

Administrative Structure

Public Act 156 of 1917 entitled *Local Government, Operate System of Public Recreation* authorizes cities, villages, counties, townships, and school districts to *operate systems of public recreation and playgrounds.*¹

Section 1:

a. Any City, Village, County, or Township may:

1. Operate a system of public recreation and playgrounds;
2. Acquire, equip and maintain land, buildings or other recreational facilities;
3. Employ a superintendent of recreation and assistants; and,
4. Vote and expend funds for the operation of such a system.

Fremont Area Recreation Advisory Committee

Due to the pace of the Recreation Master Planning process and the current responsibilities and work load of the Fremont Area Planning Commission, a ‘Fremont Area Recreation Advisory Committee’ was created. Their purpose is to oversee and guide the planning process and to provide a recommendation in the form of a draft Recreation Master Plan to the Fremont City Council, Sheridan Charter Township Board, Sherman Township Board and Dayton Township Board for their approvals.

Members of the Advisory Committee represented a diverse cross-section of the Fremont Area population and have also exhibited interest and dedication in Fremont Recreation over the years. The Advisory Committee consists of the following eight citizens:

Dayton Township Appointees

- **Mrs. Jeannie Caris**
- **Vacant**

¹ Summary of Laws Relating to Local Parks and Recreation, State of Michigan 1978, MSU Dec. 1978.
Fremont Area Recreation Master Plan

Sheridan Charter Township Appointees

- **Mrs. Marian Oosterhouse**
- **Mr. Bryan Kolk**

Sherman Township Appointees

- **Mrs. Pam Zuchowski**
- **Vacant**

City of Fremont Appointees

- **Mrs. Rhondi Davis**, Assistant Director of Recreation Enrichment, Fremont Public Schools
- **Mr. Brian Hettinger**, City DPW Superintendent
- **Mr. David Byrne**, Fremont Planning Commission
- **Mr. Todd Blake**, Clerk/Finance Director
- **Mr. Roger Tuuk**, Fremont Sports Enthusiast

The Park & Recreation Advisory Committee met several times throughout the planning process and served as a sounding board, citizen voice and recommending body to the City Council and Township Boards.

Fremont Public Schools

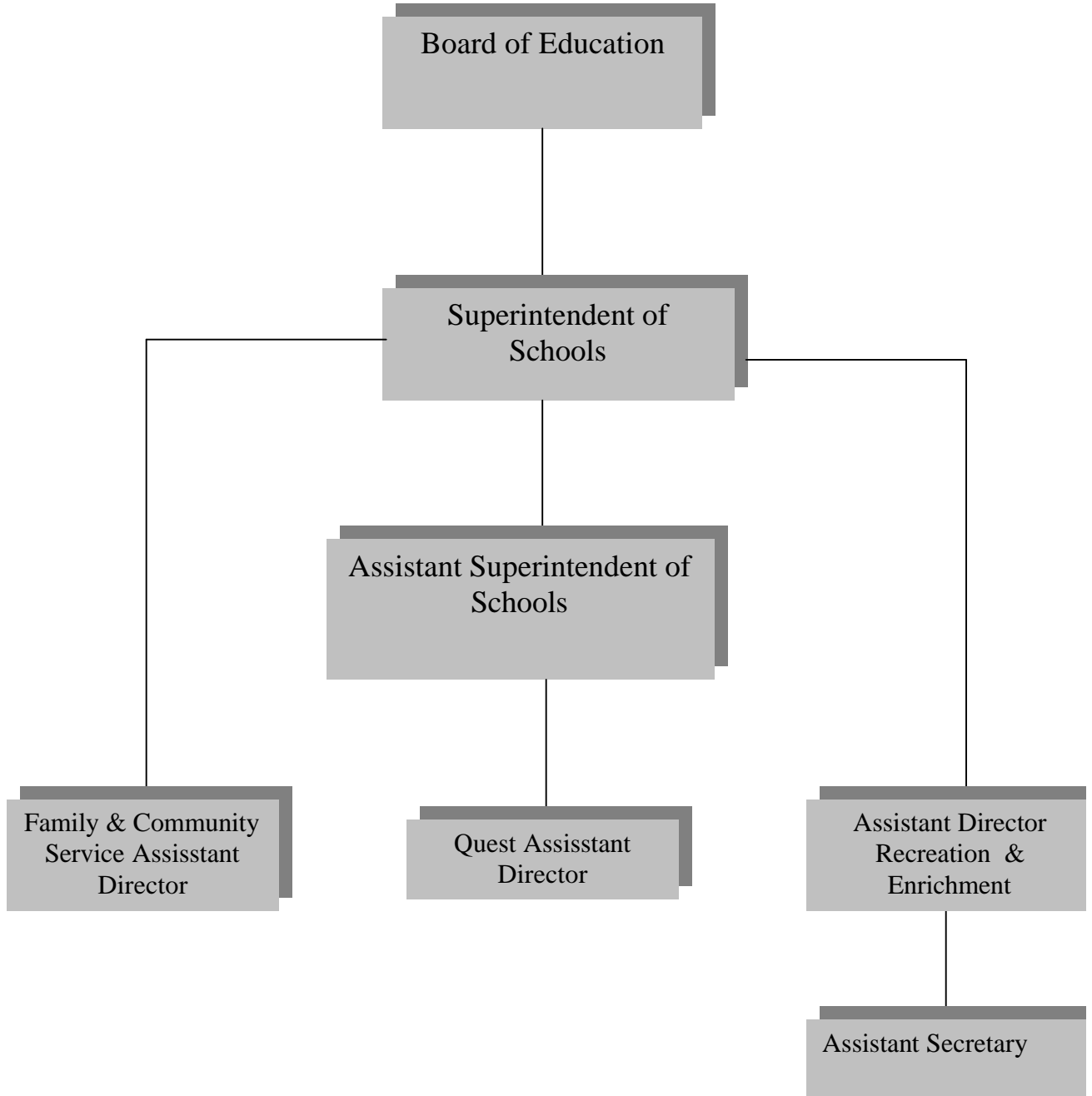
The Fremont Public School District plays an essential role in the provision of recreational opportunities to the Fremont Area residents. Within the public school system is a Community Education Department which includes four programs:

- Child Care
- Family and Community Services
- Quest (Alternative Education)
- Recreation Enrichment

Under the direction of the Director of Recreation Enrichment, the Recreation Enrichment Program offers, organizes and operates the various recreational activities provided to area residents. The relationship of the School District and the three Fremont Area communities truly is an example of a coordinated partnership. Recreation Enrichment works very closely with the City to coordinate the use and maintenance of the various parks and schools. The City of Fremont maintains all of the public parks including Branstrom Park, the northern portion of which is owned by the school district. The schools schedule and organize the recreation programs and activities such as soccer, baseball, etc., on school properties, with the exception of the use of the ballfield at Branstrom Park. The school's Maintenance Department maintains Branstrom Field when they are using it and also absorbs the costs to maintain the

fields on school property. The City of Fremont cleans the restrooms, cuts the grass and picks up the garbage at Branstrom Field. The Recreation Enrichment Department is responsible for scheduling at the various fields, and the schools get first priority at Branstrom Park. The organizational chart for the School District and specifically those departments assisting with the provision of recreation is depicted on the following chart.

Fremont Public Schools Organizational Chart (Recreation)



City of Fremont

While the City of Fremont does not have an organized Recreation Department, there are several positions within city government that are responsible for coordination with the schools, maintenance of public parks and improvement decisions. The following personnel are involved with parks and recreation (see organizational chart on the following pages):

City Manager

The City Manager works directly under the City Council. The Manager directly supervises all department heads and indirectly supervises all other city employees. Operational duties include the initiation of studies and the monitoring of operations to ensure quality services are provided in an efficient and timely manner. The City Manager supervises the development of budget forecasts and assists the Finance Officer with preparation of the annual budget. The Manager also assists with the development of capital improvement programs and monitors capital needs and appropriate financing mechanisms for larger purchases and projects. The Manager is in the position to recommend recreational policies and expenditures to the City Council and oversees the operations performed by his department heads and staff.

City Clerk/Finance Director

The City Clerk works under the direction of the City Council and City Manager. The Clerk manages and administers the City's finances including expenditures and revenues. The Clerk assists in the preparation of the annual City operating and capital budgets and administers the final budget. The clerk currently serves on the Fremont Area Parks and Recreation Advisory Committee.

Public Works Superintendent

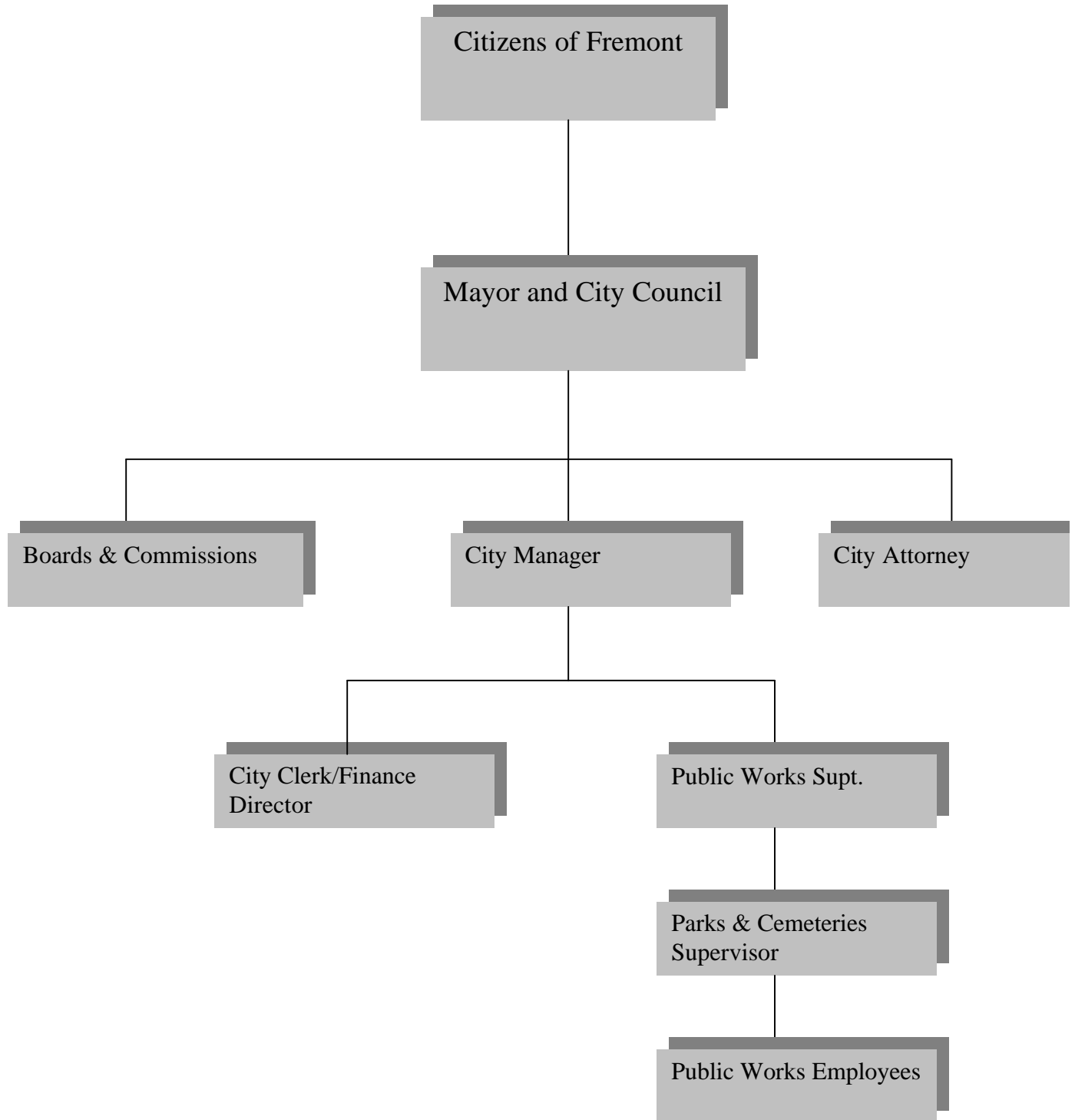
The Public Works Superintendent works under the City Manager and directly supervises the Parks and Cemeteries Supervisor. The City Manager coordinates efforts with the public school Recreation Enrichment Program. The Public Works Superintendent performs administrative and supervisory tasks related to the operations of the City's parks, water and wastewater utilities, cemeteries, streets, airport and other public works functions. The Public Works Superintendent also develops and administers operating and capital budgets as well as plans and implements public works capital projects. The Superintendent also establishes departmental operating policies and priorities.

Parks and Cemeteries Supervisor

The Parks and Cemeteries Supervisor works directly under the Public Works Superintendent and supervises employees assigned to cemetery, parks, public grounds and Downtown Development Authority (DDA) maintenance activities. The Parks and Cemeteries Supervisor also develops recommendations for changes in policies and park and cemetery expansion or development. The Supervisor oversees and assists with maintaining equipment and facilities including boat docks, picnic tables, park and playground structures, foot bridges, amphitheater, fountains, mowers, tractors, etc. The Supervisor also coordinates the set-up and breakdown of temporary shelters, staging and seating associated with festivals and other public events and ensures proper clean up after special events.

City of Fremont

Organizational Chart (Recreation)



Laborer

This position is under direct supervision of the Public Works Superintendent and performs a wide range of laborer and semi-skilled tasks in support of public works operations. In regards to parks, this position is responsible for mowing, maintaining, repairing, pruning, etc at the City parks.

Sheridan Charter Township

Sheridan Charter Township residents are within the boundaries of the Fremont School District and are able to participate in programs offered through the Recreation Enrichment Program. All parks within Fremont are also available to the general public, regardless of residency. As described in the Recreation Inventory, Sheridan Charter Township has two primary public recreation areas located within its boundaries: the undeveloped Sheridan Charter Township property at 88th Street and Osborn Avenue and the boat launch located on the south side of Fremont Lake. The operations and organization of Sheridan Charter Township are not complicated. The Township Board has final authority, with the general administration and operations of Township business residing with the Township Supervisor. The Township also has a Clerk, Treasurer, Assessor and Zoning Administrator. In regards to recreation, the majority of decisions and policies reside with the Supervisor and Township Board. The Township maintains the boat dock through contracting out services on an as-needed basis. Many of the improvements that have been made have been driven by citizen requests, including the upgrading of the boat launch area in the past few years.

Dayton Township

Dayton Township functions very much in the same way as Sheridan Charter Township. The Township is governed by the Township Board with administrative duties and everyday operations facilitated by the Township Supervisor. The Township also has a Clerk, Treasurer, Assessor and Zoning/Building Administrator. There are no public recreation facilities currently located within Dayton Township.

Sherman Township

Sherman Township functions very much in the same way as Sheridan Charter and Dayton Townships. The Township is governed by the Township Board with administrative duties and everyday operations facilitated by the Township Supervisor. The Township also has a Clerk, Treasurer, Assessor and Zoning/Building Administrator. As described in the Recreation Inventory, Sherman Township has three primary public recreation areas located within its boundaries: Crystal Lake Beach and Boat Launch, Robinson Lake Public Boat Launch, Alley Lake Roadside Park and a small portion of the North Country Trail.

Proposed Changes

Through the planning process, the Recreation Advisory Committee recognized the need for representatives from all four communities as well as the Fremont Public School District to continue to meet on a regular (semi-annual) basis to oversee the implementation of the area-wide recreation plan. It was suggested that this group of people meet on a relatively informal manner and discuss items such as funding equity, maintenance, grant applications, capital improvements, programming, etc. It was agreed that the formation of a committee to continue to oversee area-wide recreation would assist in providing recreation in a fair, equitable, efficient and effective manner.

Budget Analysis

Budget information for expenditures and revenues was gathered for the five primary entities involved in the Recreation Planning process: the Recreation Enrichment Program (Public Schools), the City of Fremont, Sheridan Charter Township, Sherman Township and Dayton Township. The City of Fremont and the Fremont Public School District are the two primary monetary contributors to recreation provided to area residents. There is no specific financial agreement established between the various parties. While each community may not directly contribute funding to the City or School District for recreation, all residents in the area do pay sales and property taxes, both of which contribute to the operation of the Fremont Public School District.

Fremont Public Schools (Recreation Enrichment)

As was described in detail in the previous pages, the Recreation Enrichment Program, through the public school district, operates as the traditional ‘Recreation Department’ for the Fremont Area. The Program administers and organizes all of the recreation programs as well as schedules and maintains all school properties that are used for the recreation programs. In general, the programs offered through Recreation Enrichment support themselves. In other words, participants’ fees cover the expenses needed to operate that particular program. The schools do subsidize the personnel to operate and organize the Enrichment Program. The schools also make their indoor and outdoor facilities available for the Enrichment Programs. This includes both the indoor and outdoor maintenance fees and costs to keep the buildings open throughout the year and after-school hours. The table below details the estimated expenditures for maintenance and upgrades to those school grounds and the High School Pool that are used by the Recreation Enrichment Program. It should be noted that these costs are estimates due to the difficulty in extracting costs which are a direct result of the Enrichment Programs’ use of facilities. For example, both school programs and enrichment programs use the Pine Athletic Fields, so costs such as repairs to maintenance equipment and marking the fields are difficult to allocate.

**Fremont Public Schools
2006-07 Estimated Expenditures
Grounds and Pool Maintenance and Upgrades**

Supplies and Repair Expenses	\$20,000
New Equipment	(none)
10% of District Maintenance Personnel Costs*	<u>\$11,839</u>
Total Estimated Direct Labor Costs for 2006-07 School Year	\$31,839
*Wages/Benefits for 2 regular maintenance employees. This estimate assumes 10% of their time spent on grounds care and maintenance.	

Costs associated with supplies and repairs total approximately \$20,000 and include items such as gas/electric for the athletic fields, electrical lighting work, repairs to equipment and maintenance supplies such as pool chemicals and lime for field markings.

The table below details the estimated subsidy for the past fiscal year by the Fremont Public Schools for the operation of the Recreation Enrichment Program. The revenues include contributions from the City of Fremont as well as United Way. Total expenditures for the Recreation & Enrichment program have been calculated at nearly \$196,000. The public schools also rent their seven school buildings to various groups including churches, private companies, individuals, etc. This revenue was estimated at over \$16,000, resulting in approximately \$16,000 of subsidized expenditures.

In regards to maintenance personnel, the cost for wages and benefits is included as well as 10% of the total cost for school maintenance personnel. This 10% is merely an estimate of time spent on grounds and maintenance. The total direct costs for the 2006-07 school year was approximately \$31,839. It was then estimated that 10% of the costs were attributable to the Recreation & Enrichment Program. This results in \$3,184 in maintenance costs associated with the Recreation & Enrichment Program.

Fremont Community Education Recreation & Enrichment

	Percentage Change				
	2003-2004	2004-2005	2005-2006	2006-2007	from 2003 to 2007
Revenue					
Fees	147,622	139,777	137,731	143,614	-2.7%
Other Facilities	17,530	21,806	17,213	16,000	-8.7%
United Way	1,500	76	130	130	-91.3%
Advised Funds Grand	--	--	10,000	--	--
City Contribution	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0%</u>
Totals	186,652	181,658	185,074	179,744	-3.7%
Expenditures					
Salaries	201,469	186,286	187,025	165,264	-18%
Purchased Services	8,103	9,500	13,300	13,616	+68%
Supplies	<u>17,269</u>	<u>18,856</u>	<u>12,923</u>	<u>16,904</u>	<u>-2.1%</u>
Totals	226,841	214,642	213,277	195,784	-13.7%
Program Net	(40,189)	(32,984)	(28,203)	(16,040)	60.1%

**Fremont Public Schools
Cost of Operating Recreation Programming
July 2006 – June 2007 Fiscal Year**

Recreation & Enrichment Revenues*	\$163,744
Plus Facility Reservations	\$16,000
Less Recreation & Enrichment Expenditures	\$195,784
Recreation & Enrichment Losses	(\$16,040)
Grounds/Pool Care Maintenance Expenses**	\$31,839
Less School & Athletic Use (90%)	\$28,655
Maintenance Department Losses	(\$3,184)
Cost to Fremont Public Schools General Fund	\$19,224

*Rec/Enrich Revenues include contributions made from City of Fremont and The Fremont Area Foundation Grants.

**Total Maintenance Expenses do not include costs such as: Truck & Van Repairs, Gas & Oil, Tires, Vehicle Insurance, Liability & Worker Comp. Insurance Costs, phone, postage, gym expenses and overhead.

In summary, combining the \$16,040 in subsidized expenditures and \$3,184 in subsidized maintenance costs, the Fremont Public School District financially supports the Recreation & Enrichment Program with approximately \$19,224 per year.

City of Fremont

The City of Fremont funds the operation of the Public Works Department, the position of Parks and Cemeteries Supervisor and related staff to maintain the existing public parks within Fremont. In addition

to the upkeep and improvements made over the years to the public parks within the City, the City includes a continuing contribution to the Fremont School District Community/School Recreation Program. This annual contribution for operating purposes has grown through the years. The City also contributes funding on a project-by-project basis. For example, the schools requested materials to upgrade the Branstrom ballfield which the schools utilize. The City purchased and delivered a load of field dressing to the field and school personnel and volunteers worked on the improvements.

City of Fremont Expenditures 2003 to 2007

Account Classification	Actual FY 03/04	Actual FY 04/05	Actual FY 05/06	Actual FY 06/07
Salaries and Wages	\$46,571	\$45,641	\$41,120	\$47,000
Supplies & Materials	\$5,525	\$3,502	\$4,125	\$5,000
Professional & Contractual Services	\$9,345	\$10,582	\$8,210	\$9,000
Utilities	\$19,885	\$18,431	\$21,060	\$21,000
Equipment Rental	\$16,622	\$14,292	\$1,585	\$16,000
Repairs and Maintenance	\$9,933	\$5,771	\$7,180	\$8,000
Contributions to FPS Community Recreation	\$20,000	\$20,000	\$20,000	\$20,000
Total Operations	\$127,881	\$118,219	\$103,280	\$126,000
Capital Outlay	\$244,360	\$107,499	\$120,285	\$300,560
Total Parks and Recreation	\$372,241	\$225,718	\$223,565	\$426,560

NOTE: City of Fremont fiscal year ends June 30.

The table above details the expenditures from fiscal year 1993 to 2007 for recreation and culture. Expenditures fall within one of seven categories including salaries and wages, supplies and materials, professional and contractual services, utilities, equipment rental, repairs and maintenance and contributions to FPS Community Recreation. The total expenditures from the City of Fremont for recreation and culture have increased by more than 14% over the past three years. The City contributions to the Community Ed Recreation School Program was increased from \$17,000 to \$20,000 in 2003.

In the 2006/2007 Operating Budget, the City included a line item for the continuing contribution to the schools as well as \$300,000 for the construction of Phase Two of the Towns and Country Path.

The only recreation-related revenue generator within the City of Fremont is the rental receipts associated with campground sites at Fremont Lake Park. The following table illustrates the revenues generated over the past three years, which averages approximately \$96,000 per year. This money is placed in the City General Fund to help offset park operating costs and to cover matching requirements for future park redevelopment grants.

Tourist Park Rental Revenues

2003/04	\$98,665
2004/05	\$96,267
2005/06	\$93,575
Source: City of Fremont Revenues	

Sheridan Charter Township

While Sheridan Charter Township does not currently contribute funds directly to the City of Fremont or the public school district for recreation purposes, the Township does fund the maintenance and operation of their facilities. Approximately 15 years ago, the Township paid for the dock on the south side of Fremont Lake, and volunteers dedicate their time and efforts to put the dock in and out each year. The only other maintenance related to the facility are dust control measures and the placement of additional gravel as needed. These costs are conducted similar to a road project and are funded through the Township's general fund. Other projects in recent years include:

- **Improvements to Brooks Creek**
South of 80th Street, Brooks Creek becomes a designated trout stream. Approximately 3 years ago, the Township worked with the County Road Commission to alter the roadway and replace culverts that were incorrectly placed and were gathering sediment. These improvements ensured that this portion of Brooks Creek would remain a productive trout stream.
- **Clean Lakes Project on Fremont Lake**
In 1993 and 1994, the Township received a grant from the MDNR to produce best management practices for properties and activities affecting the quality of Fremont Lake. The project budget was over \$100,000, with half funded by the MDNR and the remainder through the Lake Association. The City was a willing and active participant in the project.
- **Volunteer Clean-Up**
In 1993, the Township organized a volunteer clean-up of the Township forest property at 88th and Osborn.
- **Bow Fishing Contest**
The Township hosted a bow fishing contest in conjunction with the Bow Fishing Association in the summer of 1997.

- Fireworks

The Township annually gives permission for a private fireworks display on property at the east end of Fremont Lake which is paid for with private donations. The City and Township make land available for viewing and assist in the planning and safety coordination of the event.

Dayton Township

Dayton Township does not have any public park facilities under its jurisdiction and therefore has not had any expenditures or revenues in regard to recreation.

Sherman Township

Sherman Township has not had any expenditures or revenues in regard to recreation in the recreation facilities within their township.