

Section VIII

Recreation Fund

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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.

- FY19 Projected Revenue: \$1,922,500
- FY19 Projected Expenses: \$1,967,452
- FY17 Recreation Fund Balance: \$1,020,452

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.

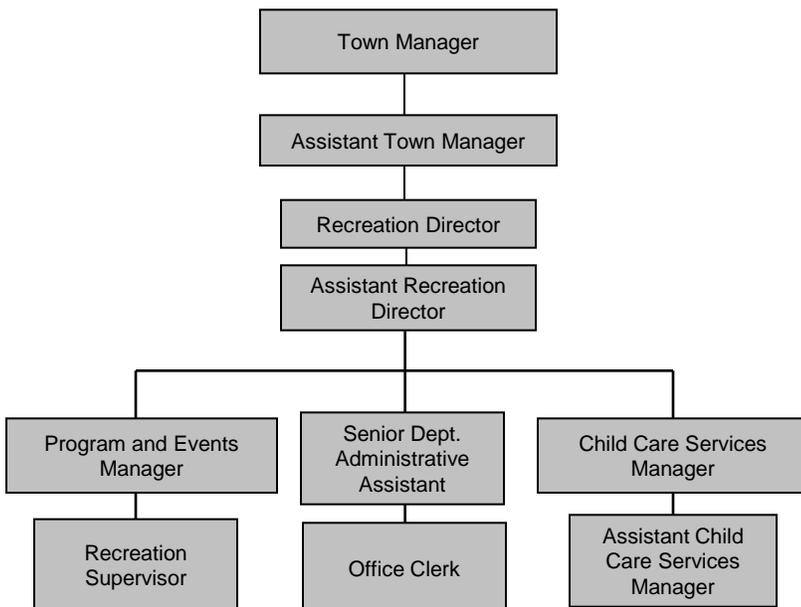
The Department is in process of growing the program offerings and improving facilities for programs. In the past year the Department has expanded, now responsible for the operation of the Visitor Center, offering new programs and special events including the Egg Hunt, Jazz Fest and Holiday Tree Lighting.

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

| | FY16 Actual | FY17 Actual | FY18 Budget | FY19 Estimate |
|------------------------|--------------|--------------|--------------|---------------|
| Operating Revenue | \$ 1,774,351 | \$ 1,986,379 | \$ 1,922,058 | \$ 1,922,500 |
| Operating Expense | \$ 1,679,253 | \$ 1,833,707 | \$ 1,919,745 | \$ 1,967,452 |
| Change in Fund Balance | \$ 95,098 | \$ 152,672 | \$ 2,313 | \$ (44,952) |





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 FY17, the Recreation Department served over 6,000 participants with program revenues totaling \$1,986,379.

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 \$200,483 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 (\$11,500), and the Destephano Scholarship Fund (\$15,493). In total, \$66,493 was given in scholarship during FY17.

Facility Improvements and Maintenance

Rideout

- Completion of Phase 1 of the Construction which included a new parking lot, added walkways and park greens was completed in Fall 2017,
- Community Preservation Act funds have been allocated for a new picnic pavilion to be installed in Spring 2018.

Hunt Recreation Center/Emerson Park

- The Emerson track resurfacing was completed in Summer of 2017.
- New Park entrance signs were installed at the Stow Street entrance near Hunt gym and Everett Street entrance. These signs were generously donated by the Picnic in the Park committee is apart of their continuing support of the Department.
- The pool shed at Emerson Park's outdoor pool is scheduled to be replaced in the Spring of 2017.
- ADA door openers will be installed on the side door of the Hunt Recreation Center in the fall of 2017.

55 Church Street

- Recreation offices and programming space has incorporated into the new Human Services building recently purchased by the town. The renovation of the space was managed by the Town Facilities division and partially funded by the Recreation Department fund balance.

Financial Status

Fund Balance: \$1,020,452 (As of 6/30/17)

Fund Balance Analysis: At it's current level, the Recreation Fund Balance covers 53% of FY18'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)

- Continue to 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.
- 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.
- Creating added value to the Concord Visitor Center in the 2018 season, 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.

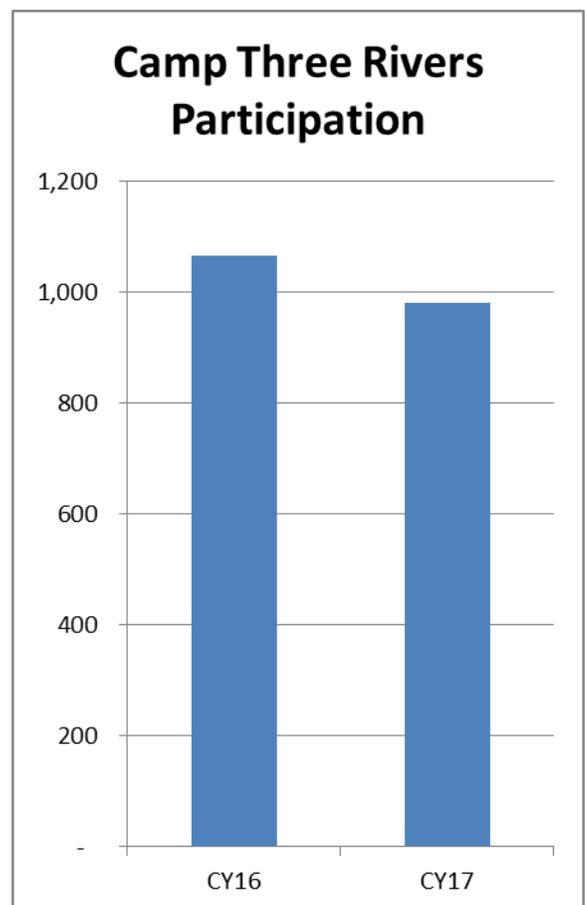
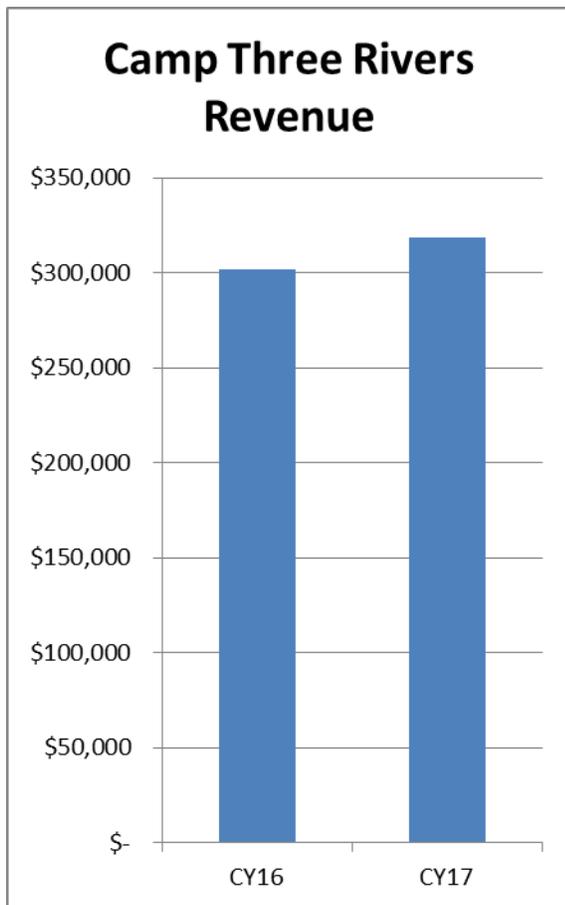
Mid-Term Goals (1-2 years)

- 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.

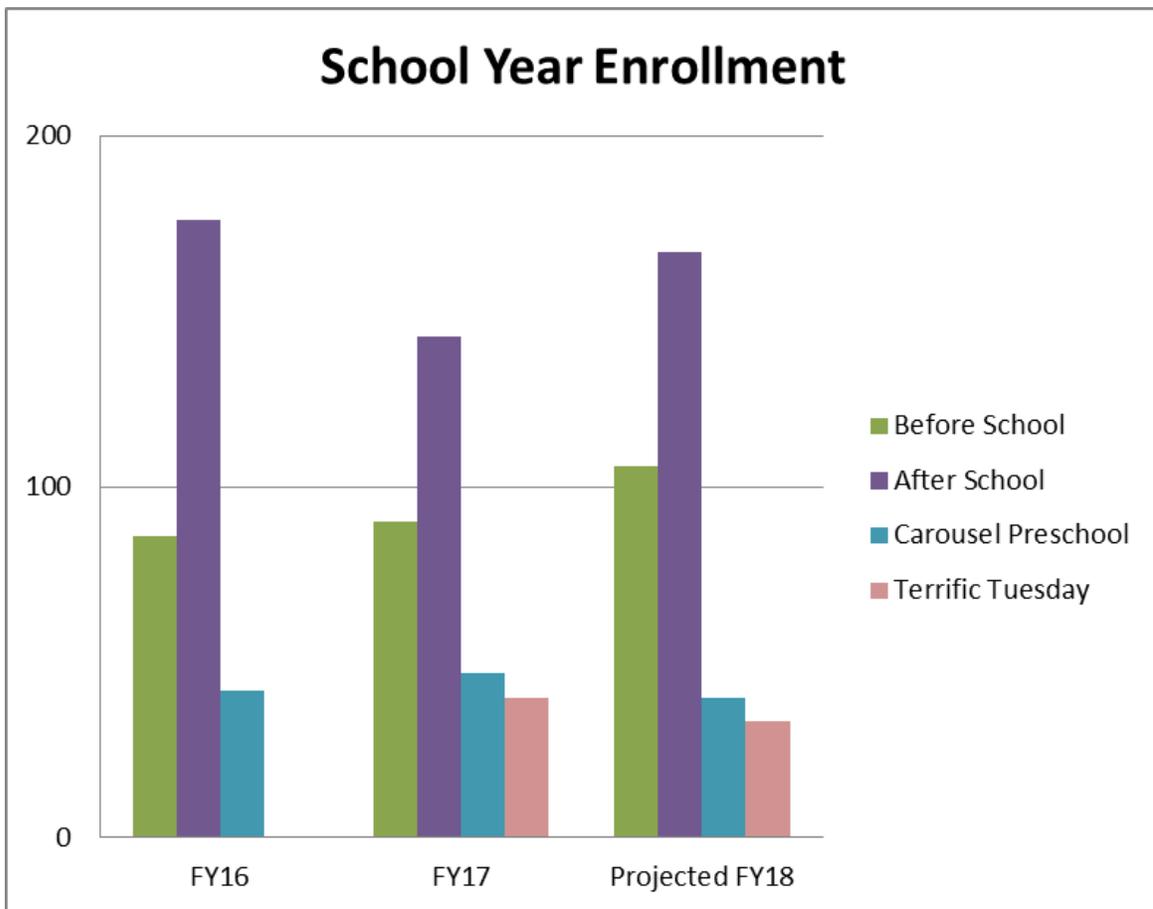
| 2017 Summer Programs Highlights | | |
|---------------------------------|---------------|-------------------|
| Program | Participation | Revenue |
| Day Camps/Arts & Rec | 980 | \$ 318,966 |
| Preschool Adventures & KA | 97 | \$ 24,383 |
| Lacrosse League | 180 | \$ 27,000 |
| Workreation | 148 | \$ 26,054 |
| Theater Camps | 67 | \$ 20,906 |
| Post Camp | 30 | \$ 15,861 |
| Minuteman Road Race | 219 | \$ 3,555 |
| Total | 1,721 | \$ 436,725 |



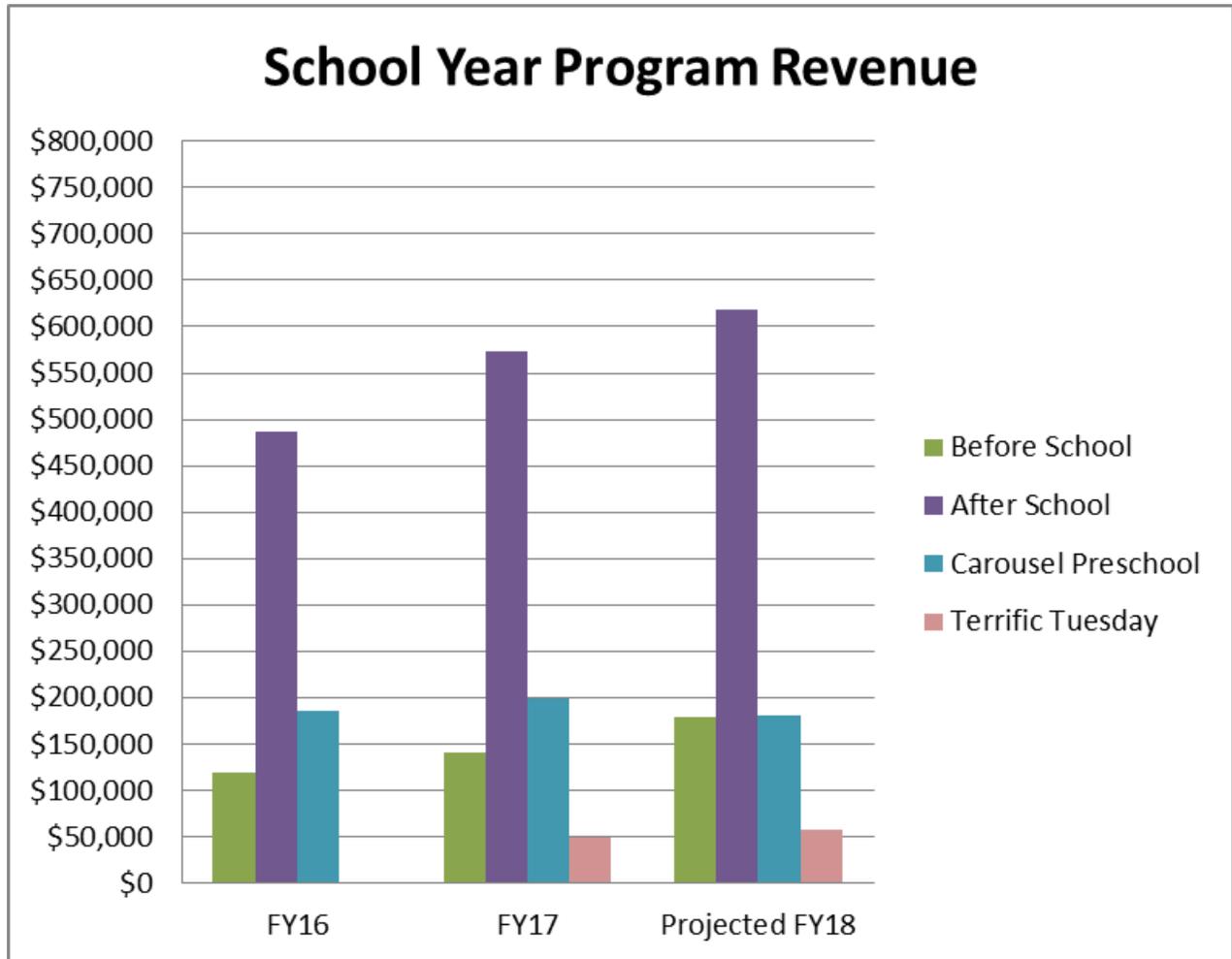
| | Revenue | Participation |
|------|------------|---------------|
| CY16 | \$ 302,026 | 1,065 |
| CY17 | \$ 318,966 | 980 |

| School Year Programs Participation & Revenue | | | | | | |
|---|----------------------|----------------|----------------------|----------------|-----------------------|----------------|
| | FY16 | | FY17 | | Projected FY18 | |
| Program | Participation | Revenue | Participation | Revenue | Participation | Revenue |
| Before School | 86 | \$120,116 | 90 | \$140,583 | 106 | \$178,780 |
| After School | 176 | \$487,724 | 143 | \$573,173 | 167 | \$617,740 |
| Carousel Preschool | 42 | \$186,692 | 47 | \$199,737 | 40 | \$180,439 |
| Terrific Tuesday | N/A | N/A | 40 | \$48,936 | 33 | \$58,640 |

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

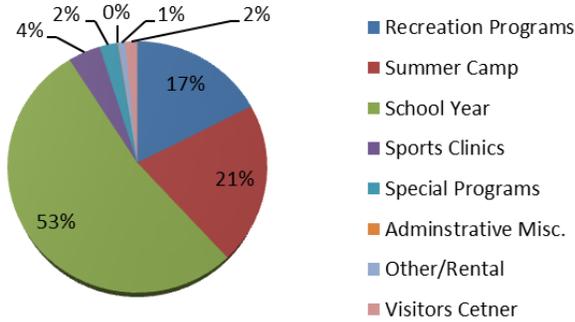


| School Year Program Participation | | | |
|--|-------------|-------------|-----------------------|
| | FY16 | FY17 | Projected FY18 |
| Before School | 86 | 90 | 106 |
| After School | 176 | 143 | 167 |
| Carousel Preschool | 42 | 47 | 40 |
| Terrific Tuesday | N/A | 40 | 33 |

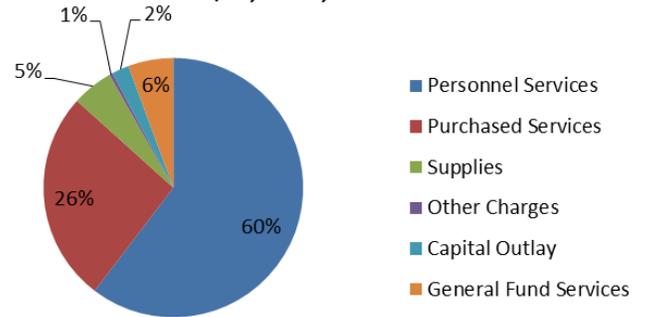


| School Year Program Revenue | | | |
|-----------------------------|-----------|-----------|----------------|
| | FY16 | FY17 | Projected FY18 |
| Before School | \$120,116 | \$140,583 | \$178,780 |
| After School | \$487,724 | \$573,173 | \$617,740 |
| Carousel Preschool | \$186,692 | \$199,737 | \$180,439 |
| Terrific Tuesday | N/A | \$48,936 | \$58,640 |

FY19 Proposed Operating Revenues
\$1,922,500



FY19 Proposed Operating Expenditures
\$1,967,452



Operating Revenue/Expense Analysis

Operating revenues are projected at \$1,922,500, which is a decrease from FY17 actuals. This is due to the transfer of Group Exercise programs (revenues and expenses) to the Swim and Fitness budget. The General Fund will support the Recreation Department with \$101,761 for 100% of the salary of the Recreation Director. Operating expenditures are projected at \$1,967,452, the projected loss in operating is accordance with the request from Auditors to reduce the fund balance.

The largest expense seen within the Recreation Fund is that of Department staff. In FY19, the Department is projected to spend approximately \$1,187,567 on full-time, part-time, limited status and temporary status staff including benefits. These 100+ staff members include administration, 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 FY19 Recreation Fund budget shows a projected loss of (\$44,952). The projected loss in operating is accordance with the request from Auditors to reduce the fund balance. In doing so, the department focused keeping program cost static or slight increases and continue in investing into resources for programs.



OPERATING REVENUES

| | FY16 | FY17 | FY18 | FY19 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Budget | Estimate |
| Recreation Programs | \$ 360,693 | \$ 327,908 | \$ 300,000 | \$ 336,000 |
| Summer Camp | 394,046 | 407,355 | 466,000 | 398,000 |
| School Year | 822,601 | 986,476 | 874,931 | 1,015,000 |
| Fitness | 122,027 | 118,224 | 129,000 | Moved to BC |
| Sports Clinics | 46,859 | 45,490 | 76,000 | 80,000 |
| Special Programs | 26,661 | 41,062 | 35,000 | 45,000 |
| Administrative Misc. | | | | 1,500 |
| Other/Rental | 1,463 | 26,010 | 12,000 | 17,000 |
| Visitors Center | | 33,854 | 29,127 | 30,000 |
| Subtotal | 1,774,351 | 1,986,379 | 1,922,058 | 1,922,500 |
| Operating Revenues Total | \$ 1,774,351 | \$ 1,986,379 | \$ 1,922,058 | \$ 1,922,500 |

OPERATING EXPENSES

| | FY16 | FY17 | FY18 | FY19 |
|-----------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Revised | Estimate |
| Personnel Services | \$ 1,141,977 | \$ 1,182,797 | \$1,317,193 | \$1,187,567 |
| Purchased Services | 377,606 | 442,706 | 389,235 | 517,825 |
| Supplies | 108,604 | 113,004 | 52,525 | 100,950 |
| Other Charges | 2,919 | 4,762 | 44,647 | 8,250 |
| Capital Outlay | 5,739 | 5,883 | 44,390 | 42,000 |
| General Fund Services | 42,408 | 84,555 | 71,755 | 110,860 |
| Subtotal | \$ 1,679,253 | \$ 1,833,707 | \$1,919,745 | \$1,967,452 |
| Total Expenses | \$ 1,679,253 | \$ 1,833,707 | \$ 1,919,745 | \$ 1,967,452 |

PERSONNEL DETAIL

| | | FY18 Budget | | FY19 Initial Budget | |
|-------------------------|----------------------------------|-------------------|------------------|---------------------|------------------|
| | | Positions/Hours | \$ Amount | Positions/Hours | \$ Amount |
| Recreation Staff | | | | | |
| 5111 | Recreation Director | 0.50 | \$15,050 | 0.00 | \$0 |
| | Asst. Recreation Director | 1.00 | \$76,440 | 1.00 | \$87,016 |
| | Events & Program Manager | 1.00 | \$63,784 | 1.00 | \$68,185 |
| | Recreation Supervisor | 1.00 | \$59,071 | 1.00 | \$62,621 |
| | Childcare Services Manager | 1.00 | \$85,622 | 1.00 | \$90,746 |
| | Asst. Childcare Services Manager | 1.00 | \$62,930 | 1.00 | \$66,844 |
| | Recreation Clerk | 0.00 | \$35,830 | 1.00 | \$44,687 |
| | Sr. Administrative Assistant | 1.00 | \$68,295 | 1.00 | \$72,415 |
| | Visitor Center Coordinator | 0.00 | \$0 | 0.50 | \$23,023 |
| | Subtotal | 6.50 FTEs | \$467,022 | 7.50 FTEs | \$515,537 |
| 5115 | Limited Status | | | | |
| | Recreation | 170 hrs. | \$47,000 | 1250 hrs. | \$15,000 |
| | General Recreation Programs | 170 hrs. | \$11,579 | 725 hrs. | \$14,500 |
| | Summer Camp | 0 hrs. | \$0 | 0 hrs. | \$0 |
| | School Year | 0 hrs. | \$0 | 0 hrs. | \$0 |
| | Fitness | 1020 hrs. | \$70,000 | 0 hrs. | \$0 |
| | Sports Clinics | 0 hrs. | \$0 | 0 hrs. | \$0 |
| | Special Programs | 0 hrs. | \$0 | 0 hrs. | \$0 |
| | Subtotal | 1360 hrs. | \$128,579 | 1975 hrs. | \$29,500 |
| 5120 | Temporary Status | | | | |
| | Recreation Programs | 0 hrs. | \$0 | 250 hrs. | \$3,000 |
| | General Recreation Programs | 837 hrs. | \$34,000 | 1550 hrs. | \$31,000 |
| | Summer Camp | 10912 hrs. | \$195,459 | 10912 hrs. | \$170,000 |
| | School Year | 10817 hrs. | \$243,026 | 15000 hrs. | \$270,000 |
| | Fitness | 0 hrs. | \$0 | 0 hrs. | \$0 |
| | Sports Clinics | 150 hrs. | \$20,000 | 250 hrs. | \$5,000 |
| | Special Programs | 0 hrs. | \$0 | 100 hrs. | \$1,500 |
| | Visitors Center | 1552 hrs. | \$17,075 | 1600 hrs. | \$20,000 |
| | Subtotal | 24268 hrs. | \$509,560 | 28062 hrs. | \$500,500 |

PERSONNEL DETAIL (Continued)

| | | | | | |
|------|-----------------------------|-----------------|-------------|------------|-------------|
| 5130 | Overtime | | | | |
| | Recreation Programs | | \$6,748 | | \$6,500 |
| | General Recreation Programs | | \$78 | | \$0 |
| | Summer Camp | | \$2,500 | | \$2,000 |
| | School Year | | \$100 | | \$0 |
| | Fitness | | \$0 | | \$0 |
| | Sports Clinics | | \$0 | | \$0 |
| | Special Programs | | \$0 | | \$0 |
| | | Subtotal | \$9,426 | | \$8,500 |
| | Benefits | | | | |
| 5158 | Cell Phone Allowance | N/A | \$600 | N/A | \$600 |
| 5160 | Incentive Pay | N/A | \$40,000 | N/A | \$6,000 |
| 5172 | Unemployment Comp. | N/A | \$30,000 | N/A | \$0 |
| 5173 | Life Insurance | N/A | \$175 | N/A | \$0 |
| 5174 | Health Insurance | N/A | \$49,625 | N/A | \$72,171 |
| 5176 | Health Reimbursement | N/A | \$0 | N/A | \$0 |
| 5177 | Dental Insurance | N/A | \$2,200 | N/A | \$0 |
| 5178 | Medicare Tax | N/A | \$13,006 | N/A | \$13,082 |
| 5180 | Social Security | N/A | \$67,000 | N/A | \$41,677 |
| | | Subtotal | \$202,606 | | \$133,530 |
| | Total | 18.77 FTEs | \$1,317,193 | 21.89 FTEs | \$1,187,567 |
| | | | | | \$0 |

PAYMENTS TO THE GENERAL FUND

| | FY16 Actual | FY17 Budget | FY18 Budget | FY19 Estimate |
|---------------------|------------------|------------------|------------------|-------------------|
| Recreation Services | - | 14,636 | - | - |
| Hunt Gym | 20,186 | 26,045 | 21,150 | 21,997 |
| Town Manager | \$ - | \$ 21,466 | \$ 21,455 | \$ 24,134 |
| Human Resources | 7,103 | 7,408 | 14,150 | 16,095 |
| 55 Church Street | - | - | - | 33,634 |
| Parks and Trees | 15,000 | 15,000 | 15,000 | 15,000 |
| Total | \$ 42,289 | \$ 84,555 | \$ 71,755 | \$ 110,860 |

Net Income and Fund Balance

| | FY16 Actual | FY17 Actual | FY18 Budget | FY19 Estimate |
|---------------------------------------|-------------------|---------------------|---------------------|--------------------|
| Recreation | | | | |
| Operating Revenues | \$ 1,774,351 | \$ 1,986,379 | \$ 1,922,058 | \$ 1,922,500 |
| Less Operating Expenses | (1,679,253) | (1,833,707) | (1,919,745) | (1,967,452) |
| Operating Income | \$ 95,098 | \$ 152,672 | \$ 2,313 | \$ (44,952) |
| Senior Services Transportation | | | | |
| Operating Revenues | \$ 27,765 | \$ 21,707 | \$ - | \$ - |
| Less Operating Expenses | (23,762) | (21,522) | - | - |
| Operating Income | \$ 4,003 | \$ 185 | \$ - | \$ - |
| Total Operating Income | \$ 99,101 | \$ 152,857 | \$ 2,313 | \$ (44,952) |
| Fund Balance: | | | | |
| Beginning Fund Balance | \$ 768,495 | \$ 867,596 | \$ 1,020,452 | \$ 1,022,765 |
| Net Income | 99,101 | 152,857 | 2,313 | (44,952) |
| Ending Fund Balance | \$ 867,596 | \$ 1,020,452 | \$ 1,022,765 | \$ 977,813 |

Note: The Town's Auditors requested that the Town not carry such a large fund balance. Accordingly, the Recreation Department has looked at ways to use the fund balance to promote programs and, in FY19, the Department is proposing an operating income amount of -\$44,952.

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