

Park and Recreation Commission	Meeting Minutes
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Date: February 12, 2019, 6:00 PM

Place: Brookline Town Hall, Room 111

Commissioners Attending: John Bain, Clara Batchelor, Daniel Lyons, Wendy Sheridan and Nancy O’Connor, Jim Carroll and Antonia Bellalta

Commissioners Absent:

Staff: Erin Gallentine, Parks and Open Space Director, Leigh Jackson, Acting Recreation Director, Jessica White, Parks and Open Space Assistant, Gerry Kelly, Recreation Department Business Manager

TOPIC	KEY POINTS/DISCUSSION	ACTIONS/VOTES
Chairman’s Welcome Approval of Minutes	<ul style="list-style-type: none"> J. Bain opened the meeting. 	J. Carroll moved to approve the January 8, 2019 Park and Recreation Minutes. Seconded by D. Lyons. All in favor.
Public Comment	<ul style="list-style-type: none"> No Public Comment 	
Cost Recovery Presentation	<ul style="list-style-type: none"> L. Jackson is excited to present the cost recovery model tonight. She wants to take the time to walk through this model so it can be easily understood. Her effort is to make sure it is clear and understandable and walk the Commission through every slide and sheet. <ul style="list-style-type: none"> Agenda: <ol style="list-style-type: none"> Presentation Goals Introduction and History of Cost Recovery Model and Definitions Cost Recovery Process General Overhead Worksheet Cost Recovery Deep Dive, Step 2 Review Current Fees and New Fees and L. Jackson will be asking for a vote of the Commission <ul style="list-style-type: none"> Presentation Goals <ol style="list-style-type: none"> Foundational understanding of current business tool Understand the general Cost Recovery process that BREC uses prior to coming for a vote on fees Terminology to answer questions from residents on how Brookline Recreation decides to increase fees <ul style="list-style-type: none"> Why did we adopt this model? There were several reasons. <ol style="list-style-type: none"> Strong push, year over year from Town Hall to absorb expenses. Taking on expenses in Recreation’s revolving fund. Fact that each year Recreation starts in “the negative” Moving to a more strategic process and approach to 	

	<p>address fees.</p> <p>4. How much does the entire Recreation Department actually cost, being able to stay in the black not the red</p> <p>5. Brookline Recreation is running a business , and desired a “tried and true” business model/tool</p> <ul style="list-style-type: none">• History of Cost Recovery Model <p>It is a policy and voted on and supported. It’s a business and action tool and many Commissioners were involved in creating this policy</p> <p>Business/action tool based on cost (not participation)</p> <p>To meet budget constraints</p> <p>To meet needs of community needs</p> <p>Important-3.9M in revolving: budget</p> <p>Not all cost centers are 100% Cost Recovery</p> <p>Community members, FT Staff & P&R Commission are involved in this process.</p> <p>They have to bring in additional revenue to cover those program areas</p> <p>Used team philosophy to assign appropriate placement of each program</p> <p>Recreation hired a consultant firm. The community was invited. A few of the Commissioners were present. There was a team philosophy where programs fell on the model.</p> <ul style="list-style-type: none">• Review the model- Cost Recovery /Subsidy Allocation <p>Inclusion programs are 100 percent subsidized, non-monitored access are 0-40 % CR/ 60-100% subsidized, community events are 0-40 % CR/ 60-100% subsidized, community education and services 40-60%CR/40-60% Subsidized%, drop in monitored access 60-80, special events are 60-80 CR/20-40% Subsidized, licensed programs are 80-100%CR/0-20% Subsidized, skill based activities 80-100%CR/0-20% Subsidized, rentals are 100-120%CR, specialized personal services are 100-120% CR and resale is 120% +CR. This model is used all over the country, but they decide as a team the cost recovery percentage.</p> <p>L. Jackson Reviewed the following definitions</p> <ol style="list-style-type: none">1. Inclusion2. Community and Educational Services3, Non-monitored space4. Drop-in monitored spaces5. Skill-based activities6. Licensed programs7. Community events8. Special events	
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	<p>9. Rentals 10. Merchandise and resale 11. Specialized/personal services</p> <p>W. Sheridan asked L. Jackson how she would use the tool for cost under rentals for something like athletic fields. L. Jackson stated that it's the same as the aquatics tool and that will be discussed in a few moments.</p> <ul style="list-style-type: none">• Cost Recovery Tool Process <p>L. Jackson walked the Commission step-by-step through the cost recovery tool-process She asked the Commission to turn to the revolving fund overhead spreadsheet Step 1- drop "general" Admin indirect cost into Recreations "Active Worksheet Tool" that has all direct and indirect fees for entire Department Step 2 – Recreation meets as a team to decide appropriate split of "General Admin" across all cost centers. They then assigned the right percentage to the right cost center. Examples of this were given. The revolving fund was discussed. The Golf Course was discussed. Step 3-All direct costs are included in the tool to the appropriate percentage. Example of this was given. Field use fees are in the cost recovery tool.</p> <ul style="list-style-type: none">• G. Kelly stated that the Revolving Fund is the program fund and it is fee supported. He stated that in order to build the whole cost recovery you have to take the Revolving Fund as well as the General Fund and combine them; he discussed where this sheet was placed in the commissioner's packet. G. Kelly discussed how the utilities are spread out in the budget.• The cost recovery tool in action was described-A Deep Dive Aquatics example was given.• The aquatics programs fall across the whole spectrum of the model. L. Jackson discussed where each program falls. She stated that we need to figure what each of these programs should cost, depending on the benefit to community.• She stated that after G. Kelly runs the tool, they then meet with heads of divisions and have conversations about market value and what it can bear and generate, G. Kelly or L. Jackson calls a meeting with the Leadership Team and they then have a conversation to see if this is the right time to make this increase and see if final recommendations should be made. She stated that tonight she is here presenting the final	
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	<p>recommendation for FY20 fee increases. The only FY20 fee increase recommendation is in Aquatics and Summer Camp Division.</p> <ul style="list-style-type: none"> W. Sheridan stated that that she thinks it is really important how the formula is used and we need to decide as a policy how frequently it gets look at. N. O'Connor stated that in the beginning what we did at that time, as a commission/group is really looked at all these things extensively to find out where on the spectrum we would put each program. She thinks it's a good idea to look at it every 2-3 years and make sure these descriptions are where they should be. 	
<p>Presentation and Vote on 2019 Recreation Fees</p>	<ul style="list-style-type: none"> Current Fees/new Fees Aquatics and Summer Camp were shown <p>The fees would go into effect July 1st new fiscal year. These fees have not been increased since 2009. She stated that the aquatics fees are much lower than surrounding communities. Where the aquatics programs fall on the cost recovery/subsidy allocation strategic model was discussed.</p> <ol style="list-style-type: none"> Aquatics Center Passes and Daily Fee increases were detailed. Aquatics Center Rentals Fee increases were detailed Aquatics Center Activities Fees increases were detailed. These are Camp Coolidge, Camp Kennedy and the Camp bus. The price difference is due to the length of days and amount of weeks those camps run. Camp Kennedy is new and Recreation only has one year of data. It's a summer school program. <p>The resident party rental-full facility (3 pools) increase price was discussed.</p> <ul style="list-style-type: none"> BREC's Scholarships <p>One of their goals is to support the community in a positive way. The total this year is \$135,000 and \$75,000 of that went to summer camps. In addition to scholarships recreation accepts vouchers. The process for applying for a scholarship was detailed. Examples of how the scholarships are broken down were shared with the Commission.</p> <ul style="list-style-type: none"> N. O'Connor moved to approve the fee increases presented by L. Jackson here tonight for FY 2020. Seconded by the J. Bain. All in favor. L. Jackson said that she would provide any feedback receive to the Commission regarding these fee increases. 	<p>N. O'Connor moved to approve the fee increases presented by L. Jackson here tonight for FY 2020. Seconded by J. Bain. All in favor.</p>

<p>Recreation Update</p>	<ul style="list-style-type: none"> • Changes and recommendations to the FY20 budget were shared with the Commission. The changes/additions are as followed: <ol style="list-style-type: none"> 1. 2 new FT Teachers for Soule expansion 2. Resource Manager will get a used car 3. Utilities have increased 4. Addition of part-time Engagement Coordinator into budget 5. Addition of full time teacher at Soule, was allowed to begin in FY19, FY20 formally went into budget • Enterprise FY2020 CIP Projects <ol style="list-style-type: none"> 1. HVAC (75,000) at Golf Course <p>As a note the Town covered a new slate roof for the Golf Course in FY19, and that begins this Spring</p> <ol style="list-style-type: none"> 2. 50,000 to renovate Eliot Public Restroom • The annual Sub-Advisory Committee meets March 5, 2019 at 5:50pm • The Advisory Committee meeting is currently scheduled for March 12, time TBD • Brian Bacon was promoted to Resource Manager. The job description was detailed. • Karen Szeto has been hired as a full time Senior Clerk at the Aquatic Center, to replace Carolyn Fusco. • James Warren has been hired as the new Aquatics Supervisor. • The new Therapeutic Recreation specialist is Micah Barshay. 	
<p>Parks and Open Space Project Update</p>	<ul style="list-style-type: none"> • The Harry Downes contract has been awarded and executed with Heimlich Construction. The add alternates were discussed. The phased construction was detailed. The Ninja Warrior Obstacle course add alternate was accepted. • The final engineering bid documents are being completed for Brookline Reservoir Park. The bids will be opening in March. The budget, a schedule for contracts and the construction phasing for Brookline Reservoir Park was detailed for the Commission. • A Larz Anderson Park update was given. Additional survey work needs to be done for this project. Environmental Partners is doing the Engineer Bid Documents for that project. • A Cypress Playground update was given: Photo documentation and survey complete 	

	<p>Kick off Meeting December 12th Design Review Committee Appointment Consultant team Selection January 15 Contract Awarded and Executed February 12th Design Review Committee Meeting is February 27th Design review complete-summer/fall 2019 Engineering/construction bid documents-winter 2019 Construction commences - spring 2020 E. Gallentine presented the Commission with an update on the following projects:</p> <ul style="list-style-type: none"> • Brookline Avenue Improvements • Green Dog Program is under review • Athletic fields Needs Assessment and Master Plan • Emerald Necklace Phase II • Carlton Street Footbridge FY19 • Pearl Street Streetscape • WHC Roadway and Drainage • Gateway East FY19 • Old Burying Ground Historic Doors and Hardware projects • Murphy Playground Design Review Spring 2019 • Robinson Playground Design Review-Spring 2019 • Boylston Street Playground Abutting Development was discussed. A. Bellalta wants to make sure our planting plan is honored. • Linden Square Upgrade- a generous donor in the neighborhood was discussed. • St. Mark’s Square Upgrade • Construction Documents for the dredging of the Phase 2 of the Muddy River Project were shared with the Commission. The Army Core will be dredging out this material; the portion of the park used for staging was discussed. There will be a path so people can still use that portion of the Emerald Necklace. E. Gallentine stated that it’s a great project and there will be an impact in terms of flood control, but there will be a lot of work still yet to be done to restore the Emerald Necklace following the Army Corps project. 	
<p>Green Dog Subcommittee Update</p>	<p>Outcome of the kick off meeting</p> <ol style="list-style-type: none"> 1. The most significant problems with the program are clear and have been repeatedly expressed by dog owners, non-dog owners, park users and staff 2. The problem is not a problem of the Green Dog 	

	<p>Program, but a problem overall with compliance with the Town's Leash Law</p> <p>3. The Committee needs to come up with an approach to address the biggest problems and present these to the public, Commission & Select Board</p> <p>4. The Green Dog Program is not intended to nor will it solve all compliance issues regarding dogs in Town</p> <p>5. E. Gallentine's goal is to Select 5 program changes to implement and roll out in 2019 and 5 program changes to implement and roll out in 2020</p> <p><u>Historic User Complaints</u></p> <ul style="list-style-type: none">• Feces Removal• Disregard of Program by Non-Residents/Dog Walkers/Overcrowding• Confusion regarding Program Parameters/Signage• Request for Evening Hours• Request for Enclosed Spaces & Double Gates• Request for Dog Waste Bags & Receptacles• Trash from Athletic Field Users• Field Conditions <p>A breakdown of where the dogs are around Town was shared with the Commission.</p> <ul style="list-style-type: none">• Areas within parks that could be repurposed as a dog run were discussed amongst the Commission. These would be pilots. Depending on the location these runs could be in lieu of or would be in addition to the existing green dog hours. These runs would be dawn to dusk. <p><u>Action items</u></p> <p>1. Changing staffing model *The Committee supports the change in staffing to better support all functions currently within the Park Ranger purvue. *Sub Committee of Advisory 5/12/19</p> <p>2. Amend Bylaw (The Committee supports this) *This will be assigned to Subcommittee of Advisory TBD</p> <p>3. Police Department Enforcement and Collaboration *J. Bain N. O'Connor and E. Gallentine will continue to work on this.</p> <p>4. Recommend changes to Rules and Regulations *The Committee will continue the discussion around neutering</p> <p>5. Review Existing GD locations * Green Dog location profiles (A. Cassie L. Lasky M.</p>	
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	<p>Hackel, J. Bain and D. Lyons)</p> <p>6. Improved communication plan and signage (S. Levy, E. Gallentine, R. Daves and J. Carroll) *Brochure/signs/program-at-a-glance</p> <p>7. Create a participant agreement/code of conduct *The committee will send notes</p> <p>8. Recommended fees for 2020 *The small group will meet again and come up with three scenarios. * Financial Aid/Scholarship Fund for Green Dog was discussed.</p> <p>9. Create friends of Green Dog Program *R. Daves and N. Madden have agreed to kick this off</p> <p>10. Evaluate and recommend pilot dog run areas. (N. Madden, M. Hackel, J. Bain, N. O’Connor, D. Lyons and Jim Carroll)</p>	
<p>Appointment: Athletic Fields Assessment & Master Plan Task Force</p>	<ul style="list-style-type: none"> J. Bain stated that this item will be tabled. They are still talking about the respective board and commission appointments. He stated that they have not made a decision yet on the additional resident appointments. E. Gallentine stated that this will be a full Park and Recreation Commission effort, so that everyone can be involved and be part of the recommendations that result from the analysis. She stated that they will also be looking at an evaluation tool for synthetic turf, where and when synthetic turf should be used and looking at how many hours can you permit natural grass to get an “x” standard level of play. A field with an even surface, that is safe and playable for the kids and can recover. She stated we are in place now that the natural grass fields cannot recover. She stated that the Commission will be asked to make a decision on how to permit these fields. This is a task force that will work with the Commission. N. O’Connor thinks it will be helpful to have all seven Commissioners participate in this study, every Commissioner’s opinion will be valuable. E. Gallentine thinks this study should be looking at equity and access in terms of athletic fields; this has not been done before.. 	
<p>Park and Recreation Commission: Annual Vote for Chair and Vice Chair</p>	<ul style="list-style-type: none"> N. O’Connor moved to reappoint J. Bain as Chairman of the Park and Recreation Commission. Seconded by C. Batchelor. All in favor. J. Bain abstained from voting 	<p>N. O’Connor moved to reappoint J. Bain as Chairman of the Park and Recreation</p>

	<ul style="list-style-type: none"> • J. Bain moved to reappoint N. O’Connor as Vice-Chair of the Park and Recreation Commission. Seconded by D. Lyons. All in favor. N. O’Connor abstained from voting 	<p>Commission. Seconded by C. Batchelor. All in favor. J. Bain abstained from voting</p> <p>J. Bain moved to reappoint N. O’Connor as Vice-Chair of the Park and Recreation Commission. Seconded by D. Lyons. All in favor. N. O’Connor abstained from voting</p>
<p>Other Business</p>	<ul style="list-style-type: none"> • J. Bain stated that he delivered a packet to all the commissioners, this packet contained a history of L. Jackson’s accomplishments in the last 8 months in the Town of Brookline as Acting Recreation Director. He stated that we need a Director and Assistant Director. He stated that the policy is the Commission needs to meet together and have a consensus, in order to send up a letter to Mel Kleckner supporting her as a candidate for the permanent Director role. • J. Carroll stated that he has been incredibly impressed since day one; she stepped into the job very well. He thinks her presentation tonight shows that she is very well versed in the professional side of running the program. He supports her. • C. Batchelor stated that she has been a pleasure to work with; she is very prepared and tonight was a perfect example. She thinks she is a real asset to the Town. • D. Lyons agrees with John and Clara, she has been very well prepared. He was very impressed on how she handled the planting at the golf course. He would support this. • Wendy Sheridan stated that she has had very positive interactions with her, she finds her to be a strong listener. She stated that she is a great communicator. She would love to find an Assistant Director who is great with numbers to compliment her strengths. She thinks that would be a great team to lead the Recreation Department • A. Bellalta agrees with a lot that has been said. She stated that she is a real asset and stated that she is really motivated and wants to do the best for the department. She thinks she is a great asset. 	<p>J. Carroll moved to approve a letter to be sent to M. Kleckner to recommend promoting L. Jackson to the Director of Recreation. Seconded by C. Batchelor. All in favor.</p>

	<p>She thinks she is doing a great job.</p> <ul style="list-style-type: none"> • N. O'Connor thinks that not having the interview process is a little different for her, she is all about process. She thinks the Cost Recovery presentation was amazing; she was very informative and did a fabulous job. She thinks it's important to speak to Wendy's point about the business side of this; it's a lot of numbers. She would like to see the Commission in some way be a part of the hiring process for the Assistant Director. She stated that if she was given the opportunity she would have asked L. Jackson tonight and she will ask in the morning a question similar to " L. Jackson has been with the Town a couple of years and in the acting seat for 8 months and wonders how coming from the private industry, how does this translate? Coming from the private sector to municipal government, how is it more exciting or challenging? She is happy to move her on to Mel and let him to do the vetting. • J. Bain has heard that the Recreation staff likes her honesty and morale. He thinks her presentations are clear and understandable, he is confident she will raise the bar. He would like to move this on and put it in Mel's hands. • J. Carroll moved to approve a letter to be sent to M. Kleckner to recommend promoting L. Jackson to the Director of Recreation. Seconded by C. Batchelor. All in favor. • The selection committee that interviewed L. Paradis the previous Director was discussed. 	
<p>Adjourn</p>	<ul style="list-style-type: none"> • J. Bain moved to adjourn. Seconded by D. Lyons. All in favor. 	

Next Meeting: March 12, 2019 Location: Town Hall, Room 111

A true record

Attest Jessica White

Date: 2/12/2019