- 245 flu shots were given.
- 203 outreach clients received 389 home visits..
- A total of 4059 participated in recreational and social activities at the COA.

**Volunteer statistics:**

	2003	2004	2005	2006	2007	2008	2009
Number of Volunteers	165	258	275	320	361	375	350
Hours of Service	8150 hrs.	8528 hrs.	8939 hrs.	9169 hrs.	12,475 hrs.	12,483 hrs.	9,152 hrs.
Value of Hours*	\$125,428	\$131,245	\$142,300	\$160,457	\$225,174	\$225,693	\$178,555

•Value of hours based on the hourly value of \$19.51 established by the Points of Light Foundation.

**A small sample of what COA volunteers do:**

- 4 Income Tax Counselor Volunteers helped over 60 seniors to file their state and federal taxes.
- 8 Volunteer Nurses devoted 393 hours to blood pressure, cholesterol and blood sugar testing for seniors.
- 8 Reception Desk Hosts provided 270 hours
- 6 “Concord on Call” volunteers provided 144 hours running errands for “shut-in” seniors
- 175 “Dream Team” members (youth groups and their leaders) provided 1000 hours of yard work for seniors.

**Satisfaction survey of referral sources for Outreach program:**

- In 2009, the Police and Fire Departments, Emerson Hospital’s Emergency Room, the Housing Authority and local banks and businesses continued to be our most frequent referral sources for Outreach Services.
- These Town departments and organizations have become a major source of referrals to the COA of seniors in trouble. The average number of referrals per group/organization was five (8).
- A recent informal survey of these referral sources showed that 89% of those surveyed felt that the COA’s response was excellent and 11% rated the COA’s response as very good.
- In regards to the outcome of those referrals, those surveyed felt that the COA brought the situation to an excellent end 76% of the time. 18% rated the COA’s intervention as having a very good outcome and 6% fair.

**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 4.6% decrease in operating cost from that of the FY10 budget.
- The benefits portion of this account reflects one qualifying resident currently receiving monetary benefits.
- The small contingency that was included in the benefits line of FY10 budget (\$1,500) to address the possibility of a mid-year addition of another qualifying resident has been cut in order reflect the above mentioned 4.6% decrease.
- Purchased services for this account remain level at \$1,291 for telephone service and telephone maintenance for the Veterans' Agent.
- Funds are allocated for office supplies, gasoline, vehicle supplies, and conference/training expenses.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 31,164	\$ 29,476	\$ 31,668	\$ 30,222
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 31,164</b>	<b>\$ 29,476</b>	<b>\$ 31,668</b>	<b>\$ 30,222</b>

**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.

**HUMAN SERVICES: Veterans Services & Benefits**

**Item 30**

Expenditure Detail					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
<u>Veterans Services</u>					
Personnel Services	\$ 17,589	\$ 18,238	\$ 18,187	\$ 18,189	\$ 18,189
Purchased Services	1,019	1,260	1,291	1,291	1,291
Supplies	191	399	590	517	517
Other Charges	477	130	600	725	725
Sub Total	\$ 19,276	\$ 20,027	\$ 20,668	\$ 20,722	\$ 20,722
<u>Veterans Benefits</u>					
Other Charges	\$ 11,887	\$ 9,449	\$ 11,000	\$ 11,000	\$ 9,500
Totals	\$ 31,164	\$ 29,476	\$ 31,668	\$ 31,722	\$ 30,222

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 31,668	100.00%	\$ 30,222	100.00%	-4.57%
Totals	\$ 31,668	100.00%	\$ 30,222	100.00%	-4.57%

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
	None	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5115	Veterans Service Agent	783 hrs.	18,187	783 hrs.	18,189
	Total	<u>0.38 FTEs</u>	\$ 18,187	<u>0.38 FTEs</u>	\$ 18,189

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 0.7% decrease in operating cost from that of the FY10 budget, with \$1,000 being cut from the Street Flags portion of this account.
- Public safety (police overtime) remains a significant but necessary portion of this account at \$10,033.
- Additional celebration expenses combine to total \$10,950. This includes band and musician fees, honored-citizen related expenses, horse and carriage rentals, and more.
- Flag replacement remains an important element of this account for the annual purchase of Memorial Day flags as well as for maintenance of the street flags which are placed out for various significant days and events during the year. This line has been reduced for FY11 from \$3,500 to \$2,500.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 23,844	\$ 23,855	\$ 23,650	\$ 23,483
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 23,844</b>	<b>\$ 23,855</b>	<b>\$ 23,650</b>	<b>\$ 23,483</b>

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.

**HUMAN SERVICES: Ceremonies & Celebrations**

**Item 31**

<b>Expenditure Detail</b>					
	Previous Fiscal Years			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Public Ceremonies	\$ 20,994	\$ 20,734	\$ 20,150	\$ 20,983	\$ 20,983
Memorial Day Flags	1,832	1,705	1,500	1,500	1,500
Street Flags	1,018	1,416	2,000	2,000	1,000
Totals	<u>\$ 23,844</u>	<u>\$ 23,855</u>	<u>\$ 23,650</u>	<u>\$ 24,483</u>	<u>\$ 23,483</u>

<b>Funding Plan</b>					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 23,650	100.00%	\$ 23,483	100.00%	-0.71%
Totals	<u>\$ 23,650</u>	100.00%	<u>\$ 23,483</u>	100.00%	-0.71%

<b>Capital Outlay Plan</b>							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 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 19.2% decrease in operating cost from that of the FY10 budget.
- In order to accommodate the budget decrease, the Restroom facility will be closed from January 1 through March 15, which is coincidental with the closing of the Visitor Information portion of the facility that is run by the Chamber of Commerce.
- This budget continues to include \$2,000 as payment to the Chamber of Commerce for providing Visitors Center Services.
- Daily restroom cleaning of this highly used facility remains a high priority each day it is open, with cleaning costs split between staff custodial costs for overtime and contract cleaning.
- Custodial supplies also remain a significant portion of this account.

**Expenditure Summary**

	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed
General Fund	\$ 25,890	\$ 25,601	\$ 31,375	\$ 25,818
Other Funds	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 25,890</b>	<b>\$ 25,601</b>	<b>\$ 31,375</b>	<b>\$ 25,818</b>

**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 a tenant in the Visitors' Center portion of the building and manages the information 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 Town Manager's Office. The public restrooms have been open 365 days-a-year since the facility opened, and are cleaned and re-stocked with supplies at least once, but usually twice, each day. In order to accommodate the currently difficult fiscal circumstances, it is proposed that the facility be closed from January 1 through March 15 – which falls within the winter shut-down of the Information Center portion of the facility.

**Utility Performance Information**

Utility	Cost				Efficiency	
	FY08 Actual	FY09 Actual	FY10 Budgeted	FY11 Proposed	FY09 Actual \$/ Sq.Ft.	Units/Sq.Ft.
Electricity	\$1,271	\$1,276	\$1,382	\$1,442	1.139	7.277
Natural Gas	\$1,482	\$1,671	\$1,324	\$1,045	1.492	0.707
Water	\$630	\$487	\$714	\$690	0.435	0.119
Sewer	\$1,349	\$1,057	\$1,570	\$1,551	0.944	0.119

The Visitors Center has a square footage of 1,120 and is used daily. Amounts are for entire building. 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			FY11	
	FY08 Actual	FY09 Actual	FY10 Budgeted	Department Request	Town Manager's Proposed
Personnel Services	\$ 7,288	\$ 6,822	\$ 8,555	\$ 8,556	\$ 7,194
Purchased Service	11,832	9,825	12,970	12,803	10,244
Supplies	2,249	2,954	4,850	4,850	3,880
Other Charges and Expenses	-	-	2,500	2,500	2,000
Capital Outlay	4,521	6,000	2,500	5,000	2,500
<b>Totals</b>	<b>\$ 25,890</b>	<b>\$ 25,601</b>	<b>\$ 31,375</b>	<b>\$ 33,709</b>	<b>\$ 25,818</b>

Funding Plan					
	FY10 Budgeted	% of Budget	FY11 Proposed	% of Budget	% Change in Dollars
General Fund	\$ 31,375	100.00%	\$ 25,818	100.00%	-17.71%
<b>Totals</b>	<b>\$ 31,375</b>	<b>100.00%</b>	<b>\$ 25,818</b>	<b>100.00%</b>	<b>-17.71%</b>

Capital Outlay Plan							
Ref. #	Description	FY10 Budgeted	FY11 Proposed	FY12 Proposed	FY13 Proposed	FY14 Proposed	FY15 Proposed
A-5	Building Improvements	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	<b>Totals</b>	<b>\$ 2,500</b>					

Personnel Services Summary					
		FY10 Budgeted		FY11 Proposed	
Code	Position Title	# of Positions	\$ Amount	# of Positions	\$ Amount
5130	Overtime (custodian)	300 hrs.	8,555	252 hrs.	7,194
	<b>Total</b>		<b>\$ 8,555</b>		<b>\$ 7,194</b>