

Section VIII

Recreation Fund

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Mission Statement

Supporting and promoting community, wellness, and play.

Core Values

- Dedicated
- Innovative
- Inclusive
- Fun

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 and program improvements efforts throughout the year.

- FY20 Projected Revenue: \$2,111,000
- FY20 Projected Expenses: \$2,227,855
- FY18 Recreation Fund Balance: \$1,117,159

Recreation Budget Contents

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Expenditure Summary

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed
Operating Revenue	\$ 1,986,379	\$ 1,954,350	\$ 1,962,423	\$ 2,111,000
Operating Expense	\$ 1,833,707	\$ 1,861,966	\$ 2,068,596	\$ 2,227,855
Change in Fund Balance	\$ 152,672	\$ 92,384	\$ (106,173)	\$ (116,855)

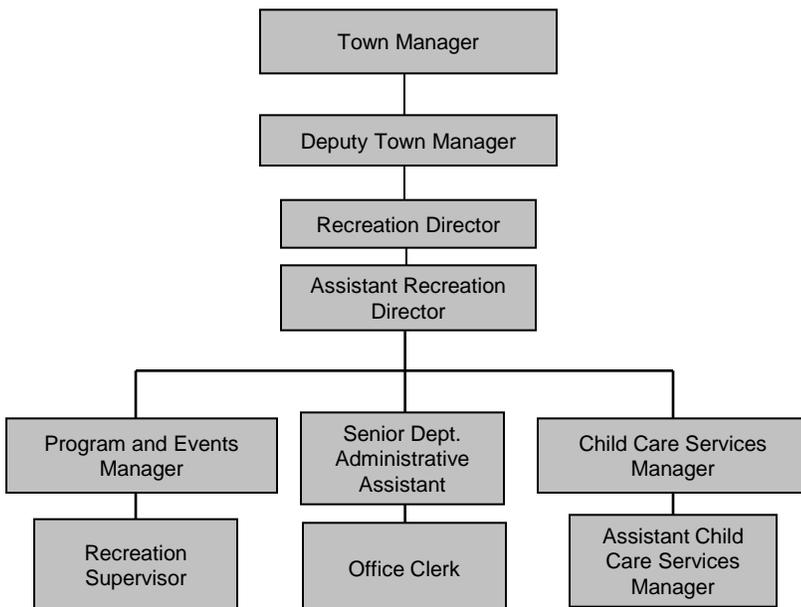
Description:

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 and is now responsible for the operation of the White Pond beach, in addition to offering new programs and special events including the Princess and Super Hero Breakfast, Bike Fest and Specialty Camp Programs.

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.





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, 55 Church Street, and the Ripley Gymnasium. In FY18, the Recreation Department served over 6,000 participants with program revenues totaling \$1,954,350.

Financial Assistance/Scholarship Program and Funding Sources

Concord Recreation strives to assure that all Concord Residents are able to participate in programs, regardless of their ability to pay. During FY18, the Department awarded \$160,000 in financial assistance to those that qualified. To assist in funding this need 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), and the Shamrock Ball (\$11,500), and the Destephano Scholarship Fund (\$10,000). The remaining financial assistance is a reduced cost award in which the Department is not reimbursed for expenses; awards are given in kind.

Facility Improvements and Maintenance

Rideout

- Community Preservation Act funds have been allocated for a new picnic pavilion that was installed in Spring 2018. In addition to the Pavilion, picnic tables were purchased for the facility.

Hunt Recreation Center/Emerson Park

- Glass backboards were installed on Court 1 at the Emerson playground courts, and Court 2 is scheduled to receive installation in Spring 2019.
- New Park entrance signs were installed at the Stow Street entrance near the Hunt Recreation Center and Everett Street entrance. These signs were generously donated by the Picnic in the Park Committee as part of their continuing support of the Recreation Department.
- The pool shed at Emerson Park's outdoor pool was replaced in the fall/winter of 2018. This was done at the cost of materials alone, and it involved a partnership with Minuteman Tec whose students completed the work.
- The Emerson Pool is scheduled for maintenance upgrades in the Spring of 2019. These include a filtration system that includes UV light, tile replacement around the interior walls, and concrete improvements.

55 Church Street

- Recreation offices and programming space has been 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: \$1,117,159 (As of 6/30/18)

Fund Balance Analysis: At its current level, the Recreation Fund Balance covers 54% of FY19'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 and keep 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)

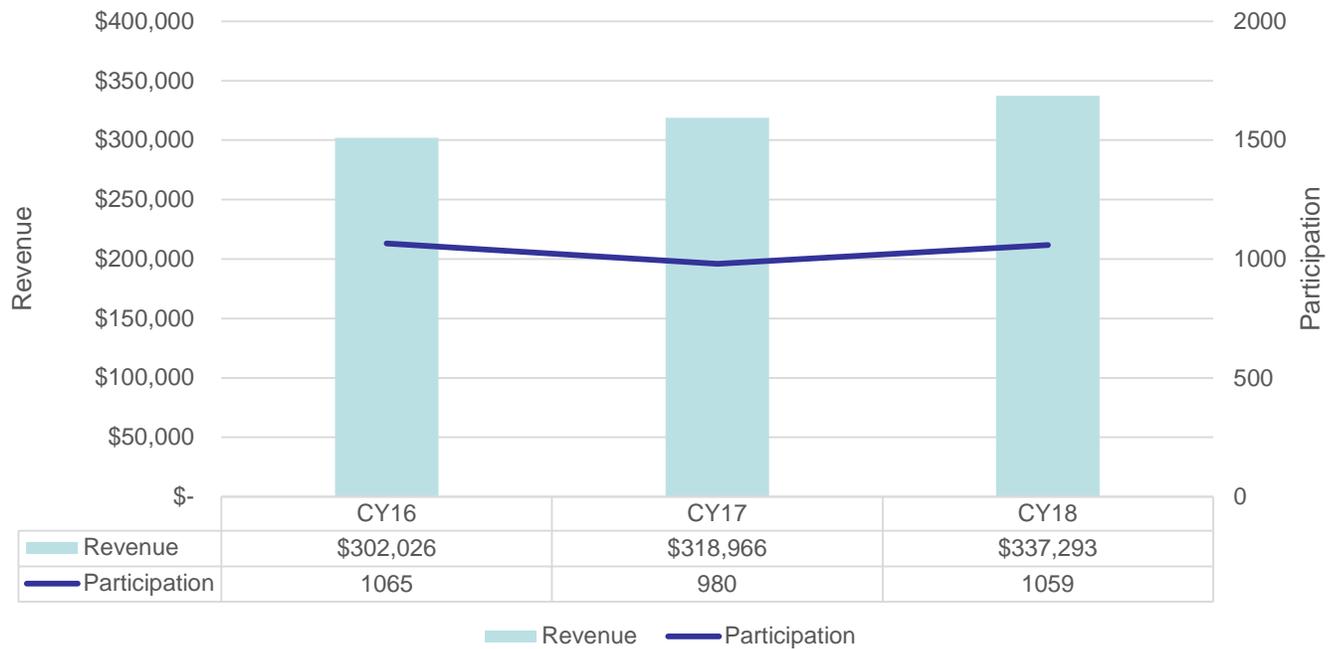
- Develop a Department wide marketing plan to better reach target markets, locally and otherwise.
- Explore ways in which the Department can utilize Concord's previously established outdoor recreation opportunities including a vast amount trails, rivers, and parks.
- Collaborate with field and facility 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.

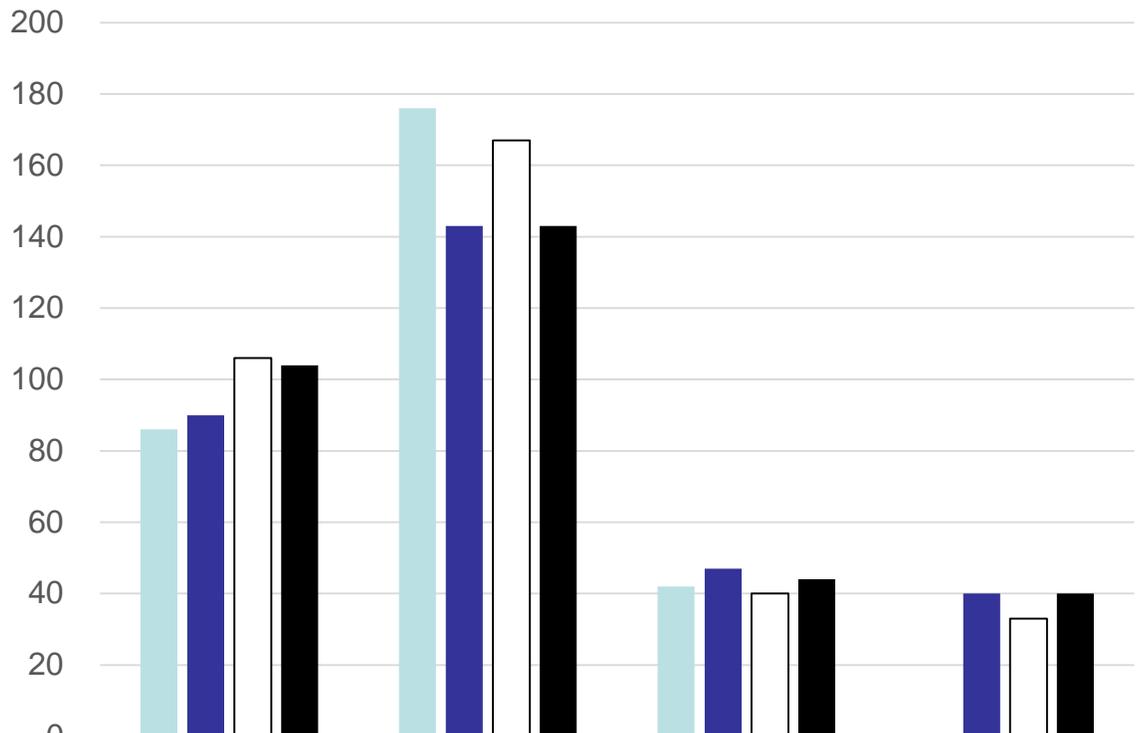
Summer Camp Program Highlights				
	FY17		FY18	
	Participation	Revenue	Participation	Revenue
Day Camps	980	318,966	1,059	337,293
Preschool Adventures & KA	97	24,383	129	29,626
Workrecreation	148	26,054	100	24,443
Threater Camps	67	20,906	63	20,745
Post Camp	30	15,861	40	14,216
Minuteman Road Race	210	3,555	196	4,010
	1,532	\$ 409,725	1,587	\$ 430,333

Camp Three Rivers



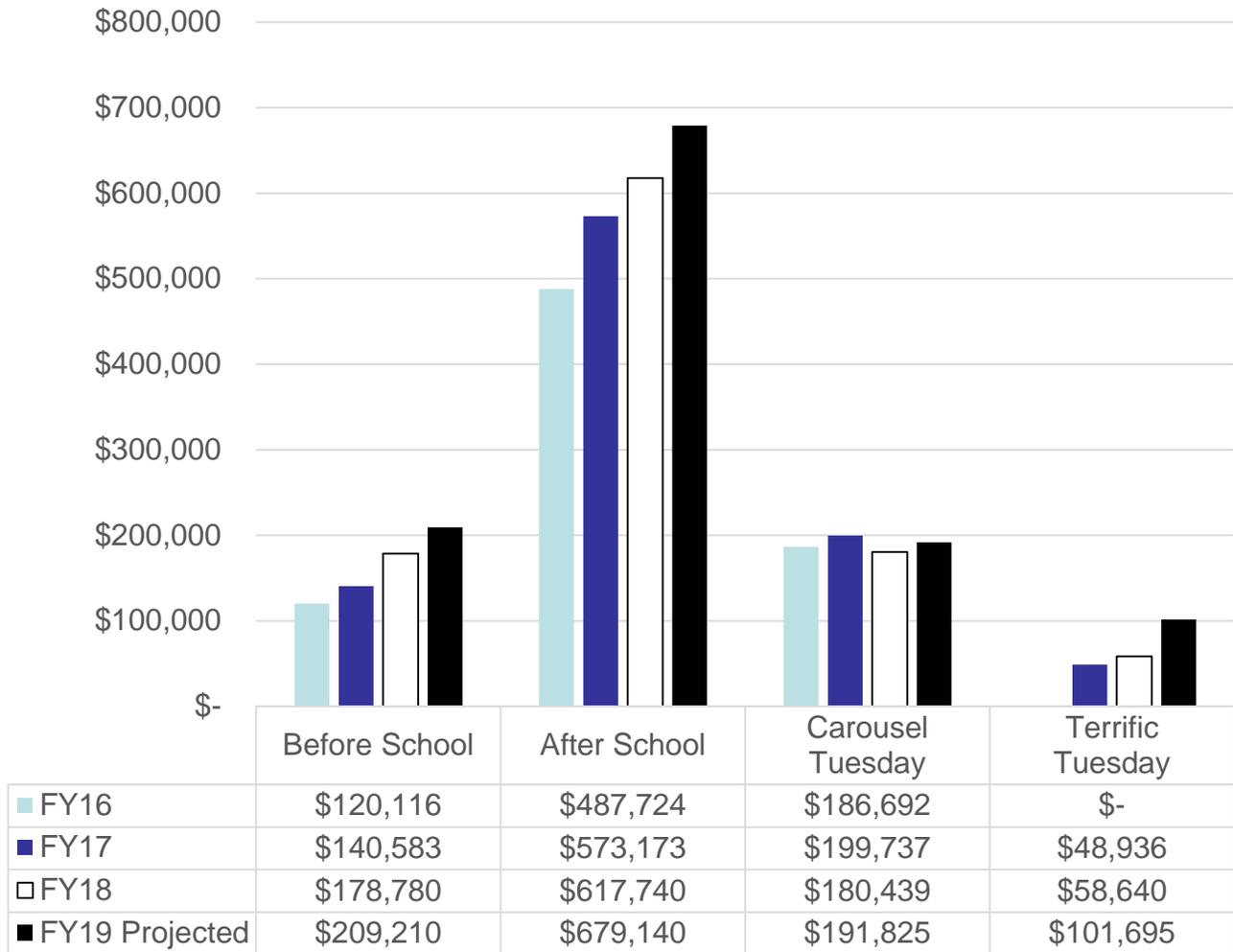
School Year Programs (Participation & Revenues)						
	FY17		FY18		FY19 Projected	
Program	Participation	Revenue	Participation	Revenue	Participation	Revenue
Before School	90	\$140,583	106	\$178,780	104	\$209,210
After School	143	\$573,173	167	\$617,740	143	\$679,140
Carousel Preschool	47	\$199,737	40	\$180,439	44	\$191,825
Terrific Tuesday	40	\$48,936	33	\$58,640	40	\$101,695

School Year Participation

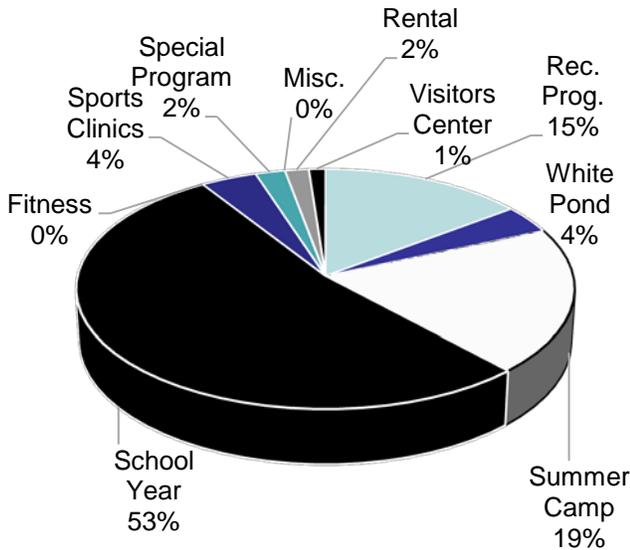


	Before School	After School	Carousel Tuesday	Terrific Tuesday
FY16	86	176	42	0
FY17	90	143	47	40
FY18	106	167	40	33
FY19 Proposed	104	143	44	40

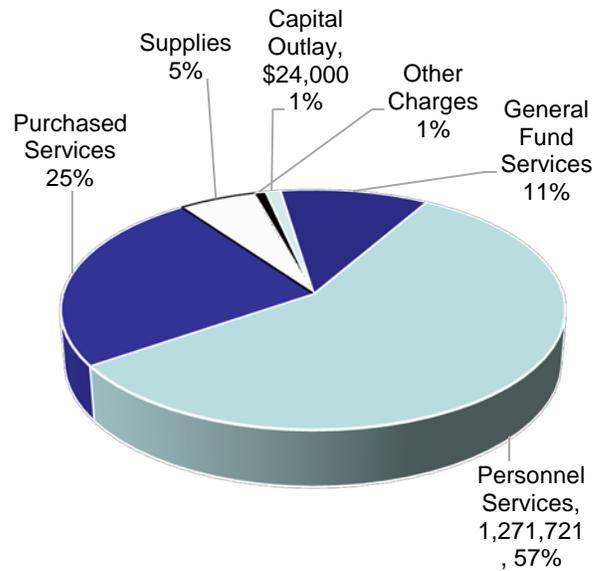
School Year Program Revenue



FY20 Operating Revenues
(Totaling \$2,111,000)



FY20 Operating Expenditures
(Totaling \$2,227,855)



Operating Revenue/Expense Analysis

Operating revenues are projected at \$2,111,000, which is an increase from FY18 actuals. This is due to the transfer of White Pond operations in FY20. The General Fund will support the Recreation Department with \$108,376 for 100% of the salary of the Recreation Director. With operating expenditures are projected at \$2,227,855, there will be a projected loss in operating income. This loss is in accordance with the request from Town’s Auditors who requested that the Town reduce the fund balance.

The largest expense seen within the Recreation Fund is that of Department staff. In FY20, the Department is projected to spend approximately \$1,271,721 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 FY20 Recreation Fund budget shows a projected loss of \$116,855. 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

	FY17	FY18	FY19	FY20
	Actual	Actual	Revised	Proposed
Recreation Programs	\$ 327,908	\$ 303,434	\$ 273,596	\$ 310,000
White Pond	-	-	-	80,000
Summer Camp	407,355	404,357	400,625	415,000
School Year	986,476	1,085,985	1,113,460	1,115,000
Fitness	118,224	-	-	-
Sports Clinics	45,490	80,455	74,924	85,000
Special Programs	41,062	41,128	47,628	45,000
Administrative Misc.	-	-	-	-
Other/Rental	26,010	16,303	31,951	36,000
Visitors Center	33,854	22,687	20,241	25,000
Subtotal	\$ 1,986,379	\$ 1,954,349	\$ 1,962,423	\$ 2,111,000
				-
Operating Revenues Total	\$ 1,986,379	\$ 1,954,350	\$ 1,962,423	\$ 2,111,000

OPERATING EXPENSES

	FY17	FY18	FY19	FY20
	Actual	Actual	Revised	Proposed
Personnel Services	\$ 1,182,797	\$ 1,089,846	\$ 1,239,521	\$ 1,271,721
Purchased Services	442,707	473,314	446,721	550,000
Supplies	113,004	107,732	110,846	124,500
Other Charges	4,762	9,705	14,794	18,600
Capital Outlay	5,883	92,306	145,854	24,000
General Fund Services	84,555	89,063	110,860	239,034
Subtotal	\$ 1,833,707	\$ 1,861,966	\$ 2,068,596	\$ 2,227,855
Total Expenses	\$ 1,833,707	\$ 1,861,966	\$ 2,068,596	\$ 2,227,855

PERSONNEL DETAIL

		FY19 Revised		FY20 Proposed	
		Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
Recreation Staff					
5111	Recreation Director	0.00	\$ -	0.00	\$ -
	Asst. Recreation Director	1.00	87,016	1.00	91,366
	Events & Program Manager	1.00	68,185	1.00	70,999
	Recreation Supervisor	0.00	62,621	0.00	69,171
	Childcare Services Manager	1.00	90,746	1.00	95,263
	Asst. Childcare Services Manager	1.00	66,844	1.00	68,096
	Sr. Administrative Assistant	1.00	72,415	1.00	76,055
	Administrative Assistant	1.00	44,687	1.00	54,745
	Visitor Center Coordinator	0.50	23,023	0.00	-
	Subtotal	6.50 FTEs	\$ 515,537	6.00 FTEs	\$ 525,695
5115	Limited Status				
	Recreation	1250 hrs.	\$ 13,127	1000 hrs.	\$ 15,000
	White Pond	0 hrs.	-	4000 hrs.	65,000
	55 Church Street	0 hrs.	14,624	0 hrs.	-
	General Recreation Programs	725 hrs.	3,832	267 hrs.	4,000
	Summer Camp	0 hrs.	-	0 hrs.	-
	School Year	0 hrs.	-	0 hrs.	-
	Fitness	0 hrs.	-	0 hrs.	-
	Sports Clinics	0 hrs.	1,591	133 hrs.	2,000
	Special Programs	0 hrs.	-	0 hrs.	-
	Subtotal	1975 hrs.	\$ 33,174	5400 hrs.	\$ 86,000
5120	Temporary Status				
	Recreation Programs	0 hrs.	\$ -	200 hrs.	\$ 3,000
	General Recreation Programs	1550 hrs.	34,364	1167 hrs.	35,000
	Summer Camp	10912 hrs.	199,070	11111 hrs.	200,000
	School Year	15000 hrs.	273,234	15556 hrs.	280,000
	Fitness	0 hrs.	-	0 hrs.	-
	Sports Clinics	250 hrs.	3,668	250 hrs.	5,000
	Special Programs	100 hrs.	1,529	100 hrs.	1,500
	Visitors Center	1600 hrs.	21,327	0 hrs.	-
	Subtotal	29412 hrs.	\$ 533,192	28384 hrs.	\$ 524,500

PERSONNEL DETAIL (Continued)

5130	Overtime					
	Recreation	N/A	\$ 6,211	N/A	\$ 8,000	
	General Recreation Programs	N/A	-	N/A	6,500	
	Summer Camp	N/A	2,574	N/A	2,000	
	School Year	N/A	-	N/A	-	
	Fitness	N/A	-	N/A	-	
	Sports Clinics	N/A	-	N/A	-	
	Special Programs	N/A	-	N/A	-	
	Visitors Center	N/A	-	N/A	-	
		Subtotal	\$ 8,785		\$ 16,500	
	Benefits					
5158	Cell Phone Allowance	N/A	\$ 600	N/A	\$ 600	
5160	Incentive Pay	N/A	21,303	N/A	31,000	
5172	Unemployment Comp.	N/A	-	N/A	-	
5173	Life Insurance	N/A	-	N/A	-	
5174	Health Insurance	N/A	72,171	N/A	41,001	
5176	Health Reimbursement	N/A	-	N/A	-	
5177	Dental Insurance	N/A	-	N/A	-	
5178	Medicare Tax	N/A	13,082	N/A	13,236	
5180	Social Security	N/A	41,677	N/A	33,189	
		Subtotal	\$ 148,833		\$ 119,026	
		Total	21.53 FTEs \$ 1,239,521	22.18 FTEs \$	1,271,721	

PAYMENTS TO THE GENERAL FUND

	FY17 Actual	FY18 Actual	FY19 Revised	FY20 Proposed
Recreation Services	\$ 14,636	\$ 15,050	\$ -	\$ -
Hunt Gym	26,045	21,200	21,997	17,829
Town Manager	21,466	24,104	24,134	28,808
Human Resources	7,408	13,709	16,095	22,309
55 Church Street	-	-	33,634	45,666
Visitors Center	-	-	-	79,500
Parks & Playgrounds	-	-	-	29,922
Parks and Trees	15,000	15,000	15,000	15,000
Total	\$ 84,555	\$ 89,063	\$ 110,860	\$ 239,034

Net Income and Fund Balance

	FY17 Actual	FY18 Actual	FY19 Revised	FY20 Proposed
Recreation				
Operating Revenues	\$ 1,986,379	\$ 1,954,350	\$ 1,962,423	\$ 2,111,000
Less Operating Expenses	(1,833,707)	(1,861,966)	(2,068,596)	(2,227,855)
Operating Income	\$ 152,672	\$ 92,384	\$ (106,173)	\$ (116,855)
Senior Services Transportation				
Operating Revenues	\$ 21,707	\$ 25,796	\$ -	\$ -
Less Operating Expenses	(21,522)	(21,473)	-	-
Operating Income	\$ 185	\$ 4,323	\$ -	\$ -
Total Operating Income	\$ 152,856	\$ 96,707	\$ (106,173)	\$ (116,855)
Fund Balance:				
Beginning Fund Balance	\$ 867,596	\$ 1,020,452	\$ 1,117,159	\$ 1,010,986
Net Income	152,856	96,707	(106,173)	(116,855)
Ending Fund Balance	\$ 1,020,452	\$ 1,117,159	\$ 1,010,986	\$ 894,131
<p>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 FY20, the Department is proposing an operating income amount of -\$116,855.</p>				

PROGRAM NET INCOME

	FY17 Actual	FY18 Actual	FY19 Revised	FY20 Proposed
<i>Recreation Program</i>				
Statement of Net Income:				
Operating Revenues	\$ 327,908	\$ 303,434	\$ 273,596	\$ 310,000
Less Operating Expenses	203,668	223,829	175,341	233,900
Operating Income	\$ 124,240	\$ 79,605	\$ 98,255	\$ 76,100
<i>White Pond</i>				
Statement of Net Income:				
Operating Revenues	\$ -	\$ -	\$ -	\$ 80,000
Less Operating Expenses	-	-	-	93,700
Operating Income	\$ -	\$ -	\$ -	\$ (13,700)
<i>Summer Camp</i>				
Statement of Net Income:				
Operating Revenues	\$ 407,355	\$ 404,357	\$ 400,625	\$ 415,000
Less Operating Expenses	235,249	268,801	335,469	337,450
Operating Income	\$ 172,106	\$ 135,557	\$ 65,155	\$ 77,550
<i>School Year</i>				
Statement of Net Income:				
Operating Revenues	\$ 986,476	\$ 1,085,985	\$ 1,113,460	\$ 1,115,000
Less Operating Expenses	301,544	294,243	325,808	337,600
Operating Income	\$ 684,932	\$ 791,742	\$ 787,652	\$ 777,400
<i>Sports Clinics</i>				
Statement of Net Income:				
Operating Revenues	\$ 45,490	\$ 80,455	\$ 74,924	\$ 85,000
Less Operating Expenses	80,027	40,018	39,636	52,400
Operating Income	\$ (34,537)	\$ 40,437	\$ 35,288	\$ 32,600
<i>Special Programs</i>				
Statement of Net Income:				
Operating Revenues	\$ 41,062	\$ 41,128	\$ 47,628	\$ 45,000
Less Operating Expenses	52,296	64,624	64,772	61,900
Operating Income	\$ (11,234)	\$ (23,497)	\$ (17,144)	\$ (16,900)
<i>Visitors Center</i>				
Statement of Net Income:				
Operating Revenues	\$ 33,854	\$ 22,687	\$ 20,241	\$ 25,000
Less Operating Expenses	12,457	29,839	30,518	15,300
Operating Income	\$ 21,397	\$ (7,151)	\$ (10,277)	\$ 9,700
Net Income:	\$ 956,903	\$ 1,016,693	\$ 958,929	\$ 942,750