

## **Program Description**

The Beede Swim & Fitness Center opened on April 18, 2006. This state-of-the-art 34,000 square foot facility hosts a 25-yard x 25-meter 8-lane lap pool, a therapy pool, a children's pool and a diving well. In addition, there are two 1,600-square-foot fitness rooms, one for weight training, and the other for cardiovascular exercise. The Center provides areas for pool-side spectator seating, food concession space, locker and shower rooms, family changing rooms, and office space for the Center staff.

Located on the campus of the Concord-Carlisle Regional High School, the Center is in operation for 102 hours each week throughout the year: Monday through Friday, from 5:30 a.m. to 9:30 p.m., and on weekends from 7 a.m. to 6 p.m.

The Beede Center has been constructed by C.C. Pools, a private non-profit organization at a cost of approximately \$11 million. Funding for the construction was made possible through generous contributions from the community. After paying off its construction costs, C.C. Pools gave the facility to the Town in January 2007.

The Recreation Department operates the Center as an enterprise fund—that is, as a financially self-supporting entity—in the same manner that the Town manages its Light, Sewer, and Water Funds. Thus, expenditures must be covered by program fees. As with other Recreation Department activities, the two objectives of providing a needed service to the community while being self-supporting must be balanced.

## **FY07 Program Highlights**

Membership enrollment for the Beede Swim & Fitness Center has been higher than projected, with over 2,000 total memberships having been sold to date. Over the course of FY07, the Beede Center average attendance was about 500 per day, with significant variation between seasons, days of the week, holidays, etc.

Several improvements were made to the building during FY07. The diving boards were replaced with better models, equipment to handle the hot water supply was added, and automatic doors were put in to improve handicapped access.

## **FY08 Program Projections**

In total, the Town projects these revenues from membership and program fees to be \$2,300,000 for FY2008. The largest source of revenue will be from memberships, which is projected to total about \$1,738,000, including deferred revenue from memberships initiated in FY07. An additional \$50,000 is estimated to come from joining fees from members signing up during FY08. Other major revenue sources include swim program fees (\$180,000, primarily from children's swim classes), fitness program fees (\$100,000, primarily from fitness training sessions), interest earnings (estimated at \$72,000), guest fees (\$50,000), and rental fees (\$50,000). About \$20,000 will be used from the Belnap House's \$100,000 grant to offset the costs of seniors over 80 utilizing the facility. The remaining \$40,000 in projected revenue will come from a variety of miscellaneous sources (e.g., childcare fees) and new programs (e.g., middle school swim nights).

Offsetting the projected revenues are expenditures of approximately \$1,780,078, comprised primarily of \$1,270,822 in salaries and benefits for staff. Other expenses include purchased services such as electricity, natural gas, water, sewer, custodial services, banking services, and marketing,

totaling \$495,600; and supplies and other charges, including office supplies, custodial supplies, pool supplies, and conference and travel expenses, totaling \$101,200.

In addition, \$21,507 will be utilized to pay for services provided to the Center by other Town departments (i.e., Treasurer-Collector and Personnel) and another \$28,493 will be used to reimburse the Town for its initial \$100,000 FY06 appropriation. An additional \$353,000 will be included as a depreciation expense, divided between equipment replacement (\$103,000) and building depreciation (\$250,000). A contingency reserve of \$29,378 is also included in the FY08 budget.

On the operational side, it is anticipated that the hours of operation will change for FY08. Due to the minimal usage of the Center between 9:00 pm and 9:30 pm, the closing time will be moved forward to 9:00 pm starting on July 1.

### **FY08 Capital Plan**

Due to the facility being newly-constructed, no major capital improvements are planned for FY08. However, some capital improvements are planned for FY09: replacement of lobby carpets and replacement of some fitness equipment that receives high usage (e.g., treadmills).

Town of Concord, Massachusetts

<b>SWIM AND FITNESS CENTER</b>	<b>FUND 64</b>
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**OPERATING REVENUES (\$)**

	FY06 Actual	FY07 Estimate	Rev. FY07 Budget*	FY08 Estimate
Initiation Fees		136,350	170,000	50,000
Membership Fees	N/A	1,425,000	1,617,000	1,738,000
Swim Program Fees		477,900	119,000	180,000
Fitness Program Fees		0	50,000	100,000
Child Care Fees (moved to Misc for FY08)		20,800	1,400	0
Food Concession Rental Fee		5,760	5,000	5,000
Rental Fees		126,000	5,000	50,000
Miscellaneous Revenue (e.g., Child Care Fees, etc.)		0	0	15,000
Interest		0	50,000	72,000
Guest Fees		0	40,000	50,000
Belnap House Senior Citizen Grant		26,400	20,000	20,000
New Program Revenue		0	0	20,000
<b>Operating Revenues Total</b>	<b>0</b>	<b>2,218,210</b>	<b>2,077,400</b>	<b>2,300,000</b>

\* As of January 2007.

**OPERATING EXPENSES (\$)**

	FY06 Actual	FY07 Estimate	Rev. FY07 Budget*	FY08 Estimate
Personal Services	N/A	1,233,790	1,241,358	1,270,822
Purchased Services		425,494	445,520	495,600
Supplies & Materials		63,250	82,900	89,000
Other Charges & Expenses		13,738	10,300	12,200
Depreciation Expense - Equipment		103,000	103,000	103,000
Depreciation Expense - Building		250,000	105,000	250,000
Contingency Reserve		78,938	39,322	29,378
<b>Subtotal</b>	<b>0</b>	<b>2,168,210</b>	<b>2,027,400</b>	<b>2,250,000</b>
<u>General Fund Services:</u>				
Town Manager's Office	N/A	12,500	0	0
Accounting Division		12,500	0	0
Personnel Department		12,500	7,500	7,595
Treasurer-Collector		12,500	12,500	13,912
<b>Subtotal</b>	<b>0</b>	<b>50,000</b>	<b>20,000</b>	<b>21,507</b>
<b>Operating Expense Total</b>		<b>2,218,210</b>	<b>2,047,400</b>	<b>2,271,507</b>
Repayment of General Fund FY06 Appropriation**		0	30,000	28,493
<b>Total Expense and Transfers</b>	<b>0</b>	<b>2,218,210</b>	<b>2,077,400</b>	<b>2,300,000</b>

\* As of January 2007.

\*\* A sum of \$100,000 was appropriated in Article 9 of 2005 Town Meeting for start-up costs.

Town of Concord, Massachusetts

<b>SWIM AND FITNESS CENTER</b>	<b>FUND 64</b>
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**AUTHORIZED POSITIONS (\$)**

Code	Position Title	Grade	FY07 Initial Budget		FY08 Initial Budget	
			# Positions	\$ Amount	# Positions	\$ Amount
5111	<b>Full Time Staff:</b>					
	Recreation Admin.	MP-9	0.50	37,790	0.00	0
	Asst. Rec. Admin.	MP-7	0.80	56,472	1.00	70,990
	Asst. Rec. Admin.	MP-7	0.80	52,261	0.25	16,609
	Aquatics Coordinator	MP-5	1.00	53,500	1.00	57,513
	Fitness Coordinator	MP-5	1.00	60,265	1.00	61,677
	Staff Accountant	MP-2	1.00	43,000	0.00	0
	Asst. Aquatics Coord.	MP-1	1.00	41,000	1.00	43,050
	Asst. Fitness Coord.	MP-1	1.00	33,280	0.00	0
	Administrative Asst.	ACL-7	1.00	48,964	0.00	0
	Registration Coord.	ACL-3	0.00	0	1.00	40,340
	Receptionists*	ACL-3	2.55	79,560	0.00	0
	Building Maint. Cust.	LA-2	1.00	41,050	1.00	40,194
	Building Maint. Cust.*	LA-2	<u>0.63</u>	<u>26,000</u>	<u>0.00</u>	<u>0</u>
	<b>Subtotal</b>		12.28	573,142	6.25	330,373
5115/	<b>Temporary and Limited Status:</b>					
5210	Lifeguards	Misc.	13,780 hrs.	206,712	0	0
	Openers/Closers	Misc.	2,192 hrs.	43,848	0	0
	Swim Instructors	Misc.	3,465 hrs.	76,230	0	0
	Sales Associates	Misc.	1,044 hrs.	26,000	0	0
	Aquatics Mgmt. Subs.	Misc.	0.00	12,000	0	0
	Fitness Trainers	Misc.	10,649 hrs.	159,732	9,814 hrs.	269,456
	Receptionists	Misc.	0.00	0	6,055 hrs.	93,856
	Building Maint. Cust.	Misc.	0.00	0	4,176 hrs.	62,640
	Babysitters	Misc.	0.00	0	522 hrs.	7,830
	Prof. Prog. Instructors	Misc.	0.00	0	4,176 hrs.	83,520
	Swim (Grds & Instrs.)	Misc.	<u>0.00</u>	<u>0</u>	<u>16,286 hrs.</u>	<u>201,187</u>
	<b>Subtotal</b>		20,481 hrs.	524,522	41,029 hrs.	718,489
	Allowance for Salary Increases			0		52,443
5130	Overtime			0		15,000
	<b>Staff Subtotal</b>			1,097,664		1,116,305
517X	Unemployment Comp.			0		10,000
	Group Insurance			57,314		64,980
	Retirement			30,376		17,345
	Social Security			32,520		46,774
	Medicare			<u>15,916</u>		<u>15,418</u>
	<b>Benefits Subtotal</b>			136,126		154,517
	<b>GRAND TOTAL</b>			1,233,790		1,270,822

\* These positions were moved to Temporary and Limited Status for the FY08 budget.

SWIM AND FITNESS CENTER	FUND 64
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**DEBT SERVICE (\$)**

Not Applicable
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**PAYMENTS TO THE GENERAL FUND (\$)**

	FY06 Actual	FY07 Estimate	Rev. FY07 Budget*	FY08 Estimate
Management and Financial Services				
Town Manager's Office	N/A	12,500	0	0
Accounting Division		12,500	0	0
Finance Administration Division		12,500	0	0
Personnel Department		12,500	7,500	7,595
Treasurer-Collector		0	12,500	13,912
<b>Subtotal</b>		50,000	20,000	21,507
Repayment of General Fund FY06 Appropriation**		0	30,000	28,493
<b>Total</b>		50,000	50,000	50,000

\* As of January 2007.

\*\* A sum of \$100,000 was appropriated in Article 9 of 2005 Town Meeting for start-up costs.

Town of Concord, Massachusetts

<b>SWIM AND FITNESS CENTER</b>	<b>FUND 64</b>
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**NET INCOME (\$)**

	FY06 Actual	FY07 Estimate	Rev. FY07 Budget*	FY08 Estimate
<b>Statement of Net Income:</b>				
Operating Revenues	N/A	2,218,210	2,027,400	2,228,000
Less Operating Expenses**		<u>(2,139,272)</u>	<u>(2,008,078)</u>	<u>(2,242,129)</u>
<b>Operating Income</b>		78,938	19,322	(14,129)
Add Investment Income		<u>0</u>	<u>50,000</u>	<u>72,000</u>
<b>Net Income</b>		78,938	69,322	57,871
 <b>Planned Repayment to General Fund</b>		0	30,000	28,493
 * As of January 2007. ** Operating expenses net of contingency reserve.				

**AVAILABLE RESOURCES (\$)**

<b>Resources Available from Current Operations for Replacement &amp; Renewal of Plant:</b>				
	FY06 Actual	FY07 Estimate	Rev. FY07 Budget*	FY08 Estimate
From:				
Depreciation Expense	N/A	353,000	208,000	353,000
Net Income		<u>78,938</u>	<u>69,322</u>	<u>57,871</u>
<b>Total Operations</b>	0	431,938	277,322	410,871
Less:				
Planned Repayment to General Fund	0	0	(30,000)	(28,493)
<b>Net Available for Capital Purposes</b>	0	431,938	247,322	382,378
 * As of January 2007.				

**Beede Swim and Fitness Center  
FY08-12 Capital Program**

Item	Fiscal Year	Purchase Price (1,000s)	FY2008	FY2009	FY2010	FY2011	FY2012	Total FY2008-12
Sound System	06	\$60	\$0	\$0	\$0	\$0	\$30	\$30
Parking System	06	\$24	\$0	\$0	\$0	\$0	\$12	\$12
Portable Lifeguard Chairs	06	\$5	\$0	\$0	\$0	\$0	\$3	\$3
Fitness Equipment	06	\$200	\$0	\$130	\$70	\$0	\$130	\$330
Furniture	06	\$32	\$0	\$0	\$20	\$0	\$12	\$32
Copier	06	\$12	\$0	\$0	\$12	\$0	\$0	\$12
Snack Bar Equipment	06	\$5	\$0	\$0	\$0	\$0	\$5	\$5
Computer Equipment	06	\$24	\$0	\$6	\$6	\$6	\$6	\$24
Lobby Carpets	06		\$0	\$10	\$0	\$0	\$10	\$20
Children's Play Pool Equip.	06		\$0	\$6	\$6	\$6	\$6	\$24
Scrubber for Natatorium	07	\$6	\$0	\$0	\$0	\$6	\$0	\$6
Emergency Radios	07	\$2	\$0	\$1	\$1	\$1	\$1	\$4
Irrigation System	07	\$13	\$0	\$0	\$2	\$2	\$2	\$6
Misc. Building Maint.			\$20	\$20	\$20	\$20	\$20	\$100
<b>Total:</b>		<b>\$383</b>	<b>\$20</b>	<b>\$173</b>	<b>\$137</b>	<b>\$41</b>	<b>\$237</b>	<b>\$608</b>

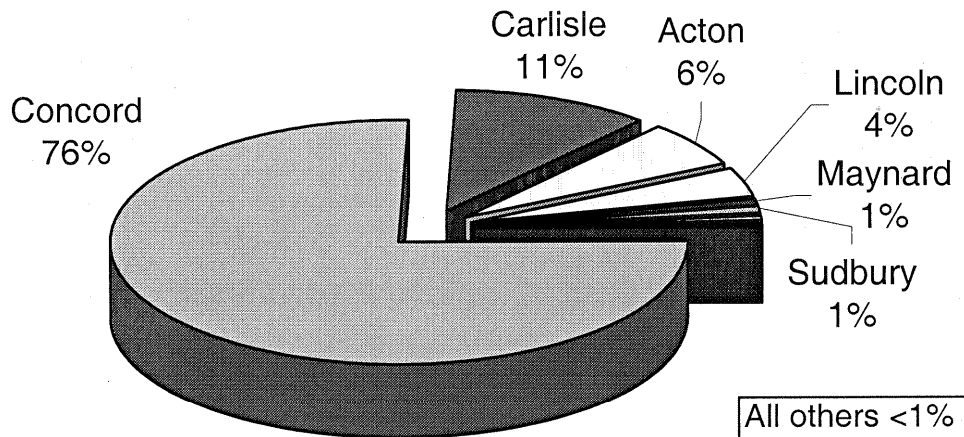
MEMBERSHIP BREAKDOWN BY TOWN\*

	Number of Members**	Percentage of Total	Percentage Without Concord
Concord	4,991	76%	n/a
Carlisle	736	11%	46%
Acton	399	6%	25%
Lincoln	251	4%	16%
Maynard	68	1%	4%
Sudbury	47	1%	3%
Bedford	30	0%	2%
Westford	20	0%	1%
Chelmsford	16	0%	1%
Wayland	14	0%	1%
Boxborough	13	0%	1%
Lexington	11	0%	1%
Townsend	10	0%	1%
	<u>6,606</u>	<u>100%</u>	<u>100%</u>

\* Note: Does not include towns with fewer than 10 members.

\*\* Note: These numbers are members, *not* memberships.

MEMBERSHIP BREAKDOWN BY TOWN\*



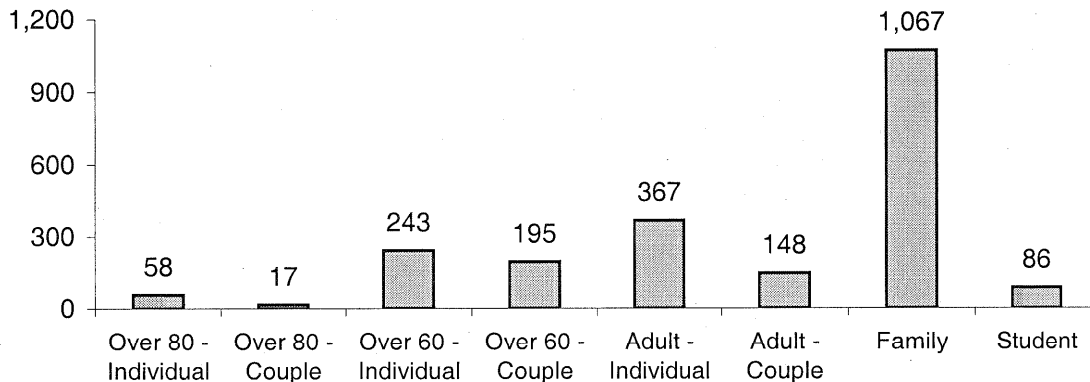


MEMBERSHIP BREAKDOWN BY CATEGORY\*

	Fitness & Swim	Fitness	Swim	Total
<b>Concord Resident</b>				
Over 80 - Individual	58	0	0	58
Over 80 - Couple	17	0	0	17
Over 60 - Individual	159	24	8	191
Over 60 - Couple	152	0	1	153
Adult - Individual	201	28	16	245
Adult - Couple	103	4	4	111
Family	883	3	24	910
Student	46	18	2	66
<b>Sub-Total</b>	<b>1619</b>	<b>77</b>	<b>55</b>	<b>1,751</b>
<b>Non-resident</b>				
Over 80 - Individual	0	0	0	0
Over 80 - Couple	0	0	0	0
Over 60 - Individual	43	4	5	52
Over 60 - Couple	37	1	4	42
Adult - Individual	103	3	16	122
Adult - Couple	36	0	1	37
Family	140	0	17	157
Student	1	18	1	20
<b>Sub-Total</b>	<b>360</b>	<b>26</b>	<b>44</b>	<b>430</b>
<b>Total</b>	<b>1,979</b>	<b>103</b>	<b>99</b>	<b>2,181</b>

\* Note: Does not include employees and college students on break.

Membership Breakdown by Category



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