

**TOWN OF BELMONT
DEPARTMENT OF
OVERVIEW OF PERFORMANCE AND OTHER CRITERIA**

Council on Aging Performance Data

Key Performance Indicators

	FY09 Results	FY10 Results	FY11 Results	FY12 Target
social service- # of visits and phone consultations	484	223	564	600
transportation- # of rides	6155	5484	6973	7000
wellness-#of participants	305	489	611	650
Total event signins		1548	29224	30000
volunteer hours *	11562	12574	13563	13563

Administrative Performance Data

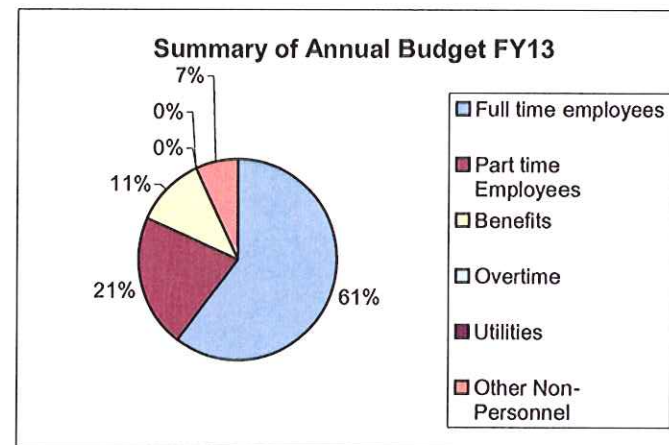
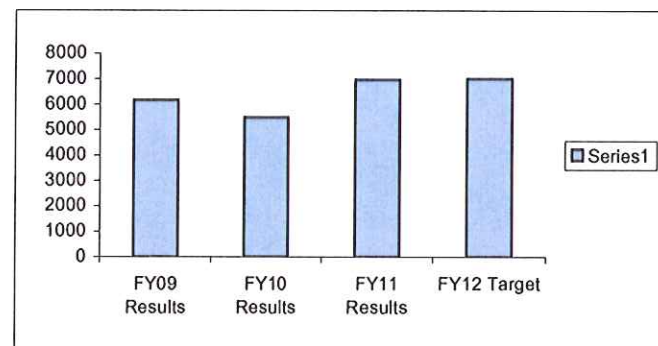
	FY10 Result	FY11 Budget	FY12 Budget	FY13 Target
# Full Time equivalents (FTE)	6.9	6.88	6.71	6.71
# Full Time	4	4	4	4
# Part Time	2.9	2.88	2.08	2.08
% of workforce - women	0.6	0.81	0.6	0.6
Multilingual employees	1	2	3	3
% sick time - non FMLA employees	5	1	1	1

Formula= total sick days (#days x hrs/day) divided by (40 hrs x 52.2wks=2088 hrs/yr)- Fire would be 24/day

Total sick days is for everyone in dept (less those employees with FMLA) / total hrs all employees

Budget Data

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget	%
Total Full time employees	194071	188118	211213	216966	60
Total part time employees	75319	87507	80048	77339	21
Benefits (health, life, work comp, Medicare)	50978	36602	40894	41094	11
Total overtime					0
Utilities					0
Other Non-Personnel	46988	16863	22750	25270	7
Total Expenses	367356	329090	354905	360669	



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COUNCIL ON AGING

Mission of the Council on Aging

The Belmont Council on Aging is committed to enriching the lives of seniors to live safe, independent, meaningful and healthy lives. The Council on Aging will advocate for and empower seniors and will provide those services necessary to achieve these goals.

Overview: The COA continues to expand its programs and services while maintaining the same budget level in FY'12 as was appropriated in FY'11. The total number of individuals currently registered in the COA database is 1,507. However, this does not represent the actual total since there are users who do not register for a variety of reasons. The growth in programs can be shown in a variety of ways. Between FY'10 and FY'11 there was a 27% increase in the number of rides given. There was a 50% increase in the number of meals offered. In FY'11 there was an average of 68 meals served daily. The total number of people attending events, as measured by number of "sign-ins", rose by 84%. Satisfaction surveys for center programming were distributed and collected in September. Results yielded the following; 77% were fully satisfied. 73% who attended COA programs for a few years saw an improvement in programs since operations at the Oakley Road site. 85% would recommend programs at the center to others. The nutrition survey, also conducted in September, showed that 84% rated the meal service as excellent or good.

The new center has attracted a variety of users after hours and this adds a new layer of responsibility on staffing. The COA has been successful in managing this increase in outside use without an increase in staffing. From FY'11 to FY'12 (projected from current usage numbers) the expected growth is 50% in center use by non-profit organizations, a 200% growth in use by the Recreation Department, and a 60% increase in use by town committees and departments.

The COA is committed to serving its most vulnerable and frail seniors. In addition, it provides services a variety of residents in need through its transportation, social service, socialization and volunteer programs.

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Program Responsibilities: The department has 8 primary responsibilities which are here referred to as functions.

1. **Transportation:** The COA provides and coordinates transportation services for town seniors and disabled persons, to both medical and non-medical destinations. Transportation is a critical need for seniors to remain independent. The service enables seniors to perform instrumental activities of daily living such as food and medication shopping, as well as banking. The rides offered make it possible for seniors to access necessary medical care and meaningful activities.

2. **Social Services:** For both seniors and their families, the COA provides social work evaluations, resource identification and assistance with financial, social and safety needs.

3. **Nutrition:** The COA sponsors on-site and home delivered meals and provides other nutritional resources. While the meals are provided by and funded through Springwell, a regional and state funded non-profit organization, we provide a place for the on-site meals (the Beech Street Center) and we take the reservations for meals each day.

4. **Health and Wellness:** the COA provides an array of user-funded fitness activities (such as aerobics, Tai Chi, yoga, walking and swimming) and a variety of health education opportunities at the Beech Street Center, as well as direct health services (such as blood pressure clinics).

5. **Socialization, adult education and arts:** the COA sponsors a variety of recreational, educational and arts programs at the center (listed in the body of this narrative) and off-site, such as the Winn Brook inter-generational program and senior videography projects at the Belmont Media Center. Many of these are user-funded.

6. **Volunteer Services:** the COA recruits, screens and places volunteers needed to help operate the COA. Under current law, anyone working with seniors (including volunteers) must under go a CORI check. These volunteer services not only benefit the COA and its activities, but also provide an opportunity for the volunteers to give back to the community and keep them engaged in valuable activities. Currently there are 127 registered volunteers.

7. **Senior Trips:** To provide additional socialization opportunities for homebound frail seniors the COA organizes trips for homebound frail seniors who otherwise are not able to enjoy outings. In addition, the COA also makes available opportunities for seniors to organize trips, which are paid by the seniors themselves. Except for minimal administrative costs all trips are fully paid for by the participants.

8. **Rental and after hour use of facility:** the COA markets and coordinates rentals as a revenue enhancer for the community. Coordination of all after-hours use of the building is now centralized through the COA. This includes use by town departments (such as the Recreation Dept.), by town committees for meetings and public hearings, and by outside renters.

Staffing: The department functions with 6.71 FTEs; 5.91FTEs are Town funded and 0.8 FTE is grant funded. Although many of the functions could not be achieved without volunteer and other outside labor, the town and grant funded positions are those whose work duties require a higher level of accountability.

Budget: The total COA budget for FY'13 is \$360,669. Function #1 (transportation) accounts for 39% of the budget, followed by social services with 18%, socialization & arts with 14%, and

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health & wellness services with 13%. The rest of the budget is composed of volunteer services (6.2%), coordination of rentals and after hours programming (5.2%), nutrition (2.5%) and senior trips (1.9%).

Program outcomes/performance indicators: These indicators are discussed below under each function.

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II. Department Budget by function

FY13	Salaries	Benefits	Other		Total	Outside Funding of Program Based on Best Projections from FY'12
Transportation	\$107,183	\$18,973	\$13,608	*	\$139,764	\$70,500
Social services	52,977	10,485	1,666		65,128	31,712
Nutrition	7,426		1,666		9,092	20,966
Health & wellness	43,222	2,164	1,666		47,052	12,842
Socialization, adult Education and arts	43,457	6,459	1,666		51,582	74,433
Volunteer services	20,268		1,666		21,934	35,381
Senior Trips	5,403		1,666		7,069	11,007
After-hours facility coordination & rentals	15,218	2,164	1,666		19,048	5,241
Total	\$295,155	\$40,244	\$25,270		\$360,669	\$262,082
Other is comprised of office supplies, copy machine lease and mailing related costs						
* Other for transportation includes gas and vehicle repair and maintenance						

Grant Funding, Value of Volunteer Hours and Donations(numbers in additional column)

The COA operates through its Town appropriation as well as a variety of other sources. The volunteer value has been incorporated here at the rate of \$15.39 an hour (EOEA recommended value from FY'06). Federally funded labor from National Senior Network is valued at \$10 per/hr. There is funding from state grants and from individual and organizational donations such as the Friends of the COA. Please note that administrative volunteer time was calculated proportionally by program. For example, the receptionist volunteer hours were divided equally among all the programs above and estimated as it is not feasible to divide the number of phone calls and center visit inquiries accurately by program. The breakdown of the total outside funding dollars, \$262,082, by sources of funding, is as follows: \$35,376 in grants, \$208,735 in volunteer labor, \$9,310 in National Senior Network labor, \$5,100 in transportation donations, \$3,561 in program donations.

III. Staffing and Structure

The distribution of the 5.91 Town-funded employees across functions is shown in the table below. In many cases, the Town does not pay for direct services because these

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services are provided on a fee-for-service basis to the seniors, are staffed by volunteers, or are out-sourced to an organization that relies on grants and state/federal revenue sharing.

The staffing structure can only be fully understood in terms of the services provided if the non-Town paid personnel are included in the number of persons who support all the functions. Non-Town personnel include grant funded personnel: a 0.5 volunteer coordinator and 0.3 driver position, (paid with grants totaling \$28,070), approximately 120,470 hours of volunteer hours (FY'10 figure), 1 FTE trainee labor from National Senior Network (a federal agency), services outsourced to other agencies such as Springwell for Nutritional Services, and the many instructors and recreational providers whose fees are paid for through participant fees. Those fees are collected through the revolving account.

Staffing by Function (FTE)	Mgmt	Direct service	Clerical	Total
Transportation	.1	2.23	.126	2.456
Social Services	.3	.52	.126	.946
Nutrition	.1		.015	.1315
Health & Wellness	.5		.315	.816
Volunteer Services	.1		.315	.415
Senior Trips	.07		.0315	.1015
Socialization & Arts	.58		.315	.895
After hours Facility Coordination & Rentals	.15			.15
Total	1.9	2.75	1.26	5.91

IV. Goals, outcome measures, detailed descriptions and input/output measures for major programs

A. Function 1-Transportation

1. Goals:

- a. Assist elders to maintain independence by providing transportation to medical appointments
- b. Assist elders to maintain independence by providing transportation for food shopping, personal business and socialization opportunities
- c. Assist in identifying seniors who may need additional services

2. Program Outcomes

- a. Percentage of those needing rides who are accommodated
- b. Percentage of center operating hours when vehicle is in use

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3. Description of Function

COA transportation services are a critical function of the agency. As elders age there are many factors which interfere with driving.

The transportation services enable seniors to reach their medical destinations and other destinations critical for their ability to remain independent. The fleet is comprised of 2 vehicles. One is an 8 passenger van, the purchase of which was funded primarily by a state grant in 2008 and used for medical and some non-medical destinations. The other vehicle, named the BelderBus, is a 16 passenger vehicle used for grocery and mall shopping as well as rides to the senior center. It is also used for small outings and as back up for the other vehicle. The COA was successful in getting a grant through the state's Department of Transportation for a new 16 passenger vehicle to replace the current deteriorating BelderBus. Town Meeting voted unanimously to fund the \$12,000 co-payment required by the state. The COA is still awaiting the arrival of the bus, which might take a year. Due to resource limitations medical rides are confined to destinations in contiguous cities and towns. Non-medical destinations are confined to the Town.

These services are unique in that other modes of transportation such as the MBTA Ride and the Springwell transportation are much more limited in their scope. Furthermore, cuts in the Springwell transportation services have meant more reliance on Belmont COA services. Several years ago the COA board conducted a study of transportation services among neighboring communities. One of the findings was that comparable levels of service were no cheaper when communities used vouchers instead of in-house transportation services or when they outsourced to outside companies, as is the case in Newton. The number of rides has increased this past year. This is attributable to a general rise in demand. Stable functioning of the agency at one location has enabled the service to function without disruptions and the new center as proved to be very popular among seniors. Stability in functioning has made it possible to provide increased service as there are now trips to Market Basket as well as to Shaw's and there is an additional trip to the local mall once a month as it is difficult for seniors without cars to do non-grocery retail shopping. It should be noted that for many seniors Market Basket is much more affordable. The COA has attempted to advocate for senior discounts at Shaw's but this was denied by the management.

It should be noted here that although there is no legal mandate to provide this service to any senior regardless of income, any means testing of the service would disqualify the COA from the state formula grant. That grant amounts to \$34,751, close to 10% of the current COA operating budget. It should also be noted that the COA collects donations from the rides. The revenues for FY'11 were \$5,100. This represents a \$660 increase from the previous fiscal year.

The COA took the initiative to explore regionalizing appropriate aspects of transportation services with neighboring communities. Explorations with Watertown, Arlington and Lexington took place. There was almost an agreement with Lexington COA to rent use of our Belderbus one day a week for their use. However, Lexington concluded that it was more expedient for them to use their town's Lexpress for this purpose. The COA continues to research other opportunities for sharing of transportation resources. What has been successful is sharing of vehicles and drivers with the Recreation Department's SPORT program. Specifically, SPORT

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sometimes needs to use a COA driver, and when Belderbus is being serviced COA uses the SPORT vehicle.

It is important to bear in mind that public attention and the legal system are currently focused on the issue of the dangers involved in driving at a very advanced age and/or with diminished sensory capacities. Alternative transportation is essential in enabling older drivers to have quality of life and for them to be willing to give up their vehicles to remain safe.

4. Input/Output measures. – As shown in the following table, there has been no increase in transportation staffing levels in the FY10 thru FY12 period. The budget increase has been due to salary increases, which mainly occurred in the FY10—FY11 period. There is an estimated increase in the department expenditures of \$5,000 for repairs as the BelderBus has now travelled close to 80,000 miles.

INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY'13
Number of Employees	2.6	2.6	2.6	2.46	2.46
Department Expenditures	\$126,156	\$130,967	\$136,262	\$136,262	\$139,764
OUTPUTS					
Number of medical rides	1465	1622		1655	same
Number of non-medical rides	4019	5351		5360	same

B. Function 2 Social Services

1. Goals

- a. Elders will receive all necessary social services to maintain independence and highest quality of life in their homes
- b. Elders at risk will obtain necessary services to be safe in their homes or in other appropriate settings
- c. Family caregivers will have necessary supports to assist elder loved ones

2. Program Outcome

- a. Percentage of referred at risk seniors who remain safe in their home in a year's time, or the length of time the social worker is engaged with client
- b. Percentage of senior and/or family members coming for help who come away from interaction with at least one resource or identified new strategy for coping

3. Description of Function

Social services at the COA include case management, crisis intervention and a variety of types of counseling. Case management and crisis intervention are typically handled by the staff social worker, but since this position is part-time the director, a clinical social worker, acts as back up. In addition, the director facilitates 2 monthly support groups for family caregivers and assists

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individual caregivers as the need arises. Also a social work intern is available 9 months of the year, under the supervision of the social worker, to provide family and individual counseling, case management and crisis intervention services.

In addition to the above, the social worker is involved in non-direct client services. This includes assessments of clients for eligibility to receive Cambridge Savings Bank grant funded Lifeline personal safety alert systems. The social worker provides several outreach programs through the Belmont Media organization such as an elder program to read to the blind and a program to train seniors in the use of video technology

Although the social worker and director provide the bulk of service in multi-problem and complex cases, a variety of other vital social services are provided by non-Town paid staff. The state grant funded volunteer coordinator assists seniors with fuel assistance and tax credit applications as well as providing them with home safety tools such as the Vials for Life. Several state-trained volunteers, otherwise known as SHINE counselors, provide health insurance counseling to seniors and their families at no charge. The federal program which funded the Chinese speaking social worker ended yet the Chinese only ESL program it established continues at the center. The director has applied for a state grant for a South Asian social worker to do outreach in Belmont. The position would be shared with Arlington, Lexington and Waltham if awarded.

Social service numbers have increased for FY'11. This is the result of the fact that the new social worker is established at the COA and has been able to reach out to the community. Several training programs were created to bring together other departments and agencies for workshops on hoarding and training on domestic violence among seniors. A second caregiver support group was established to meet the growing need among that population.

In a separate memo the director will outline the need for more social work hours in the summer. Currently the director serves as the social worker for the summer months, as the social work position is only funded for 10 months. This past summer social service cases increased by 57%. Although the director is also exploring options for social work coverage not involving town funds- in the form of an application to graduate social work schools which have summer field placements- it is no longer adequate or fiscally desirable to have the director's time be diverted in this way.

Included under the umbrella of social services is a variety of other supportive services. They include the volunteer professional services of a financial adviser and public, legal service provider and volunteer assistance with tax preparations sponsored by AARP.

4 Input/Output Measures

INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY'13
Number of Employees	.9	.963	.963	.946	.946
Department Expenditures	\$62,431	\$64,651	\$64,651	\$64,651	\$65,128
OUTPUTS					

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Number of elder client consultations*	386	462		same	same
Number of information & referral requests	120	297		same	same
Number of family caregivers served	40	45		45	same

* this number includes consultations provided by volunteer and grant funded social services providers mentioned in narrative

Function 3 Nutrition

1. Goals.
 - a. Elders in the town will have access to nutritious meals regardless of ability to pay
 - b. Homebound elders will have access to nutritious meals and safety checks without regard to ability to pay

2. Program Outcomes
 - a. Percentage of attending clients who are satisfied with quality of meal and service at the site
 - b. Percentage of homebound clients who are satisfied with overall service

3. Description of Function

The COA sponsors on-site and home delivered mid-day meals, 5 days a week. The COA also provides other nutritional resources. We provide a place for the on-site meals (the Beech Street Center) and we take the reservations for meals each day. The meals are provided by and funded through Springwell, a regional and state funded non-profit organization.

4. Inputs/Outputs

INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY'13
Number of Employees	.13575	same	.13575	.1315	.1315
Department Expenditures	\$9,251	\$9,739	\$9,739	\$9,739	\$9,092
OUTPUTS					
Number of meals served at lunch site *	5,810** 269** elders	8,357 Meals 411 elders		8,500	8,500

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Number of meals served to homebound elders*	3,432 meals 96 elders	8091 meals 76 elders	same	same	same
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*The personnel and other costs of the nutrition program are supplied by an outsourced provider called Springwell.

** FY10 includes Belmont Manor 7/1/09-10/15/10 and Beech St. Center for remainder of the year

The bulk of the cost and labor used to maintain the nutrition program is provided by a partner agency called Springwell. That program provides home delivered meals to eligible seniors and a lunch program based at the center. The federally funded program is meant to prevent any senior from having to go hungry. The home delivered meals program has a secondary purpose of providing a safety check: the secondary purpose of the on-site meal program is to prevent isolation and its negative consequences. Both programs operate 5 days a week throughout the year. For special holiday celebrations at the center, Springwell also provides the meal for the event. Springwell is responsible for the food, the supervision of the lunch site, the delivery of the meals and coordinating information regarding the meal schedule.

Volunteers of the COA provide assistance with serving the meal, taking reservations and taking inquiries about the program. COA staff is involved indirectly; volunteer supervision is provided by staff and coordination of the program as a whole is maintained between the director and the Springwell nutrition director. Costs such as dishwasher detergent, dining and kitchen equipment are paid through COA budget or provided by donations. The predictions noted in this narrative of last year, namely that as the program is better established the numbers will increase, has proven to be the case.

D. Function 4 Health and Wellness

1. 1.Goals.
 - a. Enhance elder health by providing access to a variety of fitness activities
 - b. Enhance elder health by providing access to a variety of health education opportunities
2. Program Outcomes
 - a. Percentage of seniors who are satisfied with the classes or program they attend

3. Description of Function

The Health and Wellness program is a vital way to help prevent disease, disability and institutionalization of our senior population. The fitness classes currently in place are: aerobics, strength and flexibility, tai chi, chair yoga, line dancing, and ballroom dancing. Personal coaching is also available. Instructional costs for these programs are paid by the seniors enrolled in the classes through use of the Revolving Fund.

It is anticipated that the fitness room services will open in February 2012. The equipment for this dedicated space at the center is privately funded. Ancillary pieces of equipment such as a defibrillator are paid through the COA gift account. The fitness room program will be operated and administered directly by the COA. Members of the program will use the equipment only after careful instruction of proper and safe use of the machines. Staff time will be devoted to controlling access to the room, providing minimal supervision, collecting fees and paying

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instructor for orientation. Fees and payments will be posted to the revolving fund. A request for an increase of \$12,000 in the revolving account for FY'13 will be made to account for the revenues of this program. The goal is for it to be self-sustaining. The Belmont Elderly Citizens, Inc. will support the program initially so that there is no shortfall in the first 6 months of operating this program.

Another major component to the Health and Wellness program is the health education courses and workshops. These range from a yearly 6 week class on arthritis provided by the Arthritis Foundation (grant funded instructor), a course on Healthy Eating provided by Springwell in conjunction with the state's Department of Public Health (also grant funded instructors) to workshops by various state and hospital groups on a variety of health and disability prevention topics.

In response to popular demand the COA is hosting a health fair for March 2012. Over 20 healthcare agencies representing the full range of health topics will be available at this event to provide screenings, information and referrals for many health services.

New for the community at large is the use of the center for American Red Cross blood drives. One occurred in July, 2011, another is scheduled for the end of 2011, but more may be scheduled before FY'12 is complete.

In addition to courses and classes, the center also has direct health and health related professional services. Nurses volunteer to operate the weekly blood pressure clinic. A podiatrist and massage therapist also provide office hours several times a month.

A small but valuable component is the medical equipment loan program whereby donations of items such as wheelchairs, power scooters, home adaptive equipment, etc. are evaluated by our staff and then donated to community members in need.

The number of fitness program participants is expected to increase in FY'12 and '13 as a result of opening the new fitness room in February of 2012.

1. Inputs/Outputs

INPUTS	Actual FY 10	Actual FY11	Budget FY12	Estimated FY 12	Projected FY'13
Number of Employees	.86	.86	.86	.816	.816
Department Expenditures			\$46,826	same	\$47,052
OUTPUTS					
Number of Individuals participating in fitness activities provided at center	259	350		385	400

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Number of seminars, courses and workshops providing health education	10	12		18	18
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E Function 5 Socialization, Adult Education and the Arts

1. 1.Goals

- a. Elders will have access to a variety of activities that alleviate isolation and its negative consequences
- b. Elders will enhance their cognitions, sense of mastery and purpose, and general quality of life through personal artistic development, exposure to art and adult education programs

2. Program Outcomes

- a. Percentage of program participants who are satisfied with program attended

3. Description of Function

The COA sponsors a variety of recreational, educational and arts programs at the center (see below) and off-site, such as the Winn Brook inter-generational program and senior videography projects at the Belmont Media Center.

• **Current List of Activities With Total Number of People Participating at all events in this category**

-
- "Bel-Aires" – Choral Program 557
- Art Classes Including Painting, Card Making, and Quilting 548
- Knitting Round Table 597
- Bridge – various groups 1280
- Texas Hold'em Poker 289
- Mah Jongg 493
- Bingo 1470
- In-House Library 590
- Computer Classes 391
- One-on-One Digital Camera Use 16
- Hot Topics Conversation Group 22
- Book Discussion 123
- Afternoon Movies 153
- Concerts and Live Theatrical Performances 850 (best estimate)
- Local Artist Exhibits 101
- Educational Seminars 186
- Financial Seminars 121
- Intergenerational Programs 87
- ESL (English as a Second Language) 445
- Video Production and Community Service Programs with Belmont Media Center 202
- Group Day and Overnight Trips with Transportation 474

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4. Inputs/Outputs

INPUTS	Actual FY 10	Actual FY 11	Budgeted FY 12	Estimated FY 12	Projected FY'13
Number of Employees	1.4	0.94	0.94	0.9	0.9
Department Expenditures			\$48,335	\$48,358	\$51,582
OUTPUTS					
Total Number of event "signins" in programs in this programs	7807	12491		12600	same
Number of programs provided	36	40		40	same

F. Function 6 Volunteer Services

1. Goals

- a. Programs and services otherwise not possible to provide to elders will be available from volunteer assistance
- b. Elders and community members will have access to meaningful work and activity

3. Description of Function

Volunteers are essential for the operations of the center. From reception to dispatch and database entry, the administrative tasks of the center could not be provided without their support. Other services would not function at all without them. For example there is a 19 hour volunteer travel coordinator who, working with our outside travel providers, handles the lions' share of scheduling day and overnight trips. See next section for more information on senior trips. The library would not function without the volunteer librarian, nor would there exist revolving art exhibits without the volunteer curator. Social services such as the aforementioned SHINE program (see description in Function #2) and tax preparation assistance would also not be possible without volunteer help.

The other aspect of a volunteer program is that it is a service to those seeking to volunteer as a means of personal growth and fulfillment. For the high school and middle school students who rake leaves, shovel snow and provide other services it is a means of fulfilling their community service obligations. For many seniors, volunteer opportunities prevent isolation related problems, and for the disabled and unemployed they provide skill development and confidence building. The COA provides sensitive job training and extra support to volunteers with special needs.

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4. Inputs/Outputs

INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY'13
Number of Employees	.4575	.4575	.45755	.415	.415
Department Expenditures			\$22,588	\$22588	\$21,934
OUTPUTS					
Number of volunteer hours provided to the center	12,574	13,563		13,600	same
Number of elders and other community members who found placements	138*	140		145	same

*this number includes both COA registered volunteers and those persons who were assisted in finding volunteer opportunities elsewhere

While the volunteer coordinator is a grant funded position, and thus does not appear in the table above, the COA does provide clerical (and a small amount of management) support to the volunteer program. This clerical and management support comprises the 0.42 FTE shown above.

G. Function 7 Senior Trips

1. Goals

- a. Elders will have access to affordable and age-appropriate travel opportunities
- b. Elders who are disabled and/or isolated will be able to maintain access to some of their former cultural or recreational pursuits

2. Description of Function

The travel program has several different components. A volunteer handles coordination of day and overnight trips that are of interest to a broad group of seniors. The costs of the trips are paid for by the participants. Every so often the travel company involved will issue a commission to the COA for organizing a group trip. The COA staff assists in organizing the yearly special senior discounted Boston Symphony Orchestra rehearsal subscriptions as well as several trips a year for individuals who need more assistance to access the outdoors and additional cultural and social stimulation that the center does not offer. This past year those trips included only two Concord River boat trips. In all cases, the cost of the actual outings is paid by the participants.

3. Inputs/Outputs

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INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY13
Number of Employees	0.10575	0.10575	0.10575 \$7087	0.1015	0.1015
Department Expenditures				same	\$7069
OUTPUTS					
Number of participants in day and overnight trips organized by volunteers	162	174		same	same
Number of participants in special COA organized outings	67	65		same	same

Function 8. After hours Facility Coordination & Rentals

1. Goals

- a. Maximize revenues for the Town through event rentals
- b. Provide venue for a variety of town groups and individuals who seek event and/or meeting space after center operating hours

2. Description of Function

The COA has recently taken responsibility for marketing and coordinating rentals as a revenue enhancer for the community. In addition, coordination of all after hours use of the building is now centralized through the COA. It should be noted that the department expenditures listed in the table below signifies the work involved in both rentals and the numerous after hours events.

3. Inputs/Outputs

INPUTS	Actual FY 10	Actual FY 11	Budget FY 12	Estimate FY 12	Projected FY13
Number of Employees	n/a	0.15	0.15	0.15	0.15
Department Expenditures			\$18,071	Same	\$19,048
OUTPUTS					
J					
Amount of revenues from rentals	n/a	Jan.-June. only \$2,685	July- Nov\$ 3,657	.\$6,000	6000

TOWN OF BELMONT FY 2013 NARRATIVE – COUNCIL ON AGING

Number of events booked for non-profit groups	n/a	20	17	40	same
Number of Recreation Dept events		46	90	140	same
Number of other town functions *		50	27	80	same

* This includes town department and committee meetings, public hearings, and use as a polling place for two precincts.

V. Innovation.

The innovations of the COA include 1)updates from those cited in last year’s narrative, 2)those conceived and implemented since the writing of that narrative, and 3)those which are in their planning stages.

1. Updates

- a. The plans for the fitness room program have changed since last year. After an earnest and laborious process to partner with the YMCA it was not possible to meet the criteria the YMCA required for the operation. However, plans have moved forward, and the fitness room will open in 2012 as described in the health and wellness section of this document.
 - b. The rental program has been enormously successful given the fiscal restraints to provide marketing and staff hours. The COA is committed to ensuring the highest quality service despite these limitations. If the Town is unable to fund a part-time position to build the program, the COA will continue the service at this level without expansion.
 - c. The COA continues seeking non-paid staff to provide services. The National Senior Network staff has been reduced from 1.5 FTEs to 1 FTE. We are seeking volunteers and students from different sources.
 - d. The shared social work position instituted with the Board of Health has been successful, and the increase in social work encounters is a testament to that. However, the lack of summer hours has become an issue as evidenced by the increase of social work encounters this past summer.
2. Initiatives started since the last budget report -- As a result of the town’s discovery that an additional \$116,000 would be available in the operating budget for FY’12 the COA requested funds to operate one evening a week. Although that request was denied the COA was able to still provide this service by using staff flex time and gaining a rental customer for that time period each week. Now the center has extended hours (4-7 PM) each Tuesday. New programming for that time period is continuously changing to see how best to fit the needs of consumers and reach out to the working seniors.
3. In order to meet the diverse needs of the population the center serves programs there is ongoing and constant experimentation. Due to the popularity of current musical programming more dance programming and music lessons will be offered. As a means of providing more outreach the COA is exploring grant and internship opportunities from more graduate schools of social work.

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VI. Opportunities and Challenges

The biggest challenge remains the same is in recent years, namely that funding remains stagnant while programs continue to expand. Such expansion is the result of the needs and wishes of the community. As can be seen in the information presented in the tables above, the numbers of seniors participating in COA programs and services has increased across the board. It must be noted that COA staff have taken an active role in

1. Increasing collaboration and cooperation with other departments and
2. Taking the lead in providing human social services not only to seniors but to residents of all ages.

1. The COA has partnered with other town departments in the following ways:

- a. Sponsoring in-service trainings to public safety, health and other town officials on hoarding and domestic violence in the senior population
- b. Sharing transportation resources with Recreation Department's SPORT program and offering that program social service consultations and space for programming
- c. Hosting and sponsoring U.S. Census 2010 training at the Beech Street Center for Town staff
- d. Coordinating with public safety officials on emergency and disaster preparedness, both for specific events and long term planning.

2. The COA provides services to residents in need in the following ways:

Transportation This service is available to disabled adults under age 60 as space permits

b. Volunteers For many in the community volunteering has become a useful way to gain skills and develop confidence for those unemployed. The COA provides a supportive environment for non-senior adults and select groups of students who wish to expand their work skills

c. Social services The fuel assistance, free tax preparation assistance and health insurance counseling for seniors are utilized by residents of any age in the town. Counseling is available to families who are caregivers of seniors or disabled adults. This past year an additional caregiver support group was offered. The "Ask Maggie Rose" column in the local newspaper is an outreach social service to this population.

d. Programs Intergenerational programming is planned throughout the entire calendar year and includes the yearly ice cream social and musical programming. Currently the Human Rights Commission, in conjunction with the COA and Belmont High School, are engaged in a special intergenerational videotaping project designed to celebrate the diversity of the center. The library and COA partner for certain adult education programming set at the center. The Beech Street Center provides space for a number of Recreation Department activities, including those for SPORT. This past summer the five day a week after hours camp program took place at the center. There have been a variety of programs sponsored by such groups as the Women League of Voters, the Belmont Citizens' Forum and the Envision Belmont group which took place at the center.

The COA has taken the lead in many of the above service endeavors despite no additional staffing. In fact staffing is being reduced for FY'13 in the level service scenario.

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As a result of an administrative position turnover, the 21 hour position was reduced to 15 hours per week. The new fitness room program will stretch staffing capacities. In general, meeting the particular needs of growing population of the frail old as well as the emerging “boomer” generation will pose more challenges in the coming years.

**TOWN OF BELMONT EXPENDITURES
FY2013 PROPOSED BUDGETS**

MUNIS Org & Obj	Account Title	FY10 EXPENDED	FY11 EXPENDED	FY12 TOWN FINAL VOTE	FY12 TOWN EST EXP	FY13 TOWN REQ LEVEL SERVICE	% Chg Level Service to FY 12
15411	COUNCIL ON AGING						
511000	FULL TIME WAGES	194,071	188,118	211,213	211,213	216,966	
511100	PART TIME WAGES	75,319	87,507	80,048	80,048	77,339	
513000	OVERTIME						
514800	LONGEVITY	700	513	650	650	850	
517000	HEALTH INSURANCE	44,131	31,187	34,498	34,498	34,498	
517200	WORKERS COMP	988	947	1,264	1,264	1,453	
517800	MEDICARE	5,159	3,955	4,482	4,482	4,482	
	PERSONAL SERVICES	320,368	312,226	332,155	332,155	335,588	
15412							
524400	VEHICLES REP & MAINT	7,748	1,962	6,000	6,000	6,000	
527100	RENTAL OF BUILDINGS/SETUP	26,393					
527200	COPY MACHINE LEASE	3,105	4,137	3,300	4,000	4,200	
530000	PROFESSIONAL SERVICES	-	1,003				
534500	POSTAGE	154	17	250	250	250	
534600	PRINTING & MAILING	215	-	450	450	450	
542100	OFFICE SUPPLIES	3,194	4,290	4,000	4,000	4,000	
548000	VEHICULAR SUPPLIES	3,693	4,452	6,000	6,000	7,620	
571000	IN-STATE TRAVEL	1,388	295	2,000	2,000	2,000	
571000	TRAVEL ALLOWANCE						
573000	DUES/MEMBERSHIP	1,097	707	750	750	750	
	OTHER EXPENSES	46,988	16,863	22,750	23,450	25,270	
	TOTAL COUNCIL ON AGING	367,356	329,089	354,905	355,605	360,858	1.7%

FY10 New building - funds for rental transferred to Building Services for add'l energy & cleaning needs