

FY2024-25 PROPOSED BUDGET MAC RECREATION DISTRICT



DISTRICT HISTORY

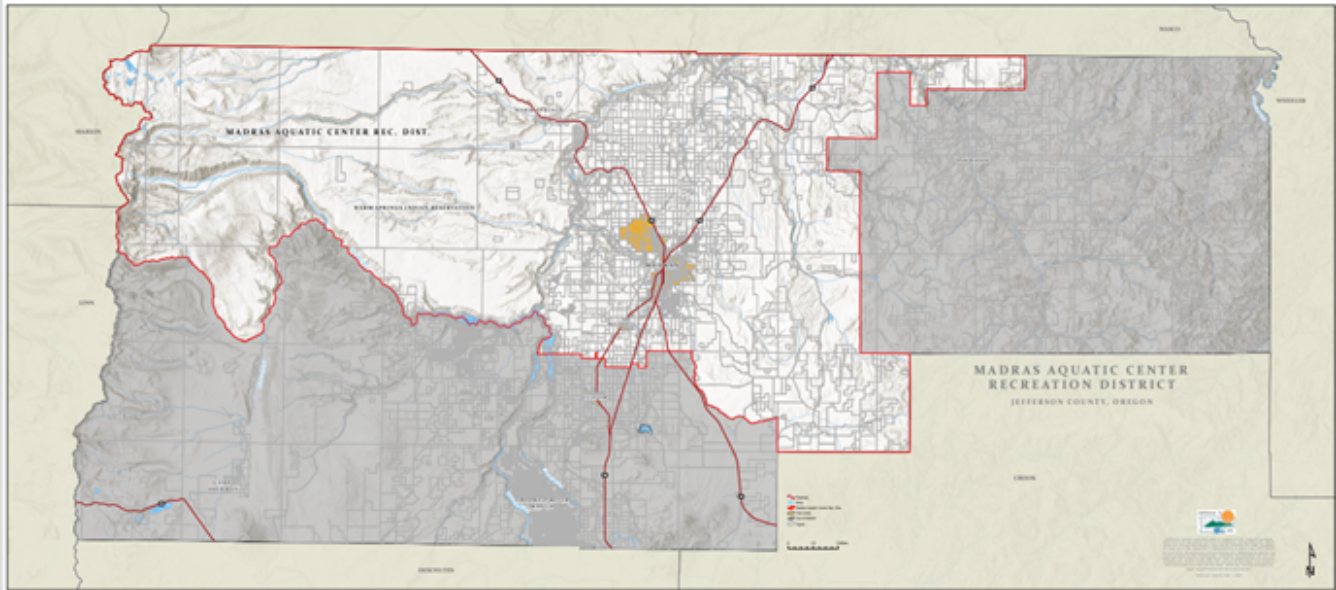
The Madras Aquatic Center Recreation District (MACRD) was formed as a parks and recreation district in November 2004 by a vote of district residents. Originally called the "Swim Center District", its mission was to provide aquatics programming including swim lessons, open swims, and aqua aerobics. Over the last 19 years the board of directors has voted twice to change the district's name. The most recent change to the MACRD, in May 2017, reflected a mission expansion to continue offering aquatics programming and add land-based recreation programs, including sports, camps, and fitness activities.

Two funding measures were approved at the district's inception, including the permanent tax rate (\$0.25/1,000) and a bond levy to construct the MAC facility. The district serves approximately 14,000 residents within its district boundaries (generally mirroring the 509J Jefferson County school district boundaries).

An operating levy was approved by district voters in May 2013, and renewed in May 2018 and November 2022, to increase recreation offerings and invest in MAC facility safety and maintenance.

The MACRD has a 5-member elected board of directors who hire an executive director to manage the day-to-day operations of the District. Currently the Madras Aquatic Center is the only district-managed facility.

DISTRICT BOUNDARIES





BOARD MEETING COVER MEMO
Wednesday, March 27, 2024

Topic:

Draft #2, FY2024-25 Budget assumptions and allocation methodologies (if measures pass or fail)

Presented by:

Courtney Snead, Executive Director, MACRD

Background/History: As part of our annual budget process, staff develops a set of working assumptions for building the proposed budget, including all revenues and expenses of the district. This discussion is intended to both educate the board and community on the process of developing the budget and for the board to provide feedback and direction to staff on the proposed assumptions and methodologies before the budget is developed.

The draft FY2024-25 budget will be finalized in April 2024, and a number of things could change between now and then. The board has already discussed, and will discuss additional proposals that impact the proposed budget, including:

- Strategic direction on the future of the district per the adopted 10-year Master Plan in November 2023, that is largely tied to the outcome of the May 2024 election; and
- Policy updates that guide financial and personnel operations (February, March and April 2024 board work sessions), including memberships, facility rentals, volunteers, and scholarships policies, as well as the pay/wage and fees schedules.

Any of these discussions may result in changing the assumptions in this memo, impacting the final proposed budget. Any deviations from this memo will be outlined to the board and budget committee as part of the proposed budget document.

The following is an outline of assumptions and allocation methodologies that will be used to develop the FY2024-25 General Fund, Debt Services, and Maintenance Reserve budgets. **Changes that have been made in response to questions and comments made during the first review at the Board work session on February 27, 2024 are included in red.**

General Fund - Revenues

May 2024 Ballot Measures pass	May 2024 Ballot Measures do not pass
<p>Property tax revenue assumptions are based on the evaluation completed by Hellion and the collection rates of the prior year for the same level of tax rates.</p> <ul style="list-style-type: none"> • These taxes will be collected between the end of October 2024- June 2025 	<p>Property tax revenue assumptions are based on past year budget-actuals, current year collections, and a memo received from the JeffCo Assessor indicating his “best guess” for property tax revenue:</p>

- Prior year property taxes will include any assets transferred from the dissolved district.

Programs and Services revenue. Staff will propose fees consistent with the fees analysis presented to the board in the March 2024 work session.

Memberships. The assumptions for this line item will be based on trend data in the current fiscal year. As of January 2024, monthly memberships are up 65% due to the addition of Silver & Fit and Active & Fit membership options. In addition, annual memberships are up 10%, we believe due to the simplification of annual memberships per guidance from our consultant and implemented in January 2024.

- Staff is planning to propose a family membership, consistent with the recommendations of BRS consultant, and subsidized by property taxes

Partner programs. Due to the changes in the St. Charles Health System Voucher Program, this revenue line is no longer needed/utilized unless new partner programs arise in the future. At this time there are none anticipated.

Facility revenues. Staff is not planning to propose facility rental fee changes at this time.

- The assumptions for this line item will be based on trend data in the current and prior fiscal years.
- Assumptions will include both Madras Swim Team and MHS swim team facility use fees.

User and registration fees. Staff will propose a slight reduction in registration fees revenue in the first year of the new district. New staff and expanded

- Current year property taxes will include a 3% increase over year-end collection estimates.
 - These taxes will be collected between the end of October 2024-June 2025
- Prior year property taxes are estimated by looking at collection trends over the last three years. The estimate could be far above or below the actuals because it depends on the timing of delinquent taxes collection.
 - These taxes will be collected July 1, 2024-June 30, 2025

Programs and Services revenue. Staff will propose fees consistent with the fees analysis presented to the board in the March 2024 work session.

Memberships. The assumptions for this line item will be based on trend data in the current fiscal year. As of January 2024, monthly memberships are up 65% due to the addition of Silver & Fit and Active & Fit membership options. In addition, annual memberships are up 10%, we believe due to the simplification of annual memberships per guidance from our consultant and implemented in January 2024.

- We anticipate a downward trend in memberships, as our hours will be significantly reduced in this scenario.

Partner programs. Due to the changes in the St. Charles Health System Voucher Program, this revenue line is no longer needed/utilized unless new partner programs arise in the future. At this time there are none anticipated.

Facility revenues. Staff is not planning to propose facility rental fee increases at this time.

<p>programs and services will not be available in the first year due to paying off the bond loan. We expect to maintain current service levels, with the goal of expanding MAC hours as soon as staffing levels allow.</p> <p>Grants, donations, and miscellaneous revenues. Staff intends to budget for any grants that we have more than an 80% chance of receiving, with the goal of bringing in additional grant revenue for programs.</p> <ul style="list-style-type: none"> Depending on the outcome of the short State legislative session, the legislature may fund summer programs, for which we would apply for funds to partner with 509J school district summer school and provide program staffing, scholarships, supplies, and marketing for summer programming. 	<ul style="list-style-type: none"> The assumptions for this line item will be based on trend data in the current and prior fiscal years, including a reduction due to reduced MAC hours. Assumptions will include both Madras Swim Team and MHS swim team facility use fees. <p>User and registration fees. Staff will propose a reduction in user fee revenue due to staff and service reductions that will result in lower capacity for programs.</p> <ul style="list-style-type: none"> Staff is planning to propose fee increases this year consistent with the fees methodology that the board will consider at a future work session. <p>Grants, donations, and miscellaneous revenues. Staff intends to budget for any grants that we have more than an 80% chance of receiving, with the goal of bringing in additional grant revenue for programs.</p> <ul style="list-style-type: none"> Depending on the outcome of the short State legislative session, the legislature may fund summer programs, for which we would apply for funds to partner with 509J school district summer school and provide program staffing, scholarships, supplies, and marketing for summer programming.
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General Fund – Expenses

May 2024 Ballot Measures Pass	May 2024 Ballot Measures Fail
<p>Personnel Expenses Salaries</p> <ul style="list-style-type: none"> 0% COLA for all employees because all employees will be on probation as new district employees as of July 1. <ul style="list-style-type: none"> January 2024 CPI was 3.3% <i>(released on February 13, 2024)</i> CPI was 3.6% in Dec 2023 over the prior year 	<p>Personnel Expenses. Reduction of 20% Salaries</p> <ul style="list-style-type: none"> 1-2% COLA for all employees <ul style="list-style-type: none"> January 2024 CPI was 3.3% <i>(released on February 13, 2024)</i> CPI was 3.6% in Dec 2023 over the prior year CPI information available at https://www.bls.gov/regions/w

- CPI information available at https://www.bls.gov/regions/west/news-release/consumerpriceindex_west.htm.

- Up to 5% earned merit for regular full-time and part-time staff upon successful completion of their probation period and based on their 6-month evaluation in December 2024.

Proposed staffing changes:

- All departments will have new positions that are hired effective July 1, 2024 consistent with the organizational chart and wage/salary scale presented to the board in the Feb and March 2024 work sessions.

Employee Benefits

- Increase health insurance contribution cap back to the original \$750/month per employee.
- Assume a 15% increase in health insurance premiums in January 2025.
- No change to Paid Leave Oregon contribution, split 60% employee contribution and 40% employer contribution, consistent with state law.
- No change to employer provided Life/STD coverage
- No change to opt out (\$300/month)
- No change to maximum 5% match contribution to 457(b) retirement plan

Workers Compensation

- 5% increase over 2024 actuals and will be allocated on a percentage basis to each department (Programs, Facilities, Administration) based on the size of each department's total personnel budget.

[est/news-release/consumerpriceindex_west.htm](https://www.bls.gov/regions/west/news-release/consumerpriceindex_west.htm).

- 0% merit for regular full-time staff
- Proposed staffing changes:

- Programs
 - Layoff regular full-time/part-time staff based on program reductions and reduce hours for seasonal employees.
- Facilities
 - Reduction of hours for part-time regular custodial staff commensurate with MAC hour reductions.
- Administration
 - Reduction of hours for full and part-time regular staff.

Employee Benefits

- Maintain health insurance contribution cap to \$600/month per employee.
- Assume a 15% increase in health insurance premiums in January 2025.
- No change to Paid Leave Oregon contribution, split 60% employee contribution and 40% employer contribution, consistent with state law.
- No change to employer provided Life/STD coverage
- No change to opt out (\$300/month)
- No change to maximum 5% match contribution to 457(b) retirement plan

Workers Compensation

- 5% increase over 2024 actuals and will be allocated on a percentage basis to each department (Programs, Facilities, Administration) based on the size of each department's total personnel budget.

Materials and Supplies Expenses

Programming. Maintain consistent expenses with prior year, with potential increases in spending in spring 2025 for marketing and new programs/services that will be offered summer 2025.

Facility. Maintain a budget of at least \$50,000 in repairs and maintenance to ensure we avoid deferring too much maintenance

- Planning to close the MAC facility in September for annual maintenance. This is an annual occurrence and gives the staff a chance to deep clean the facility and equipment, as well as conduct annual required training and maintenance of administrative systems (in an effort to avoid repeating mistakes of the past).
- The length of the closure will be from September 1-30.

Administration. Contracted services has a 5% increase for our technology support

- We are postponing going out for RFP this spring for audit services, even though we are in the fourth year of our contract with Sensiba San Fillipe. This is based on my prioritization of spring demands on my time, as well as the impacts of the potential election that will not be known until May 2024, which is too late to go out for a new auditor.
- Liability insurance - per SDAO guidance, we are budgeting for a 15% increase next year.

Capital Outlay Expenses. Staff is planning to propose at least \$100,000 in the capital budget to replace the domestic water heater and have budget authority for replacing other systems/equipment if needed.

Materials and Supplies Expenses.

Reduction of 10-25%.

Programming. Reduction commensurate with program capacity reductions.

Facility. Maintain a budget of at least \$40,000 in repairs and maintenance to ensure we avoid deferring too much maintenance

- Planning to close the MAC facility in September for annual maintenance. This is an annual occurrence and gives the staff a chance to deep clean the facility and equipment, as well as conduct annual required training and maintenance of administrative systems (in an effort to avoid repeating mistakes of the past).
- The length of the closure will be from September 1-30.

Administration. Contracted services has a 5% increase for our technology support

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- Liability insurance - per SDAO guidance, we are budgeting for a 15% increase next year.

Capital Outlay Expenses. Staff is planning to propose \$40,000 in the capital budget to replace the domestic water heater.

Transfers to other funds. Staff will weigh the anticipated unappropriated ending fund balance after all assumptions have been calculated and determine how much

Transfers to other funds. Staff will weigh the anticipated unappropriated ending fund balance after all assumptions have been calculated and determine how much we can propose transferring to the maintenance reserve fund at that time. Our goal is to save 4% of total earned revenues, consistent with BRS consultant advice.

Contingency. Staff will propose between 5-10% of total earned revenues, if the budget allows.

Unappropriated ending fund balance. Our goal is to grow our unappropriated ending fund balance each year until we have a minimum of \$350,000, but it may take up to three years to meet this goal as we catch up on deferred maintenance and pay off the May 2024 loan from Jefferson County.

we can propose transferring to the maintenance reserve fund at that time. It depends on what the budget allows.

Contingency. Staff will propose 5% of total earned revenues, if the budget allows.

Unappropriated ending fund balance. Our goal is to grow our unappropriated ending fund balance each year until we have a minimum of \$350,000 but given the financial position of the district it will depend on what the budget allows and how deep we reduce programs, services and commensurate personnel and material and supply expenses.

MACRD Fees Schedule Analysis for FY2024-25

	FY2023-24		May 21, 2024 Measures PASS				May 21, 2024 Measures Fail		Comparables - Central Oregon P&R Districts*			
	Current Fees		10% decrease/No change		25% decrease/No change		10% increase		Crook County P&R	Redmond Area P&R	Bend P&R	Sisters P&R
	In District	Out of District	In District	Out of District	In District	Out of District	In District	Out of District	In-District (OOD: 50-70%)	In-District (OOD: 30%)	In-District (OOD: 20%)	In-District (OOD: 25%)
MEMBERSHIP FEES												
10 Punch Adult/Youth	\$ 70.00	\$ 90.00					\$ 77.00	\$ 99.00		\$ 32.00	\$ 68.00	
20 Punch Adult/Youth	\$ 138.00	\$ 178.00					\$ 151.80	\$ 195.80				
Youth monthly membership (17 and under)	\$ 16.00	\$ 20.00					\$ 17.60	\$ 22.00			\$ 32.00	
Adult monthly membership (18 over)	\$ 33.00	\$ 38.00					\$ 36.30	\$ 41.80	\$ 35.00	\$ 59.00	\$ 46.00	
Senior monthly membership (60 over)	\$ 26.40	\$ 30.40					\$ 29.04	\$ 33.44		\$ 46.00	\$ 110.00	
Family monthly membership (4, extra kiddos \$15/mon)	\$ -	\$ -	\$ 55.00	\$ 65.00	\$ 55.00	\$ 65.00	\$ -	\$ -			\$ 110.00	
Youth annual membership	\$ 130.00	\$ 160.00					\$ 143.00	\$ 176.00		\$ 140.00	\$ 307.00	
Adult annual membership	\$ 330.00	\$ 396.00					\$ 363.00	\$ 435.60	\$ 500.00	\$ 200.00	\$ 566.00	
Senior annual membership (60 over)	\$ 264.00	\$ 316.80					\$ 290.40	\$ 348.48		\$ 120.00	\$ 442.00	
Family annual membership	\$ -	\$ -	\$ 600.00	\$ 720.00	\$ 600.00	\$ 720.00	\$ -	\$ -	\$ 225.00	\$ 390.00	\$ 1,056.00	
AQUATICS RECREATION FEES												
5 and under drop-in	\$ 4.00	\$ 5.00					\$ 4.40	\$ 5.50		\$ 2.50		
Youth/Adult drop-in	\$ 8.00	\$ 10.00					\$ 8.80	\$ 11.00	\$ 5.00	\$ 3.50	\$ 8.00	
Drop-In fitness class	\$ 10.00	\$ 12.00					\$ 11.00	\$ 13.20	\$ 5.00			
Group Swim lessons (6 classes)	\$ 70.00	\$ 82.00					\$ 77.00	\$ 90.20	\$ 40.00	\$ 60.00	\$ 96.00	
Private swim lessons 30-minutes	\$ 35.00	\$ 45.00					\$ 38.50	\$ 49.50	\$ 32.00			
Private Swim lessons (6 classes)	\$ 180.00	\$ 250.00					\$ 198.00	\$ 275.00				
OTHER RECREATION FEES												
Recreation league (6 week season)	\$ 78.00	\$ 100.00	\$ 70.20	\$ 84.24	\$ 58.50	\$ 70.20	\$ 85.80	\$ 110.00	\$ 100.00	\$ 85.00	\$ 95.00	\$ 85.00
Club local league (3 month season)	\$ 500.00	\$ 600.00	\$ 450.00	\$ 540.00	\$ 375.00	\$ 450.00	\$ 550.00	\$ 660.00	\$ 200.00			
Club travel league (3 month season)	\$ -	\$ -	\$ 900.00	\$ 1,080.00	\$ 750.00	\$ 900.00	\$ 1,100.00	\$ 1,320.00				
Non-school day (1 day) camp	\$ 75.00	\$ 95.00	\$ 67.50	\$ 96.90	\$ 77.25	\$ 97.85	\$ 82.50	\$ 104.50			\$ 52.00	\$ 50.00
1/2 day camp (AM/PM), Tues-Fri	\$ 125.00	\$ 150.00	\$ 112.50	\$ 153.00	\$ 128.75	\$ 154.50	\$ 137.50	\$ 165.00			\$ 156.00	\$ 100.00
Full day camp, Tues-Fri	\$ 250.00	\$ 300.00	\$ 225.00	\$ 306.00	\$ 257.50	\$ 309.00	\$ 275.00	\$ 330.00			\$ 208.00	\$ 200.00
2-hr Open Gym/Equipment rental	\$ 8.00	\$ 10.00					\$ 8.80	\$ 11.00	\$ 10.00			
Special events at the MAC	\$ 12.00	\$ 14.00					\$ 13.20	\$ 15.40				
Private personal training (30-min)	\$ 35.00	\$ 45.00					\$ 38.50	\$ 49.50				
Monthly locker rental	\$ 48.00	\$ 48.00					\$ 52.80	\$ 52.80				
FACILITIES FEES												
Daily locker rental	\$ 2.00	\$ 2.00					\$ 2.20	\$ 2.20				
Towel rental	\$ 2.00	\$ 2.00					\$ 2.20	\$ 2.20				
Lap lane (per hour)	\$ 22.00	\$ 26.00					\$ 24.20	\$ 28.60				
Meeting room (per hour)	\$ 25.00	\$ 30.00					\$ 27.50	\$ 33.00	\$ 25.00		\$ 40.00	
Leisure pool (per hour)	\$ 165.00	\$ 200.00					\$ 181.50	\$ 220.00				
Lap pool (per hour)	\$ 220.00	\$ 265.00					\$ 242.00	\$ 291.50				
Party corner (2-hr session)/30 people	\$ 260.00	\$ 325.00					\$ 286.00	\$ 357.50	\$ 155.00	\$ 200.00		
Annual locker rental	\$ 504.00	\$ 504.00					\$ 554.40	\$ 554.40				
Whole facility (per hour)	\$ 330.00	\$ 395.00					\$ 363.00	\$ 434.50				

Notes: All fees would be rounded to the nearest \$0.50
 20% off for Seniors (60+) and Active Military/Veterans
 Club fees include all tournament fees and player cards (if required)

Discussion points/options: If there's no annual fees increase, then may consider every other year (may lead to higher increases every other year)
 Align increase to CPI when the proposed budget is finalized (and COLA) annually
 Only increase fees set to recover more than 100% (consistent with cost recovery methodology)
 Example: No increase to drop-in, recreation league fees, or memberships, but increases to facility-related service fees including facility, locker and towel rentals, concessions, private swim lessons & personal training, and adult recreation programs

* Comparables may not be exact program match, but comparable activity

FY2024-25 PROPOSED BUDGET MAC RECREATION DISTRICT



SUMMER 2024 FEES SCHEDULE

MEMBERSHIPS

	MEMBERSHIP-PUNCH CARD	
	In District	Out of District
10 Punch Adult/Youth	\$ 70	\$ 90
20 Punch Adult/Youth	\$ 138	\$ 178

	MEMBERSHIP-MONTHLY	
	In District	Out of District
ADULT	\$ 33	\$ 38
YOUTH	\$ 16	\$ 20

	MEMBERSHIP-ANNUAL	
	In District	Out of District
ADULT	\$ 330	\$ 396
YOUTH	\$ 130	\$ 160

- Members receive 10% off recreation activities fees (*some exclusions apply*)
- Seniors and military receive 20% discount

OTHER SERVICES

Daily locker	\$	2
Monthly locker	\$	48
Annual locker	\$	504
Towels	\$	2

RECREATION ACTIVITIES FEES

	DROP-IN RATE	
	In District	Out of District
Youth/Adults	\$ 8	\$ 10
5 and under	\$ 4	\$ 5

	FITNESS CLASSES	
	In District	Out of District
Drop-In class	\$ 10	\$ 12
Fitness Pass (Quarterly)	\$ 120	\$ 150
Private personal training (30-min)	\$ 35	\$ 45

	YOUTH CAMPS	
	In District	Out of District
Non-school day (1 day)	\$ 75	\$ 95
1/2 day camp (AM/PM), Tues-Fri	\$ 125	\$ 150
Full day camp, Tues-Fri	\$ 250	\$ 300

	SWIM LESSONS	
	In District	Out of District
Group Session (6 classes)	\$ 70	\$ 82
Private 30-minute class	\$ 35	\$ 45
Private Session (6 classes)	\$ 180	\$ 250

	SPORTS PROGRAMS	
	In District	Out of District
Recreation league (6 week season)	\$ 78	\$ 100
Club league (3 month season)	\$ 500	\$ 600
2-hr Open Gym/Equipment rental	\$ 8	\$ 10

	SPECIAL EVENTS	
	In District	Out of District
Special events at the MAC	\$ 12	\$ 14

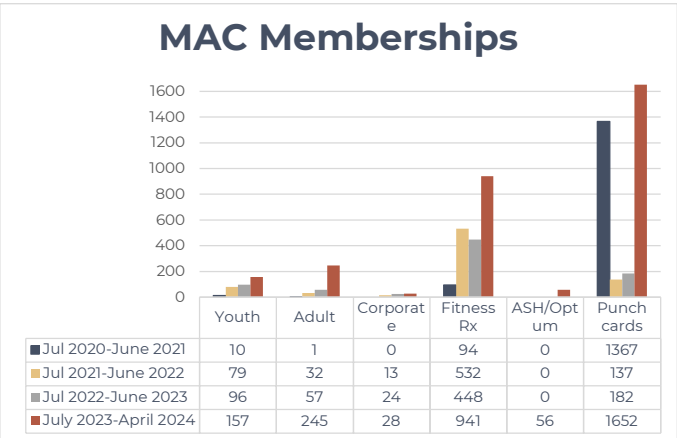
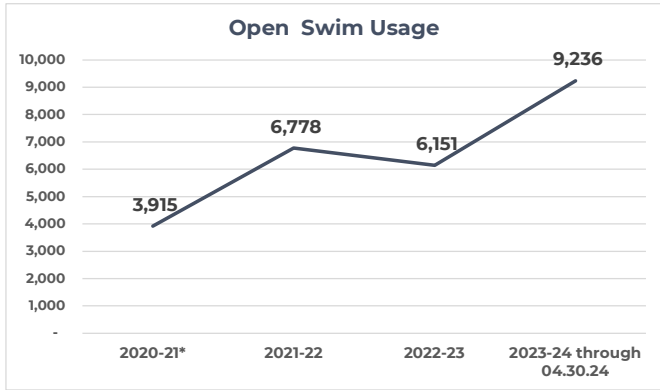
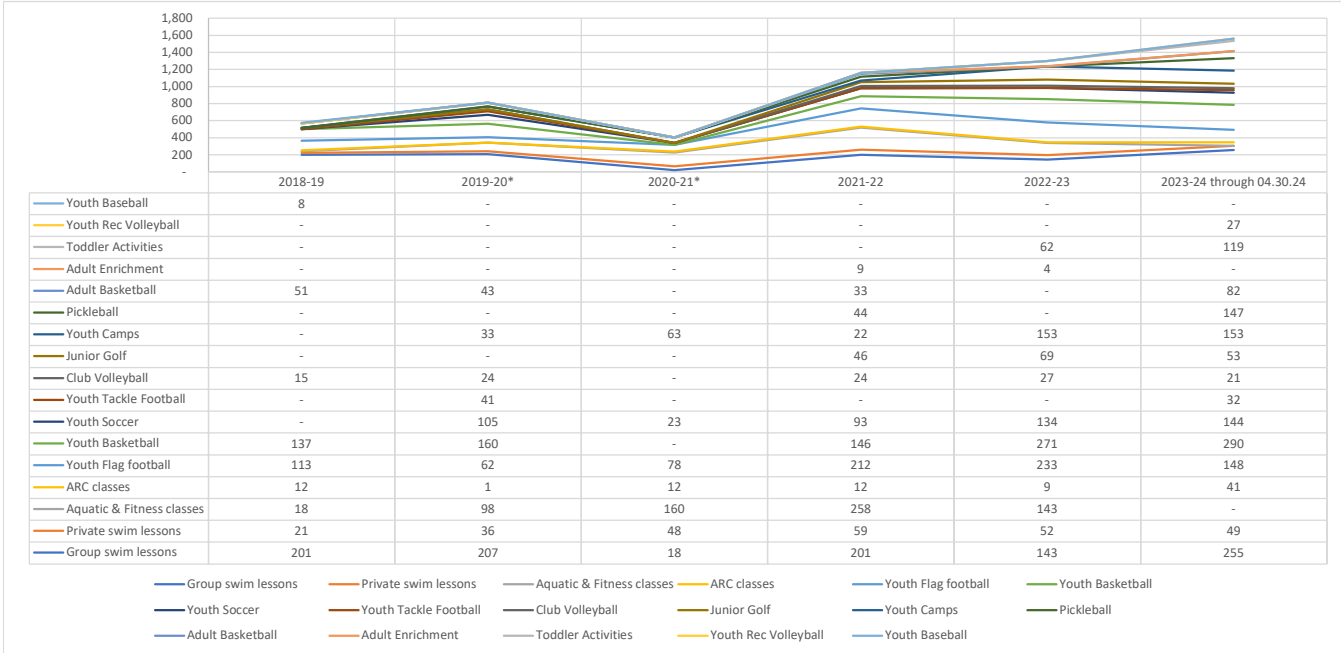
FACILITY RENTALS

	In District	Out of District	Refundable deposit
Party corner (2-hrs, 30 people)	\$ 260	\$ 325	\$ 25
Leisure pool (per hour)	\$ 165	\$ 200	\$ 50
Lap pool (per hour)	\$ 220	\$ 265	\$ 50
Lap lane (per hour)	\$ 22	\$ 26	-
Meeting room (per hour)	\$ 25	\$ 30	-
Meeting room with food	\$ -	\$ -	\$ 100
Whole facility (per hour)	\$ 330	\$ 395	\$ 100

Refunds will be assessed a 6% processing fee to cover registration system charges (ActiveNet).
If a refund is credited to a patron's account the processing fee will be waived.

Approved by the MACRD Board of Directors March 20, 2023

Recreation Program Enrollment and Usage Data



Recreation Program Participant Capacity - Measures do not pass / Measures Pass

	Current (through April 30, 2024)	Measures do not pass	Measures pass	NOTES
	2023-24	2024-25	2024-25	
Basketball	290	160	320	Site lead and referee availability (week + game days)
Flag football	144	240	640	Site lead and referee availability (game days only)
Soccer	144	-	-	Not affected by measures
Rec Volleyball	27	96	160	Site lead and referee availability (week + game days)
Tackle football	32	-	-	Based on coaches and # of participants
Club Volleyball	21	-	-	Based on coaches and # of participants
Swim Lessons	255	110	300	Swim instructor and lifeguard hours
Pickleball Open Gym	147	-	-	Not affected by measures
Adult Open Gym	82	-	-	Not affected by measures
Youth Camps	153	X	350	Camp leader hours

CURRENT MAC HOURS OF OPERATION						
SUMMER HOURS			SCHOOL YEAR HOURS			
Monday	closed		0	Monday	closed	0.00
Tuesday	6:00am	6:00pm	12.00	Tuesday	6:00am 12:00pm	6.00
Wednesday	6:00am	6:00pm	12.00		3:00pm 6:00pm	3.00
Thursday	6:00am	6:00pm	12.00	Wednesday	6:00am 12:00pm	6.00
Friday	6:00am	6:00pm	12.00		3:00pm 6:00pm	3.00
Saturday	6:00am	5:30pm	11.50	Thursday	6:00am 12:00pm	6.00
Sunday	closed		0.00		3:00pm 6:00pm	3.00
			<u>59.50</u>	Friday	6:00am 12:00pm	6.00
					3:00pm 6:00pm	3.00
				Saturday	6:00am 5:30pm	11.50
				Sunday	closed	0.00
						<u>47.50</u>

MAC HOURS OF OPERATION - BALLOT MEASURES FAIL (25% reduction)						
Rollout June 2024 (as we layoff staff)						
SUMMER HOURS			SCHOOL YEAR HOURS			
Monday	closed		0	Monday	closed	
Tuesday	7:00am	12:00pm	5.00	Tuesday	7:00am 11:30am	4.50
	12:30pm	5:30pm	4.00		3:30pm 5:30pm	2.00
Wednesday	7:00am	12:00pm	5.00	Wednesday	7:00am 11:30am	4.50
	12:30pm	5:30pm	4.00		3:30pm 5:30pm	2.00
Thursday	7:00am	12:00pm	5.00	Thursday	7:00am 11:30am	4.50
	12:30pm	5:30pm	4.00		3:30pm 5:30pm	2.00
Friday	7:00am	12:00pm	5.00	Friday	7:00am 11:30am	4.50
	12:30pm	5:30pm	4.00		3:30pm 5:30pm	2.00
Saturday	7:30am	5:30pm	9.00	Saturday	7:00am 5:30pm	10.50
Sunday	closed		0.00	Sunday	closed	0.00
			<u>45.00</u>			<u>36.50</u>

MAC HOURS OF OPERATION - BALLOT MEASURES PASS (50% increase)						
Rollout Spring 2025-Summer 2026 (as we onboard staff)						
SUMMER HOURS			SCHOOL YEAR HOURS			
Monday	6:00am	8:00pm	14.00	Monday	6:00am 12:00pm	6.00
Tuesday	6:00am	8:00pm	14.00		3:00pm 8:00pm	5.00
Wednesday	6:00am	8:00pm	14.00	Tuesday	6:00am 12:00pm	6.00
Thursday	6:00am	8:00pm	14.00		3:00pm 8:00pm	5.00
Friday	6:00am	8:00pm	14.00	Wednesday	6:00am 12:00pm	6.00
Saturday	6:00am	5:30pm	11.50		3:00pm 8:00pm	5.00
Sunday	12:30pm	5:30pm	5.00	Thursday	6:00am 12:00pm	6.00
			<u>86.50</u>		3:00pm 8:00pm	5.00
				Friday	6:00am 12:00pm	6.00
					3:00pm 8:00pm	5.00
				Saturday	6:00am 5:30pm	11.50
				Sunday	12:30pm 5:30pm	5.00
						<u>71.50</u>



MADRAS AQUATIC CENTER RECREATION DISTRICT

DRAFT CAPITAL IMPROVEMENTS LIST (WITH COST ESTIMATES)

	FY2019-20 ACTUAL	FY2020-21 ACTUAL	FY2021-22 ACTUAL	FY2022-23 ACTUAL	FY2023-24 ADOPTED	FY2023-24 AMENDED	FY2024-25 MEAS DNP	FY2024-25 MEAS PASS	FY2025-26 ESTIMATE	FY2026-27 ESTIMATE	FY2027-28 ESTIMATE	FY2028-29+ ESTIMATE	FY2029-30+ ESTIMATE
Madras Aquatic Center Facility Improvements													
Pump Room													
Filter replacement (Lap/Leisure)				\$ 25,446	\$ -	\$ 33,268							\$ 70,000
Leisure pool filter media replacement only													
Filter media replacement (Lap/Leisure; 5-7 years)			\$ 16,482						\$ 10,000				\$ 10,000
Spa filter/media replacement (every 2 years)					\$ -	\$ 6,881				\$ 3,000		\$ 3,000	\$ 10,000
Pool pump motors, VSD, electrical panel					\$ -	\$ 8,851				\$ 10,000	\$ 15,000		
Chemical room storage chem sensor									\$ 5,000				
Clima-Tech control panel upgrade/replacement					\$ 25,500	\$ 23,545							
Flow Meters for all pools									\$ 5,000				
Cooling/venting space/hallway										\$ 25,000			
Pool heat exchanger maintenance/replacement									\$ 15,000				
Natatorium													
Slide refurbishment			\$ 28,215							\$ 35,000			
Repair and replace slide hardware and platform												\$ 50,000	
Re-line leisure and lap pools											\$ 500,000	\$ 500,000	
Lap/Leisure pool retile/replace													
Spa tile repair/replace	\$ 5,260								\$ 7,500			\$ 10,000	
Pool toys repair/refurbish/upgrade										\$ 30,000			
Replace grates around pools									\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,500
Concrete deck clean and seal									\$ 75,000	\$ 30,000			
MAC Building (Interior)													
Interior Stain and seal cedar panels										\$ 40,000			
Interior Paint Offices/Community/Lobby										\$ 9,000			
Water bottle fill stations									\$ 8,000				
Locker room improvements		\$ 29,528								\$ 600,000	\$ 600,000		
Entryway door safety improvements	\$ 5,168								\$ 8,000				
Lobby/entryway door ADA improvements									\$ 15,000				
Air Conditioning (lobby, locker rooms, offices)*				\$ 102,375									
Community room floor replacement										\$ 30,000			
Community room partitian replacement											\$ 40,000		
Boiler(s) repairs/replacement							\$ 45,000	\$ 45,000					\$ 205,158
Lifeguard/First Aid room re-design										\$ 30,000			
Maintenance room/offices/reception remodel								\$ 25,000	\$ 50,000				
HVAC system (AH-1) motor replacement													\$ 300,000
MAC Building (Exterior)													
Roofing repairs/replacement		\$ 9,961										\$ 600,000	\$ 600,000
Exterior Stain and seal cedar panels										\$ 40,000			
Onsite storage improvements									\$ 15,000	\$ 15,000			
Outdoor patio improvements*													
Bike pump and water fountain*													



MADRAS AQUATIC CENTER RECREATION DISTRICT

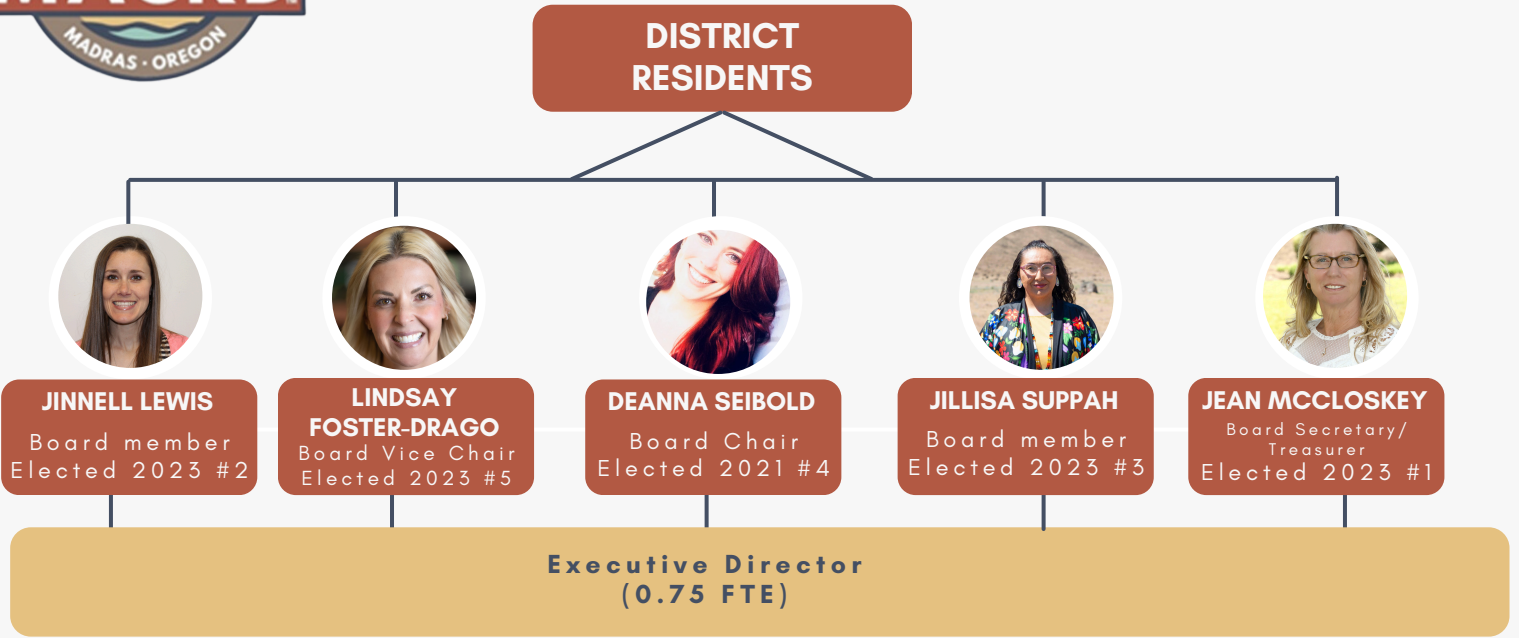
DRAFT CAPITAL IMPROVEMENTS LIST (WITH COST ESTIMATES)

	FY2019-20 ACTUAL	FY2020-21 ACTUAL	FY2021-22 ACTUAL	FY2022-23 ACTUAL	FY2023-24 ADOPTED	FY2023-24 AMENDED	FY2024-25 MEAS DNP	FY2024-25 MEAS PASS	FY2025-26 ESTIMATE	FY2026-27 ESTIMATE	FY2027-28 ESTIMATE	FY2028-29+ ESTIMATE	FY2029-30+ ESTIMATE
Madras Aquatic Center Equipment													
Aquatics-related Equipment													
Chemical controller			\$ 24,830										
Lap, Leisure float valve replacement (surge tanks)					\$ 5,500								
Backup batteries		\$ 11,811											\$ 15,000
ADA Lift			\$ 10,618										
UV system service/improvements									\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Technology													
Rack/Server relocation project		\$ 11,803						\$ 25,000					
Scoreboard replacement/swim meet technology			\$ 116,434										\$ 125,000
Board meeting/zoom improvements									\$ 15,000				
Sound/speaker improvements									\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
Other Equipment													
Floor cleaning equipment		\$ 8,690											\$ 10,000
Safety and Security projects			\$ 17,599					\$ 6,000	\$ 15,000				
Program vehicle*													
TOTAL CAPITAL INVESTMENTS	\$ 10,428	\$ 71,793	\$ 214,179	\$ 127,821	\$ 25,500	\$ 72,546	\$ 45,000	\$ 101,000	\$ 249,500	\$ 933,000	\$ 1,176,000	\$ 1,184,500	\$ 1,361,658
BUDGETED	\$ -	\$ 161,680	\$ 242,000	\$ 130,000	\$ 41,000	\$ 123,000	\$ 45,000	\$ 101,000	\$ -	\$ -	\$ -	\$ -	\$ -

*Targeting grant funds for project to be completed



ORGANIZATION CHART



Recreation Programs Manager
(1.0 FTE)

Sport Programs Coordinator
(0.75 FTE)

Maintenance Coordinator
(0.50 FTE)

Head Lifeguard I/II
(1.50 FTE)

Lifeguard I/II
(0.50 FTE)

Program staff
(0.50 FTE)

Program staff
(0.25 FTE)

Program staff
(0.25 FTE)

Custodial staff
(0.50 FTE)

Patron Services Specialists
(1.0 FTE)

Programming

- Recreation programs and all staffing
 - Sports programs
 - Aquatics Programs
 - ARC Certification
 - Lifeguarding
 - First Aid/CPR
 - Special events
 - Enrichment activities
- District marketing
- Safety & risk oversight
- CPO Team

**4.50 TOTAL FTE
(10-15 PEOPLE, SEASONAL)**

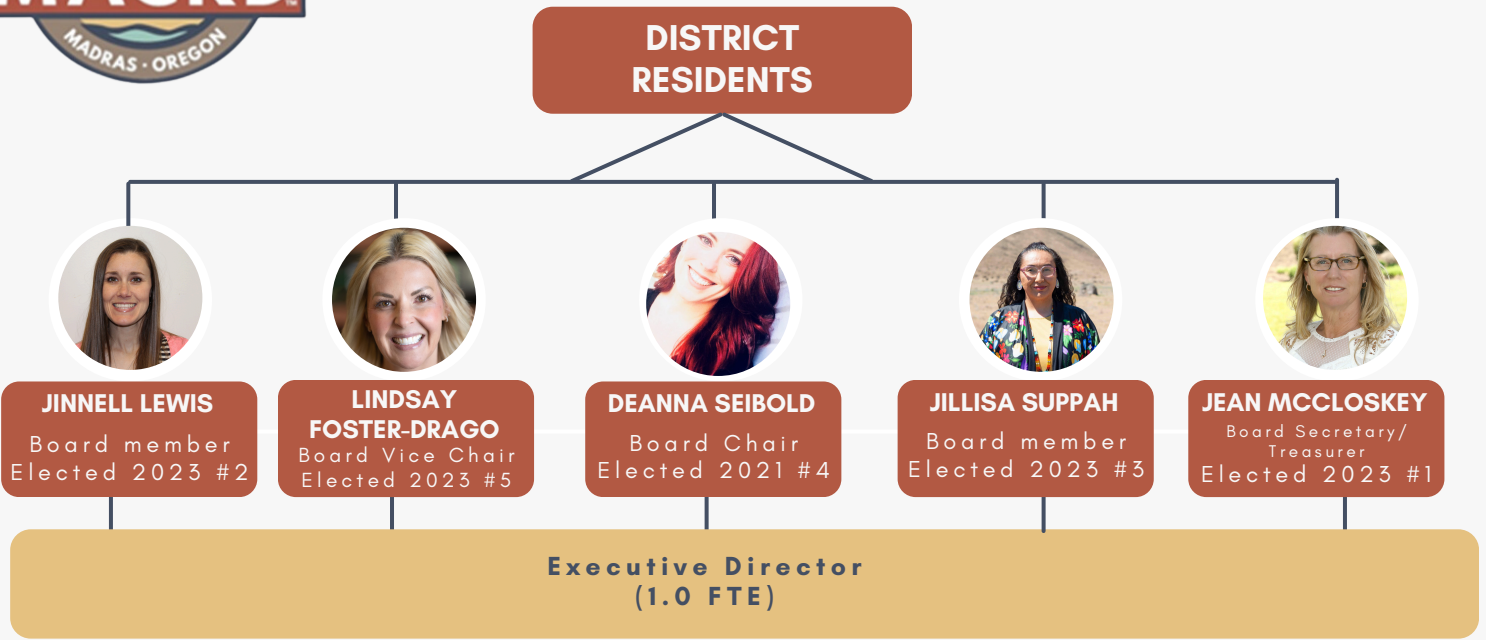
Internal Services

- Patron services
- Human Resources
- Financial management
- Capital planning
- Board of directors support
- District public records
- Maintenance and custodial

**2.50 TOTAL FTE
(5 PEOPLE)**



ORGANIZATION CHART



Deputy Director-Recreation
(1.0 FTE)

Aquatics Operations Supervisor
(1.0 FTE)

Aquatic Programs Coordinator
(1.0 FTE)

Aquatics Programs Coordinator
(1.0 FTE)

Recreation Programs Coordinator
(1.0 FTE)

Youth Programs Coordinators
(0.25)

Maintenance Coordinator
(0.50 FTE)

Head Lifeguard I and II
(1.70 FTE)

Site Leads
(0.50 FTE)

Lifeguard I and II
(2.0 FTE)

Program & Events staff
(2.25 FTE)

Custodial staff
(0.50 FTE)

Patron Services Specialists
(1.30 FTE)

Programming

- Recreation programs and all staffing
 - Sports programs
 - Aquatics Programs
 - ARC Certification
 - Lifeguarding
 - First Aid/CPR
 - Special events
 - Enrichment activities
- District marketing
- Safety & risk oversight
- CPO Team

11.70 TOTAL FTE
(20-30 PEOPLE, SEASONAL)

Internal Services

- Patron services
- Human Resources
- Financial management
- Capital planning
- Board of directors support
- District public records
- Maintenance and custodial

3.30 TOTAL FTE
(7 PEOPLE)



EMPLOYEE PAY WAGE SCALE

1195 SE Kemper Way Madras, OR 97741 | ph: 541-475-4253 | macrecdistrict.com

Position	Rate Type	Starting	Top of Scale
Custodian	Hourly	\$ 14.00	\$ 24.00
Patron Services Specialist I	Hourly	\$ 14.00	\$ 24.00
Referee	Hourly	\$ 14.00	\$ 24.00
Swim Instructor	Hourly	\$ 14.00	\$ 24.00
Lifeguard I	Hourly	\$ 15.00	\$ 25.00
Lifeguard II	Hourly	\$ 16.00	\$ 26.00
Patron Services Specialist II	Hourly	\$ 16.00	\$ 26.00
Club Head Coach	Hourly	\$ 18.00	\$ 28.00
Program Instructor I	Hourly	\$ 18.00	\$ 28.00
Head Lifeguard I	Hourly	\$ 18.00	\$ 28.00
Head Referee I	Hourly	\$ 18.00	\$ 28.00
Site Leads	Hourly	\$ 18.00	\$ 28.00
Special Events Lead	Hourly	\$ 18.00	\$ 28.00
Marketing Lead	Hourly	\$ 18.00	\$ 28.00
Patron Services Lead	Hourly	\$ 18.00	\$ 28.00
Program Instructor II	Hourly	\$ 19.00	\$ 29.00
Head Lifeguard II	Hourly	\$ 19.00	\$ 29.00
Maintenance Coordinator	Hourly	\$ 20.00	\$ 30.00
Program Coordinators	Hourly	\$ 20.00	\$ 30.00
Program Supervisors	Salary	\$ 4,000	\$ 6,000
Admin Services Supervisor	Salary	\$ 4,000	\$ 6,000
Programs Manager	Salary	\$ 5,500	\$ 7,500
Deputy Director	Salary	\$ 7,000	\$ 9,000
Executive Director	Salary	Per contract, available upon request	



MADRAS AQUATIC CENTER RECREATION DISTRICT

HISTORICAL FTE*

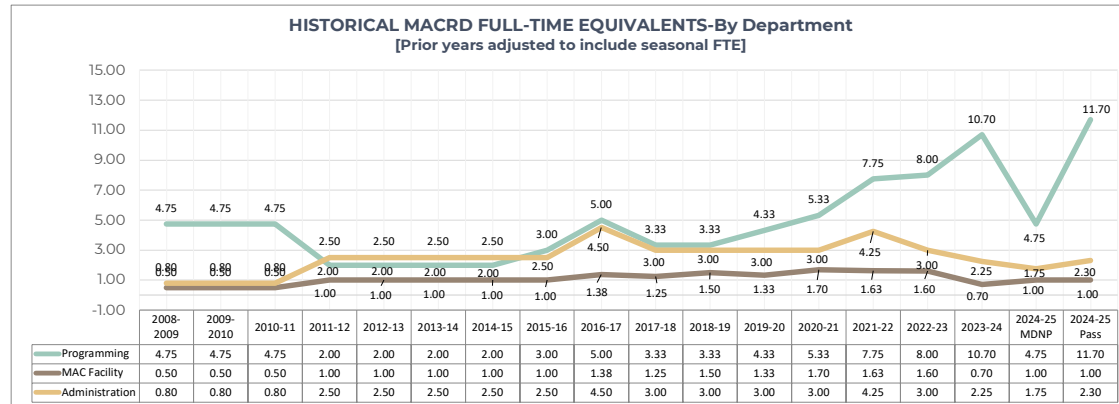
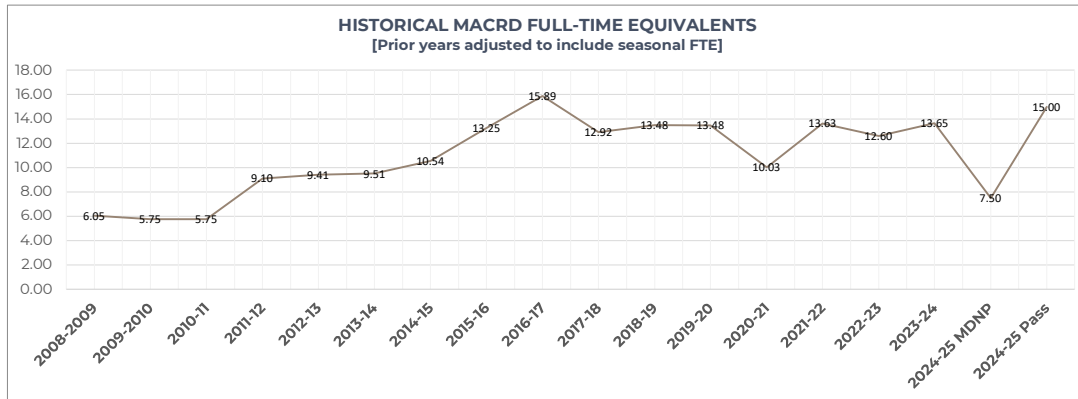
Department	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	YOY Diff (+/-)	2024-25	YOY Diff
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adj Budget	Prop-MDNP		Prop-Pass	(+/-)
General Fund																				
Aquatics-based recreation	3.25	3.25	3.25	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50	1.50	3.50	5.00	-	-		-		-
Land-based recreation	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.50	1.50	1.83	1.83	2.83	1.83	2.75	-	-		-		-
Recreation programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.95	10.45	4.50	(5.95)	11.60	1.15
Marketing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.05	0.25	0.25	0.00	0.10	(0.15)
Programming	3.25	3.25	3.25	2.00	2.00	2.00	2.00	3.00	5.00	3.33	3.33	4.33	5.33	7.75	8.00	10.70	4.75	-5.95	11.70	1.00
Supervisory	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.88	0.75	0.88	0.88	0.63	1.00	1.10	0.00	0.50	0.50	0.50	0.50
Custodial	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.62	0.45	1.07	0.63	0.50	0.70	0.50	(0.20)	0.50	(0.20)
Facilities	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.38	1.25	1.50	1.33	1.70	1.63	1.60	0.70	1.00	0.30	1.00	0.30
Supervisory/Management	0.80	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.75	(0.25)	1.00	0.00
Financial/HR	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Marketing/Business Dev	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Patron Services	1.50	1.50	1.50	0.50	0.50	0.50	0.50	0.50	0.50	0.00	0.00	0.00	0.00	2.25	2.00	1.25	1.00	(0.25)	1.30	0.05
Administration	2.30	2.00	2.00	2.50	2.50	2.50	2.50	2.50	4.50	3.00	3.00	3.00	3.00	4.25	3.00	2.25	1.75	-0.50	2.30	0.05
General Fund Total	6.05	5.75	5.75	5.50	5.50	5.50	5.50	6.50	10.88	7.58	7.83	8.66	10.03	13.63	12.60	13.65	7.50	(6.15)	15.00	1.35
Including seasonal FTE				3.60	3.91	4.01	5.04	6.75	5.01	5.34	5.65	4.82	-	-	-	-	-	-	-	-
Apples to apples FTE	6.05	5.75	5.75	9.10	9.41	9.51	10.54	13.25	15.89	12.92	13.48	13.48	10.03	13.63	12.60	13.65	7.50	(6.15)	15.00	1.35

*Reception was captured under programming historically, so it has been moved to admin to create consistency

04.06.24

*Pink cells/FY budgets/actuals did not include FTE for seasonal/temp staff

In the graph below, prior year seasonal FTEs were added by dividing the actual seasonal/temp wages by the wage average of those positions divided by 2080 hours



MAC RECREATION DISTRICT
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Master Plan Executive Summary



2023-2033 Master Plan

YEARS 1-2 2023-2025	YEARS 3-6 2025-2028	YEARS 7-10 2029-2033
 SUSTAINABILITY	 PROGRAMS	 PARTNERSHIPS

**FULL PLAN AVAILABLE AT
WWW.MACRECDISTRICT.COM/FUTURE**



WWW.MACRECDISTRICT.COM

EXECUTIVE SUMMARY

In 2023, the Institute for Policy & Research Engagement (IPRE) worked with Madras Aquatic Center & Recreation District (MACRD) Board of Directors and staff and a group of local stakeholders to identify needs and issues facing the recreation district and determine the best path forward to achieve financial sustainability. This assessment includes a 10-year action plan to achieve sustainability and expand facilities and services to meet community identified priorities and needs.

Background

The Madras Aquatic Center (MAC) is a multi-purpose aquatics facility that serves 17,000 residents within a special park and recreation district established in 2004 by voters in the greater Madras region. Although the MACRD’s primary facility is the aquatic center, the MACRD board of directors voted to expand its services to include land-based sports programs, offered off-site, in 2015. As a result, the district now offers a broad range of in-water and out-of-water recreational programming for youth and adults.

Following the recommendations of their 2019 Strategic Plan, MACRD contracted with the University of Oregon’s Institute for Policy, Research & Engagement to develop a Facilities & Services Master Plan.

The master planning process relied on input from the MACRD Steering Committee, the MACRD Board of Directors, community stakeholders, and residents to address three key goals:

- **Identify community expectations for programs, services, and facility needs for the next 10 years.**
- **Develop a shared vision with partner organizations.**
- **Adopt a strategy for the future that is grounded in community expectations.**

This plan describes the community’s vision for MACRD as articulated through extensive community engagement. This engagement included personal interviews, a multi-phase stakeholder survey, focus groups, tabling at summer events, and several meetings with the MACRD Master Plan Steering Committee. Appendix A contains a detailed outreach and engagement report. The survey instrument and full survey report follow in Appendices B and C. Stakeholder interview summaries and focus group findings are presented in Appendices D and E.

Key Findings

We asked how MACRD can best serve the community over the next 10 years.

1. **MACRD must reduce barriers to:**
Schedule/Operating Hours



The most common comment throughout the entire on-line survey was the need for reducing the schedule barrier to the MAC services. Being open for free swim after 5pm on weeknights and being open all weekend will provide more opportunity to go to the MAC.

Cost:

33% of respondents find the cost of participating in MACRD programs too expensive. Offering affordable family memberships and lower price options for programs to serve the lower income families in the Madras area is necessary to retain support and attendance.

Communication:

Language barriers were also present among the results. Bilingual staffing and programming will provide opportunities for MACRD to reach the growing Spanish-speaking population in Jefferson County.

Accessibility:

Community members would like to see more accessibility in services like adaptive equipment and smaller group areas to accommodate different abilities.

2. MACRD must improve quality of...

Existing Facility:

The majority of survey participants utilize the MAC (63%), so they would like to see future funding focus on improving the amenities and facilities of the aquatic center.

Programming:

Survey respondents would like to see the quality of MACRD programming improve. Spending more time creating consistency across all programs is important to the community. Some participants would also like to see an increase in different kinds of programming such as more senior programming, indoor youth sports, and adult fitness.

Amenities at the MAC:

Recommendations for improvements also focused on the quality of amenities available within the MAC. Many participants would like to see amenities such as “more pool space,” a “sauna,” “workout equipment,” “more pool toys,” and a “kids hot tub.” Using additional funding on adding the features that are important to users is essential to increasing support.

3. The MACRD Board and staff must increase transparency in...

Governance:

Many survey participants said their support of a new maintenance bond or continuance of the current bond is dependent on more transparency of where the money is going.

Funding:



MACRD may lose important local support if they can't identify a sustainable funding stream for existing and proposed facilities/programming. They need to focus on what they do best and pave a way forward that is sustainable.

Opportunities

Expansion

Many people called out the need for indoor gym space in Madras. New indoor facilities may be added onto the MAC or constructed at Juniper Hills Park or elsewhere in the community. Developing and/or enhancing existing partnerships with the County, City, and School District will be vital to make this opportunity a reality. There was interest as well in MACRD acting as a community coordinator for recreational programming throughout the district in the future.

Support for further property taxes

The majority of adults (20+) surveyed support a bond of similar size for maintenance of the MACRD. Only 10% said NO. For some, it depends on what the money is spent on. Most wanted to see a focus on expanding the ability to use the MAC (evening and weekend hours) and reduced program prices as part of the package.

On the question of a higher bond for capital improvements/new facilities, 50% said YES, 25% said MAYBE, while 17% said NO. For those who are on the fence, it depends upon transparency, a clear vision and business plan, and lower program prices.

Conclusion

The plan combines this community input with technical analysis to provide a set of programmatic facility and service goals that implement the recreation district's vision.

Over the next 10 years, MACRD must center their operations, programming, and governance around the needs of the community, making the MACRD facilities and programming more accessible, affordable, welcoming, and responsive.

To accomplish this, MACRD must explore its options to expand, raise its permanent tax base, and develop a solid business plan that provides assurances to the community. It must also adjust its current operations and programming to meet the current and future needs of the community.

Programmatic Recommendations

The programmatic recommendations below are designed to provide context and substance to the 10-year action plan that follows.

Management & Operations

Transparency in operations, financial reporting, and program outcomes is essential.



- A. Develop a solid business plan centered on the needs of the community—and ensure it is available for the community to review and comment.
- B. Develop and implement a comprehensive district sponsorship and donor program.
- C. Address staffing shortages by separating management of pool from administrative duties and developing a robust hiring and retention program for lifeguards. This could include a talent development model, modifications to pay, expanded benefits, etc.

Programs and Services

Targeted effort is needed to serve the needs of populations that have often been excluded or discouraged from participation in public services.

- A. Reduce barriers to use/participation. Explore opportunities to reduce financial barriers to participation for lower income community members (reduced program fees, subsidy programs, sponsorships, etc.). Expand open hours to include more evenings/weekends.
- B. Increase awareness of MACRD in community through an organized, robust marketing program.
- C. Increase accessibility to MACRD facilities and programs for non-English speakers. Embrace the Spanish-speaking community through offerings in Spanish (website, marketing materials, program materials, bi-lingual instruction, bi-lingual staff).
- D. Work with the Confederated Tribes of Warm Springs to address targeted needs of the community. Work with regional partners to establish transportation assistance programs (from schools to MAC, Warm Springs, Culver, etc.). Explore using underutilized gym space in Warm Springs for recreational programming (league games, practices, summer camps).
- E. Perform annual survey of community needs and concerns (with Jefferson County Public Health) and incorporate findings into annual work plan.
- F. Monitor facility use – use information to pilot different opening hours or free events/days designed to pull in new users.

Community Partnerships

Long-term sustainable recreational programming takes strong community partnerships.

- A. Explore partnership opportunities for facility space with the goal of offering additional programs and services.
- B. Leverage existing partnerships with 509J and Culver school districts, Jefferson County, and local cities to collaboratively serve district patrons. Pursue an intergovernmental agreement with Culver School District for student swim lessons.
- C. Work with Jefferson County Public Health and local medical services to expand the Fitness RX program and offer additional programming designed to positively impact the health and wellness of the community.
- D. Support local swim team access to the pool, including reviewing fees and charge in line with/accordance with other similar districts.



- E. Develop informal and formal relationships with Latino and Native American community organizations throughout Jefferson County, to foster culturally relevant engagement and ensure inclusion within MAC programming and service delivery.
- F. Develop a subcommittee of the MACRD Board to meet with regional partners quarterly (MACRD board, City, County, Swim Team, LCA, 509J, Warm Springs, Chamber of Commerce, Culver City, Department of Health).

MACRD 10-Year Action Plan

The MACRD Board of Directors evaluated the feedback from the community and determined that MACRD needs to take an incremental approach to growth – to both better serve the community’s needs and to construct sustainable a funding model. The following 10-year action plan was developed to meet these goals. It is divided into three time segments – 1-2 years, 3-6 years, and 7-10 years.

Year 1-2, 2023-2025:

- Maintain existing facility and scope of programming with available funding.
- **Evaluate and pursue options for financial sustainability**, including additional subsidy funding (property taxes, sponsorships, and grants) to cover operational costs for expanded hours at the MAC, reduce recreation program fees, and support preventative maintenance.
 - Hire consultant to develop a proforma/business plan and evaluate opportunities to increase cost recovery at the MAC facility.
 - Hire consultant to assist with ballot measure preparation (polling, targeted marketing strategies).
 - Place the withdrawal of current district and reformation under a **new district/permanent tax rate** on the ballot.
- **Develop a plan for onsite expansion** at the MAC site, including a long-range business plan.
 - Pursue state, federal and grant funding for capital **construction plans**.
 - Develop and execute a **fundraising plan** for onsite expansion.
 - Pursue a **capital bond** for MAC maintenance and new recreation space additions on the current MACRD-owned property.
- Pursue an Intergovernmental Agreement with Culver School District for student swim lessons.

Year 3-6, 2025-2028:

- **Continue fundraising** for expansion (or modify plan if capital bond unsuccessful).
- **Execute construction plan** for onsite recreation space expansion and MAC maintenance.
- Incrementally **implement the business plan** for operating, including hiring staff, expanding hours, and reducing recreation program fees.



- **Pursue local revenue sources**, including TRT and/or SDC funding from the City of Madras and Jefferson County, to support expanded recreational offerings that positively impact community tourism and economic development. Develop relationships with tourism organizations and explore opportunities to bring in day-users/tourists.
- Work with regional partners to **develop transportation alternatives** for getting between various facilities/communities.
- Expand Spanish-language offerings and staffing.
- Develop a **marketing plan** to leverage more attendance and revenue, engage portions of the community not yet using facilities or programs, change perceptions of MACRD for the better, and develop goodwill with the community. Programs should target different market segments (ex. Empty nesters, families with multiple children, seniors, young adults, Latino).

Year 7-10, 2029-2033:

- **Expand recreational opportunities** at MAC with input from stakeholders (in expanded facility).
- **Expand partnership(s)** with Jefferson County and non-profit recreational providers to pursue additional recreational offerings (including tournaments, etc.) at Juniper Hills Park.
- Develop a formal Memorandum of Understanding (MOU) with Jefferson County to **consolidate youth sports scheduling at Juniper Hills** through the MACRD.



MAC RECREATION DISTRICT
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MACRD Business Plan

Developed by BRS Consulting for
board in november 2023

WWW.MACRECDISTRICT.COM

WE BELIEVE WE CAN LIVE BETTER



BRS TEAM



JENNA
KATSAROS
FACILITY PERFORMANCE ADVISOR



KEITH
HAYES
PRINCIPAL, AIA



BRS FIRM BACKGROUND

48

YEARS OF CONTINUOUS PRACTICE
COMMUNITY RECREATION EXPERTISE



300+

COMMUNITIES ASSISTED
PUBLIC RECREATION PROJECTS NATIONWIDE



80%

OF OUR WORKLOAD & EXPERIENCE IS IN
RECREATION & AQUATIC DESIGN

20-30

ENGAGEMENTS A YEAR AT RECREATION
CONFERENCES & PUBLIC SPEAKING



1.7M

MILLION SQUARE FEET DATABASE OF
RECREATION FACILITIES BENCHMARKING



LEADERS IN COMMUNITY RECREATION & AQUATIC CENTER DESIGN



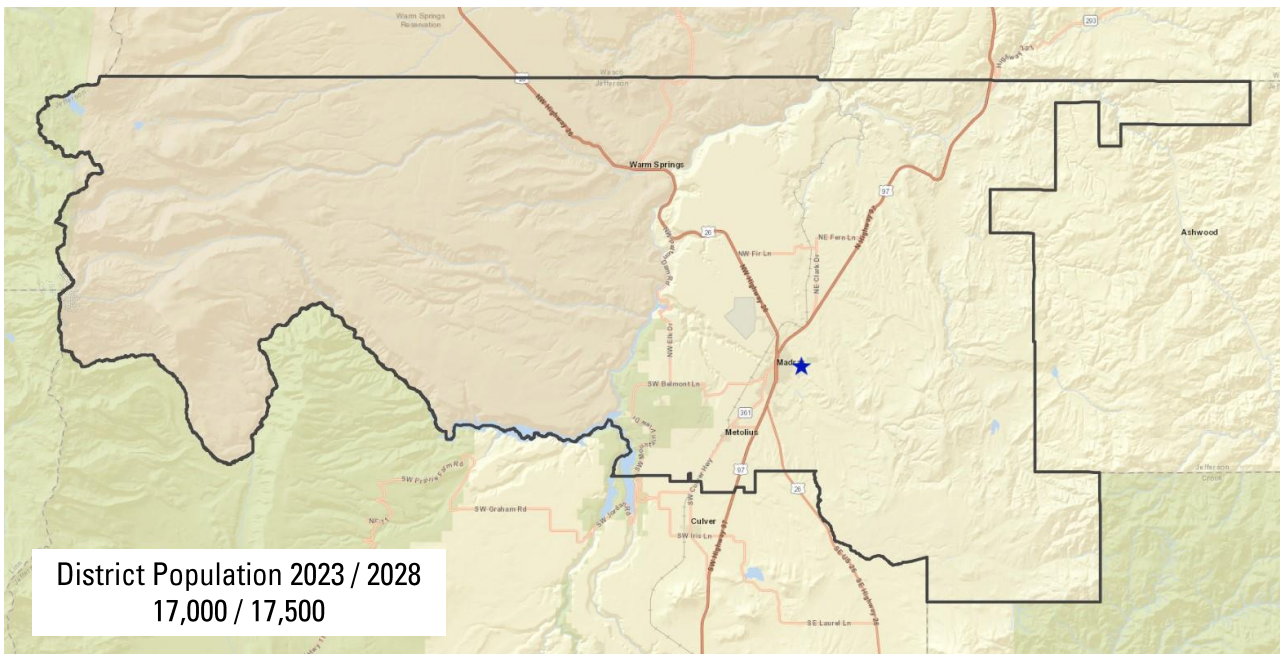
MISSION



MACRD promotes long-term community vitality and supports healthy lifestyles for the individuals, families and communities in the District.

MARKET ANALYSIS

DISTRICT BOUNDARIES



★ Madras Aquatic Center


— MACRD District boundary

DISTRICT DASHBOARD

BIG PICTURE

INCOME

Population
17,000


5,700
Households

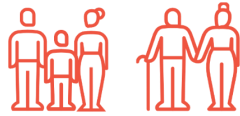
Median Disposable
Income
\$50,000

Median
Household
Income
\$61K

Per Capita
Income
\$28K

Median Net
Worth
\$80K

Largest Group
2023 Males Age 30-34
Smallest Group
2023 Males Age 85+



Median Age
36.4

TAPESTRY LIFEMODES



Heartland Communities
28%



Down the Road
24%



Middleburg
15%

No High School
Diploma
12%



30%
High School
Graduate

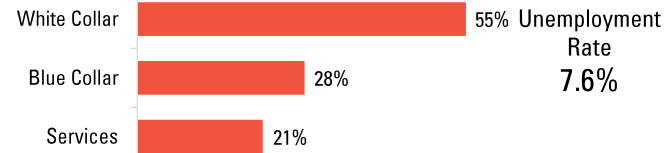


34%
Some
College



24%
Bachelor's/Grad/
Prof Degree

EMPLOYMENT



Source 

HEARTLAND COMMUNITIES 28%

OLDER, SEMIRETIRED COUPLES

MODEST, SINGLE-FAMILY HOMES IN RURAL AREAS

ENJOY SLOWER PACE OF LIFE

PATRIOTIC, BUDGET SAVVY CONSUMERS

PARTICIPATE IN OUTDOOR ACTIVITIES



LifeMode Group: Cozy Country Living

Heartland Communities

6F

Households: 2,850,600

Average Household Size: 2.39

Median Age: 42.3

Median Household Income: \$42,400

WHO ARE WE?

Well settled and close-knit, *Heartland Communities* residents are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

OUR NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short (Index 82).

SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60% (Index 94). More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, utilities, health-care, and agriculture industries.
- These are budget-savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

DOWN THE ROAD 24%

YOUNG, FAMILY-ORIENTED CONSUMERS

MARRIED COUPLES, SINGLE-PARENT HOUSEHOLDS

MOBILE HOMES, SINGLE-FAMILY HOMES

WORK IN SERVICE, RETAIL, MANUFACTURING, CONSTRUCTION

PARTICIPATE IN HUNTING, FISHING



LifeMode Group: Rustic Outposts Down the Road

10D

Households: 1,406,700

Average Household Size: 2.76

Median Age: 35.0

Median Household Income: \$38,700

WHO ARE WE?

Down the Road is a mix of low-density, semirural neighborhoods in large metropolitan areas; half are located in the South, with the rest primarily in the West and Midwest. Almost half of householders live in mobile homes; more than two-fifths live in single-family homes. These are young, family-oriented consumers who value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US.

OUR NEIGHBORHOOD

- Nearly two-thirds of households are owned.
- Family market, primarily married couples or single-parent households (Index 145).
- Close to half of all households live in mobile homes (Index 780).
- Four-fifths of households were built in 1970 or later.
- About 32% of homes are valued under \$50,000.

SOCIOECONOMIC TRAITS

- Education completed: 36% with a high school diploma only, 41% with some college education or a degree.
- Labor force participation rate is 59.0%, slightly lower than the US.
- Family-oriented, outgoing consumers; they place importance on preserving time-honored customs.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

MIDDLEBURG 15%

YOUNG COUPLES WITH CHILDREN

SINGLE-FAMILY HOMES, MOBILE HOMES

FAMILY-ORIENTED ENTERTAINMENT

TRADITIONAL NORMS

CONNECTED TO MOBILE DEVICES

HUNTING, FISHING, BOWLING, BASEBALL



LifeMode Group: Family Landscapes Middleburg

4C

Households: 3,511,200

Average Household Size: 2.75

Median Age: 36.1

Median Household Income: \$59,800

WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

SOCIOECONOMIC TRAITS

- Education: 65% with a high school diploma or some college.
- Labor force participation typical of a younger population at 66.7% (Index 107).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology for convenience (online banking or saving money on landlines) and entertainment.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

MARKET ANALYSIS: Confidence Levels the Market will Support Recreational Spending

HEARTLAND COMMUNITIES

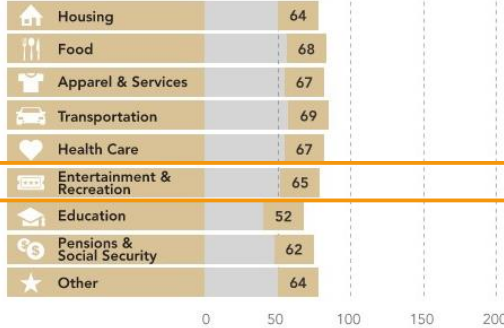
28% OF MACRD



Entertainment and Recreation Index **73%**

DOWN THE ROAD

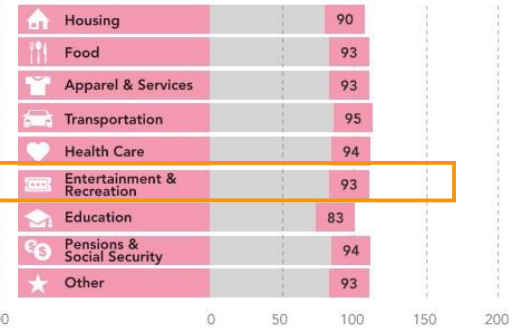
24% OF MACRD



Entertainment and Recreation Index **65%**

MIDDLEBURG

15% OF MACRD



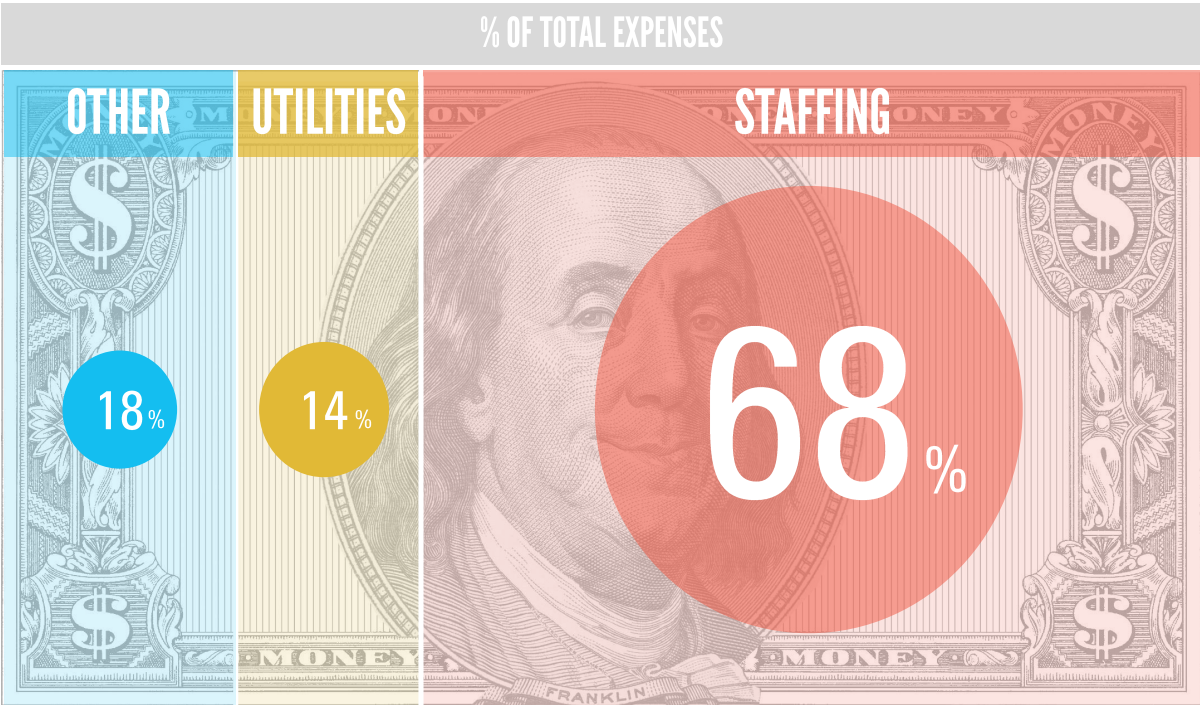
Entertainment and Recreation Index **93%**

The index compares the average amount spent in this market's household budgets for housing, food, entertainment, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.

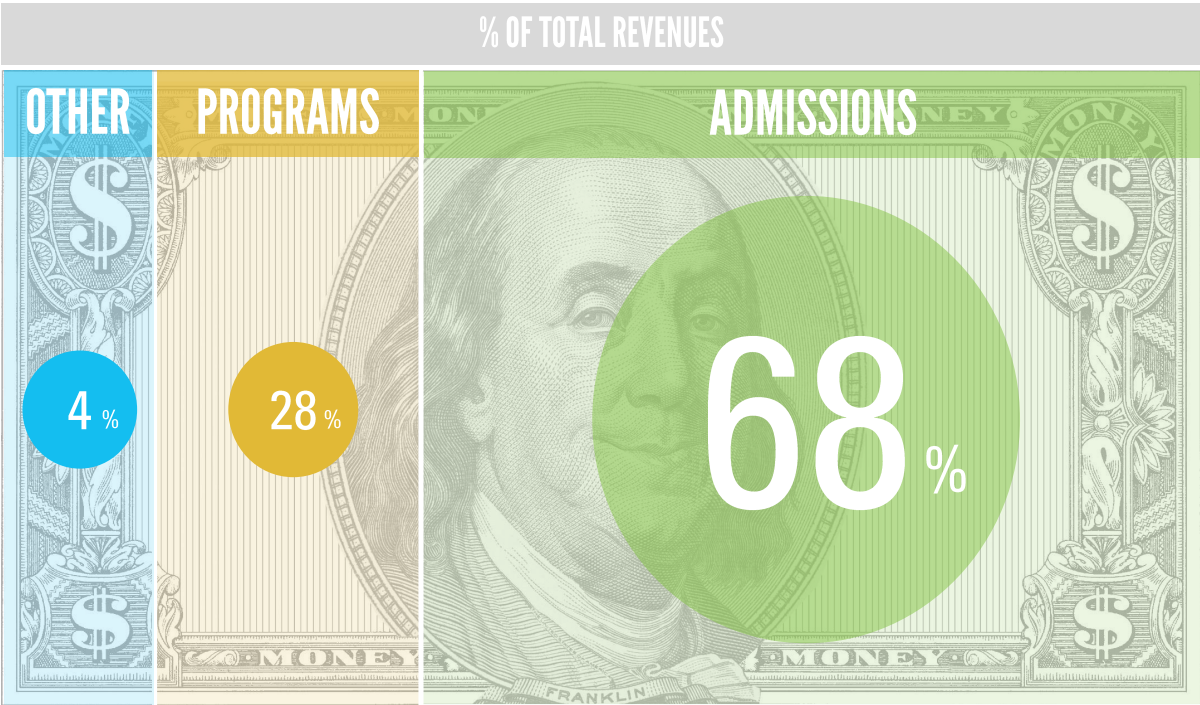
All Tapestry Segments MACRD	% of Population	HH Budget Index	Population Count
Heartland Communities	28%	73	4,760
Down the Road	24%	65	4,080
Middleburg	15%	93	
Traditional Living	9%	62	1,530
Urban Edge Families	7%	77	1,190
Prairie Living	7%	99	
Fresh Ambitions	6%	46	1,020
The Great Outdoors	3%	99	
Senior Escapes	1%	70	170
	17,000	75%	12,750

Data indicates that **75%** of the District's population may have a problem affording fees and charges for recreation services

2022 CENTER EXPENSES



2022 CENTER REVENUES



SURVEY

We asked...

What is the primary reason people buy a membership to your center?

35%
Weight/
Cardio/
Fitness



22%
Leisure Pool



17%
Gymnasium
activities



13%
Lap Pool



7%
Walk/Jog Track



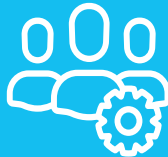
6%
Social Spaces



OPERATIONS



COST RECOVERY



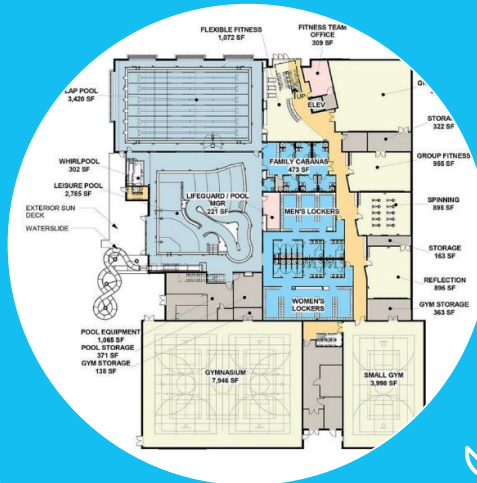
STAFFING



HOURS OF OPERATION



FEES & CHARGES



CUSTOMER SERVICE



UTILITIES



SUPPLIES

COST RECOVERY



PROPOSED PROGRAM – MADRAS AQUATIC CENTER

- Recreation activity pool
- 6-lane lap pool
- Whirlpool
- Dedicated Party Room (remodel)
- Gymnasium – HS Court (New)
- Fitness & Weights (New)
- Locker Rooms (remodel)
 - Family Changing Rooms (2 NEW)
- Lobby & support spaces
- Admin

~43,500 SF proposed

~27,000 SF current

MEMBERSHIP INCLUSIONS

MADRAS AQUATIC CENTER	WHAT'S INCLUDED WITH ADMISSION:
DROP IN: BASKETBALL, VOLLEYBALL, PICKLEBALL	RECREATION ACTIVITY POOL
FITNESS AREA /CARDIO WORKOUT	6-LANE LAP POOL & WHIRLPOOL SPA



PROPOSED HOURS

Madras Aquatic Center	
Summer Hours	
Tuesday	6:00 am to 8:00 pm
Wednesday	6:00 am to 8:00 pm
Thursday	6:00 am to 8:00 pm
Friday	6:00 am to 8:00 pm
Saturday	6:00 am to 8:00 pm
Sunday	1:00 pm to 6:00 pm
Total Weekly Hours	75

Madras Aquatic Center	
School Year Hours	
Monday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Tuesday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Wednesday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Thursday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Friday	6:00 am to 12 Noon 3:00 pm to 8:00 pm
Saturday	6:00 am to 8:00 pm
Sunday	1:00 pm to 6:00 pm
Total Weekly Hours	74



ADMISSION FEES – PROPOSED

Madras Aquatic Center							
	Annual Membership		Monthly Membership		Day Passes		
Type	In District	Out of District	In District	Out of District	In District	Out of District	
Child					\$4	\$5	
Youth	\$130	\$163	\$14	\$18	\$8	\$10	
Senior	\$264	\$330	\$28	\$35	\$6	\$8	
Adult	\$330	\$413	\$35	\$44	\$8	\$10	
Family*	\$610	\$763	\$65	\$80	N/A	N/A	

25% price differential in monthly/annual rates.
 Annual is available July 1-Dec 31, valid until June 30. Modification recommended: annual based on the date of purchase, e.g., Feb. 1, 2024 - Feb. 1, 2025
 *Family of 4 (2 adults & 2 youth (under age 18) living in same HH. Add'l youth \$25/each annually

EXPENSES

EXPENSES – MADRAS AQUATIC CENTER & RECREATION DISTRICT

Full-Time Staffing

Executive Director
 Internal Service Manager
 Recreation Programs Director
 Aquatics Programs Supervisor
 Recreation Programs Supervisor
 Facilities Coordinator
 Patron Service Coordinator
 Recreation Programs Coordinator
 Aquatics Coordinator
 Patron Services Specialists (2)
 Custodian

Part-Time Staffing

Recreation Sports Referees
 Club Coaches
 Fitness Coordinator
 Head Lifeguards
 Lifeguards
 Swim Instructors
 Fitness Class Instructors
 Custodial

Assumption:

- Salaries, wages & benefits reflect estimated rates for 2027

Full Time Wages & Benefits \$ 1,006,000

Part-Time Wages & Benefits \$ 365,000

TOTAL WAGES & BENEFITS

\$ 1,371,000 (65%)

EXPENSES – MADRAS AQUATIC CENTER & RECREATION DISTRICT

Supplies: Programs, Facilities, Admin

Supplies
 Pool chemicals
 Outreach & Engagement
Total Supplies Expense

Equipment
 Concessions
 Uniforms

Safety expenses
 Technology expenses

\$ 142,000 (7%)

Services: Programs, Facilities, Admin

Advertising
 Licenses, dues, subscriptions
 Liability insurance
Total Services Expense

Contractual services
 Legal fees
 Utilities

Gen. Repairs & Maintenance
 Telecommunications

\$ 519,000 (24%)

Capital Repair & Replacement (recommended)

\$ 81,000 (4%)

TOTAL OPERATING EXPENSES

\$ 2,113,000

REVENUE

REVENUE PROJECTIONS

Admission Revenue

Annual Pass	\$	30,500	
Monthly Pass	\$	39,000	
Daily	\$	116,500	
Total Admission Revenue	\$	186,000	(38%)

REVENUE PROJECTIONS

Other Revenue

Youth land-based programs	\$ 84,000
Youth camps	\$ 30,000
Group Swim lessons	\$ 44,000
Private Swim lessons	\$ 20,000
Contracted Swim lessons	\$ 15,000
Fitness Classes	\$ 8,000
Room/Facility rentals	\$ 80,000
Concession sales	\$ 10,000
Merchandise sales	\$ 10,000
Locker rentals	\$ 2,000
Towel rentals	\$ 1,000

Total Other Revenue \$ 304,000 (62%)

TOTAL REVENUE PROJECTIONS \$ 490,000



OPERATIONAL PROFORMA SUMMARY

PROGRAM ~43,500 SF

Annual Operating Expenses	
Total Staffing	\$ 1,371,000
Full-Time	\$ 1,006,000
Part-Time	\$ 365,000
Supplies	\$ 142,000
Services	\$ 519,000
Capital Repair & Replacement	\$ 81,000
Total Expenses	\$ 2,113,000

Total Expenses \$ 2,113,000

Total Revenue \$ 490,000

Subsidy (\$ 1,623,000)

COST RECOVERY 23%

Annual Operating Revenues	
Admissions	\$ 186,000
Programs: All Swim lessons, Land-based programs	\$ 201,000
Rentals: rooms & facility	\$ 80,000
Sales: concessions, merchandise	\$ 20,000
Rentals: lockers, towels	\$ 3,000
Total Revenue	\$ 490,000