

**Mission Statement**

The mission of the Recreation Department is to provide high-quality activities designed to meet the year-round recreation interests of the community in an efficient, cost-effective, affordable, and inclusive manner.

All Recreation Department programs and services are intended to operate on a user fee, non tax support basis.

**Recreation Highlights**

- In FY16 the General Fund is supporting Recreation programming with \$50,000. All other costs are supported by the Recreation Fund, which relies on program fees for funding.
- Depending on the number of participants in each program, the revenues and expenditure attributed to the Recreation Fund varies from year to year
- Projected Revenue: \$1,852,120
- Projected Expenses: \$1,852,120
- Recreation Fund Balance: \$602,342

**Recreation Budget Contents**

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**Expenditure Summary**

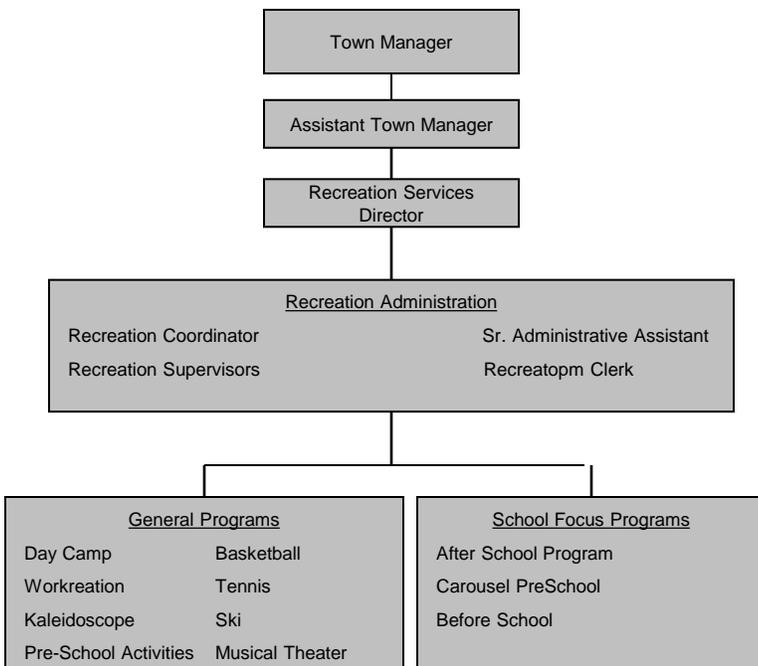
	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimate
Operating Revenue	\$ 1,667,992	\$ 1,839,495	\$ 1,769,111	\$ 1,852,120
Operating Expense	\$ 1,587,074	\$ 1,661,260	\$ 1,769,111	\$ 1,852,120
Change in Fund Balance	\$ 80,918	\$ 178,234	\$ 0	\$ -

**Description:**

The Department's services are grouped into four major categories:

- Summer Programs
- School Year Programs
- Sports Activities
- Fundraising Events

With the retirement of the Recreation Director, the Town Manager is reviewing the department's organizational structure to determine how it may best align with the Town's other Human Services functions.





### **Recreation Programs**

In FY14 the Recreation Department served over 6,200 participants and had total program revenues of \$1,839,495.

Programs are provided at the Hunt Recreation Center, Emerson Playground, Harvey Wheeler Community 105 Everett St, and the Ripley Gymnasium.

In previous fiscal years the Recreation Director was funded approximately 90% from the General Fund and 10% from the Beede Center. With his retirement in FY15, the Town is supporting the Recreation Department with \$50,000 from the General Fund for FY16.

### **Funding Sources & Scholarships**

All department programs and services are intended to operate on a user fee, non tax support basis. In FY16 \$50,000 from the General Fund will support Recreation programming while all of the program expenses will be covered by the Recreation Fund.

In addition, program fees are used to fund most of the cost of the summer and school-year scholarship programs. In FY14 approximately \$142,000 was provided in scholarships to Concord families who otherwise would not be able to participate.

Other funding sources that help to support the Recreation Department are the Concord Carlisle Community Chest (\$15,000), Silent Fund (\$7,000), and METCO (\$25,000).

### **Facility Improvements and Upkeep**

Rideout: Tennis and basketball courts will be resurfaced (ATM 2015, Article 52 for \$600,000)

-Future Projects

Carpet replacement for classrooms and hall at Harvey Wheeler Community Center school wing.

Hunt Gym: Capital request made for office work stations and carpeting; new gymnasium ceiling; replacement of outdoor pool structure and replacement/repair of exterior trim of Hunt Recreation Center

### **Financial Status**

**Fund Balance:** As of 6/30/14 \$602,342

**Fund Balance Analysis:** At current level the Fund Balance covers just 36% of FY14's operating expenses. The ideal level would be to have at least 50% or ideally, 9 months worth of operating expenses in reserve. It is important for the Recreation Department to maintain strong reserves because of the variability in revenues that are dependent on participation fees.

## Recreation Strategic Plan

### Short-Term - 2015

- Work towards strengthening the financial stability of the Recreation Department by offering sustainable programs.
- Network to assist with raising funds for improvements.
- Work with the Planning Department to improve parking throughout the system.
- Continue working with the Concord Healthy Communities Planning initiative and offer programs that can reduce stress.
- Work with the Concord-Carlisle Regional School District in improving the scheduling of outdoor and indoor facilities as well as establishing a use agreement for the renovated fields and tennis courts at the High School.

### Mid-Term 2016 – 2017

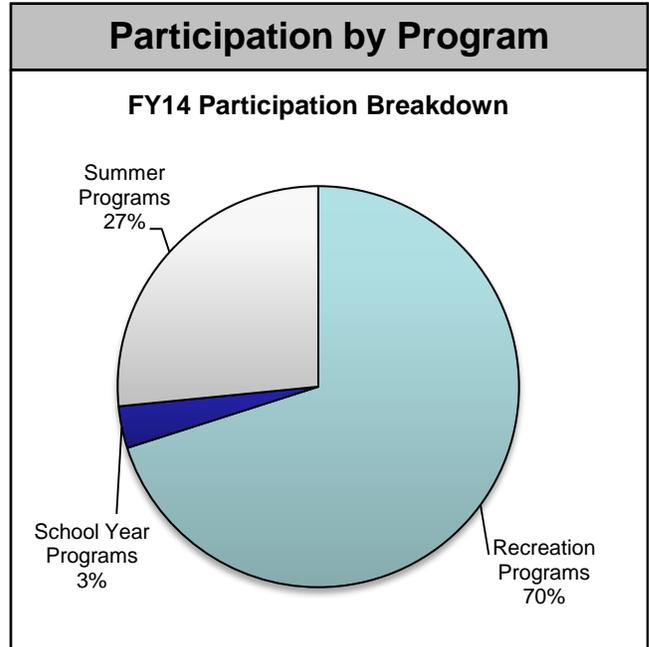
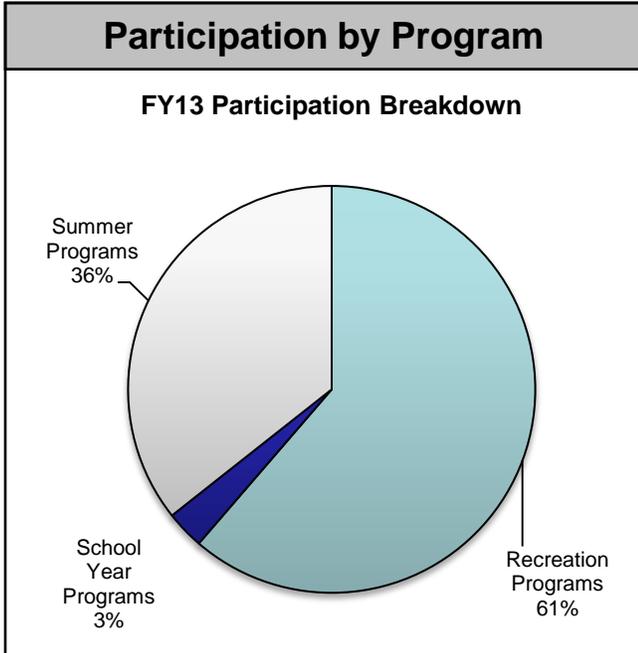
- Give attention to active adult age group as the community continues to age, possibly working with other neighboring communities in offering sports/active programs.
- Increase program participation by having shorter program lengths, and adding more weeknight and weekend activities.
- Start up an outdoor recreation and environmental program including kayaking and canoeing.
- Continue meeting seasonally with heads of sport groups to evaluate field/facility use and scheduling.
- Explore the possibility of a public swimming park.

### Long-Term 2018 and Beyond

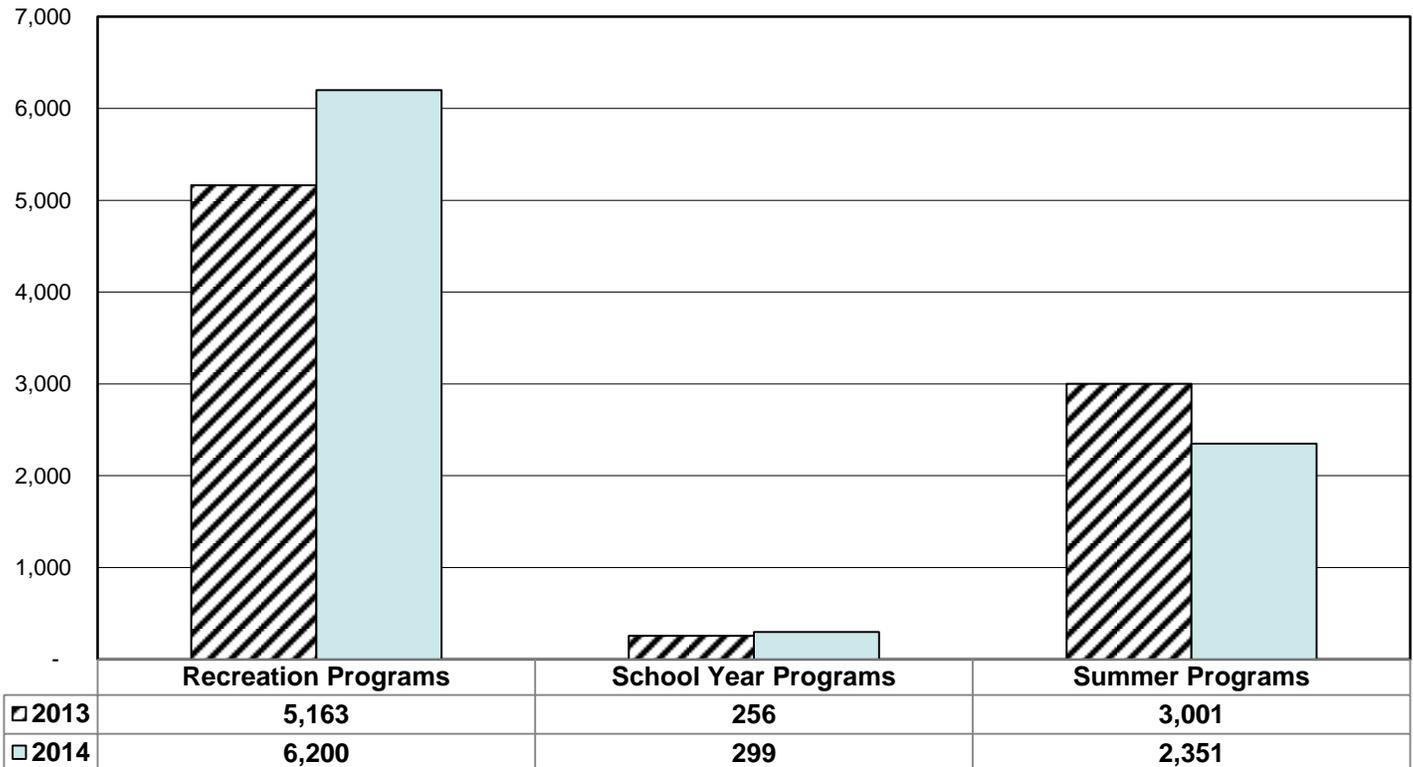
- Enhance parkland development with water fountains, benches, and bike racks.
- Additional youth and adult ball fields.
- Additional multi-purpose and youth soccer fields.
- The addition of a picnic pavilion
- More open gym time
- Outdoor Lit Basketball Courts

*Source: Town of Concord Recreation Facilities Strategic Plan, Heller & Heller Consulting – September 2014*

### Enrollment Trends



### Historical Recreation Enrollment



**Recreation Program Fees**

The following goals are kept in mind when setting fees:

- Fees should reflect the cost of services provided, allowing the Recreation Department to operate as a self-supporting revolving fund.



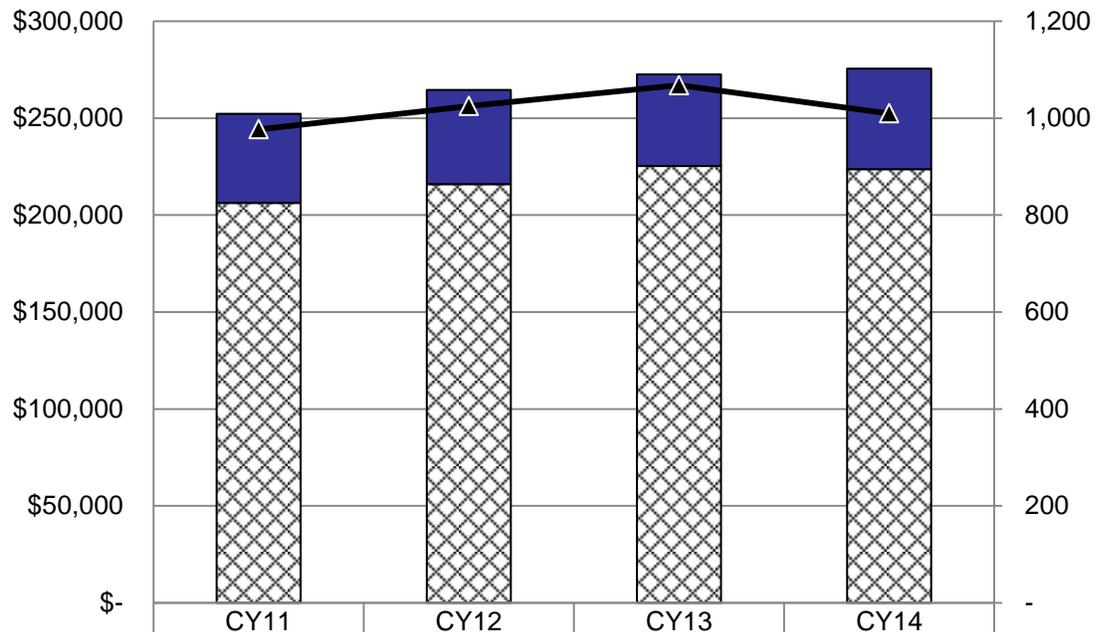
**Calendar Year 2015 Program Rates are as follows:**

Program Rates		
<u>Program</u>	Member Fee	Non Member Fee
Dances/Parties	\$20	\$20
Musical Theater	\$240	\$240
After School	Variable	Variable
Before School	Variable	Variable
Adult Tennis	Variable	Variable
Adult Volleyball	Variable	Variable
Junior Tennis	Variable	Variable
Women's Basketball	Variable	Variable
Men's Basketball	Variable	Variable
Patriot Boy's Basketball Clinic	\$125	\$125
Patriot Girl's Basketball Clinic	\$125	\$125
Preschool Tennis	Variable	Variable
<b>Carousel Preschool</b>	Variable	Variable
<b>Summer Camps</b>	Variable	Variable

**2014 Summer Recreation Financial Report**

Program	Participation	Revenue	Expense	Reserved	Net
2014 Day Camp/Summer @ Alcott/Arts & Rec	1,010	\$ 345,841	\$ 271,928	\$ -	\$ 73,913
Boys Basketball Clinics	98	\$ 24,480	\$ 20,808	\$ -	\$ 3,672
Ultimate Frisbee	19	\$ 4,576	\$ 3,661	\$ -	\$ 915
Concord Children Center Swim	51	\$ 15,445	\$ 8,838	\$ -	\$ 6,607
Extended Day AM/PM	373	\$ 23,540	\$ 10,231	\$ -	\$ 13,309
Preschool Adventures/Kaelidoscope	196	\$ 40,934	\$ 29,024	\$ -	\$ 11,910
Patriot Youth Football	30	\$ 2,442	\$ 2,076	\$ -	\$ 366
Brine Lacrosse	155	\$ 22,525	\$ 20,525	\$ -	\$ 2,000
Family Swim	128	\$ 5,730	\$ 8,991	\$ -	\$ (3,261)
Workreation	154	\$ 31,036	\$ 8,433	\$ -	\$ 22,603
Theater Camp	96	\$ 29,352	\$ 22,956	\$ -	\$ 6,396
Post Camp	41	\$ 18,375	\$ 11,502	\$ -	\$ 6,873
Group Exercise	429	\$ 52,900	\$ 56,653	\$ -	\$ (3,753)
Minuteman Road Race	-	\$ -	\$ 2,858	\$ -	\$ (2,858)
Concord Open	134	\$ 163,330	\$ 93,000	\$ 60,000	\$ 10,330
Summer Overhead Expense			\$ 72,466		\$ (72,466)
<b>Total</b>	<b>2,914</b>	<b>\$ 780,506</b>	<b>\$ 643,950</b>	<b>\$ 60,000</b>	<b>\$ 76,556</b>

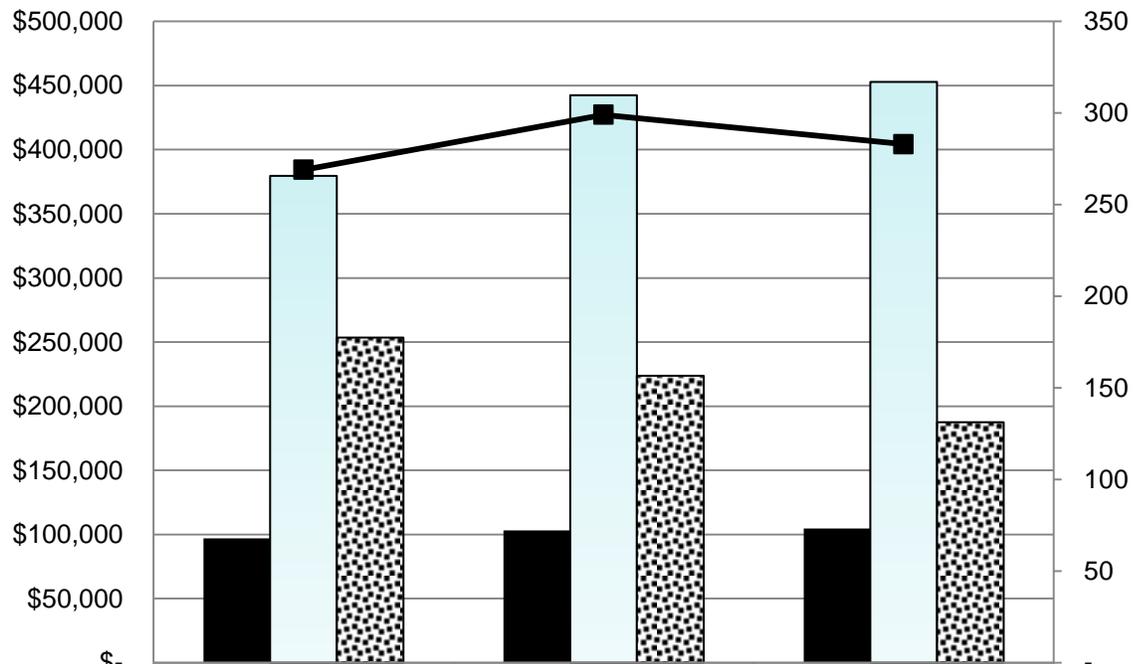
**Summer Camp Revenue & Participation**



Other (not including golf)	\$45,950	\$48,700	\$47,275	\$51,850
Tuition	\$206,320	\$215,918	\$225,305	\$223,661
Enrollment	977	1,025	1,068	1,010

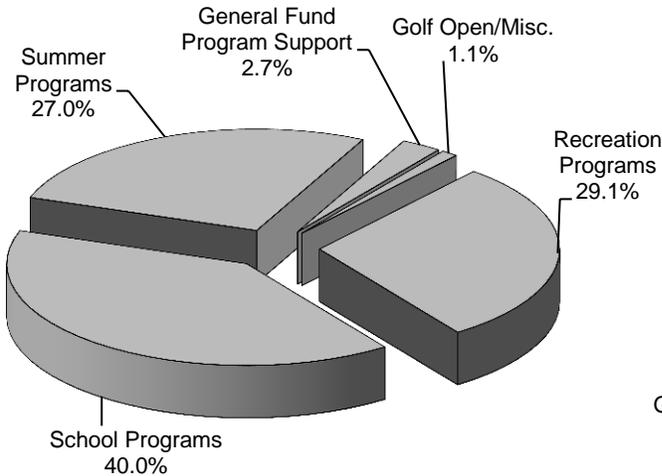
School Year Programs Participation & Revenue						
Program	FY13		FY14		Projected FY15	
	Participation	Revenue	Participation	Revenue	Participation	Revenue
Before School	75	\$96,979	85	\$103,297	76	\$104,621
After School	132	\$379,572	165	\$442,422	160	\$452,792
Carousel Preschool	62	\$253,459	49	\$223,814	47	\$187,621

**School Year Revenue & Total Enrollment**

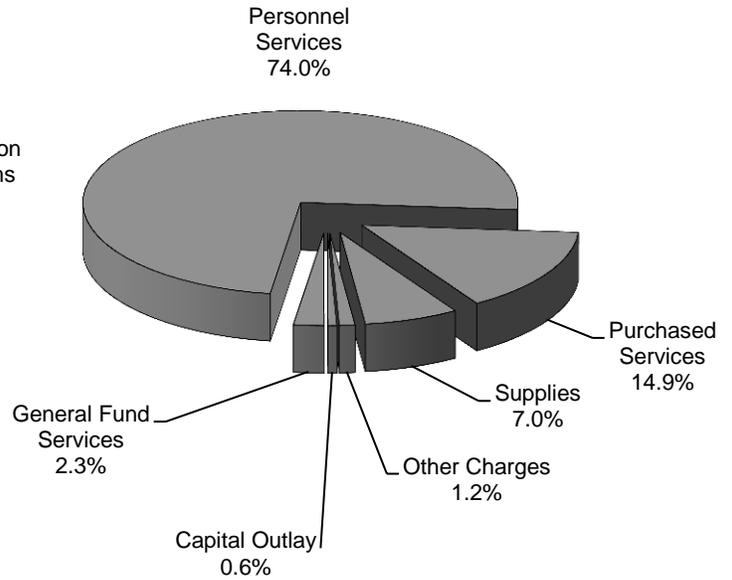


■ Before School	\$96,979	\$103,297	\$104,621
■ After School	\$379,572	\$442,422	\$452,792
■ Carousel	\$253,459	\$223,814	\$187,621
■ Combined Enrollment	269	299	283

**FY16 Operating Revenues**  
**\$1,852,119**



**FY16 Operating Expenditures**  
**\$1,852,119**



**Operating Results:**

The FY16 Recreation Fund budget is presented as balanced, based upon historical revenues and expenditures that can fluctuate based on participation and programming.

Operating revenues are projected at \$1,852,119, which is an increase from FY14 actuals. The General Fund will support the Recreation Department with \$50,000, in lieu of supporting the salary of the recently retired Recreation Director.

Operating expenditures are projected at \$1,852,119, which is estimated based off of prior years to establish a balanced budget.

**Operating Revenues**

	FY13		FY14		FY15		FY16	
	Actual		Actual		Budgeted		Estimate	
Recreation Programs	\$	449,086	\$	493,147	\$	486,484	\$	539,617
School Programs		731,995		751,035	\$	741,515	\$	741,515
Summer Programs		464,250		536,722	\$	500,486	\$	500,486
General Fund Program Support		-		-	\$	-	\$	50,000
Golf Open/Misc.		22,661		58,590	\$	40,626	\$	20,500
<b>Operating Revenues Total</b>	\$	1,667,992	\$	1,839,495	\$	1,769,111	\$	1,852,119

**Operating Expenses**

	FY13		FY14		FY15		FY16	
	Actual		Actual		Budgeted		Estimate	
Personnel Services	\$	1,189,391	\$	1,221,642	\$	1,361,980	\$	1,371,271
Purchased Services		220,058		263,220		225,400		275,450
Supplies		113,549		96,919		120,450		130,000
Other Charges		18,818		21,413		18,775		21,470
Capital Outlay		3,545		12,179		1,500		12,000
General Fund Services		41,712		45,887		41,006		41,928
<b>Subtotal</b>	\$	1,587,074	\$	1,661,260	\$	1,769,111	\$	1,852,119
<b>Total Expenses</b>	\$	1,587,074	\$	1,661,260	\$	1,769,111	\$	1,852,119

**Net Income and Fund Balance**

	FY13		FY14		FY15		FY16	
	Actual		Actual		Budgeted		Estimate	
<b>Operating Income:</b>								
Operating Revenues	\$	1,667,992	\$	1,839,495	\$	1,769,111	\$	1,852,119
Less Operating Expenses		(1,587,074)		(1,661,260)		(1,769,111)		(1,852,119)
<b>Operating Income</b>	\$	80,918	\$	178,234	\$	0	\$	-
<b>Fund Balance:</b>								
Beginning Fund Balance	\$	343,190	\$	424,108	\$	602,342	\$	602,342
Net Income		80,918		178,234		0		-
<b>Ending Fund Balance</b>	\$	424,108	\$	602,342	\$	602,342	\$	602,342

**Personnel Services Detail**

	FY15 Budget		FY16 Initial Budget	
	Positions/Hours	\$ Amount	Positions/Hours	\$ Amount
<b>Recreation Staff</b>				
5111 Recreation Services Director	1.00	\$93,498	1.00	\$95,935
Recreation Supervisor	2.90	\$165,777	2.90	\$167,676
Fitness Coordinator	0.55	\$45,981	0.60	\$50,161
Recreation Coordinator	0.25	\$18,105	0.25	\$18,105
Sr. Administrative Assistant	1.00	\$66,878	1.00	\$67,464
5112 Recreation Clerk	0.56	\$24,089	0.56	\$24,089
<b>Subtotal</b>	6.26 FTEs	\$414,328	6.31 FTEs	\$423,430
5115 Limited Status	620 hrs.	\$12,601	620 hrs.	\$12,601
5120 Temporary Status	38866 hrs.	\$790,151	40000 hrs.	\$813,200
5130 Overtime	0.0 hrs.	\$19,700	0 hrs.	\$6,000
5157 Car Allowance	N/A	\$1,200	N/A	\$1,200
5172 Unemployment Comp.	N/A	\$0	N/A	\$0
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	\$11,640
5180 Social Security	N/A	\$60,360	N/A	\$51,200
<b>Subtotal</b>	18.91 FTEs	\$947,652	19.45 FTEs	\$947,841
<b>Total</b>	25.17 FTEs	\$1,361,980	25.76 FTEs	\$1,371,271

**Detail of General Fund Services**

	FY13 Actual	FY14 Actual	FY15 Budget	FY16 Estimate
Human Resources	\$ 5,783	\$ 6,432	\$ 6,499	\$ 6,742
Parks and Trees	15,000	15,000	15,000	15,000
Hunt Gym	20,929	24,455	19,507	20,186
	41,712	45,887	41,006	41,928

## Recreation Fund

## Performance

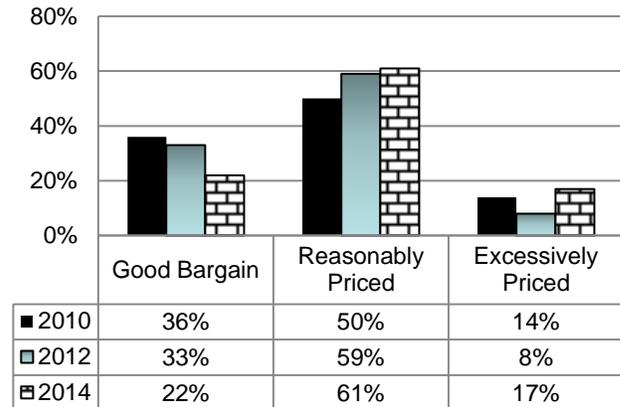
**Goal:** To ensure the Recreation Department services are cost-effective, and of the highest quality.

**Objective:** To gauge resident satisfaction with Recreation Department services in terms of price

**Measure:** Town Biennial Residential Survey of 1,337 Concord residents in FY15, that produces a statistically significant result.

**Trend:** Of the 1,337 surveyed, 504 responded to the question regarding the price of Recreation Programs. 83% think these programs are a “good bargain” or “reasonably priced”.

Price for Recreation Programs



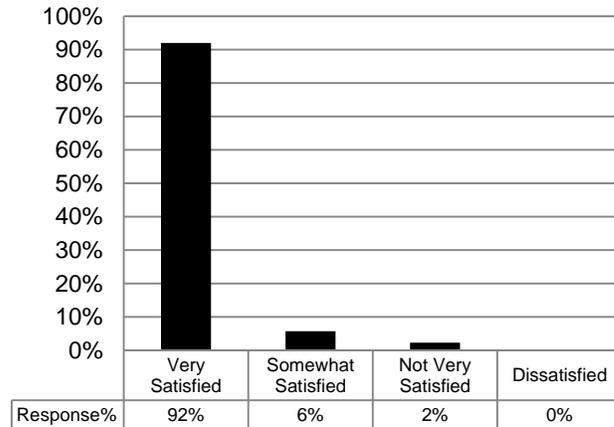
**Goal:** To have a Summer Camp that is a great experience for all that participate

**Objective:** To have a positive response from the families that attended.

**Measure:** A survey mailed in voluntarily by parents of participants who attended the camp. There were 87 responses.

**Trend:** Based on the 2013 Summer Camp Survey a high percentage of respondents had a positive experience attending camp. Of those that responded 92% were “Very Satisfied” and 6% were “Somewhat Satisfied”

Summer Camp Experience Satisfaction



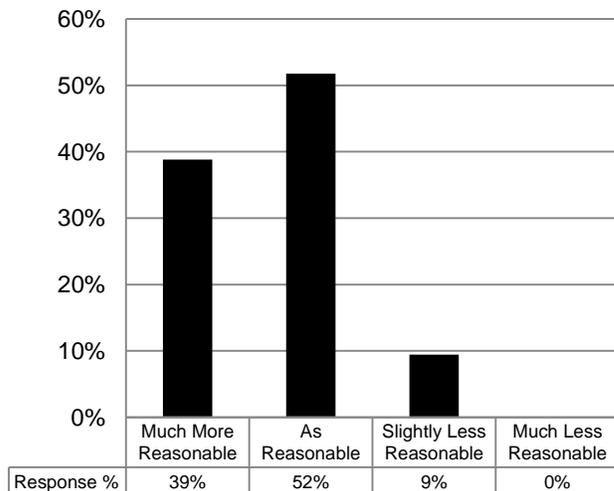
**Goal:** To offer reasonably priced Summer Camp options

**Objective:** To compare favorably to our competitors and provide value to campers and families

**Measure:** A survey mailed in voluntarily by parents of participants who attended the camp. There were 87 responses.

**Trend:** Compared to other Summer Camp alternatives Concord Recreation’s Summer Camp options compare favorably in terms of price. 91% of respondents felt that prices were “Much More Reasonable” or “As Reasonable” as competitors in terms of price.

Summer Camp Price Comparison with Competitors



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