

**Harvard Finance Committee
Survey**

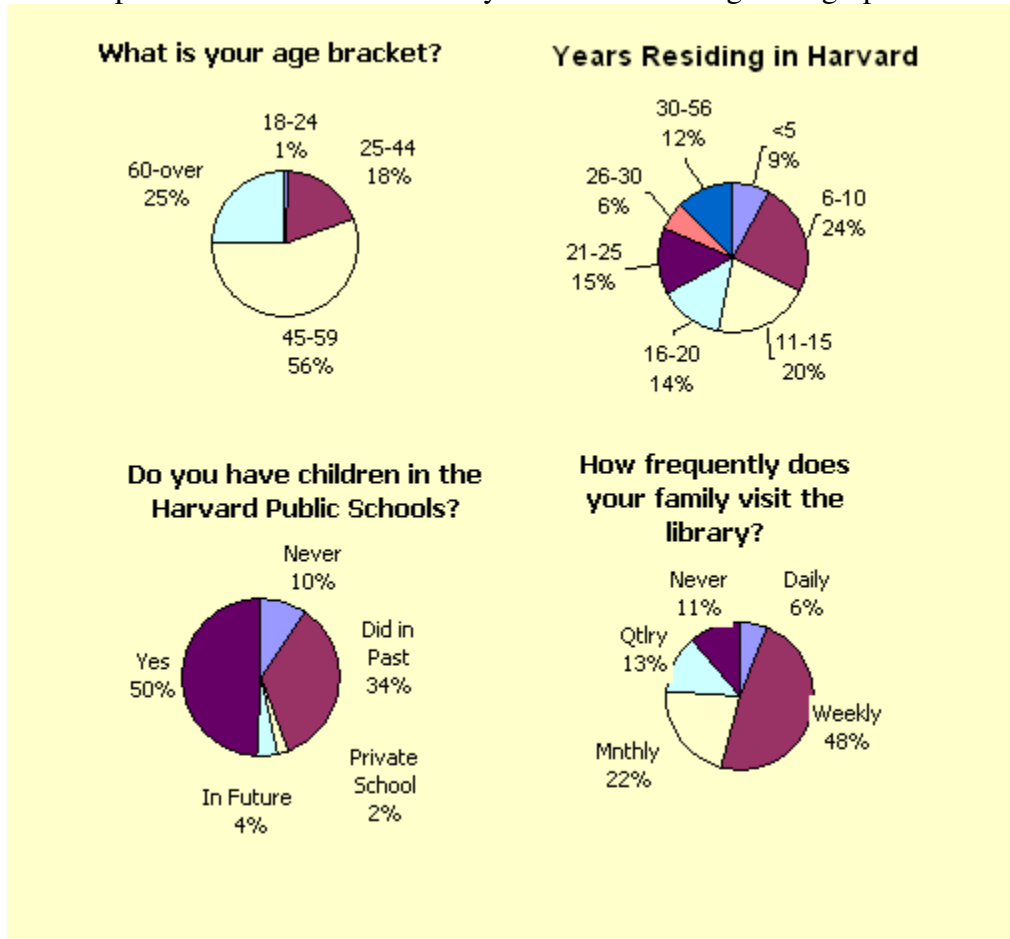
Sept-Oct 2009

December 16, 2009

Feedback from Finance Committee Survey

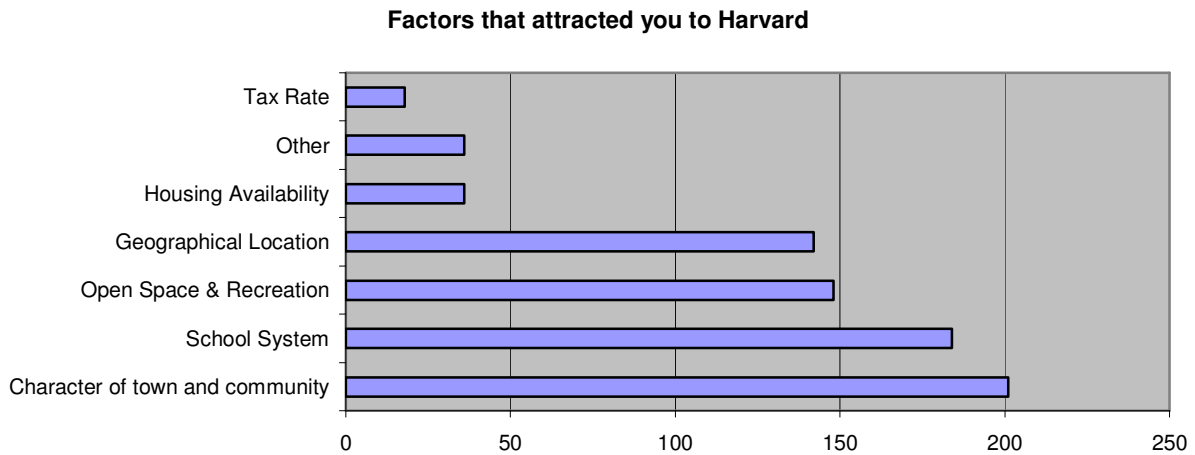
The Finance Committee, sought feedback from residents to serve as one of many inputs into the preparation of the FY11 budget to be presented for approval at Town Meeting in the Spring. Given the constraints of reduced state aid and reduced local receipts, we expect the need to tighten the belt just as we did in FY09. Our goal is to minimize impact to the services the Town needs and values and to generate constructive feedback for the department heads. There were some unique ideas brought forth in the survey that we challenge the department heads to pursue, along with their own ideas to realize cost savings without impacting quality of service.

A total of 271 respondents answered the survey with the following demographics.

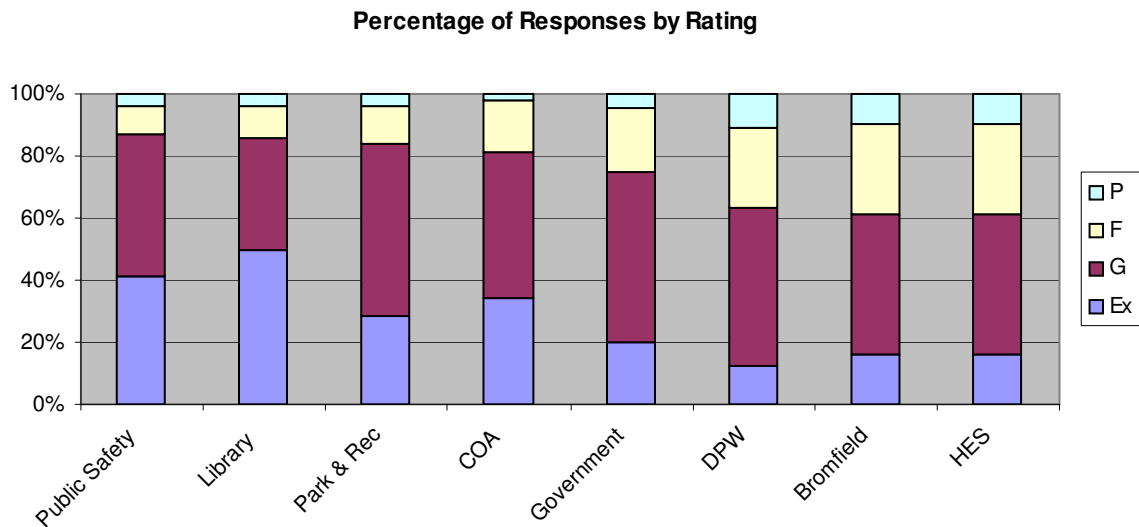


Although all surveys of this nature suffer from some level of self-selection bias, the number of 271 survey responses (7%) is considered statistically significant against a registered voter count of 3,863. Given the general population of Harvard that is over the age of 18 is broken out at 9% for 18-24, 15% for 25-44, 43% for 45-59 and 33% for 60+, it should be noted that the sample size is skewed towards the age bracket of 45-59 which contributed 55% of the responses. The survey consisted of a set of questions rating various services offered by each department followed by open-ended questions asking for inputs as to whether spending should be increased or decreased, services that should be cut or added and any ideas to offer the departments for consideration.

Residents provided the following answers as to the reasons they were attracted to Harvard. This was a multi-select question.



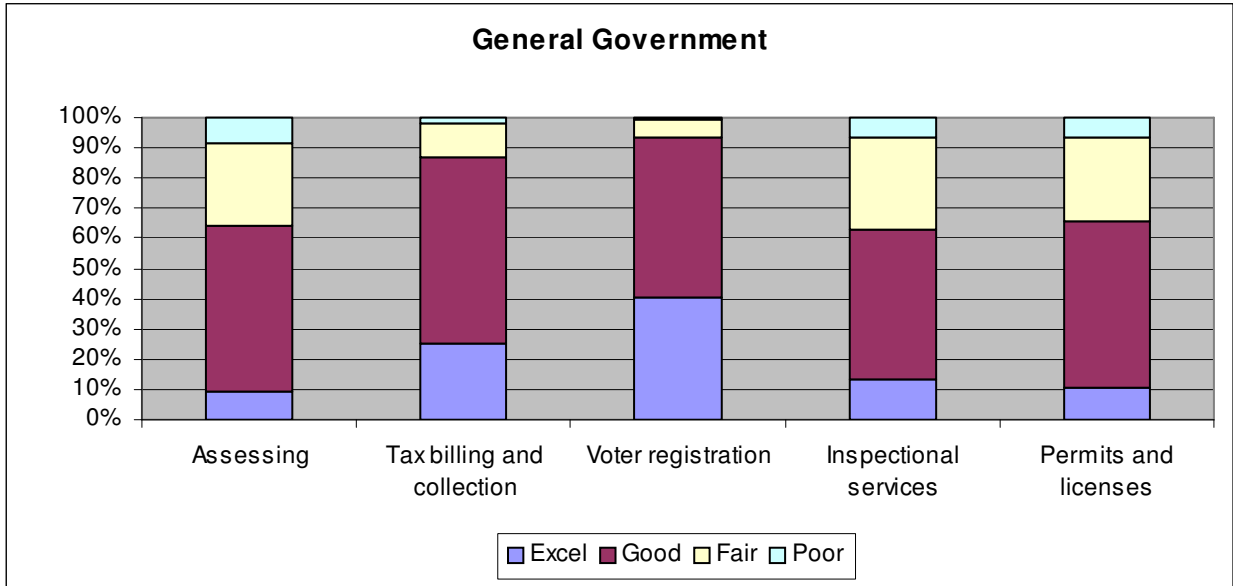
As an overview, the overall satisfaction ratings per department were as follows:



Below is a summary by department showing the percentage of responses by rating level for each category followed by a summary of the types of open-ended comments that were collected. Note that prior to release of these results to the public, each department head was provided with a detailed report of every individual comment that was contributed.

As with any survey, there are some complaints and pet peeves as well as compliments and pet projects representing opposite sides of the same issue. There are also some insightful ideas, some of which may be old and some new – but many of which are worthy of further discussion during the budgeting process.

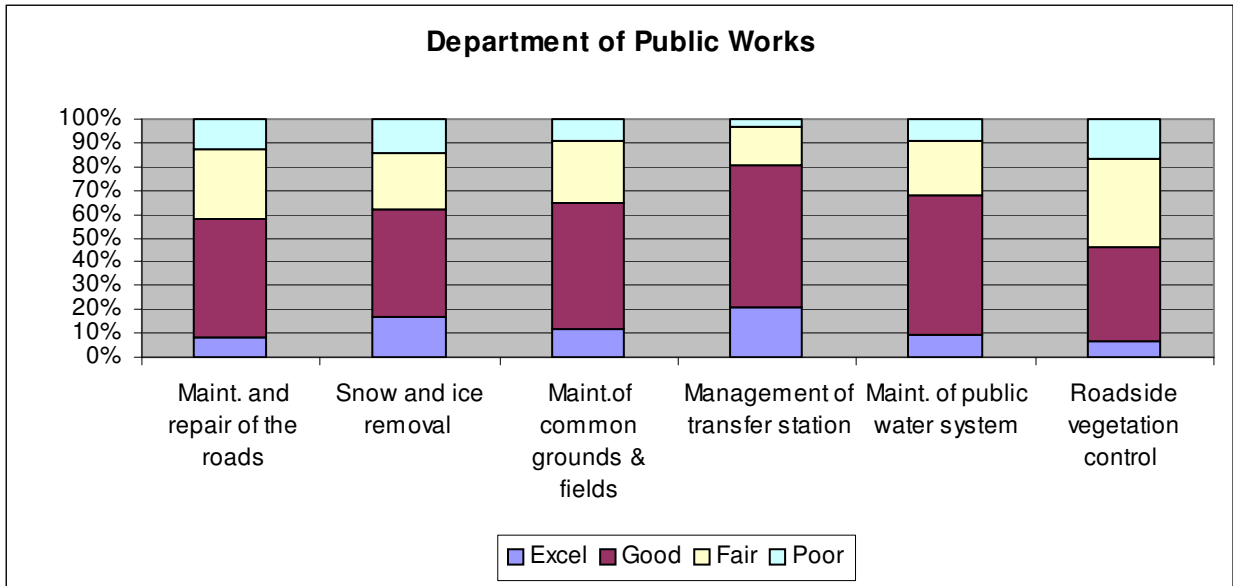
Attached you will find a copy of the original questions. Published separately on the website is the complete listing of all of the comments made by residents in the survey. Please note for public disclosure that we did not include inflammatory comments or comments directed at individuals, although these comments were shared across the Finance Committee, Tim Bragan, Lorraine Leonard and the relevant department heads.



The above questions were responded to by 185-229 people with average response count per category of 211.

Summary of Open Ended Responses:

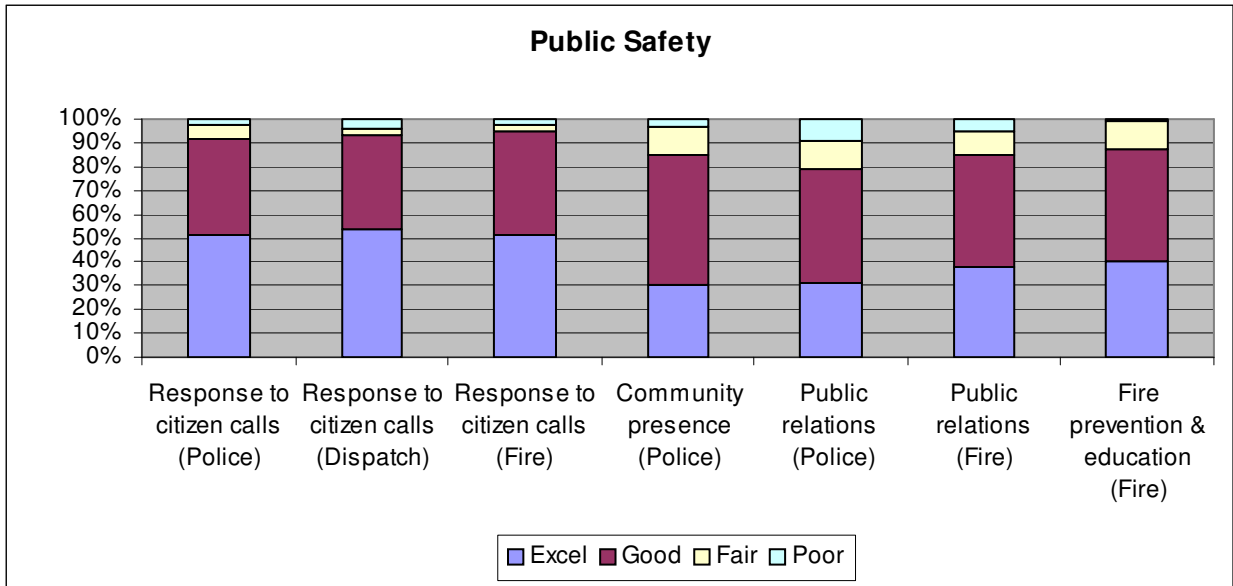
Expansion of General Government services		Responses	%
Improve website, cable TV station, offer more services		5	5.05%
Comments for other departments		48	48.48%
No expansion		42	42.42%
Don't know		4	4.04%
Total		<u>99</u>	<u>100.00%</u>
 Reduction of General Government services		Responses	%
More services available online		3	3.80%
Comments for other departments		36	45.57%
No reductions		34	43.04%
Don't know		6	7.59%
Total		<u>79</u>	<u>100.00%</u>
 Alternate methods of delivery		Responses	%
More services available online		10	13.70%
Reduce healthcare costs for town employees		5	6.85%
More volunteer labor at Town Hall		4	5.48%
Comments for other departments		28	38.36%
No response		24	32.88%
Don't know		2	2.74%
Total		<u>73</u>	<u>100.00%</u>



The above questions were responded to by 122-237 people with average response count per category of 208.

Summary of Open Ended Responses:

	Responses	%
Expansion of DPW services		
Improve quality and timeliness of snow and ice removal	15	13.80%
Improve repairs and resurfacing of roads	15	13.80%
Increase removal of roadside vegetation	14	12.90%
Improve care and appeal of common grounds	10	9.30%
Improve transfer station	5	4.60%
Improve road and passageway safety	4	3.70%
Leave as is, no change necessary	17	15.70%
No comments	4	3.70%
Comments not compiled	24	22.50%
Total	108	100.00%
Reduction of DPW services		
Reduce full time staff	11	11.50%
Outsource current or partial services	10	10.50%
Reduce salting, sanding and plowing	5	5.30%
Reduce road maintenance and paving	2	2.70%
Leave as is, no change necessary	35	36.80%
No comments	8	7.90%
Comments not compiled	24	25.30%
Total	95	100.00%
Alternative methods of delivery		
Regionalize services	12	13.80%
Improve management oversight and accountability	11	12.60%
Outsource certain services	9	10.30%
Promote volunteerism for roadside maintenance	5	5.70%
Leave as is, no change necessary	25	28.90%
No comments	2	2.30%
Comments not compiled	23	26.40%
Total	87	100.00%



The above questions were responded to by 160-214 people with average response count per category of 176.

Summary of Open Ended Responses:

Expansion of Public Safety Services	Responses	%
No Response or Don't Know	29	41%
More Police presence to deter speeding, enforce safety	7	10%
Doing a great job	6	8%
Increased Fire safety programs	2	3%
Responses not compiled	27	38%
Total	71	100%

Single suggestions ranged from better public relations, a greater focus on deterring vandalism, expanding EMTs, improving equipment.

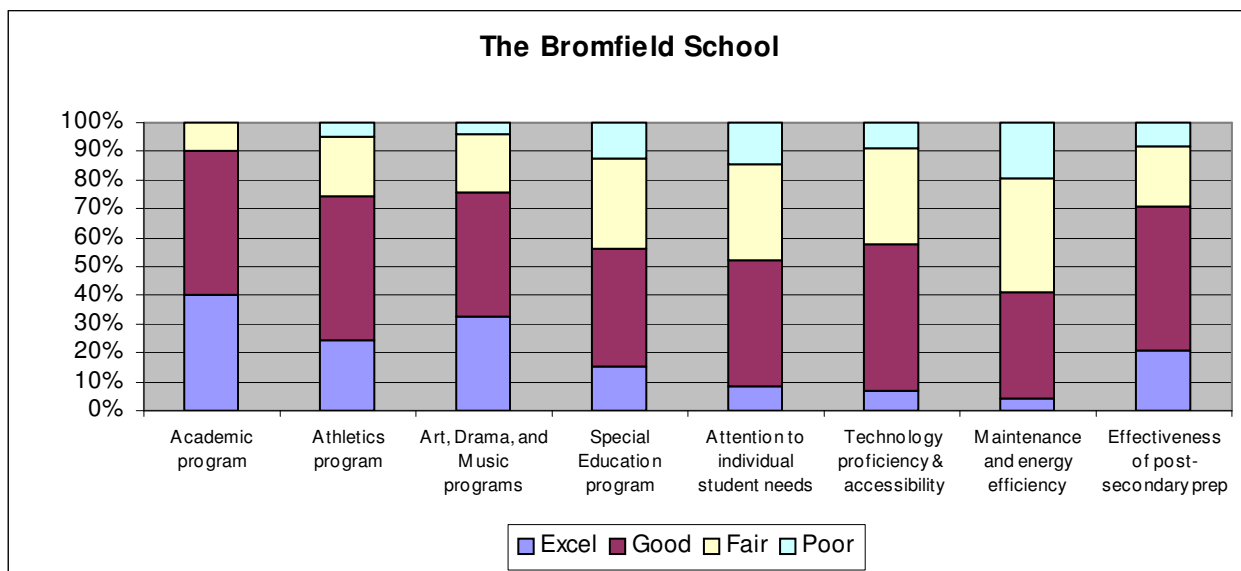
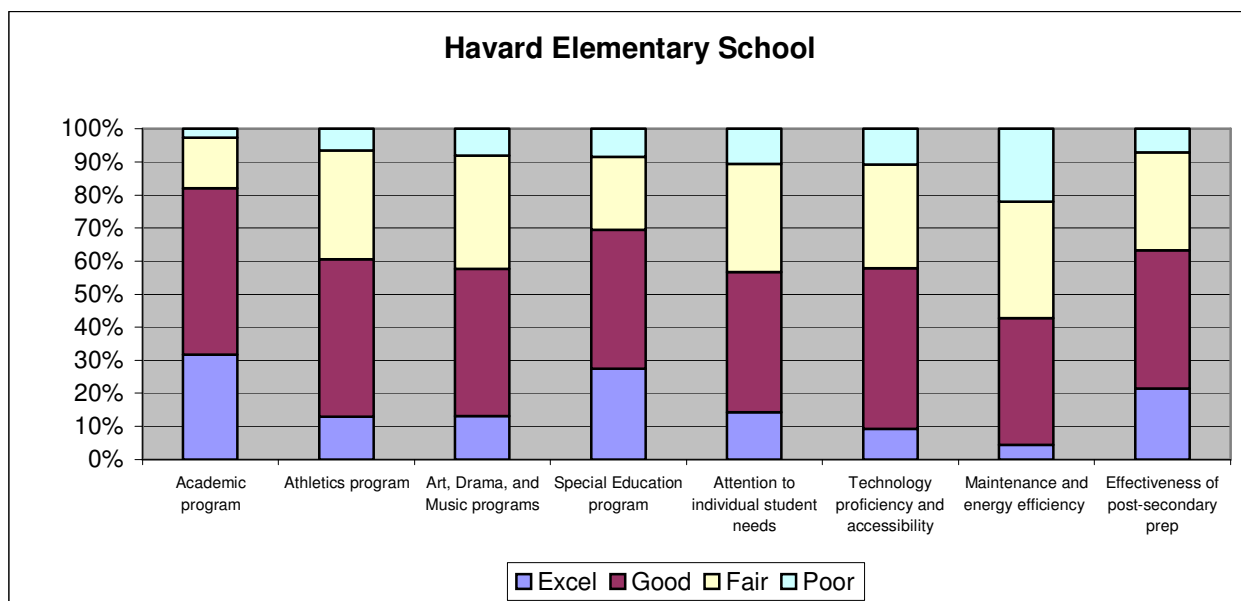
Reduction of Public Safety Services	Responses	%
No Response or Don't Know	37	41%
More focus on vandalism and break-ins and less on traffic	21	23%
Part-time or volunteer Fire Chief	6	7%
Responses not compiled	27	30%
Total	91	100%

Single suggestions ranged from curtailing use of town cars for personal use, sharing with local towns, ambulance billing, reducing public relations, reducing presence at the schools.

Alternative Methods of Delivery	Responses	%
No Response or Don't Know	24	42%
Regionalizing services	20	35%
Part-time fire chief	4	7%
Responses not compiled	9	16%
Total	57	100%

Single suggestions were to charge for false alarms, set up automated speed traps, increase citizen involvement, reviewing staffing schedules, turning off vehicles when not in use, keep road surfaces rough to slow traffic.

The above questions were responded to by 95-151 people with average response count per category of 127.



The above questions were responded to by 96-155 people with average response count per category of 136.

Summary of Open Ended Responses – Combined Bromfield and HES:

Expansion of School Services	Responses	%
Reduce/eliminate User Fees	9	6.3%
Help "average" students - not just those in Special Education	8	5.6%
Expand/improve offerings in the Arts	8	5.6%
Expand/improve offerings in Science/Technology	7	4.9%
Update the existing Technology	7	4.9%
Expand/improve Athletics/Coaching	5	3.5%
Keep student/teacher ratio at 20:1 or better	5	3.5%
Improve condition of School Facilities	4	2.8%
Reduce/improve Administration	4	2.8%
Improve Guidance services	3	2.1%
Revise Chemistry/Math offerings	3	2.1%
Teach Life Skills at Bromfield	3	2.1%

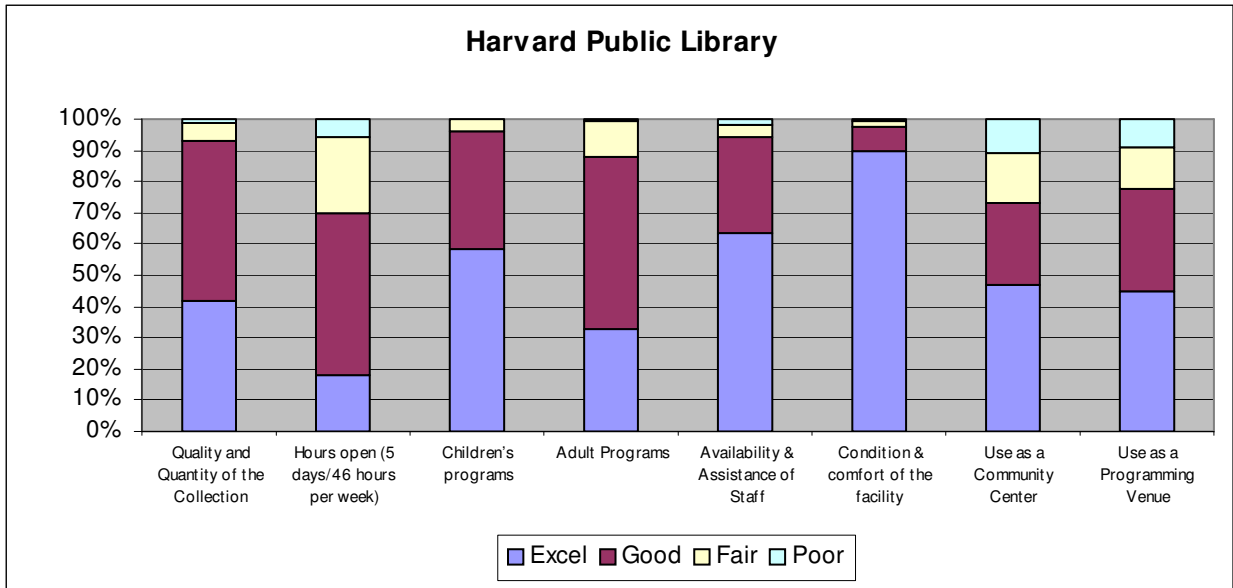
Spend \$\$ for Excellence in K-12	3	2.1%
Disappointed in HES and Bromfield	3	2.1%
Investigate why students leave the system between K-12	2	1.4%
Reduce emphasis on MCAS testing	2	1.4%
Institute a late bus after Bromfield activities	2	1.4%
Make the transportation system safer	2	1.4%
Improve Adult Education	2	1.4%
Spend more \$\$ on Books	2	1.4%
Teach Industrial Arts at Bromfield	2	1.4%
Teach Home Economics at Bromfield	2	1.4%
Teach Latin at Bromfield	2	1.4%
Teach Foreign Languages at HES	2	1.4%
Improve Music teachers	2	1.4%
Answers not compiled	24	16.7%
No Answers	26	18.1%
Total	144	100.0%

Reduction of School Services

Eliminate Superintendent/combine with Principal/go to part-time	23	18.9%
Reduce spending on Special Education	7	5.7%
Don't reduce spending/level of education	6	4.9%
Overhaul the energy system at Bromfield	6	4.9%
SmartBoards at HES are a waste of \$\$	4	3.3%
Maintain the quality of schools to maintain property values	3	2.5%
Town should pay for bus and athletics User Fees	3	2.5%
Reduce Sports	3	2.5%
Reduce Special Education middle management positions	2	1.6%
Focus on Health Insurance costs	2	1.6%
Schools waste too much paper	2	1.6%
Reduce Honors courses	2	1.6%
Reduce HES Curriculum Coordinators	2	1.6%
Increase class sizes	2	1.6%
Reduce Advanced Placement courses	2	1.6%
Reduce Art courses	2	1.6%
Answers not compiled	22	18.0%
No Answers	29	23.8%
Total	122	100.0%

Alternative Methods of Delivery

Regionalize system/superintendent/programs	14	12.8%
Reduce Administrative staff	7	6.4%
Find cost savings in Special Education program	6	5.5%
Involve parents as volunteers	5	4.6%
Go back to old model of Superintendent/Principal	4	3.7%
Schools do a good job their \$\$	4	3.7%
Turn down the thermostats	3	2.8%
Need more effective negotiations with teachers' union	2	1.8%
Outsource college preparatory planning (Guidance function)	2	1.8%
More students should ride the school busses	2	1.8%
Use technology more-stop sending home papers/forms/booklets	2	1.8%
Force parents to pay taxes for all services used before they move out	2	1.8%
Throw the unions out !	2	1.8%
Answers not compiled	39	35.8%
No Answers	15	13.8%
Total	109	100.0%



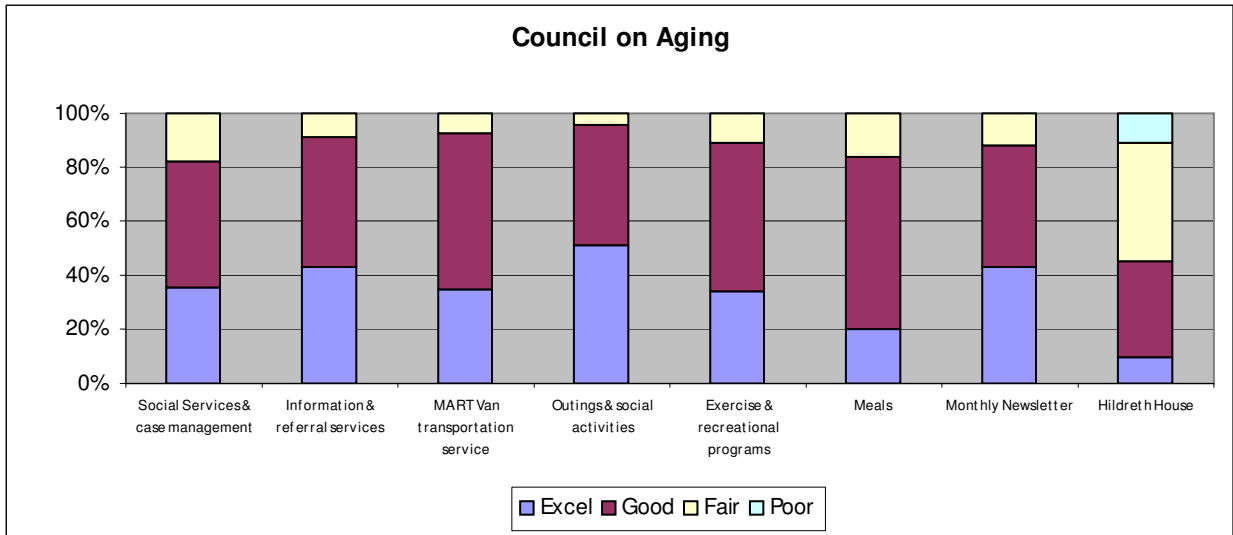
The above questions were responded to by 129-201 people with average response count per category of 180.

Summary of Open Ended Responses:

Expansion of HPL Services	Responses	%
Expand Hours (Especially Friday)	56	52%
None/ Nothing/Not sure	28	26%
More access to public/usage of Volunteers Hall	10	9%
More Content /Programs	6	6%
Share Library with Schools	3	3%
Cut Hours/staff	3	3%
More aides after school	1	1%
Total	107	100%

Reduction of HPL Services	Responses	%
No/None/Nothing	42	49%
Cut Hours/staff	27	31%
Cut programs	5	6%
Use Volunteers	5	6%
Improve atmosphere/friendliness	3	3%
Reduce childcare after school	3	3%
Reduce collections	1	1%
Total	86	100%

Alternative Methods of Delivery	Responses	%
None/ Nothing/Not sure	19	25%
Use Volunteers	13	17%
Reduce hours/staff	13	17%
Leverage Technology	13	17%
Rent Volunteers hall	8	11%
Library already doing a great job	5	7%
More Community events	2	3%
Combine HPL with school libraries	2	3%
Ask for donations	1	1%
Total	76	100%



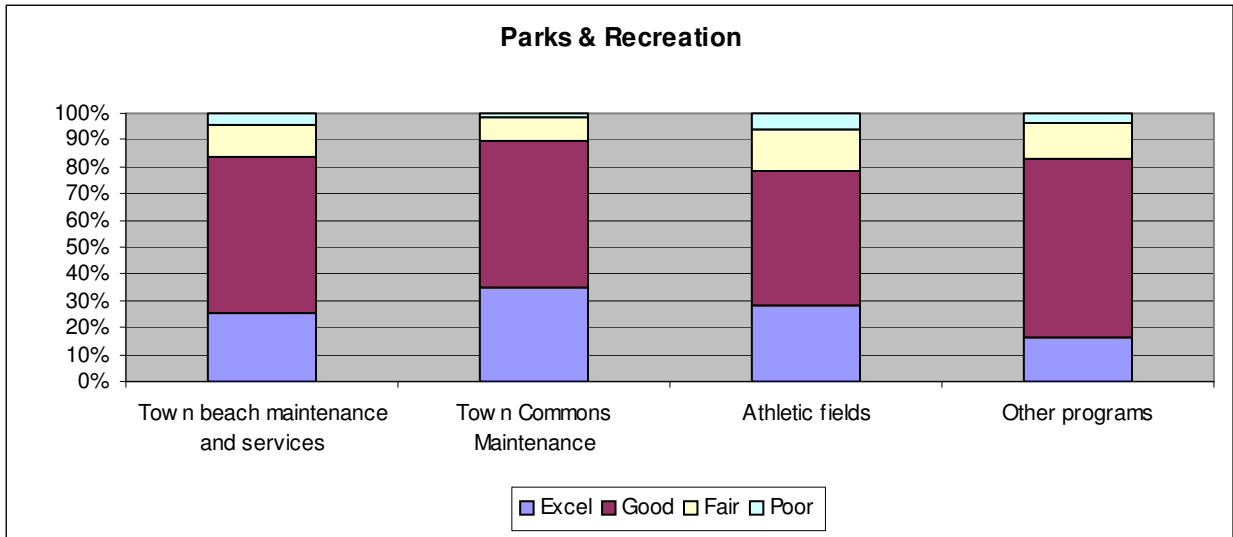
The above questions were responded to by 25-62 people with average response count per category of 40.

Summary of Open Ended Responses:

Expansion of COA Services	Responses	%
Expand (all, generally)	16	31%
None/ Nothing	11	22%
More fitness	3	6%
Repair/improve Hildreth House	2	4%
Move to better/different building	2	4%
More arts	2	4%
More free meals	1	2%
More intellectual programs	1	2%
Keep track of folks during emergencies	1	2%
Don' know/NA	11	22%
Total	51	100%

Reduction of COA Services	Responses	%
None/Nothing	25	60%
Drop full-time director/reduce or eliminate staff	3	7%
Cut the whole function	1	2%
No future increase in services	1	2%
Cut trips/outings/meals	1	2%
Reduce and regionalize	1	2%
Give up Hildreth House	1	2%
Don't know/NA	9	21%
Total	42	100%

Alternative Methods of Delivery	Responses	%
Regionalize/share	9	22%
Eliminate paid staff/ use volunteers	4	10%
Pool efforts with churches and Harvard Help	2	5%
Eliminate newsletter/use Harvard Press or internet	2	5%
Move to New library/Give up Hildreth House	2	5%
Upgrade to fuel-efficient van	1	2%
Focus services on those poor in health, and/or over 70	1	2%
Younger elders could subsidize older elders	1	2%
No/Not sure/Don't Know	19	46%
Total	41	100%



The above questions were responded to by 80-209 people with average response count per category of 168.

Summary of Open Ended Responses:

Expansion of P&R Services	Responses	%
Improve add more maintenance. Beach, Fields, Common	22	34%
No	16	25%
Don't Know	4	6%
Add programs for adults	3	5%
Improve restroom at beach/add restroom at track & common	3	5%
Improve sand at beach	2	3%
Add Dog Park / More neighborhood parks	2	3%
Lower user fees	1	2%
Police boaters on the pond	1	2%
Comments not compiled	11	17%
Total	65	100%
Reduction of P&R Services	Responses	%
No	27	57%
Yes	4	9%
Not sure	4	9%
Mow grass less often	3	6%
Reduce number of fields	2	4%
Eliminate swim lessons	1	2%
Comments not compiled	6	13%
Total	47	100%
Alternative Methods of Delivery	Responses	%
None/ Nothing/Not sure	21	38%
Use Volunteers / high school kids	7	13%
Increase fees	6	11%
Regionalize, Devens / Local groups such as HAA	5	9%
Rent fields, track, beach	4	7%
Offer advertisement signs to local business in exchange help.	3	5%
Use DPW for maintenance	3	5%
Increase accountability of staff to do better	2	4%
Reduce number of play fields	1	2%
Comments not compiled	4	7%
Total	56	100%

Detailed Responses

General Government	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Assessing	21	124	62	19	226	16	2.35
Tax billing and collection	58	140	26	5	229	12	1.90
Voter registration	90	118	13	2	223	17	1.67
Inspectional services	24	92	57	12	185	50	2.31
Permits and licenses	21	107	54	13	195	44	2.30
Department of Public Works	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Maint. and repair of the roads	19	119	70	29	237	0	2.46
Snow and ice removal	40	107	55	34	236	0	2.35
Maint of common grounds & fields	27	118	57	21	223	12	2.32
Management of transfer station	45	128	35	7	215	18	2.02
Maintenance of public water system	11	72	28	11	122	101	2.32
Roadside vegetation control	14	86	78	37	215	15	2.64
Public Safety	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Response to citizen calls (Police)	82	65	9	4	160	60	1.59
Response to citizen calls (Dispatch)	93	68	4	7	172	50	1.56
Response to citizen calls (Fire)	66	56	4	3	129	85	1.57
Community presence (Police)	64	118	25	7	214	8	1.88
Public relations (Police)	62	97	24	19	202	23	2.00
Public relations (Fire)	70	88	19	9	186	33	1.82
Fire prevention & education (Fire)	70	82	21	1	174	42	1.73
Harvard Elementary School	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Academic program	48	76	23	4	151	49	1.89
Athletics program	16	59	41	8	124	74	2.33
Art, Drama, and Music programs	18	61	47	11	137	59	2.37
Special Education program	26	40	21	8	95	100	2.12
Attention to individual student needs	20	60	46	15	141	56	2.40
Technology proficiency and accessibility	13	68	44	15	140	58	2.44
Maintenance & energy efficiency of buildings	6	52	48	30	136	62	2.75
Effectiveness of post-secondary preparation	21	41	29	7	98	94	2.22
Bromfield	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Academic program	62	78	15	0	155	48	1.70
Athletics program	36	73	31	7	147	54	2.06
Art, Drama, and Music programs	47	63	29	6	145	56	1.96
Special Education program	15	39	30	12	96	102	2.41
Attention to individual student needs	12	62	47	21	142	58	2.54
Technology proficiency & accessibility	10	71	46	13	140	60	2.44
Maintenance and energy efficiency	6	51	55	27	139	60	2.74
Effectiveness of post-secondary prep	26	62	26	10	124	68	2.16

Library	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Quality and Quantity of the Collection	82	102	12	2	198	16	1.67
Hours open (5 days/46 hours per week)	35	103	49	11	198	15	2.18
Children's programs	75	49	5	0	129	75	1.46
Adult Programs	49	82	17	1	149	58	1.80
Availability & Assistance of Staff	125	60	7	4	196	16	1.44
Condition & comfort of the facility	180	16	4	1	201	13	1.13
Use as a Community Center	87	50	30	20	187	25	1.91
Use as a Programming Venue	82	61	24	17	184	29	1.87

Council on Aging	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Social Services & case management	10	13	5	0	28	140	1.82
Information & referral services	19	21	4	0	44	127	1.66
MART Van transportation service	9	15	2	0	26	141	1.73
Outings & social activities	24	21	2	0	47	123	1.53
Exercise & recreational programs	12	19	4	0	35	134	1.77
Meals	5	16	4	0	25	141	1.96
Monthly Newsletter	26	27	7	0	60	112	1.68
Hildreth House	6	22	27	7	62	111	2.56

Park & Recreation	Excel	Good	Fair	Poor	Total Excluding N/A	N/A	Rating Average
Town beach maintenance and services	48	110	22	9	189	24	1.96
Town Commons Maintenance	73	114	19	3	209	5	1.77
Athletic fields	55	96	30	11	192	20	1.98
Other programs	13	53	11	3	80	77	2.05

Note: Average Rating is calculated by multiplying the total number of responses per rating times a point value using the following scale:

- Excel 1 point
- Good 2 points
- Fair 3 points
- Poor 4 points.

The total points are then added and divided by the total number of responses.

Therefore, the lower the rating, the higher the level of satisfaction.

On the next page, these same scores are stack ranked by score from lowest to highest rather than by department as in the chart above.

Stack Ranking of Service Ratings from 1 to 54

Rank	Service	Avg Rating
1	HPL: Condition & comfort of the facility	1.13
2	HPL: Availability of and Assistance provided by Staff	1.44
3	HPL: Quality & Quantity of children's programs (370 in FY09)	1.46
4	COA: Outings & social activities	1.53
5	Safety: Quality of response to citizen calls (Dispatch)	1.56
6	Safety: Quality of response to citizen calls (Fire)	1.57
7	Safety: Quality of response to citizen calls (Police)	1.59
8	COA: Information and referral services	1.66
9	Gov: Voter registration	1.67
10	HPL: Quality and Quantity of the Collection	1.67
11	COA: Monthly Newsletter	1.68
12	TBS: Academic program	1.70
13	COA: MART Van transportation service	1.73
14	Safety: Fire prevention/community education (Fire)	1.73
15	COA: Exercise & recreational programs	1.77
16	P&R: Town Commons Maintenance	1.77
17	HPL: Quality & Quantity of adult programs (90 in FY09)	1.80
18	COA: Social Services and case management	1.82
19	Safety: Public relations (Fire)	1.82
20	HPL: Use as a Programming Venue (Volunteers Hall)	1.87
21	Safety: Community presence (Police)	1.88
22	HES: Academic program	1.89
23	Gov: Tax billing and collection	1.90
24	HPL: Use as a Community Center	1.91
25	COA: Meals (i.e., Hildreth Café, Men's breakfast)	1.96
26	P&R: Town beach maintenance and services	1.96
27	TBS: Art, Drama, and Music programs	1.96
28	P&R: Athletic fields	1.98
29	Safety: Public relations (Police)	2.00
30	DPW: Management of the Town's transfer station	2.02
31	P&R: Other Park & Rec programs	2.05
32	TBS: Athletics program	2.06
33	HES: Special Education program	2.12
34	TBS: Effectiveness of post-secondary prep	2.16
35	HPL: Hours open (5 days/46 hours per week)	2.18
36	HES: Effectiveness of post-secondary prep	2.22
37	Gov: Permits and licenses	2.30
38	Gov: Inspectional services	2.31
39	DPW: Maintenance common grounds and fields	2.32
40	DPW: Repair and improvement public water system	2.32
41	HES: Athletics program	2.33
42	DPW: Snow and ice removal	2.35
43	Gov: Assessing	2.35
44	HES: Art, Drama, and Music programs	2.37
45	HES: Attention to individual student needs	2.40
46	TBS: Special Education program	2.41
47	HES: Technology proficiency and accessibility	2.44
48	TBS: Technology proficiency and accessibility	2.44
49	DPW: Maintenance and repair of the Town's roads	2.46
50	TBS: Attention to individual student needs	2.54
51	COA: Condition, comfort and accessibility of the Hildreth House	2.56
52	DPW: Roadside vegetation control	2.64
53	TBS: Maintenance and energy efficiency of School buildings	2.74
54	HES: Maintenance and energy efficiency of School buildings	2.75

Finance Committee Survey

1. How long have you lived in Harvard?

2. What is your age bracket?

- 18-24
- 25-44
- 45-59
- 60-over

3. Do you have children in the Harvard Public Schools?

- No, never did
- No, not presently, but did formerly
- No, educated elsewhere
- No, but plan to send child(ren) to Harvard Public Schools
- Yes, presently

4. Did you participate in the 2009 Annual Town Meeting?

- Yes
- No

5. Do you regularly attend the Annual Town meetings?

- Yes
- No

6. Did you vote in the 2008 Presidential election?

- Yes
- No

7. What factors influenced your decision to reside in the Town of Harvard:

- School system
- Geographic location
- Open space and recreation
- Housing availability
- Character of Town and community
- Tax rate
- Other (please specify)

8. How frequently does your family visit the library?

- Daily
- Weekly
- Monthly
- Quarterly
- Never

Town Hall

9. How would you rate the services provided: Rating scale = Excellent, Good, Fair, Poor or N/A

- Assessing 8.8% (21)
- Tax billing and collection
- Voter registration
- Inspectional services 9.9% (23)
- Permits and licenses 8.4% (20)

10. What services require you to visit Town Hall versus processing on-line via the Town website:

- Assessing
- Tax billing and collection
- Voter registration
- Inspectional services
- General information

11. Given limited revenue resources or the reduction of other budget items are there services currently provided or not provided by General Government that you believe should be expanded as to the level and quality of service?

12. Given a mandate to reduce spending are there services currently provided by General Government that you believe should be reduced or discontinued?

13. Do you have any comments as to how General Government may provide services using alternative methods of delivery to realize cost savings?

Department of Public Works

14. How would you rate the following department functions: Rating scale = Excellent, Good, Fair, Poor or N/A
Maintenance and repair of the Town's roads passageways and drainage systems
Snow and ice removal of the roads, passageways and parking areas
Maintenance and repair of the Town's recreational areas, fields, common grounds and conservation lands
Maintenance and management of the Town's transfer station
Repair and improvement projects to the Town's public water system
Roadside vegetation control and assistance to pond management

15. Given limited revenue resources or the reduction of other budget items are there services currently provided or not provided by the DPW that you believe should be expanded as to the level and quality of service?

16. Given a mandate to reduce spending are there services currently provided by the DPW that you believe should be reduced or discontinued?

17. Do you have any comments as to how the DPW may provide services using alternative methods of delivery to realize cost savings?

Public Safety

Public safety in Harvard encompasses the Police, Dispatch, and Fire departments. The Police Department's mission is to enhance the quality of life of Harvard residents, to reduce crime, and to foster positive relations with the public. The role of dispatch is to relay in-person and call-in requests to the appropriate respondent(s), and respond to queries. The Fire Department's mission is to save lives and protect property from fire and other emergencies through public education, code management, and incident response.

The Fiscal Year 2010 operating budget (which is funded by the tax levy) for these three departments is \$1,269,631. In total, Public Safety is comprised of 14.8 full-time employees, 4 per diem employees, and 14 volunteers.

18. If you have had the opportunity to use the services of the Police, Fire, and Dispatch departments, how would you rate the following department functions: Rating scale = Excellent, Good, Fair, Poor or N/A

- Quality of response to citizen calls (Police)
- Quality of response to citizen calls (Dispatch)
- Quality of response to citizen calls (Fire)
- Community presence (Police)
- Public relations (Police)
- Public relations (Fire)
- Fire prevention/community education (Fire)

19. Given limited revenue resources or the reduction of other budget items are there services currently provided or not provided by the Public Safety departments that you believe should be expanded as to the level and quality of service?

20. In the event of a mandated reduction in town spending, are there services currently provided by the Public Safety departments that you believe should be reduced or discontinued?

21. Do you have any comments as to how the Public Safety departments may provide services using alternative methods of delivery to realize cost savings?

Harvard School System

22. How would you rate the following functions for Harvard Elementary School: Rating scale = Excellent, Good, Fair, Poor or N/A

- Academic program
- Athletics program 7.7% (15)
- Art, Drama, and Music programs 8.8% (17)
- Special Education program
- Attention to individual student needs
- Technology proficiency and accessibility
- Maintenance and energy efficiency of School buildings
- Effectiveness of post-secondary preparation and workplace development

23. How would you rate the following functions for the Bromfield School: Rating scale = Excellent, Good, Fair, Poor or N/A

- Academic program
- Athletics program
- Art, Drama, and Music programs
- Special Education program 7.7% (15)
- Attention to individual student needs
- Technology proficiency and accessibility
- Maintenance and energy efficiency of School buildings
- Effectiveness of post-secondary preparation and workplace development

24. Given limited new revenue sources or the reduction of other department budget items, are there services currently provided or not provided by the Schools that you believe should be expanded as to the level and quality of service?

25. Given a mandate to reduce spending, are there services currently provided by the Schools that you believe should be reduced or discontinued?

26. Do you have any comments as to how the Schools might provide services using alternative methods of delivery to realize cost savings?

Harvard Public Library

Harvard Public Library's mission is to provide free convenient access to a wide range of information resources to promote intellectual growth, personal enjoyment and practical use; to actively support and cooperate with school libraries; to be a repository of local historical and governmental records; to continually identify community needs and provide programs and services to meet these need; and to use its physical, financial and human resources efficiently.

The Fiscal Year 2010 operating budget for this department is \$495,328 (2.7% of omnibus budget before debt) and is comprised of 8 full time equivalent employees. In FY09, Harvard residents made 99,280 visits, checked out 116,161 materials and participated in over 460 youth and adult programs. There were 126 programs held in Volunteers Hall.

27. How would you rate the following department functions: Rating scale = Excellent, Good, Fair, Poor or N/A

- Quality and Quantity of the Collection
- Hours open (5 days/46 hours per week)
- Quality & Quantity of children's programs
- Quality & Quantity of adult programs
- Availability of and Assistance provided by Staff
- Condition & comfort of the facility
- Use as a Community Center
- Use as a Programming Venue (Volunteers Hall)

28. Given new revenue resources or the reduction of other department budget items, are there services currently provided or not provided by the HPL that you believe should be expanded as to the level and quality of service?

29. In the event of a mandated reduction in town spending, are there services currently provided by the HPL that you believe should be reduced or discontinued?

30. Do you have any comments as to how the HPL may provide services using alternative methods of delivery to realize cost savings?

Council on Aging

The function of the Council on Aging (COA) is to help Harvard residents and their families manage the many issues associated with aging through counseling, referrals and a variety of ongoing recreational, educational, fitness, vocational, financial, and transportation programs. The Fiscal Year 2010 operating budget for this department is \$92,744 (of which \$22,000 is offset by reimbursement from the Montachusett Area Regional Transit Authority for transportation).

The department is funded by a combination of town funds, state grants and fundraising by the Friends of the COA. Trips and exercise programs are self supporting with fees from seniors.

The COA is managed by 1 full time licensed social worker and 2 part time employees. Four hundred and twenty-three Harvard residents, approximately 36% of Harvard's 1,173 seniors are users of one or more of the COAs services, but all seniors in town received the monthly newsletter.

31. If you have had the opportunity to use these services of the COA, how would you rate the following department functions: Rating scale = Excellent, Good, Fair, Poor or N/A

- Social Services and case management
- Information and referral services
- MART Van transportation service
- Outings & social activities
- Exercise & recreational programs
- Meals (i.e., Hildreth Café, Men's breakfast)
- Monthly Newsletter
- Condition, comfort and accessibility of the Hildreth House

32. Given limited revenue resources or the reduction of other budget items are there services currently provided or not provided by the COA that you believe should be expanded as to the level and quality of service?

33. In the event of a mandated reduction in town spending, are there services currently provided by the COA that you believe should be reduced or discontinued?

Parks & Recreation

34. Do you have any comments as to how the COA may provide services using alternative methods of delivery to realize cost savings?

35. How would you rate the following department functions: Rating scale = Excellent, Good, Fair, Poor or N/A

- Town beach maintenance and services
- Town Commons Maintenance
- Athletic fields
- Other programs

36. Given limited new revenue sources or the reduction of other department budget items, are there services currently provided or not provided by Parks & Rec that you believe should be expanded as to the level and quality of service?

37. Given a mandate to reduce spending, are there services currently provided by Parks & Rec that you believe should be reduced or discontinued?

38. Do you have any comments as to how Parks & Rec might provide services using alternative methods of delivery to realize cost savings?