

2017 OPERATING BUDGET

LEISURE SERVICES

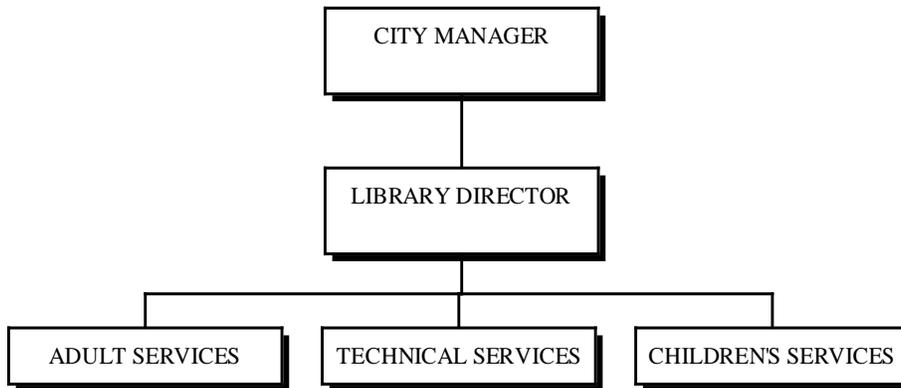
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Library	\$235,604	\$236,162	\$233,850	\$235,700	\$234,800
Parks & Recreation	\$759,596	\$810,834	\$917,830	\$734,820	\$745,258
Total Revenue	\$995,200	\$1,046,996	\$1,151,680	\$970,520	\$980,058
Expense					
Library	\$1,581,123	\$1,597,145	\$1,660,429	\$1,649,813	\$1,726,616
Parks & Recreation	\$2,450,596	\$2,600,379	\$2,734,085	\$2,617,254	\$2,768,157
Total Expense	\$4,031,719	\$4,197,524	\$4,394,514	\$4,267,067	\$4,494,773

LIBRARY

MISSION

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

CONCORD PUBLIC LIBRARY ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. 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.
2. 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.
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.

2017 OPERATING BUDGET

LIBRARY

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Non-Resident Library Fees	\$8,280	\$8,447	\$8,300	\$7,700	\$8,000
Fines For Overdue Books	\$33,858	\$33,720	\$32,000	\$34,000	\$33,000
Miscellaneous	\$7,667	\$7,696	\$7,250	\$7,700	\$7,500
Transfer In-Trust/Library	\$185,800	\$186,300	\$186,300	\$186,300	\$186,300
Total Revenue	\$235,604	\$236,162	\$233,850	\$235,700	\$234,800
Expense					
Compensation	\$883,319	\$863,287	\$917,877	\$914,240	\$971,561
Fringe Benefits	\$306,011	\$317,413	\$351,127	\$351,960	\$361,050
Outside Services	\$86,859	\$86,769	\$70,705	\$67,723	\$63,810
Supplies	\$201,070	\$214,909	\$206,420	\$206,420	\$222,375
Utilities	\$86,723	\$97,136	\$96,170	\$91,330	\$88,290
Insurance	\$16,610	\$17,630	\$18,130	\$18,140	\$19,530
Capital Outlay	\$530	\$0	\$0	\$0	\$0
Total Expense	\$1,581,123	\$1,597,145	\$1,660,429	\$1,649,813	\$1,726,616

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Audio & eBook Downloads	18,797	20,869	25,484	32,000
2. Other Items Borrowed	269,840	263,168	289,441	295,000
3. Online Services – Catalog/Database Searches	604,573	608,897	605,000	610,000
4. Total Programs, Classes & Events	257	350	300	310
5. Attendance of Programs/Classes & Events	5,385	6,589	6,554	7,000
6. PC/Internet Use Hours	49,038	41,451	40,000	40,000
7. Research Assistance	73,307	88,465	87,000	90,000
8. Volunteer Hours	2,940	3,320	3,178	3,224
9. Interlibrary Loans - Lent	2,918	2,768	3,200	3,400
10. Interlibrary Loans - Borrowed	2,963	2,918	3,123	3,300

2017 GOALS

1. Evaluate long term hours of operation and implement potential switch from a three season schedule to a two season schedule.
2. Purchase and install new ILS automated system, which includes training of staff.
3. Market new ILS system to the public and begin to educate the public and advertise new features.
4. Develop and implement a library card registration program in cooperation with local schools and their students.
5. Send staff into the community to promote new card registrations and promote the Library's social media.
6. Increase card holders by 7%.
7. Evaluate 3D printer implementation as an educational and community building resource for the Library.
8. Evaluate the potential of tablets being provided and loaned out to families and children.

LIBRARY

2016 GOALS STATUS

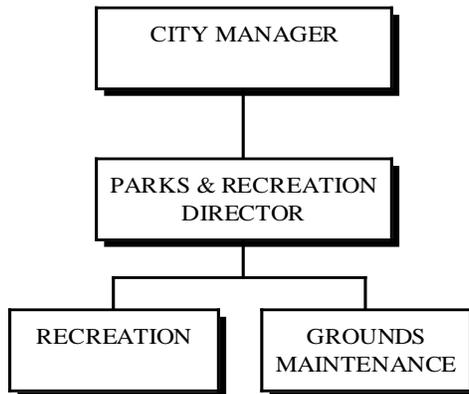
1. Evaluate Library Service regulations like loan rules, card expiration lengths, and the application process in order to make customer service more efficient and lead to an improved Library experience.
9-Month Status: New loan rules have been implemented for various mediums in the hopes that by decreasing the length items are out of the building it would stimulate more circulation and shorten hold times on popular requested items. As a result, the Library has seen an average increase in circulation of 13% per month. In addition, the expiration for card renewals was extended to three years for Concord residents and more patron friendly application forms were created to speed up the registration process.
2. Promote Library Services through new technologies.
9-Month Status: The Library launched an Instagram account and has begun to utilize Facebook and Tumblr more. A Twitter account was also launched to provide programming information and relevant library news to potential library users. Patrons can now sign up for online marketing information, such as the Library's bimonthly newsletter, through a personal email account.
3. Implement collection development changes from previous year's evaluation of the material selection policy.
9-Month Status: Fund allocations to audio, visual, eBook, and other downloadable materials have been greatly increased. Audio downloads are circulating at a 30% higher rate than last fiscal year and eBooks usage is up 45%.
4. Provide outreach assessment and resources to the Heights community.
9-Month Status: The Library continues to be included as a presence in a potential Multi-Generational Community Center on the Heights. The current proposal would provide Library services at a renovated facility for 15 hours a week.
5. Maintain and augment early literacy resources.
9-Month Status: The Library has increased its collection of early literacy resources, added more educational links to the desktop PCs in the Children's Department and, in conjunction with the State Library, recently launched the "NH 1,000 Books Before Kindergarten" program to promote daily reading goals for families with young children.

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.
5. Maintain all neighborhood parks and cemeteries.
6. Oversee the fiscal operations of the Department.

2017 OPERATING BUDGET

PARKS & RECREATION

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Recreation Player Fee-Facilities	\$16,338	\$6,112	\$16,500	\$0	\$0
Recreation Player Fee-Parks	\$6,912	\$6,956	\$6,000	\$4,500	\$6,230
Interment	\$98,681	\$97,660	\$103,500	\$91,000	\$92,000
Cemetery Maintenance	\$3,231	\$2,416	\$4,000	\$3,400	\$3,500
Overtime & Supply Charges	\$12,766	\$9,711	\$9,000	\$8,320	\$8,320
Miscellaneous Services	\$190,445	\$191,943	\$289,860	\$174,400	\$182,380
Camps	\$126,505	\$121,790	\$152,640	\$126,840	\$127,550
Aquatics Program	\$21,118	\$27,216	\$23,550	\$30,020	\$23,850
Lighting Charge	\$6,711	\$3,567	\$5,000	\$4,300	\$4,800
Building Lease or Rental	\$116,677	\$131,587	\$112,810	\$95,000	\$96,900
Facility Lease or Rental	\$32,184	\$27,552	\$26,770	\$26,750	\$25,828
Court Ordered Payments-Burials & Markers	\$908	\$0	\$0	\$0	\$0
Court Ordered Payments-Cemeteries	\$219	\$93	\$0	\$50	\$0
Music Program Donations	\$236	\$546	\$1,500	\$1,100	\$1,100
Fireworks Donation	\$0	\$0	\$2,000	\$1,300	\$0
Contribution-Purchase of Lots	\$16,452	\$23,136	\$17,000	\$19,000	\$18,000
Contribution-Purchase of Niches	\$3,982	\$0	\$2,000	\$2,000	\$2,000
Concession Income	\$4,151	\$3,286	\$3,500	\$4,100	\$4,300
Miscellaneous	\$2,533	\$36,275	\$0	\$40	\$0
Advertising Revenue	\$0	\$5,500	\$5,000	\$5,500	\$5,500
Transfer In-Trust/Capital Reserve	\$0	\$0	\$20,000	\$20,000	\$0
Transfer In-Trust/Concord Calvary	\$14,080	\$15,000	\$15,000	\$15,000	\$15,000
Transfer In-Trust/Flowers	\$5,000	\$4,000	\$8,000	\$8,000	\$6,000
Transfer In-Trust/General Care	\$79,766	\$95,789	\$92,000	\$92,000	\$122,000
Transfer In-Trust/Shrubs	\$700	\$700	\$2,200	\$2,200	\$0
Total Revenue	\$759,596	\$810,834	\$917,830	\$734,820	\$745,258
Expense					
Compensation	\$1,296,048	\$1,410,085	\$1,461,171	\$1,407,903	\$1,524,689
Fringe Benefits	\$616,802	\$642,935	\$684,751	\$663,572	\$682,134
Outside Services	\$258,122	\$246,369	\$310,338	\$259,799	\$262,010
Supplies	\$189,478	\$222,619	\$189,422	\$200,350	\$208,154
Utilities	\$61,111	\$62,682	\$73,333	\$70,510	\$68,190
Insurance	\$28,340	\$12,130	\$12,920	\$12,920	\$17,280
Capital Outlay	\$695	\$3,558	\$2,150	\$2,200	\$5,700
Total Expense	\$2,450,596	\$2,600,379	\$2,734,085	\$2,617,254	\$2,768,157

2017 OPERATING BUDGET

PARKS & RECREATION

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of pool users	26,479	26,000	27,000	28,000
2. Number of program registrations	4,342	4,208	4,200	4,200
3. Number of facility reservations	3,884	3,910	4,000	4,250
4. Number of burials per year	197	215	215	215

2017 GOALS

1. Increase the number of children taking part in the summer Learn to Swim Program by 15%.
2. Enhance recreation programs based on residents' interests and requests.
3. Work with community partners to increase the number of events hosted in parks and recreation facilities.
4. In coordination with City Administration, undertake the implementation of the Heights Community Center plan, as approved by the City Council.
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.
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.
7. Work with the Parks & Recreation Advisory Committee to review the costs related to lifeguard certification and the staffing of City pools.
8. Manage capital infrastructure projects, as approved by City Council in the FY 2017 budget.

2016 GOALS STATUS

1. Work with the Recreation and Parks Advisory Committee and City Administration to approve a plan for parks maintenance and for a Capital Improvement Program for the next five years.
9-Month Status: The Parks and Recreation Advisory Committee provided the City Manager with a recommended priority list of capital improvement projects. These recommendations are included in the proposed CIP program.
2. Expand recreation programs and events based on customer interests and demands.
9-Month Status: This year, the Department added the following programs: fall NFL flag football league; third and fourth grade spring basketball; expanded cooking classes for youth; and preschool classes. New senior citizen activities include: ping pong, mahjongg, Mexican train, exercise classes, cribbage, book club and additional pickleball timeslots.
3. Implement new recreation programs that will generate approximately \$100,000 annually.
9-Month Status: The Department offered several new programs during the past year; however, with the loss of the Green Street Community Center gym due to a sprinkler issue, the Department is short of this goal.
4. Develop a department-wide marketing plan to maximize the use of the community centers, parks, outdoor pools and golf course.
9-Month Status: Staff continued to enhance the marketing campaigns for department operations through the City web site, Facebook (over 2,500 likes), Instagram (over 150 followers), Concord TV shows, radio shows and monthly newsletters. The Department also publishes a monthly column in the Concord Insider. This is in addition to the creation of four seasonal brochures that are distributed to all students in the elementary schools in Concord and Penacook. Staff has also updated the Department web site to include pictures of all parks in Concord and descriptions of the recreation facilities located in the parks.