

2018 OPERATING BUDGET

LEISURE SERVICES

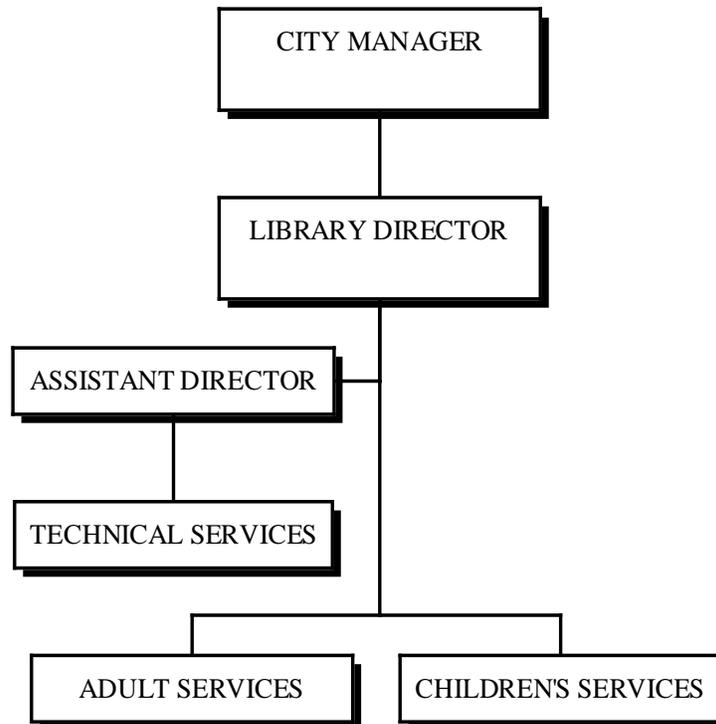
| | 2015 Actual | 2016 Actual | 2017 Budgeted | 2017 Estimated | 2018 Budget |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Library | \$236,162 | \$236,279 | \$234,800 | \$231,800 | \$233,300 |
| Parks & Recreation | \$810,834 | \$728,616 | \$745,258 | \$727,515 | \$700,985 |
| Total Revenue | \$1,046,996 | \$964,895 | \$980,058 | \$959,315 | \$934,285 |
| Expense | | | | | |
| Library | \$1,597,145 | \$1,632,555 | \$1,726,616 | \$1,696,056 | \$1,728,394 |
| Parks & Recreation | \$2,600,379 | \$2,604,504 | \$2,768,157 | \$2,721,254 | \$2,776,734 |
| Total Expense | \$4,197,524 | \$4,237,059 | \$4,494,773 | \$4,417,310 | \$4,505,128 |

LIBRARY

MISSION

To connect individuals with resources in order to enhance lives and build community.

CONCORD PUBLIC LIBRARY ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. The Technical Services Division is responsible for all acquisitions, cataloging and bibliographic control of library collections; Integrated Library Systems (ILS) and online management; processing and repairing of materials; and obtaining interlibrary loan materials for patrons. The Assistant Director helps to manage the day to day operations of the Library and serves as the Interim Director when needed.
2. The Adult Services Division is responsible for all aspects of public service to adult and teen patrons including circulation, reference, technical troubleshooting for the public, readers' advisory, and programming.
3. The Children's Services Division is responsible for selecting all materials for the children's collection, and planning, promoting and providing all children's programming.

2018 OPERATING BUDGET

LIBRARY

BUDGET DETAIL

| | 2015 Actual | 2016 Actual | 2017 Budgeted | 2017 Estimated | 2018 Budget |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Non-Resident Library Fees | \$8,447 | \$6,125 | \$8,000 | \$6,500 | \$7,000 |
| Fines For Overdue Books | \$33,720 | \$35,511 | \$33,000 | \$31,000 | \$32,000 |
| Miscellaneous | \$7,696 | \$8,343 | \$7,500 | \$8,000 | \$8,000 |
| Transfer In-Trust/Library | \$186,300 | \$186,300 | \$186,300 | \$186,300 | \$186,300 |
| Total Revenue | \$236,162 | \$236,279 | \$234,800 | \$231,800 | \$233,300 |
| Expense | | | | | |
| Compensation | \$863,287 | \$910,502 | \$971,561 | \$948,910 | \$999,487 |
| Fringe Benefits | \$317,413 | \$347,562 | \$361,050 | \$327,200 | \$360,967 |
| Outside Services | \$86,769 | \$63,710 | \$63,810 | \$64,361 | \$64,486 |
| Supplies | \$214,909 | \$204,815 | \$222,375 | \$222,375 | \$222,218 |
| Utilities | \$97,136 | \$87,826 | \$88,290 | \$113,680 | \$61,436 |
| Insurance | \$17,630 | \$18,140 | \$19,530 | \$19,530 | \$19,800 |
| Total Expense | \$1,597,145 | \$1,632,555 | \$1,726,616 | \$1,696,056 | \$1,728,394 |

| <u>SERVICE INDICATORS</u> | 2015 <u>Actual</u> | 2016 <u>Actual</u> | 2017 <u>Estimated</u> | 2018 <u>Projected</u> |
|--|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Audio & eBook Downloads | 20,869 | 25,761 | 27,000 | 28,000 |
| 2. Other Items Borrowed | 263,168 | 289,462 | 275,000 | 280,000 |
| 3. Online Services – Catalog Searches | 522,391 | 455,400 | 510,000 | 550,000 |
| 4. Online Services – Database Searches | 603,780 | 611,636 | 700,000 | 720,000 |
| 5. Total Programs, Classes & Events | 350 | 311 | 317 | 320 |
| 6. Attendance of Programs/Classes & Events | 6,589 | 6,728 | 5,758 | 6,000 |
| 7. Research Assistance | 88,465 | 91,026 | 70,000 | 75,000 |
| 8. Volunteer Hours | 3,320 | 2,964 | 1,700 | 1,800 |
| 9. Interlibrary Loans - Lent | 2,768 | 2,781 | 2,732 | 2,800 |
| 10. Interlibrary Loans – Borrowed | 2,918 | 3,246 | 3,210 | 3,300 |
| 11. PC/Internet Use Hours | 41,451 | 24,663 | 33,000 | 35,000 |
| 12. Chromebook Checkouts (started in FY2016) | - | 4,673 | 4,500 | 4,500 |

2018 GOALS

1. Evaluate and implement “Welcome to the Library” marketing to new residents of Concord.
2. Provide more Science Technology Engineering Arts & Mathematics (STEAM) materials for patrons to utilize and design and offer regular STEAM programming.
3. Transition from 3D printer creation for patrons, to educating children how to create their own customized designs.
4. Market and attract new patrons to the library presence in the new community center.
5. Adapt resources in the new community center to fit interests of the Heights community.
6. Develop more community partnerships to enhance and promote our services (i.e. collaborate with local historical society to co-sponsor additional Humanities to Go events, staff become liaisons to important local organizations, etc.).
7. Transition to the new Integrated Library System (ILS) with minimal to no patron interruption in service.

LIBRARY

8. Educate the public on how to navigate the new ILS.

2017 GOALS STATUS

1. Evaluate long term hours of operation and implement potential switch from a three season schedule to a two season schedule.
9-Month Status: The Library is preparing for its first switch to a three month summer schedule on June 1, 2017 through Labor Day. Patrons will have a much easier time keeping track of the Library's hours with only two seasons to consider. The schedule change only affects Saturday and Sunday hours. Monday through Friday will remain the same all year. Summer marketing has begun to let patrons know of the upcoming changes. The new schedule will allow the Library to stay open seven days a week, through May, before changing to a 9:00 AM to 2:00 PM schedule on Saturdays and being closed on Sundays during the summer.
2. Purchase and install new ILS automated system, which includes training of staff.
9-Month Status: The Library has completed the RFP for the new ILS automated system and is currently reviewing the bids. The plan is to interview finalists in May and start the transition to a new ILS over the summer of 2017.
3. Market new ILS system to the public and begin to educate the public and advertise new features.
9-Month Status: Part of the evaluation of the bids is the education and training that the ILS vendors will provide to Library staff, as well as to patrons. Staff will need to be comfortable with the product in order to better educate and promote its features to the public.
4. Develop and implement a library card registration program in cooperation with local schools and their students.
9-Month Status: Library staff regularly visits local schools in the area to sign students up for library cards. By distributing library card registration forms off site at schools, staff can create temporary cards that simply expire if the students fail to come to the library to officially register for a card.
5. Send staff into the community to promote new library card registrations and promote the Library's social media.
9-Month Status: Staff have begun to promote Library services at more events in the community, such as at the Easter Eggstravaganza, Community Conversations with Concord TV, and Concord Reads events outside the Library. The Library has increased its social media presence through Twitter, Facebook, and Instagram.
6. Increase card holders by 7%.
9-Month Status: As of April 1, 2017, Library cardholders have increased by over 20% since July 1, 2016.
7. Evaluate 3D printer implementation as an educational and community building resource for the Library.
9-Month Status: The Library's first 3D printer has been operational in the Children's Department for a few months. Children with library cards can fill out a request form online to have a free 3D item printed with the color of their choosing. The patron is notified once the item is completed. This is the first phase of the Library's 3D programming.
8. Evaluate the potential of tablets being provided and loaned out to families and children.
9-Month Status: In March 2017, the Library began lending out Launch Pad Tablets for the first time to families. With the help of grant money, the Library was able to purchase a dozen tablets that each has a unique set of educational and interactive programs for children to utilize. Tablets may be checked out in the Children's Department for one week at a time.

PARKS & RECREATION

MISSION

To provide diversified recreation programs and year-round activities for people of all ages and abilities.

PARKS & RECREATION DEPARTMENT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Provide quality recreational opportunities in Concord.
2. Manage the scheduling of City parks, the City Auditorium, community pools and community centers.
3. Create seasonal brochures and marketing materials, and handle marketing and registrations for the Department's programs, sports leagues, camps and events.
4. Manage and maintain the Heights Community Center (former Dame School).
5. Maintain all neighborhood parks and cemeteries.
6. Manage and maintain the Beaver Meadow Golf Course.
7. Oversee the fiscal operations of the Department.

2018 OPERATING BUDGET

PARKS & RECREATION

BUDGET DETAIL

| | 2015 Actual | 2016 Actual | 2017 Budgeted | 2017 Estimated | 2018 Budget |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | |
| Recreation Player Fee-Facilities | \$6,112 | \$0 | \$0 | \$0 | \$0 |
| Recreation Player Fee-Parks | \$6,956 | \$5,797 | \$6,230 | \$5,000 | \$6,000 |
| Interment | \$97,660 | \$83,997 | \$92,000 | \$84,610 | \$84,435 |
| Cemetery Maintenance | \$2,416 | \$2,405 | \$3,500 | \$1,740 | \$2,000 |
| Overtime & Supply Charges | \$9,711 | \$8,484 | \$8,320 | \$7,150 | \$8,200 |
| Miscellaneous Services | \$191,943 | \$172,042 | \$182,380 | \$172,690 | \$159,950 |
| Camps | \$121,790 | \$112,261 | \$127,550 | \$111,050 | \$110,970 |
| Aquatics Program | \$27,216 | \$22,489 | \$23,850 | \$32,910 | \$30,150 |
| Lighting Charge | \$3,567 | \$5,795 | \$4,800 | \$3,000 | \$4,000 |
| Building Lease or Rental | \$131,587 | \$107,821 | \$96,900 | \$102,500 | \$90,600 |
| Facility Lease or Rental | \$27,552 | \$34,379 | \$25,828 | \$32,000 | \$33,360 |
| Court Ordered Payments-Cemeteries | \$93 | \$106 | \$0 | \$110 | \$0 |
| Court Ordered Pymnts-Parks & Rec | \$0 | \$0 | \$0 | \$35 | \$0 |
| Music Program Donations | \$546 | \$971 | \$1,100 | \$500 | \$1,000 |
| Contribution-Purchase of Lots | \$23,136 | \$25,836 | \$18,000 | \$20,710 | \$20,820 |
| Contribution-Purchase of Niches | \$0 | \$0 | \$2,000 | \$2,000 | \$2,000 |
| Concession Income | \$3,286 | \$4,119 | \$4,300 | \$2,820 | \$4,000 |
| Miscellaneous | \$36,275 | \$38 | \$0 | \$190 | \$0 |
| Advertising Revenue | \$5,500 | \$5,500 | \$5,500 | \$5,500 | \$5,500 |
| Transfer In-Trust/Capital Reserve | \$0 | \$20,000 | \$0 | \$0 | \$0 |
| Transfer In-Trust/Concord Calvary | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$13,000 |
| Transfer In-Trust/Flowers | \$4,000 | \$8,000 | \$6,000 | \$6,000 | \$5,500 |
| Transfer In-Trust/General Care | \$95,789 | \$92,158 | \$122,000 | \$122,000 | \$118,000 |
| Transfer In-Trust/Shrubs | \$700 | \$1,419 | \$0 | \$0 | \$1,500 |
| Total Revenue | \$810,834 | \$728,616 | \$745,258 | \$727,515 | \$700,985 |
| Expense | | | | | |
| Compensation | \$1,410,085 | \$1,427,274 | \$1,537,694 | \$1,518,296 | \$1,631,925 |
| Fringe Benefits | \$642,935 | \$666,089 | \$683,129 | \$652,381 | \$682,571 |
| Outside Services | \$246,369 | \$245,110 | \$262,010 | \$247,865 | \$214,684 |
| Supplies | \$222,619 | \$187,908 | \$194,154 | \$208,862 | \$187,768 |
| Utilities | \$62,682 | \$64,624 | \$68,190 | \$69,090 | \$30,556 |
| Insurance | \$12,130 | \$12,920 | \$17,280 | \$18,160 | \$17,630 |
| Capital Outlay | \$3,558 | \$579 | \$5,700 | \$6,600 | \$11,600 |
| Total Expense | \$2,600,379 | \$2,604,504 | \$2,768,157 | \$2,721,254 | \$2,776,734 |

2018 OPERATING BUDGET

PARKS & RECREATION

| <u>SERVICE INDICATORS</u> | 2015 <u>Actual</u> | 2016 <u>Actual</u> | 2017 <u>Estimated</u> | 2018 <u>Projected</u> |
|------------------------------------|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Number of pool users | 26,000 | 20,400 | 21,000 | 21,000 |
| 2. Number of program registrations | 4,208 | 4,400 | 4,400 | 4,800 |
| 3. Number of facility reservations | 3,910 | 4,000 | 4,000 | 4,400 |
| 4. Number of burials per year | 215 | 202 | 210 | 210 |

2018 GOALS

1. Manage the successful planning, opening and operation of the new community center on the Heights.
2. Manage capital infrastructure projects, as approved by City Council in the FY 2018 budget.
3. Enhance recreation programs based on residents' interests and requests.
4. Work with community partners to increase the number of community-wide special events hosted in parks and recreation facilities.

2017 GOALS STATUS

1. Increase the number of children taking part in the summer Learn to Swim Program by 15%.
9-Month Status: In 2016 there were 717 participants, a 25% increase over 2015.
2. Enhance recreation programs based on residents' interests and requests.
9-Month Status: The Department added several new programs this past year, including a new session of NFL Flag Football and youth and family rock climbing classes. This past winter the Department partnered with David Chase, the boys' basketball coach at Concord High School, to have his players help coach our younger age group basketball players.
3. Work with community partners to increase the number of events hosted in parks and recreation facilities.
9-Month Status: The Department worked with the Black Ice Pond Hockey Association, Intown Concord, the Concord Rotary Club and many others for events in its facilities. The Department also updated all parks and recreation facilities on the City web site with pictures and information about holding events in parks and community centers.
4. In coordination with City Administration, undertake the implementation of the Heights Community Center plan, as approved by the City Council.
9-Month Status: Ongoing. The Department has been very active in the design of the new community center.
5. Work with the Parks & Recreation and Beaver Meadow Golf Course Advisory Committees to create a 10-year master plan for Beaver Meadow Golf Course.
9-Month Status: Ongoing. The committees held several meetings to develop recommendations, which were presented to City Council at their May 2017 meeting. Staff will continue to work with the committees to develop a timeline for improvements and cost estimates based on their recommendations.
6. Work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Community Development and General Services Departments to create a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena property.
9-Month Status: Ongoing. To date the committees and staff have meet several times to discuss needs of the area.

PARKS & RECREATION

7. Work with the Parks & Recreation Advisory Committee to review the costs related to lifeguard certification and the staffing of City pools.
9-Month Status: At their May 2017 meeting, the committee will be looking at the costs associated with employees who are hired to work at the City's outdoor pools.

8. Manage capital infrastructure projects, as approved by City Council in the FY 2017 budget.
9-Month Status: All projects are ongoing and should be completed by the end of this fiscal year. The one project that will continue into the next fiscal year is the final design of Terrill Park. The City hired VHB out of Bedford for final design of Terrill Park. The Parks and Recreation Advisory Committee approved a new concept at their February 2017 meeting. VHB and staff continue to develop the plan and required permits for project.