

Article 58

Beede Swim & Fitness Center Enterprise Fund Expenditures

To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year beginning July 1, 2017 (FY2018) for the operation of the Community Pool, in accordance with Chapter 44, section 53F½ of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager, or take any other action relative thereto.



CONCORD RECREATION DEPARTMENT

FY18 OPERATING BUDGETS

Ryan Kane, Director of Recreation

Jon Straggas, Beede Center General Manager

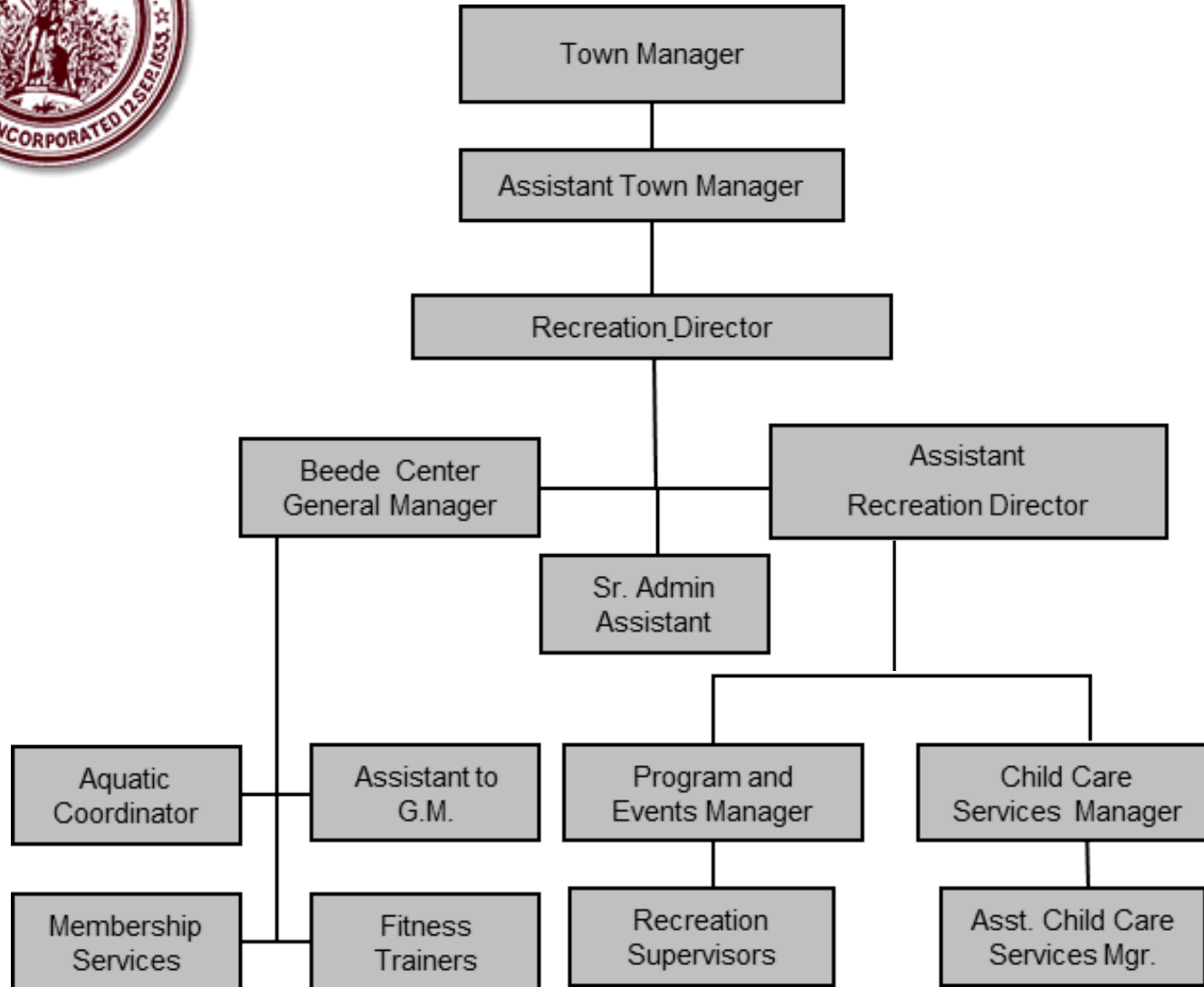
Anna Wood, Assistant Director of Recreation

Mission Statement

“Concord Recreation is a leader in providing activities that enhance personal development, promote healthy lifestyles, 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 meet the needs of the community by delivering the highest quality customer-focused programs, events and services.”



Organizational Chart



**CONCORD
RECREATION**

BENEFITS ARE ENDLESS



THE BEEDE
**SWIM &
FITNESS**
CENTER

BUDGET GOALS FY18

- Conservative on revenues
- Realistic on expenses
- Keep school year and camp programs affordable
- Determine a marketing budget that can help the Department grow
- Budget for resources that will help the department grow
 - Objects that can be purchased dependent upon the financial standing in the last quarter
- Make staff development a priority
- Incorporate new Beede Center fee schedule



BEEDE CENTER SWIM & FITNESS



BEEDE CENTER CORE VALUES

- High end facility
 - Clean in all areas (water quality, pool deck, locker rooms, fitness , common areas).
 - First rate equipment
 - Modern
 - Challenging
 - Maintained
- Professional Staff
 - Certifications
 - High level customer service
- Member driven
 - Convenient hours
 - Member support

BEEDE CENTER SWIM & FITNESS

PROGRAMS

Aquatic

- *Open Swim
- *Swim Lessons
- *Swim Team
- *Aquatic Group Exercise
- *Physical Therapy

Fitness

- *Open Exercise
- *Personal Training
- *Fitness Assessments
- *Sport Specific Training

MEMBERS

Concord-Carlisle residents: 3053

Non-residents: 625

BEEDE CENTER SWIM & FITNESS

OPERATING REVENUES (\$)

	FY15 Actual	FY16 Actual	FY17 Revised	FY18 Estimate
Initiation Fees	\$ 19,616	\$ 21,683	\$ 28,353	\$ 29,203
Membership Fees	1,648,516	1,642,414	1,564,726	\$ 1,612,199
Miscellaneous Revenue	65,125	61,071	111,982	\$ 115,341
Swim Program Fees	411,058	420,160	402,509	\$ 414,585
Fitness Program Fees	138,107	171,987	185,305	\$ 190,864
Child Care Fees	1,289	1,150	1,119	\$ 1,153
Operating Revenues Total	\$ 2,283,711	\$ 2,318,465	\$ 2,293,994	\$ 2,363,345

NEW
PLANS & RATES

BEEDE CENTER

swim + fitness



FLEXIBLE MEMBERSHIP OPTIONS
Our new membership plans offer unlimited access to state-of-the-art aquatic and fitness facilities. Annual, 3-month and 10-visit options let you create the perfect membership to fit your needs.

Swim & Fitness Facilities

- 8 Lane Competition Pool
- Warm Water Therapy Pool
- Children’s Play Pool
- Deep Water Diving Well
- Water Fitness Classes
- American Red Cross Lessons & Programs
- Weight Training Room
- Free Weights
- Cardio Fitness Room
- Affordable Personal Training
- Group Exercise Classes
- Childcare

2017 Membership Plans & Rates

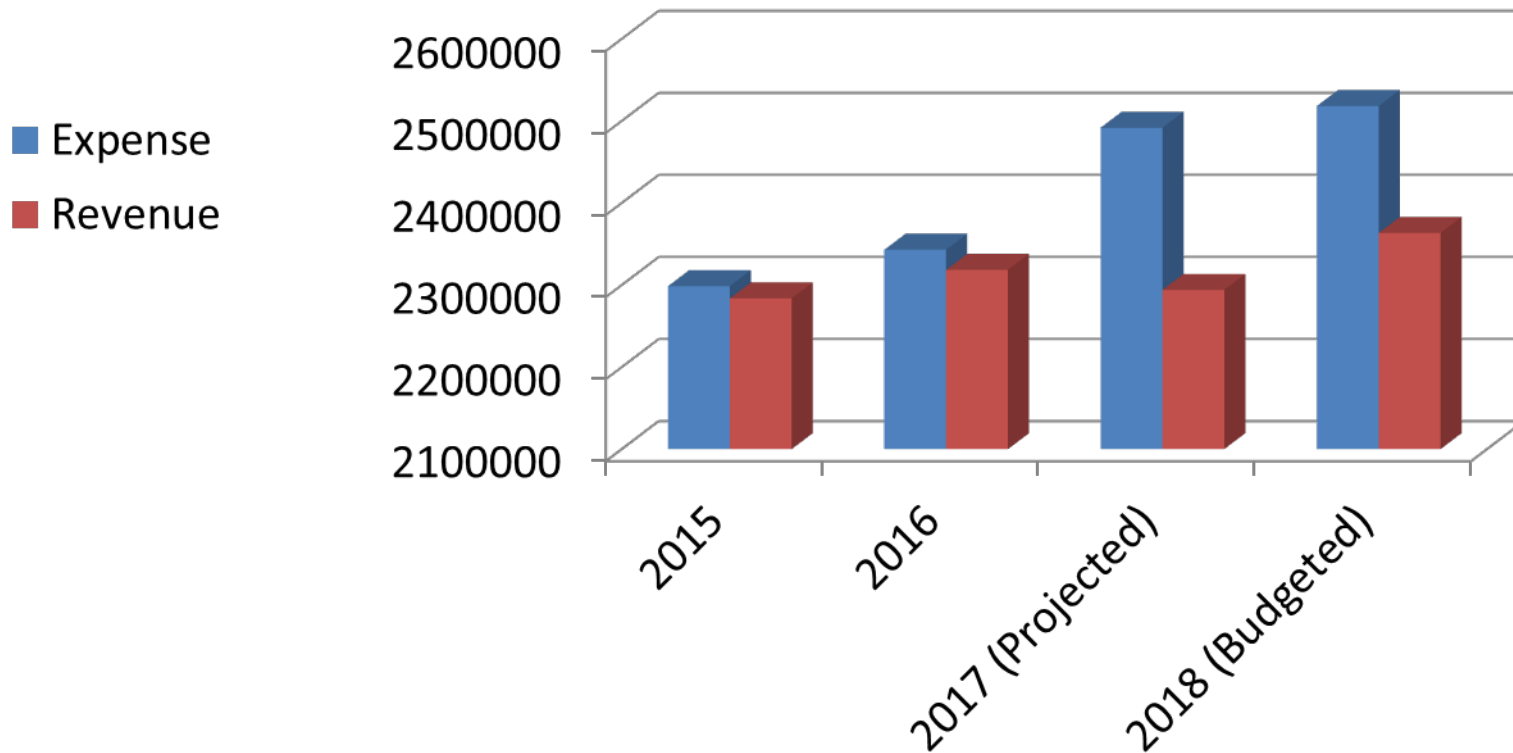
NEW LOWER JOINING FEE - \$99

	MONTHLY RECURRING	ANNUAL	3 MONTH
Adult	\$82	\$928	\$270
Couple	\$129	\$1,466	\$426
Family	\$153	\$1,727	\$504
65+ Adult	\$62	\$707	\$212
65+ Couple	\$98	\$1,112	\$327
14-18 Student	\$41	\$464	\$138
80+ Adult		\$199	
	ADULT	COUPLE	FAMILY
10 Visit Pass	\$100		
Day Pass	\$20	\$30	\$40

OPERATING EXPENSES (\$)

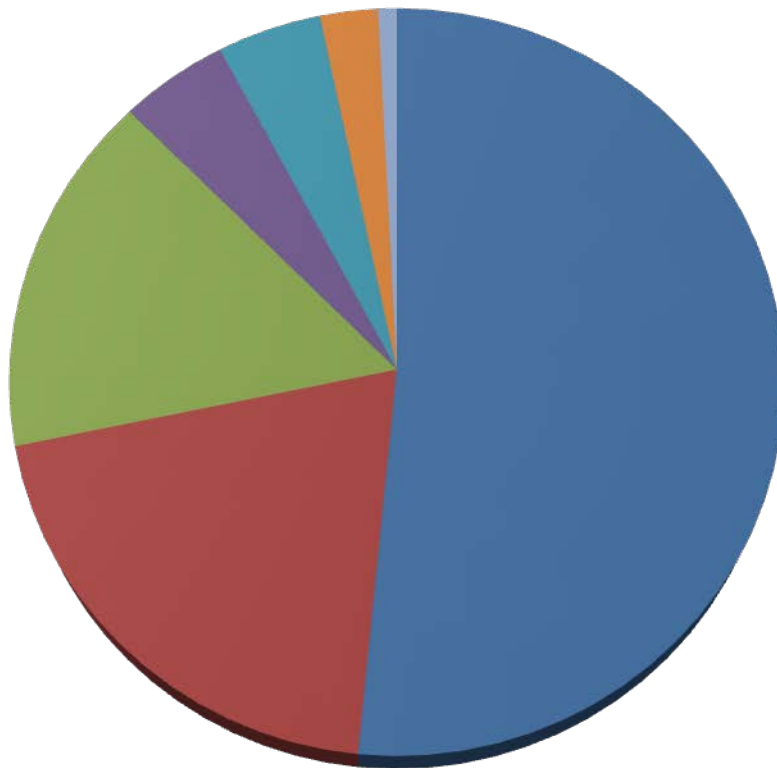
	FY15 Actual	FY16 Actual	FY17 Revised	FY18 Budget
<u>Personnel Services</u>				
Personnel Expenses	\$ 1,203,286	\$ 1,142,571	\$ 1,208,316	\$ 1,207,389
Accrued Employee Benefits	-	-	-	-
Audit Adjustment	(27,275)	672	-	-
Subtotal	\$ 1,176,011	\$ 1,143,243	\$ 1,208,316	\$ 1,207,389
<u>Non-Personnel Services</u>				
Facilities and Maintenance	513,499	528,268	577,454	543,000
Purchased Services	103,130	109,976	92,495	125,100
Supplies and Materials	71,683	80,497	108,517	120,000
Other Expenses	10,042	9,208	16,063	20,900
Audit Adjustment	16,108	(2,076)	-	-
Subtotal	\$ 714,462	\$ 725,873	\$ 794,529	\$ 809,000
<u>General Fund Services</u>				
Town Manager	-	-	10,239	9,765
Human Resources	30,988	31,684	33,042	29,047
Finance Administration	9,121	9,383	10,143	9,705
Treasury	18,564	19,017	19,742	20,044
Accounting	9,463	9,590	10,228	10,480
Recreation Administration	13,012	-	9,757	10,033
Subtotal	\$ 81,148	\$ 69,674	\$ 93,151	\$ 89,074
<u>Depreciation Expense</u>				
Depreciation Expense	327,003	404,121	395,704	412,720
Subtotal	\$ 327,003	\$ 404,121	\$ 395,704	\$ 412,720
Total Operating Expense	\$ 2,298,625	\$ 2,342,911	\$ 2,491,700	\$ 2,518,183

BEEDE CENTER SWIM & FITNESS



BEEDE CENTER SWIM & FITNESS

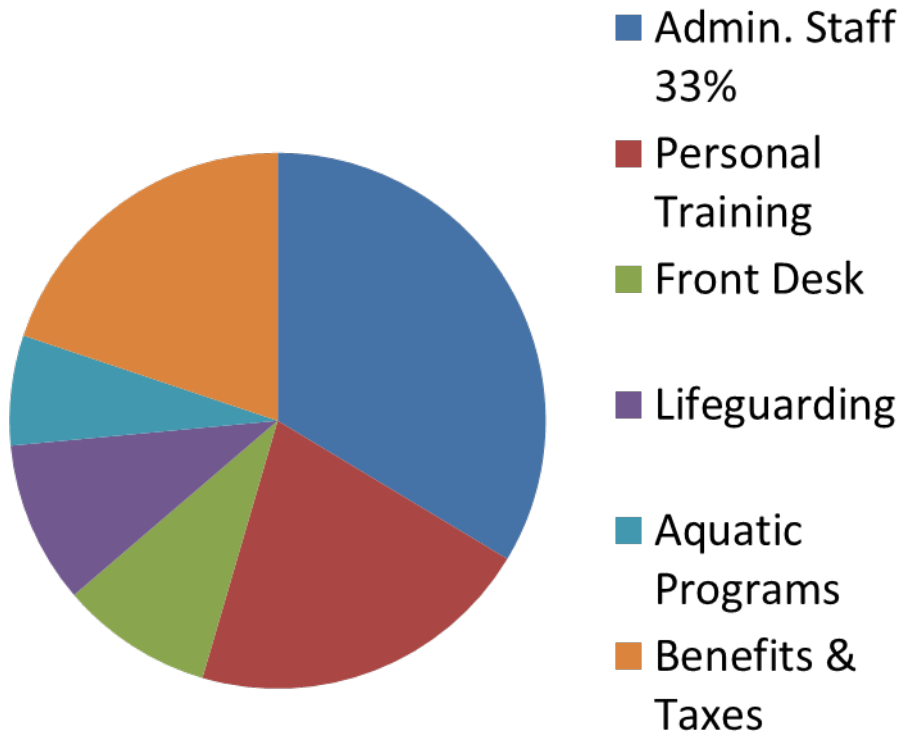
Expenses



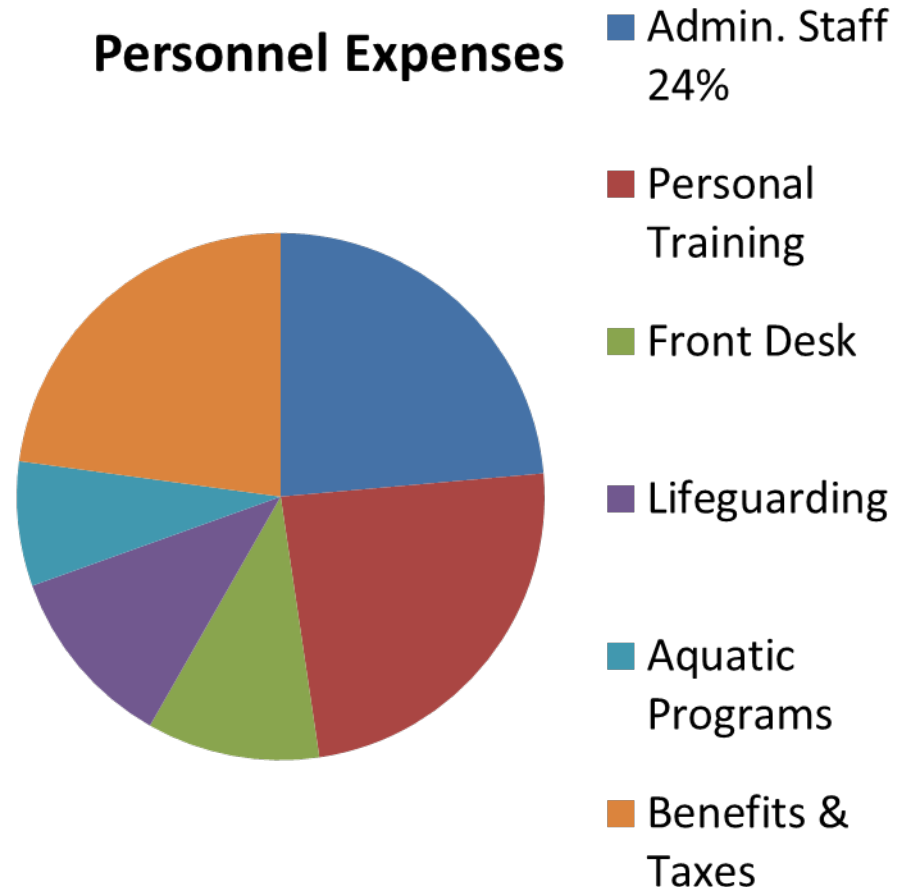
- Personal Services
51.6%
- Facilities &
Maintenance 20.2%
- Depreciation 15.8%
- Purchased Services
4.7%
- Supplies & Materials
4.5%
- General Fund Services
2.5%
- Other 0.8%

BEEDE CENTER SWIM & FITNESS

Personnel Expenses



Personnel Expenses



BEEDE CENTER SWIM & FITNESS

Short Term Goals

- Market the Membership plans to past members, new families, new markets.
- To keep fees static or better to help make memberships affordable.
- To host the community at the Center with events and open houses to better showcase the facility and establish good rapport with Community.
- Improve upon communication to membership and community.

Mid Term Goals

- To increase membership value
 - To establish or reconfigure the facility to create better member value.
 - Offer programs or classes to members to increase memberships value.
- Develop a maintenance master plan.
- Consider additional revenue generators operated through the Center; races, events, etc...

Long Term Goals

- Evaluate the feasibility of long term building improvements & major enhancements.

RECREATION PROGRAMS



CORE VALUES

- **High Quality Programs**
 - ✓ Professional instructors and staff
 - Recruitment & training
 - Certifications and years of experience
 - ✓ Focused on risk management and preparedness
 - Board of Health Collaboration
 - Early Education and Care Accreditation
 - Follow regulations in programs that do not require EEC regulations.
(Before School/Terrific Tuesdays)
- **Variety of Class Options**
 - ✓ All generations
 - ✓ All abilities
- **Community Driven Focus**
 - ✓ Convenient Programs
 - Out of school time, holidays, etc. (Fitness Classes, Vacation Camps)
 - ✓ Special Events
 - Block Party, Rideout Movies, road races, winter wonderland, etc.



Recreation Programs – Theatre, Learn to Ski, Pickle ball, etc...

Summer Camp – Assabet River, Sudbury River, Concord River, Specialty Camps

School Year – Carousel Preschool, Before/After School, Terrific Tuesdays

Fitness – Adult Fitness Programs (Spinning, Pilates, Yoga, etc...)

Sports Clinics – Basketball, Sports Camps, etc...

Special Programs, Shamrock Ball, Stow Street Block Party, Winter Wonderland

Rental – Hunt Gym, Ripley Gym

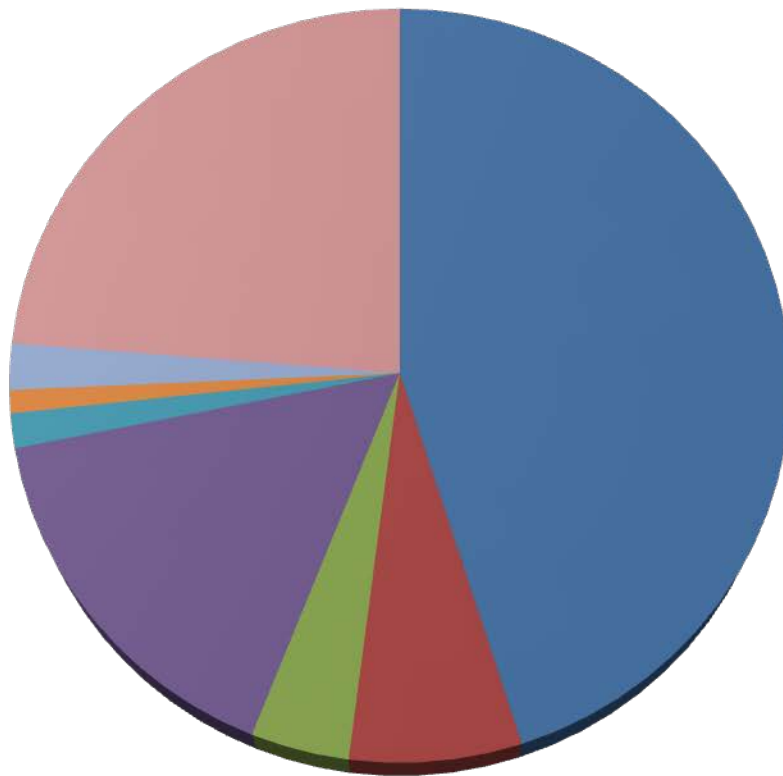
Visitor’s Center – Advertisements, Tours, Merchandise

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 Center				29,127
Operating Revenues Total	\$ 1,896,544	\$ 1,774,351	\$ 1,815,843	\$ 1,922,058

RECREATION PROGRAMS

Revenues



- School Year 45%
- Fitness 7%
- Sports Clinic 4%
- General Rec 16%
- Visitor's Center 1%
- Other/Rental 1%
- Special Programs 2%
- Summer Camp 24%

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
Subtotal	\$ 1,732,133	\$ 1,679,254	\$1,655,521	\$1,919,745
Total Expenses	\$ 1,732,133	\$ 1,679,254	\$ 1,655,521	\$ 1,919,745

Personnel Services – Full time staff, part time staff, taxes, benefits

Purchased Services – Contractors and Vendors, Transportation,
Clothing/Uniforms

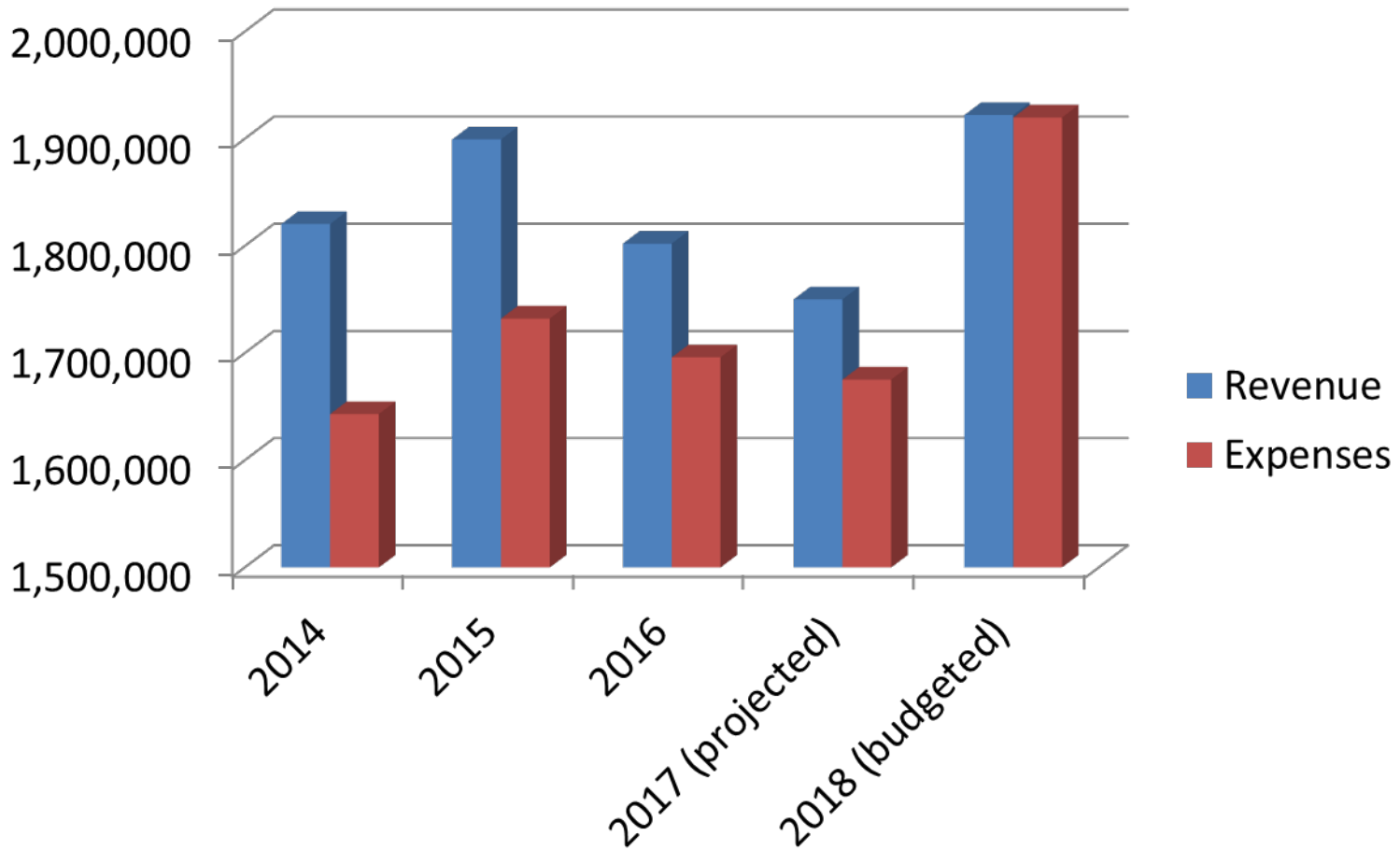
Supplies – Sporting goods, Food

Other –

Capital Outlay – Computer equipment, Dept. vehicle, Shed replacement

General Fund Services – Human Resources, Rec Admin, Hunt Gym, Public
Works

RECREATION PROGRAMS



RECREATION PROGRAMS

Short Term Goals

- 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 Ripley School.
- Develop best practices for integrating adaptive recreation and community inclusion programs, services, and supports that lead towards "optimal social, emotional health and well-being for all Concord children and families."
- 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's Center, assuring a financial feasible operation.

Mid Term Goals

- Develop a department wide marketing plan to better target markets, locally and otherwise.
- Explore ways in which the Department can utilize Concord's established outdoor recreation opportunities.

Long Term Goals

- Focus on enhancing park and open spaces, as recommended in the 2014 Recreation Facilities Strategic Plan.
- Evaluate the Department's ability to meet the recreation and leisure needs of all residents, focusing on those with disabilities.

FINANCIAL ASSISTANCE

2016 Summer Camps	\$49,867
2016/17 Before & After School	\$82,507
2016/17 Carousel Preschool	\$12,520
2016/17 Terrific Tuesdays	\$10,080
2016/17 Other Programs	\$6,583
2016 Beede Center	<u>\$29,443</u>

Total Financial Assistance in Year \$191,000

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