

**Recreation Budget Contents**

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**Mission Statement**

Concord Recreation is a leader in providing activities that enhance personal development, promote healthy life styles, and encourage greater community involvement.

As dedicated professionals, we strive to promote lasting experiences while creating fun, unique, inclusive, opportunities in excellent facilities.

Concord Recreation is a self supporting operation that strives to keep pace with a growing community to deliver the highest quality customer focus programs, events and services.

**Department Highlights**

Depending on the number of participants in each program, the revenues and expenditure attributed to the Recreation Fund varies from year to year. The goal of the Recreation revolving fund, as a self-sustaining entity, is to operate with a positive annual balance, while keeping programs affordable. The Recreation Fund balance is designed to be a safety net and to provide funding that can be allocated to building improvements and capital planning efforts throughout the year.

- FY18 Projected Revenue: \$1,922,058
- FY18 Projected Expenses: \$1,919,745
- FY16 Recreation Fund Balance: \$861,848

**Department Description**

For decades now, Concord Recreation has served as a catalyst for strengthening our community. From youth sports to adult fitness, the Recreation Department has worked hard to assure that all residents have access to quality recreation and leisure services, while utilizing limited tax funding.

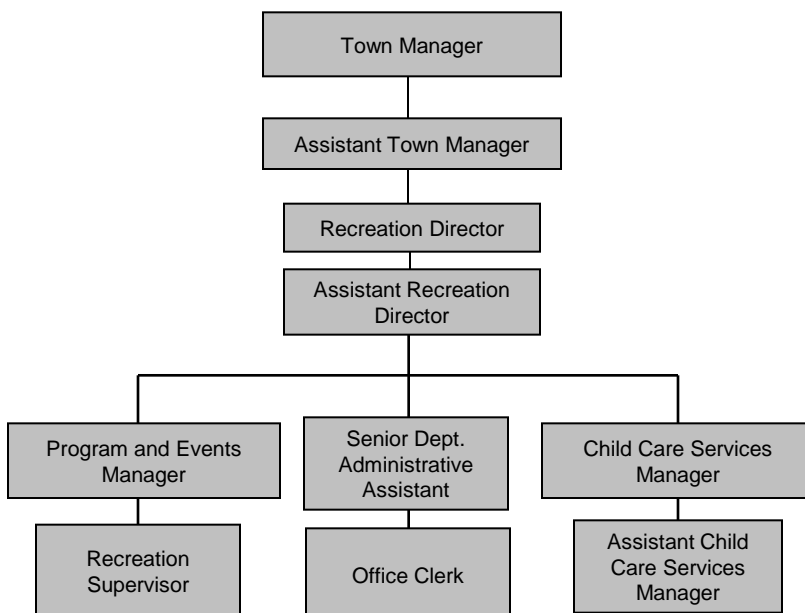
The Department leadership has drastically changed within the past year welcoming three new senior managers. Ryan Kane has joined Concord Recreation as the Recreation Director, Jon Straggas as the Beede Center General Manager, and Anna Wood as the Assistant Recreation Director. Even with change, it is important for our consumers to remember that our mission stands tried and true.

Recreation Department staff are spread out amongst our three primary facilities; the Hunt Recreation Center at Emerson Park, the Beede Swim and Fitness Center adjacent to the Concord-Carlisle High School, and the Harvey Wheeler Community Center, home of the Concord Carousel Preschool, located in West Concord.

The Recreation Department works closely with the Recreation Commission, a volunteer advisory, board comprised of five Concord Residents, continually evaluate the needs of the community.

**Expenditure Summary**

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Estimate
Operating Revenue	\$ 1,896,544	\$ 1,774,351	\$ 1,815,843	\$ 1,922,058
Operating Expense	\$ 1,732,133	\$ 1,679,254	\$ 1,655,521	\$ 1,919,745
Change in Fund Balance	\$ 164,411	\$ 95,097	\$ 160,322	\$ 2,313





## **Recreation Programs Review**

Concord Recreation is a self-supporting operation that continues to meet the needs of the community by delivering the highest quality customer-focused programs, events and services. Programs run year round, 7 days a week at Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community center, Everett Street Fitness Studios, and the Ripley Gymnasium. In FY16, the Recreation Department served over 6,000 participants with program revenues totaling \$1,774,351.

## **Financial Assistance Program**

Concord Recreation strives to assure that all Concord Residents are able to participate in programs, regardless of their ability to pay. During FY17, the Department awarded \$136,600 in financial assistance to those that qualified. Financial assistance is a reduced cost award in which the Department is not reimbursed for expenses; awards are given in kind.

## **Scholarship Program and Funding Sources**

In addition to our financial assistance program, Concord Recreation does award scholarships to those that qualify. Scholarship programs allow the Department to award monetary awards to off set the cost of a program and what the participant can afford to pay. To replenish this account, the Recreation Department hosts multiple events and collaborates with local community organizations and non-profits. Examples of these alternative funding sources include the Concord Carlisle Community Chest (\$10,000), the Silent Fund (\$4,500), METCO (\$25,000), the Shamrock Ball (\$10,000), and the Destephano Scholarship Fund (\$4,900). In total, \$54,400 was given in scholarship during FY17.

## **Facility Improvements and Maintenance**

### ***Rideout***

- The tennis and basketball courts were resurfaced in May 2016 and now include a pickleball court.
- The entire Rideout Field Complex will be reconfigured during the summer of 2017 to include many new features including a new parking lot, walking paths, and more.
- Community Preservation Act funds have been allocated for a new picnic pavilion to be installed after the new configuration is complete.

### ***Hunt Recreation Center/Emerson Park***

- The entrance walkway was enhanced with a new rubber, brick surface in the summer/fall of 2016.
- A new storage shed was added to accommodate new Department marketing materials including tents and signage.
- A local boy scout built new benches for the tennis courts as part of his Eagle Scout Project and they have been installed at the Emerson Tennis Courts.
- A local girl scout build a new with a scoreboard for the softball program and it has since been installed on Emerson field.
- The pool shed at Emerson Park's outdoor pool is scheduled to be replaced in the Fall of 2017.
- ADA door openers will be installed on the side door of the Hunt Recreation Center in the fall of 2017.

## **Financial Status**

**Fund Balance:** \$861,848 (As of 6/30/16)

**Fund Balance Analysis:** At it's current level, the Recreation Fund Balance covers 51% of FY16's operating expenses. It is important for the Recreation Department to maintain strong reserves due to the unpredictability and variability in revenues, funds that are dependent on participation fees. The annual operating goal of the Recreation revolving fund, as a self-sustaining entity, is to operate with a positive annual balance, while keeping programs affordable.

## Recreation Department Strategic Plan Goals

### **Short-Term Goals (0-12 months)**

- Cultivate a stronger sense of community by offering free programs and events for Concord residents that encourage recreation, socialization, and leisure education.
- Collaborate with the Concord Public Works Department to improve park amenities at the Emerson Field Complex as well as the Rideout Field Complex in West Concord.
- Oversee the successful management and construction of multiple facility enhancements during the summer of 2017 including the Emerson Track resurfacing, the Rideout Field Complex Improvement Project, and the Concord Integrated Preschool's Inclusive and Accessible playground at the Ripley School.
- Join together with the Town's Human Services team to assure that we providing programs, services, and supports that lead towards "optimal social, emotional health and well-being for all Concord children and families."
- Develop best practices for integrating adaptive recreation and community inclusion programs within already existing Concord Recreation programs, classes, and teams.
- Work with other town and private entities to explore the use of underutilized yet programmable space.
- Develop a funding strategy to support Department needs beyond scheduled budgets to enhance scholarship availability, facility improvements, and program enrichments.
- Manage a successful 2017 season at the Concord Visitor Center, assuring at a self-sustaining operation.
- Explore the development of events and activities at the visitor center that are attractive to visitors and residents, alike.

### **Mid-Term Goals (1-2 years)**

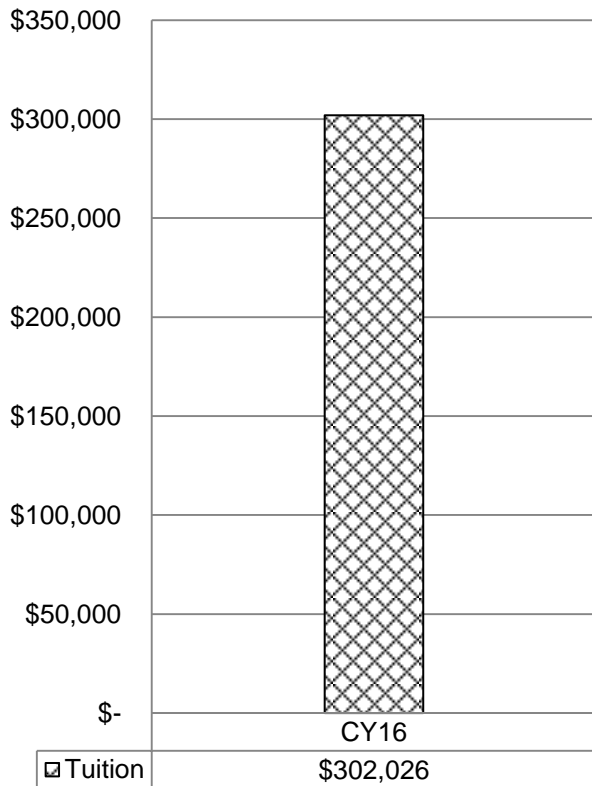
- Develop a Department wide marketing plan to better reach target markets, locally and otherwise.
- Explore ways in which the Department can utilize Concord's previously established outdoor recreation opportunities including a vast amount trails, rivers, and parks.
- Collaborate with field and facility user groups to evaluate space usage and scheduling.
- Maximize relationships and opportunities with National Parks, State Parks and Local Historical sights to better serve tourists, visitors, and residents.

### **Long-Term Goals (3-5 years)**

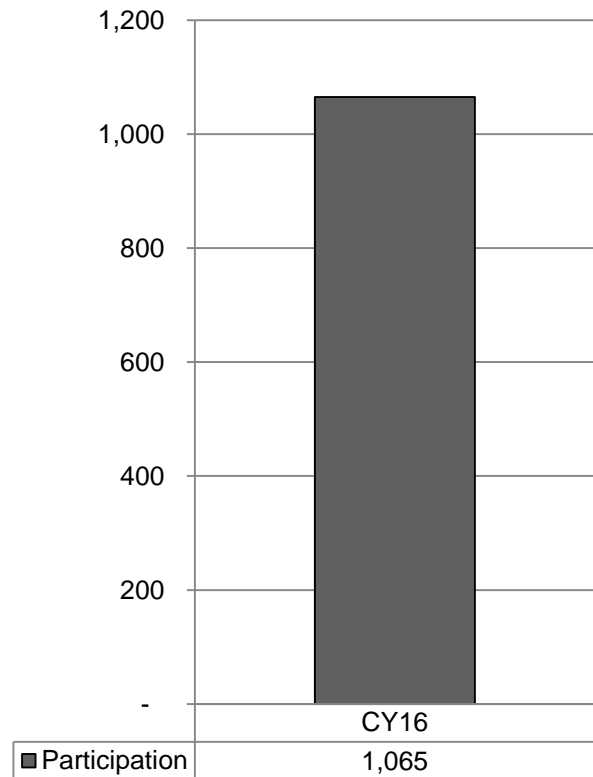
- Focus on enhancing park and open spaces, as recommended in the 2014 Recreation Facilities Strategic Plan, by increasing the number of public drinking fountains, benches, bike racks and picnic pavilions.
- Evaluate the Department's ability to meet the recreation and leisure needs of all residents, focusing on those with disabilities.
- Develop a partnership with the Town's Adult Community Education Program, assuring that leisure pursuits and learning are made possible outside the walls of the classroom.
- Explore the possibility of installing lights on the Emerson Park outdoor basketball courts.

<b>2016 Summer Service Level</b>		
<b>Program</b>	<b>Participation</b>	<b>Revenue</b>
Day Camps/Arts & Rec	1,065	\$ 302,026
Boys Basketball Clinics	131	\$ 38,835
Concord Childrens Swim	298	\$ 18,545
Preschool Adventures & KA	97	\$ 24,383
Lacrosse League	160	\$ 27,860
Workreation	120	\$ 26,054
Theater Camps	88	\$ 24,142
Post Camp	51	\$ 18,177
Minuteman Road Race	107	\$ 1,640
<b>Total</b>	<b>2,117</b>	<b>\$481,662</b>

**Summer Camp Revenue**



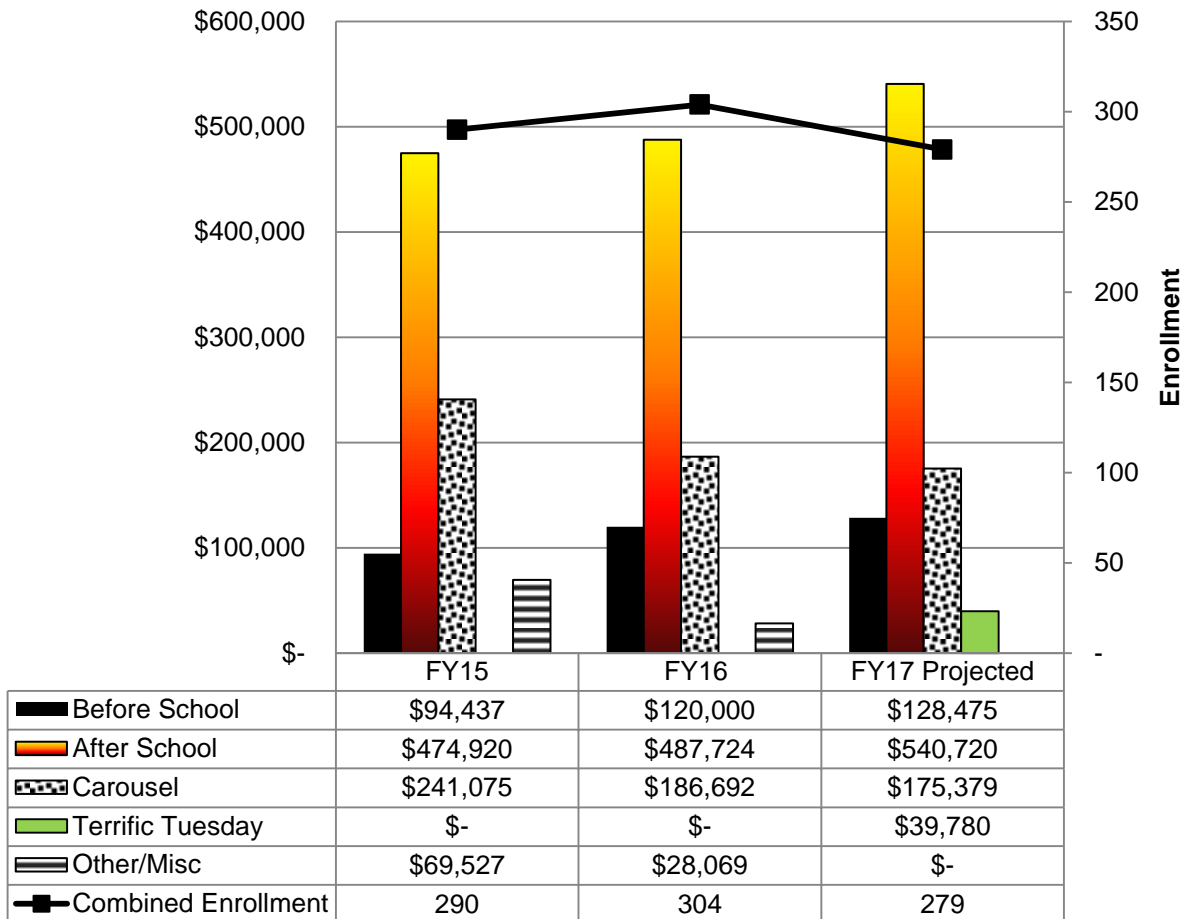
**Summer Camp Participation**



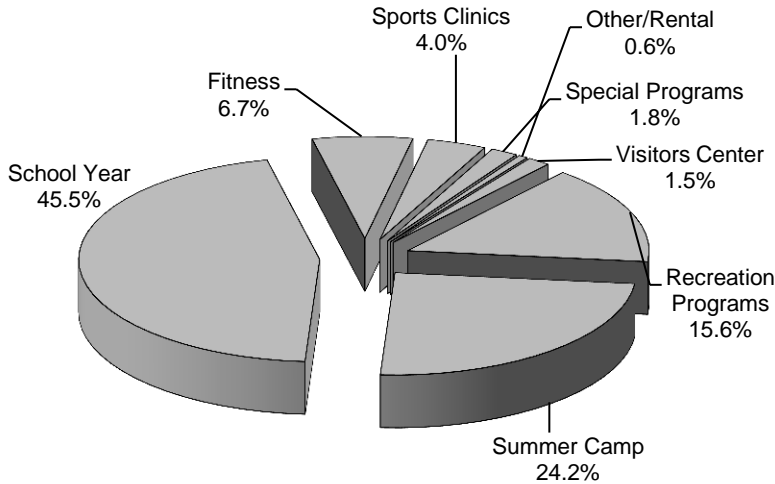
School Year Programs Participation & Revenue						
Program	FY15		FY16		Projected FY17	
	Participation	Revenue	Participation	Revenue	Participation	Revenue
Before School	61	\$94,437	86	\$120,116	82	\$128,475
After School	182	\$474,920	176	\$487,724	132	\$540,720
Carousel Preschool	47	\$241,075	42	\$186,692	44	\$175,379
Terrific Tuesday	N/A	N/A	N/A	N/A	21	\$39,780
Other/Misc*	N/A	\$69,527	N/A	\$28,069	N/A	-

\*Programs coded to School Year and not associated with the 4 categories listed

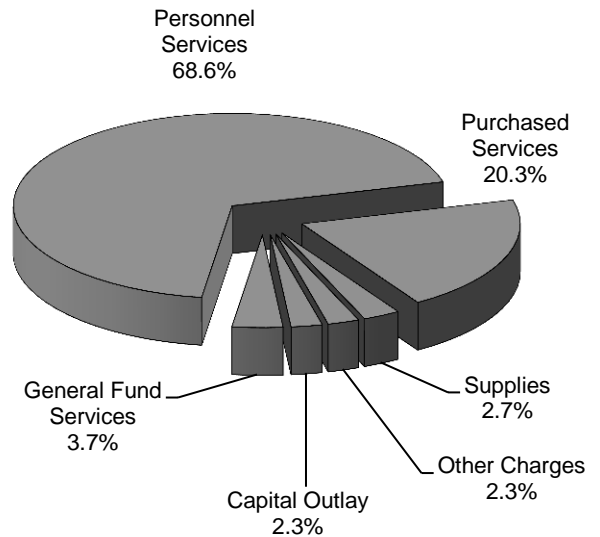
### School Year Revenue & Total Enrollment



**FY18 Operating Revenues**  
**\$1,922,058**



**FY18 Operating Expenditures**  
**\$1,919,745**



**Operating Revenue/Expense Analysis**

Operating revenues are projected at \$1,922,058, which is an increase from FY16 actuals. The General Fund will support the Recreation Department with \$75,245 for the salary of the Recreation Director. Operating expenditures are projected at \$1,919,745.

The largest expense seen within the Recreation Fund is that of Department staff. In FY17, the Department is projected to spend approximately \$600,000 on part-time, limited status and temporary status staff. These 100+ staff members include camp counselors, lifeguards, before/after school staff, fitness instructors, etc. These individuals are the ones that deliver our programs and are continually recognized as being vital to the success of the organization.

The FY18 Recreation Fund budget shows a surplus of \$2,313 which will be used for future Recreation Department needs. This surplus is down from previous years, as this year's budget includes much needed Department enhancements including new computer software and hardware, a Department vehicle, and enhanced program supervision with staff dedicated to work weekend hours.



Operating Revenues

	FY15	FY16	FY17	FY18
	Actual	Actual	Revised	Estimate
Recreation Programs	\$ 457,517	\$ 360,693	\$ 293,986	\$ 300,000
Summer Camp	553,465	394,046	389,190	466,000
School Year	879,959	822,601	884,354	874,931
Fitness	-	122,027	127,464	129,000
Sports Clinics		46,859	67,014	76,000
Special Programs		26,661	37,968	35,000
Other/Rental	5,602	1,463	15,866	12,000
Visitors Cetner				29,127
<b>Operating Revenues Total</b>	<b>\$ 1,896,544</b>	<b>\$ 1,774,351</b>	<b>\$ 1,815,843</b>	<b>\$ 1,922,058</b>

Operating Expenses

	FY15	FY16	FY17	FY18
	Actual	Actual	Revised	Estimate
Personnel Services	\$ 1,265,664	\$ 1,141,977	\$1,169,294	\$1,317,193
Purchased Services	314,197	\$ 377,606	\$324,837	389,235
Supplies	100,707	\$ 108,604	\$81,215	52,525
Other Charges	656	\$ 2,919	\$2,246	44,647
Capital Outlay	9,903	\$ 5,739	\$8,011	44,390
General Fund Services	41,006	42,408	\$69,919	71,755
<b>Subtotal</b>	<b>\$ 1,732,133</b>	<b>\$ 1,679,254</b>	<b>\$1,655,521</b>	<b>\$1,919,745</b>
<b>Total Expenses</b>	<b>\$ 1,732,133</b>	<b>\$ 1,679,254</b>	<b>\$ 1,655,521</b>	<b>\$ 1,919,745</b>

Personnel Services Detail

		FY17 Budget		FY18 Initial Budget	
		Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
<b>Recreation Staff</b>					
5111	Recreation Director	0.50	\$50,000	0.15	\$15,050
	Asst. Recreation Director	1.00	\$95,935	1.00	\$76,440
	Events & Program Manager	1.00	\$57,265	1.00	\$63,784
	Fitness Coordinator	0.55	\$45,981	0.00	\$0
	Recreation Supervisor	1.00	\$55,692	1.00	\$59,071
	Childcare Services Manager	1.00	\$78,801	1.00	\$85,622
	Asst. Childcare Services Manager	1.00	\$57,629	1.00	\$62,930
	Recreation Clerk	0.00	\$0	1.00	\$35,830
	Sr. Administrative Assistant	1.00	\$61,909	1.00	\$68,295
	<b>Subtotal</b>	7.05 FTEs	\$503,212	7.15 FTEs	\$467,022
5115	Limited Status				
	Recreation	170 hrs.	\$2,998	170 hrs.	\$47,000
	General Recreation Programs	170 hrs.	\$2,998	170 hrs.	\$11,579
	Summer Camp	0 hrs.	\$0	0 hrs.	\$0
	School Year	0 hrs.	\$0	0 hrs.	\$0
	Fitness	1020 hrs.	\$48,450	1020 hrs.	\$70,000
	Sports Clinics	0 hrs.	\$0	0 hrs.	\$0
	Special Programs	0 hrs.	\$0	0 hrs.	\$0
	Subtotal	1360 hrs.	\$54,446	1360 hrs.	\$128,579
5120	Temporary Status				
	Recreation Programs	0 hrs.	\$0	0 hrs.	\$0
	General Recreation Programs	837 hrs.	\$12,825	837 hrs.	\$34,000
	Summer Camp	10912 hrs.	\$149,304	10912 hrs.	\$195,459
	School Year	10817 hrs.	\$182,847	10817 hrs.	\$243,026
	Fitness	515 hrs.	\$24,462	0 hrs.	\$0
	Sports Clinics	150 hrs.	\$6,905	150 hrs.	\$20,000
	Special Programs	0 hrs.	\$0	0 hrs.	\$0
	Visitors Center			1552 hrs.	\$17,075
	Subtotal	23231 hrs.	\$376,343	22716 hrs.	\$509,560
5130	Overtime				
	Recreation Programs				\$6,748
	General Recreation Programs				\$78
	Summer Camp				\$2,500
	School Year				\$100
	Fitness				\$0
	Sports Clinics				\$0
	Special Programs				\$0
	Subtotal		\$6,000		\$9,426



**Recreation Fund**

**Fund Balance**

**Personnel Services Detail (continued)**

Benefits					
5158	Cell Phone Allowance	N/A	\$1,200	N/A	\$600
5160	Sports Clinics Incentive Pay	N/A	\$0	N/A	\$40,000
5172	Unemployment Comp.	N/A	\$0	N/A	\$30,000
5173	Life Insurance	N/A	\$175	N/A	\$175
5174	Health Insurance	N/A	\$49,625	N/A	\$49,625
5176	Health Reimbursement	N/A	\$0	N/A	\$0
5177	Dental Insurance	N/A	\$2,200	N/A	\$2,200
5178	Medicare Tax	N/A	\$11,640	N/A	\$13,006
5180	Social Security	N/A	\$62,000	N/A	\$67,000
<b>Subtotal</b>		11.78 FTEs	\$563,629	11.53 FTEs	\$850,171
<b>Total</b>		18.83 FTEs	\$1,066,841	18.68 FTEs	\$1,317,193

**Detail of General Fund Services**

	FY15 Actual	FY16 Actual	FY17 Budget	FY18 Estimate
Town Manager	\$ -	\$ -	\$ 21,466	\$ 21,455
Human Resources	\$ 6,499	\$ 7,103	\$ 7,408	\$ 14,150
Parks and Trees	15,000	15,000	15,000	15,000
Hunt Gym	19,507	20,186	26,045	21,150
	41,006	42,289	69,919	71,755

**Net Income and Fund Balance**

	FY15 Actual	FY16 Actual	FY17 Budgeted	FY18 Estimate
<b>Operating Income:</b>				
Operating Revenues	\$ 1,896,544	\$ 1,774,351	\$ 1,815,843	\$ 1,922,058
Less Operating Expenses	(1,732,133)	(1,679,254)	(1,655,521)	(1,919,745)
<b>Operating Income</b>	\$ 164,411	\$ 95,097	\$ 160,322	\$ 2,313
<b>Fund Balance:</b>				
Beginning Fund Balance	\$ 602,341	\$ 766,752	\$ 861,849	\$ 1,022,171
Net Income	164,411	95,097	160,322	2,313
<b>Ending Fund Balance</b>	\$ 766,752	\$ 861,849	\$ 1,022,171	\$ 1,024,484

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