

Henniker Athletic/Rec Director Feasibility Committee EXECUTIVE SUMMARY

This is report from the Athletic/Rec Director Feasibility Committee established by the Henniker Selectmen in the Spring of 2010. The committee was formed in the late summer of 2010 and consisted of Marc McMurphy – Chairman (Henniker Athletic Committee), Nicole Gage (Selectmen’s Office), Theresa Maier (School Board), Shannon Camera (Community Center Activities Committee), Jim O’Rourke (White Birch Community Center), Lori Runksmeier (New England College), Rick Daniel (Henniker Youth Boosters), and John Helfrich (Henniker Community School). The purpose of the committee was to examine the feasibility of a paid Athletic Director position.

The committee began its study by considering whether there was a justification for an Athletic Director. Unanimously, the committee voted that there was a strong justification. The Town Athletic Committee is prone to regular burnout and turnover of its committee members. In today’s society, athletics play a large role in the development and lives of children. A lack of consistency in the athletic program leads to liability, frustrated parents, communication problems, etc. The town and its children would benefit from a full time position that could focus on athletics as well as adding to other existing programs and long term project planning. Because other towns have similar positions and title them “Recreation Directors, and because the scope of this position could easily extend into non-athletic recreation-type programs, the Feasibility Committee refers to the position as a Recreation Director.

Once the Committee determined that there was a justification, the next step was to consider some broad responsibilities for the position. The goal was not to define a specific position but rather to consider various Rec and Athletic responsibilities that might fall under this position. When looking at the feasibility of such a position, the committee did its best to generate a broad list of activities that could be addressed by a Rec Director so that any group looking to push the initiative of a paid Rec Director forward would have a substantial foundation to build on. Responsibilities listed in the following outline center around athletics and community recreation activities.

The Committee also researched what other communities in the state have as paid Recreation Director options. The goal of the research was to understand how the position was structured within the town organization as well as gain a better knowledge of what these types of positions would be paid. Both full-time and part-time positions exist around the state and the Feasibility Committee determined that a reasonable salary for a full-time position is between 35K and 45K per year. Part-time positions vary in the number of hours per week however the standard pay package is hourly based. The Feasibility Committee determined that a reasonable hourly range for a part-time position is between \$15 and \$20 per hour.

The next goal of the Committee was to consider the many ways the position could be funded. Among them are player fees for each sport, fundraising, grants, trust/donation from patrons. Other options are listed in the following outline. One important point the Committee would like to make is that there are other legitimate sources for funds outside of the taxpayer. Any early consideration of this position that focuses on any one funding platform to either accept or reject the idea of moving forward would be too simplistic and limiting.

Finally, the committee put forward a general proposal on how to move this process forward towards an ultimate conclusion which would, in the Committee’s view, be the establishment of some sort of paid Rec Director position to benefit the town of Henniker. The general approach would be to narrow the job description of the Rec Director, identify the best funding source, build support in the community and bring the issue to the town in a warrant article for the 2012 town meeting.

Henniker Athletic Director Feasibility Study Committee
FINAL OUTLINE

1. The Committee Has Determined That There Is a Need
 - a. Justification for a Recreation Director
 - i. List of 5 most significant reasons
 1. Regular turnover from Burnout of Athletic Committee Members
 - a. Sport Directors typically find it difficult to do the job more than a couple of years due to stress and time commitment
 - i. Difficult to follow through on long term initiatives like coaching development, league input etc.
 2. Athletics is important to child development
 - a. Better students
 - b. Less drugs
 - c. Childhood obesity
 - d. 380 Kids in Program - HCS (411 students)
 - i. PreSchool to Grade 8
 - ii. High School Rec Basketball
 3. Lack of Consistency in program leads to:
 - a. Liability
 - i. Insurance
 - ii. Safety
 - iii. Sex Offenders
 - iv. Coaches
 1. A lot more is asked of coaches
 - a. Training
 - b. Responsibility
 - c. Accountability
 - b. Disappointed parents
 - c. Enrollment issues
 - d. Communication issues
 - i. Sign ups
 - ii. Website
 - e. Policy and Procedure Issues
 - i. Development
 - ii. Communication
 - iii. Enforcement

- f. Why other towns have a Rec Director
 - i. Who has one?
 - ii. Their Justification
- 4. Adding to programs from other groups
 - a. Seniors
 - i. White Birch is Week Days Only
 - b. Adult/Family
 - i. Mary's Run is being dropped – too much for volunteers – Lions now running it
 - c. Teens
 - i. Only 2 hours per week
 - ii. Only three grades 7,8,9
 - iii. Only 9 Months Sept-May
- 5. Steady Support Needed for Longer Range Plans and Programs
 - a. Coordinator
 - i. Explores Opportunities
 - ii. Evaluates Opportunities
 - iii. Develops Opportunities
 - b. Athletic Field Complex
 - c. Facilities development
 - i. Pool
 - ii. Outdoor Ice Rink
 - iii. Riverwalk Park
 - d. Work with Committee for Improvement of Recreation Opportunities
 - i. There is a desire to see things improve but we need the follow through to make it happen

- 2. What would the job entail?
 - a. Full Time Recreation Director
 - i. Athletics 55% of time – Responsibilities and Accountable For:
 - 1. Budgeting
 - 2. Volunteer Recruitment
 - 3. Volunteer Coordination
 - 4. Scheduling
 - 5. Communication and website
 - 6. Equipment
 - 7. Liaison
 - a. League
 - b. Outside programs
 - c. NEC Athletics
 - d. High School Athletic Director
 - e. White Birch

- 8. Fundraising
- 9. Development
 - a. Improve programs
 - b. Develop coaches (training)
- 10. Implement Guiding Principles
 - a. No Bullying
 - b. Love of the game
- 11. Field Development – Long Term
- ii. Community Center
 - 1. Facility
 - a. Building investment has been made
 - b. Let's take advantage of it
 - c. Scheduling
 - d. Maintenance and Cleaning
 - 2. Potential Programs and Ideas
 - a. Outdoor Skating
 - b. General Exercise
 - c. Walking/Fitness Trails
 - d. Swimming
 - e. Tennis
 - f. Bocce Ball
 - g. Orienteering
 - h. Scrapbooking
 - i. Trips
 - j. Crafts
 - k. Archery
 - l. Yoga
 - m. Tai Chi
 - n. Movie nights
 - o. Dances
 - p. Education
 - q. Mentoring (seniors and teens)
 - r. Park Social Events
 - s. Arts
 - t. Education
 - u. Entertainment
 - v. Teen Center Development
 - 3. Responsibilities
 - a. Budgeting
 - b. Volunteer Recruitment
 - c. Volunteer Coordination
 - d. Scheduling
 - 4. Communication and website
 - 5. Liaison
 - a. Associations
 - b. Outside programs

- c. White Birch
 - 6. Fundraising
 - 7. Development
 - a. Improve programs
 - 8. Implement Guiding Principles
 - a. No Bullying
 - b. Part Time Recreation Director – 20 hours per week
 - i. 100% Community Center Focus
 - 1. If the decision is to fund only a single part time position then it would be better to have that position focus on the Community Center.
 - a. Community Center is currently under funded
 - b. Lack of volunteers
 - c. Lack of program
 - d. A part time paid director would give the town something it doesn't have in terms of Community programs and efforts. Something new is created.
 - 2. Same Responsibilities as Community Center Responsibilities in Full Time Position
 - 3. Hourly wage and no benefits
 - c. Two Part Time Directors – 20 and 25 hours per week
 - i. Position 1 would focus on the Community Center (same as above)
 - ii. Position 2 would focus on the Athletic side 25 hours per week
 - 1. Responsibilities would be same as responsibilities for athletics in full time position.
 - iii. Allows for two different skill sets
 - iv. Could be some synergy between two people
 - v. Could lose economies of scale in workload
3. Reporting to whom?
 - a. Town Administrator
 - i. One Boss
 - b. Work With - Advisory Committee
 - i. Citizen Group that advises
4. What would this position cost?
 - a. Full Time
 - i. 35K to 45K
 - ii. Based on similar positions with other NH towns.
 - iii. With Benefits, FICA and Retirement it would be approx 63K to 75K
 - b. Part Time
 - i. Range of \$15 to \$20 per hour
 - ii. 20hrs/wk at \$15/hr with FICA 10.75% is \$17,277

- iii. 20hrs/wk at \$20/hr with FICA 10.75% is \$23,036
 - iv. 25hrs/wk at \$15/hr with FICA 10.75% is \$21,596
 - v. 25hrs/wk at \$20/hr with FICA 10.75% is \$28,795
 - c. Small Stipend for Volunteers with a lot of responsibility
 - i. Regardless of whether there is a Full Time or Part Time Director
 - ii. Approximately \$1,000 to directors of Sports Programs
5. How would the job be funded?
- a. Funding options are not in any particular order of importance
 - b. Currently In place
 - i. Taxes
 - 1. Use of Tax money to pay for position(s)
 - 2. Coordinate with School Budget
 - 3. Coordinate with White Birch Budget
 - ii. Fundraising
 - 1. Current Fundraising is in the area of \$7,500 per year
 - c. Would need to be developed
 - i. User Fees
 - 1. Approximately 600 players in sports programs
 - a. 600 players x \$25/season = \$15,000/yr
 - b. 600 players x \$50/season = \$30,000/yr
 - c. 600 players x \$60/season = \$36,000/yr
 - d. 600 players x \$75/season = \$45,000/yr
 - ii. NEC participation
 - 1. Not discussed at this point with NEC
 - 2. Member of NEC faculty oversees Athletic program
 - 3. The faculty member would manage Sports Management students who would run programs
 - 4. Students graduate with degree and real world experience
 - 5. NEC would be unique to all colleges with a program like this.
 - a. Good Publicity
 - b. Competitive Advantage
 - iii. Grants
 - iv. Trust/Donation
 - 1. Would need \$1M to 2M to fund salary with 4% return
 - v. Multi-Year Capital Investments
 - 1. Town could put money towards revolving fund which would fund position with investment return over time.
 - vi. Position Swap
 - 1. Police Officer or Teacher replaced with part time position that also works part time on Rec Center or Athletics
6. How does this position get established?
- a. Who needs to approve it?
 - i. Town Meeting Vote if using any town funds

- b. What is the process to follow to approve it
 - i. Warrant Article and Town Meeting
- c. How does it need to be positioned
 - i. Wherever the money is coming from it needs to be clearly stated
 - ii. Manage perceptions – funding source, effect on other existing organizations like White Birch
 - iii. Long Term the program should be self sustaining if possible
 - 1. Recurring revenue – Fundraising fees, trust, etc
 - iv. Make sure that any program includes consideration for families who cannot afford fees.
- d. How do we build support
 - i. Get Selectmen behind proposed approach
 - ii. New Group To Define Position and Best Funding option
 - 1. Look into NEC option with NEC
 - 2. Explore Outside funding like gifts and pay-for-play
 - 3. Explore some stipend for Sport Directors
 - iii. Same Group to Write Warrant Article and Research impact on town and community
 - 1. Look more closely at other towns who have Rec Directors
 - 2. Raise Seed Funding (several thousand dollars) to
 - a. Educate Public
 - i. Press Releases
 - ii. Mailings – Newsletter etc
 - b. Line up Support (top thought leaders and interested parties)
 - c. Build Database of Supporters
 - d. Publicize efforts
- e. What is the timeframe
 - i. Town Meeting 2012