

**ADVISORY COMMITTEE CAPITAL SUBCOMMITTEE**  
**Report on the FY 24 Budgets of the**  
**Recreation Department**  
**Recreation Revolving Fund**  
**Golf Enterprise Fund**

On March 15, 2023, at 6:00 p.m. via Zoom the Capital Subcommittee held a hearing on the above-mentioned budgets. Access to a recording of the meeting can be found here:

[https://brooklinema.zoomgov.com/rec/share/ErD\\_4EL00Rkcd0qoeLiwLoN-f\\_Ui4w-BxteCNto22tp8eghOs2ZrZiVzyLLCnPEK.I1iKSbOQL9icAXWX](https://brooklinema.zoomgov.com/rec/share/ErD_4EL00Rkcd0qoeLiwLoN-f_Ui4w-BxteCNto22tp8eghOs2ZrZiVzyLLCnPEK.I1iKSbOQL9icAXWX)

In attendance were Leigh Jackson (Recreation Department Director); Jon Lewitus (Assistant Director); Justin Lawson (General Manager and Pro at the Putterham Meadows Golf Course); Gerry Kelly (Business Manager of the Recreation Department); Alexandra Vecchio (Director of Parks and Open Space); Nancy O'Connor (Vice Chair, Park and Recreation Commission); Charlie Young (Assistant Town Administrator for Finance); members of the Capital Subcommittee, Carlos Ridruejo (Chair), John Doggett, Harry Friedman, Pamela Lodish, and Amy Hummel; and members of the public, Carolyn Thall, Richard Nangle, Jane Flanagan, Gerry Kelly, Jim Carroll, Antonia Bellata, Carla Benka, and Hugh Mattison.

**Summary:**

The proposed FY 24 budget of the **Recreation Department** is \$1,200,056, representing a essentially level funding with a \$5,017 increase over the previous year, attributable to changes in electricity, natural gas, gasoline, diesel and water utility estimates.

The proposed FY 24 budget of the **Recreation Revolving Fund** is \$4,389,597, representing an increase in revenues and expenditures of \$295,898 (7.2%) over the previous year, with increases in salaries, services and utilities.

The proposed FY 24 budget of the **Golf Enterprise Fund** is \$2,517,574 representing a slight decrease in expenditures and revenue of \$62,886 (-2.4%) over the previous year.

**Recommendation:**

The Capital Sub-committee voted in favor of the three budgets 5-0-0 for:

- Recreation Department budget of \$1,200,056
- Recreation Revolving Fund budget of \$4,389,597
- Golf Enterprise Fund budget of \$2,517,574.

**Summary Financial View:**

Shown below are the revenues and expenses and cost recovery of the Recreation Department, the Recreation Revolving Fund and the Golf Enterprise Fund:

Revenues		FY23	FY24
General Fund		\$ 132,000	\$ 132,000
Revolving Fund		\$ 4,093,699	\$ 4,389,597
Golf Enterprise Fund		\$ 2,580,459	\$ 2,517,574
<b>Total</b>		<b>\$ 6,806,158</b>	<b>\$ 7,039,171</b>
Expenditures			
General Fund		\$ 1,162,787	\$ 1,200,085
GF Benefit Estimate		\$ 390,745	\$ 396,696
Revolving Fund		\$ 4,093,699	\$ 4,389,597
Golf Enterprise Fund		\$ 2,580,460	\$ 2,517,574
<b>Total</b>		<b>\$ 8,227,691</b>	<b>\$ 8,503,952</b>
<b>Cost Recovery</b>		<b>82.70%</b>	<b>82.80%</b>
<b>GF Subsidy</b>		<b>17.30%</b>	<b>17.20%</b>

**Budget Reviews:**

**Recreation Department Budget**

Below is the department’s FY23 and FY24 budgets for comparison:

Recreation Department Budget				
	FY23	FY24	Delta	%
Salaries	\$ 877,435	\$ 884,089	\$ 6,654	0.76%
Services	\$ 23,037	\$ 23,037	\$ -	0.00%
Supplies	\$ 86,480	\$ 86,480	\$ -	0.00%
Other	\$ 12,400	\$ 12,400	\$ -	0.00%
Utilities	\$ 192,687	\$ 191,050	\$ (1,637)	-0.85%
Budgeted Capital	\$ 3,000	\$ 3,000	\$ -	0.00%
<b>Total</b>	<b>\$ 1,195,039</b>	<b>\$ 1,200,056</b>	<b>\$ 5,017</b>	<b>0.42%</b>

With this budget the department will be back to pre-Covid levels. The small change from last year, is accounted by increase in salaries.

Commenting on the department’s FY23 goals and accomplishments, the Recreation Director noted:

- 50% completion of the CAPRA (Commission for Accreditation of Parks and Recreation Agencies) accreditation process which will take another two years to complete
- Executed Community Engagement plan
- Begun implementing equity goals
- Completed Preliminary Ice Rink feasibility study

**Recreation Revolving Fund**

Recreation Revolving Fund				
	FY23	FY24	Delta	%
Salaries	\$ 2,562,700	\$ 2,715,270	\$ 152,570	5.95%
Services	\$ 584,212	\$ 666,394	\$ 82,182	14.07%
Supplies	\$ 243,484	\$ 243,484	\$ -	0.00%
Other	\$ 98,625	\$ 98,625	\$ -	0.00%
Utilities	\$ 134,248	\$ 149,583	\$ 15,335	11.42%
Budgeted Capital	\$ 10,430	\$ 55,430	\$ 45,000	431.45%
Transfer to GF	\$ 460,000	\$ 460,811	\$ 811	0.18%
<b>Total</b>	<b>\$ 4,093,699</b>	<b>\$ 4,389,597</b>	<b>\$ 295,898</b>	<b>7.23%</b>

Shown here is a comparison of the FY23 and FY24 Recreation Revolving Fund budgets. It is important to note that the Revolving fund, like its cousin the Golf Enterprise fund are both paid for by external fees and do not draw on or affect the General Fund. Services increased as an ice rink consultant is estimated at \$25,000, cleaning company \$15,000, and additional vendor support at \$20,500. Budgeted capital was increased to account for a new van. Though, while there is an increase in expenses, this will be offset by increased revenue and potential increase in various fees.

Shown here are the performance indicators for the Recreation Revolving fund:

PERFORMANCE / WORKLOAD INDICATORS					
	ACTUAL FY2021	ESTIMATE FY2022	ACTUAL FY2022	ESTIMATE FY2023	ESTIMATE FY2024
<b>Community Engagement</b>					
<b>Total Participants Per Year By Facility:</b>					
Soule Childcare	43	43	53	45	55
Kirane Aquatics Center	7,937	9,257	19,324	20,000	20,000
Ice Rink (open skate - user days; 1 person *2 visits = 2 user days)	11,000	10,358	4,830	17,940	17,940
<b>Days of Year We Offer "OST" Programming:</b>					
After School (all school year & additional)	16	40	40	40	40
Vacation Week (total#)	60	36	103	70	105
<b>Diversity and Inclusion</b>					
<b>Total # of Participants by income:</b>					
Total # of state vouchers	0	0	5	5	8
Total # of BREC scholarships	90	113	179	200	220
Total amount awarded	\$36,000	\$47,056	\$54,945	\$80,000	\$90,000
<b># of Participants by Age (User Days):</b>					
# of senior participants aged 65+	140	2305	2064	2610	2703
# of participants aged 55 - 65	609	2073	1609	1718	1890
# of young adult participants	1405	9387	3604	1837	3545
# of children participants	5,862	4533	8,312	6,684	10,695
<b>Total # of Participants by zipcode:</b>	TBD	TBD	TBD	TBD	TBD
<b>Sustainability and Nature</b>					
<b>Total # of Est. Participants:</b>					
Kindergarten: Fall Bulb Planting (w/BPS & Parks and Open Space Division)	N/A	N/A	N/A	N/A	600
First Grade: Spring Insect Field Trips (w/BPS)	N/A	N/A	N/A	600	600

Revolving Fund accomplishments:

- Retained earnings replenished to pre-pandemic levels
- Continued to grow new programming to include Metrocraft, LEGO engineering, Writing Wizards and filled these new programs to capacity
- Added Space Street hockey, volleyball, rugby and expanded Pickleball offerings

- Added private swim lessons

### Golf Enterprise Fund

Shown below is the Golf Enterprise Fund budget, comparing FY23 to FY24:

Golf Enterprise Fund				
	FY23	FY24	Delta	%
Salaries	\$ 736,086	\$ 875,572	\$ 139,486	18.9%
Services	\$ 373,760	\$ 438,060	\$ 64,300	17.2%
Supplies	\$ 382,500	\$ 481,000	\$ 98,500	25.8%
Other	\$ 34,600	\$ 34,600	\$ -	0.0%
Utilities	\$ 135,880	\$ 137,741	\$ 1,861	1.4%
Budgeted Capital	\$ 176,000	\$ 170,642	\$ (5,358)	-3.0%
Capital	\$ 350,000	\$ -	\$ (350,000)	-100.0%
Debt Service	\$ 156,135	\$ 119,721	\$ (36,414)	-23.3%
Transfer to GF	\$ 235,519	\$ 260,238	\$ 24,719	10.5%
<b>Total</b>	<b>\$ 2,580,480</b>	<b>\$ 2,517,574</b>	<b>\$ (62,906)</b>	<b>-2.4%</b>

Salaries increased due to seasonal labor being paid a higher rate of living wage. Services and supplies were up due to credit card charges, Pro Shop supplies for new logo Fund changes, funding for 5 events, increased cost for agricultural supplies and the addition of more robotic mowers.

The decrease in golf course improvements of \$350,000 is related to the Club House Master Plan. The Department utilized retained earnings to close FY22, due to a timing of the US Open check which arrived after the financial year ended; FY23 had \$475,000 transferred in, thus not enough free cash for FY24 to fund Clubhouse Capital Improvements.

The decrease in debt service is due to the fact that the existing bond fund has not planned to be tapped in FY24. The plan is to access it in FY24 for Golf Course Landscape Master Plan.

In terms of revenue, Green fees are anticipated to increase by \$240,000 by reducing tee times and increased sales.

Golf Enterprise Fund accomplishments in FY23:

- Launched a cross country ski and Snowshoe program
- Completed the Landscape Master Plan Development process
- Introduced two robotic electric mowers to reduce carbon emissions
- Commenced the development of the Clubhouse Master Plan
- Supported community engagement through the provision of free programs for BHA residents
- Established a partnership with the Country Club on establishing The First Tee in Brookline
- Hosted several community events such as “Movie Night on the Range” and “Harvest Fest”

Here are the performance indicators for the Golf Enterprise fund actual FY22 and forecast for FY24:

	ACTUAL FY2021	ESTIMATE FY2022	ACTUAL FY2022	ESTIMATE FY2023	ESTIMATE FY2024
<b>Golf Course</b>					
<b>Total Rounds of Golf</b>					
18 hole Rounds of Golf	24,546	20,000	15,324	17,600	19,000
9 hole Rounds of Golf	11,599	10,000	10,098	14,730	17,700
<b>Total =</b>	<b>36,145</b>	<b>32,000</b>	<b>25,422</b>	<b>32,330</b>	<b>36,700</b>
<b>Revenue per Round of Golf</b>	<b>\$71.01</b>	<b>\$59.73</b>	<b>\$74.85</b>	<b>\$62.26</b>	<b>\$64.44</b>
<b>Cost per Round of Golf</b>	<b>\$56.58</b>	<b>\$57.76</b>	<b>\$73.02</b>	<b>\$54.96</b>	<b>\$54.96</b>
<b>Driving Range</b>					
Total Bucket Sold	42,310	42,000	36,453	38,000	41,550
Total Bucket Sales	\$469,164.99	\$399,767.00	\$448,381.85	\$442,500.00	\$519,375.00
<b>Other Community Event Participants</b>	<b>0</b>	<b>1500</b>	<b>1200</b>	<b>3500</b>	<b>4700</b>

It is anticipated in FY24 that the number of golf rounds sold is 36,700 and on the driving range 41,550 buckets of balls.

### Department FY24 Vision and Plans

The vision of the Department is to focus on being the premier provider of municipal recreation programs in the Northeast. The department is looking to broaden programs outside of sports. Focus will be on improvements, particularly in marketing.

For the General Fund they will continue the accreditation application with CAPRA, improve equity goals, add an outdoor classroom at the Recreation center and renovate Soule courtyard.

For the Revolving Fund provide a mobile recreation program and support training initiatives.

For the Enterprise Fund, phase in golf capital improvements and continue to reduce fossil fuel consumption. In conjunction with Norfolk County implement a work release program for inmates focusing on developing vocational skills and develop an intern program with BHS and the Teen Center.

### Discussion:

The Sub-committee discussed various aspects of the three budgets with the Director. Questions were asked about hiring and what the Director thought were the biggest risks to achieving the FY24 goals. Weather is the greatest risk to achieving department goals, as the golf and many other programs take place outside. In terms of hiring, it has been a mixed bag. Some positions are easily filled while others, such as teacher availability for after school programs remain difficult. There was some discussion on plans for a potential recreation center which, while needed, was focused today on the preliminary consulting ice rink location report.

On the ice rink, questions were asked about availability of the temporary chillers and whether these could be extended two weeks or so. The Director responded that, while it is possible to consider a longer period for the temporary chillers, the sun is too high at this time of year to keep the ice solid, so it is really not feasible. A question was raised about the use of a third party to gather family information at program registration and potential security issues. The Sub-committee was advised to consult with the IT Department, since that department dealt with data security.

Concerning the late receipt of the US Open check impacting the Golf Enterprise Fund, a committee member asked how much the US Open organization paid the Town. \$267,000 was paid for loss of revenue in June and \$150,000 paid as rental fees for facilities.

Additional questions submitted by the Sub-committee follow in appendices 1 ,2 and 3 below.

APPENDIX 1

Recreation Operating Budget – FY 24  
Town Administrator’s Recommendation - \$1,200,056

Capital Subcommittee Questions

- 1. Are there any vacancies in the Recreation Department?
  - o Which positions and for how long have they been vacant?
  - o Are they affecting operations?
  - o Why do you think they have been difficult to fill?

Resource Manager, for over a year this position has been vacant. Yes, we have divided the duties for over a year. The DH is taking on the facility management direct aspects (maintenance requests and custodian management) and the Assistant Director has taken on managing the ice rink portion while it is in season. The Selection Committee for interviews has not had an application that we think would be successful in the role, post-interviews.

- 2. What impact has COVID had on your department's staffing and services in the past year?

Numerous people in the office full-time and part-time staff have contracted a COVID variation and have been out of the office sick. Shift coverage has turned into an almost regular acrobatic maneuver. Our facility directors and program directors are doing their very best to handle these additional stresses and it is becoming the norm. We do sometimes get into shift coverage issues and have to cancel a program, but rarely.

Also, we do still have one Recreation Leader role that we laid off during the pandemic, that hasn't been brought back, but that has been true for years now.

- 3a. The proposed budget shows an increase of approximately \$5,017 over the previous year.

Please describe the changes in the budget for this increase

Salaries increased by \$6,654  
Utilities decreased by \$1,637

- 3b. What cost recovery percentage is anticipated for FY 24? In past years the primary impediments to reaching full cost recovery resided in the cost of operating the aquatics center and the skating rink.

82.8% Cost Recovery

- o What is the combined deficit of those two facilities expected to be in FY 24?

\$403,613

	<u>Aquatics</u>	<u>Skating Rink</u>
General Fund Expenses	\$529,086	N/A
Revolving Fund Expenses	\$622,721	\$319,934
Revolving Fund Revenue	\$764,108	\$304,020
	(\$387,699)	(\$15,914)

- Is the Eliot Recreation Center projected to have an operating deficit in FY 24?

Yes - \$971,807

	<u>Aquatics</u>
General Fund Expenses	\$670,970
Revolving Fund Expenses	\$617,152
Revolving Fund Revenue	<u>\$316,315</u>
	(\$971,807)

NOTE: The general fund portion covers the admin expenses of Eliot (Full-Time Salaries, Utilities, etc.) the Revolving fund portion covers the programming side of Eliot, and has its own cost center "Eliot."

4. Does the Town Administrator's FY 24 Budget recommendation reflect the Department's request?

If not, what was not funded?

No, it doesn't. We asked for several positions that did not make the budget. We asked for a Deputy Director, Engagement Coordinator, and Custodian to clean the Tappan Gym and new community room.

It wasn't included in the budget, because it didn't fit into the General Fund budget. Therefore, we added the Pool Supervisor into Revolving (hope to move it into the General Fund in future years) and a part-time position in Community Engagement, to support the Park and Recreation Commission's public notice postings, agenda setting, and note-taking. We have also added a part-time custodian to better manage cleaning all of our facilities without over-taxing our current custodians and to have backup when a custodian is out on vacation, sick, or leave.

5. What have been the significant changes in your department this past year?

- What, if any, operational concerns do you have?
- Are there some parts of the operating budget that you believe are underfunded?

Meeting the goals of community engagement, while not stretching ourselves too thin. Having more senior leadership on the team to help with training and ongoing daily support for our newer staff that are transitioning in with less experience. Are Strategic Plan called for many positions, but we do need another full-time custodian, a deputy director, a full-time Community Engagement Coordinator, and another administration position.

6. Were you able to accomplish your FY23 objectives?

- If not, what were some of the identifiable barriers? Yes
- What were three key successes for the department in the past year?
- 50% complete with CAPRA
- Implemented CE across Recreation Department
- Implementing Equity Goals – Starting January 2023

- Added a Temp Community Engagement Coordinator
- Completed Preliminary Ice Rink Feasibility Study project with Parks and Open Space Division

7. What are the best ways to measure your department’s success in terms of effectiveness and efficiency?

What do you see as the three most important measurable objectives for the department in the coming year?

- Continue toward CAPRA Accreditation
- Continue implementation of Equity Goals across the department
- Continue to build on the quality of programming & fill rate

8. Has your department received any grants or other outside funding?

- ARPA Funding for our Equity Initiative - \$500,000 across 2 years, up to 65%AMI as financial aid support.

	# of FREE spots	# of people inquiry/# of people sent forms	# of people returned forms	# of people told secured spot	Registered
Summer 2022	20	n/a	25	30	30
Fall 2022	150	109	90	148	140
Winter 22 - 23	150	108	95	142	137
Spring 2023	500	66 (as of 2/8)			

- \*Highest demand so far is for swim classes, followed by basketball
- We are currently surveying past attendants to learn more information to adapt future programs

- Yes – EEC Grant for Soule Early Childhood - \$157,657.48

9. Are there needs that you would like addressed in the department’s operating budget in the coming 3-5 years?

If the hiring landscape continues to be volatile and positions remain hard to hire, continuously transitioning, or if there is demand on our time with future warrant articles, and requests from the



community to grow in scope or services, I think we need more experience and expertly skilled leadership staff. The Strategic Master Plan assessed 2019 the staff structure and suggested a Deputy Director and a Pool Supervisor, as well as a couple more positions. I think these two positions will be necessary for the next 3-5 years to address the above and keep risk management in check. Potentially a Health and Wellness Rec Leader role too.

10. What are the advantages of CAPRA accreditation and approximately how much staff time is devoted to achieving accreditation?

15% of Resource Manager – no real progress over 2023 due to not having the position filled. The process of going through the accreditation is the true advantage. We have many outdated internal policies that need updating, and internal processes that need to be written down and trained. Once the process is complete we will have current, and written policies and procedures that we can train to.

11. What are Recreation's Equity Goals and how are they being implemented?

We have a complex plan and will share it in an addendum, Addendum 1. Essentially we have 3 large goals, and several objectives set to meet those goals. We delayed implementing in 2022 because we were too short of staff, so start our real work on this project in January 2023. The goals are being implemented with the leadership team – senior level staff- leading the way, and all full-time staff participating to support accomplishing the objectives.

12. In the past year, have there been any Town Meeting-approved resolutions or warrant articles that impact Recreation operations and for which the funding necessary for implementation was not provided?

If so, what was the shortfall?

- Preliminary Ice Rink Feasibility Study projects – for projects and next steps, no source of funding is identified except...
  - The Recreation Department has \$20,000, plus a \$5,000 contingency in consulting to do a program study for the future rink in FY24.
- WA 26/Equity Initiative – no source of clear funding identified from the Town budget to continue the Brookline Recreation Equity Initiative (which is separate from our Department “Equity Goals”) after round 1 of ARPA is expended.
- The outdoor pool resolution in 2021 and subsequent Town Meeting vote to do the feasibility study in November of 2022, there was no funding identified. This project did not make Recreation's FY24 CIP. The Park and Recreation Commission is interested in a comprehensive site study, across Park and Recreation, that includes all the needs that have been requested (including pickleball courts, and athletic fields) and that will likely land in CIP when we begin to plan for FY25 Budget.

**APPENDIX 2**  
**Recreation Revolving Fund- FY 24**  
**Total Budget: \$4,389,597**

**Capital Subcommittee Questions**

1. Are there any vacancies in programs supported by the Revolving Fund?

- Which positions and for how long have they been vacant?
- Are they affecting operations?
- Why do you think they have been difficult to fill?

We were unable to open our After School Program due to a lack of applications from qualified teachers during our hiring season. Based on our RFP, we made a recommendation to Park and Recreation Commission last week, 3/8/23, on an organization to run and After School Program at Eliot Recreation starting in the fall. The contract is now in process of being awarded. We have also had difficulty hiring qualified full-time and part-time teachers.

We are constantly on the search for more lifeguard and instructors at the Evelyn Kirrane Aquatics Center.

Other than that, we have had staff transition in and out across the last year, similar to other town departments. We have been able to fill the vacancies, but find the Aquatics, Soule, and Summer Camp staffing are our areas of highest concern.

2. What impact has COVID had on the Revolving Fund's staffing and services in the past year?

Still down one Recreation Leader that we laid off during COVID. We restructured and are utilizing our current team until we can generate enough funds to rehire a full-time Recreation Leader – Health and Wellness.

3. The proposed budget shows an increase in revenues and expenditures of approximately \$295,898 over the previous year, with increases in salaries, services, and utilities. There is also an \$811 increase in transfers to the General Fund.

- Please explain the small increase in transfers into the General Fund – **benefits increase across staffing**
- Do you feel this budget adequately covers current and anticipated cost increases due to inflation? **yes**

4. What have been the significant changes in staffing and programming this past year?

- What, if any, operational concerns do you have?
- Are there some parts of the budget that you believe are underfunded?

We have onboarded 2 new full-time Recreation Leaders in the past year. Concerns relate to experience in the field. We have seen the Aquatic Supervisor transition in and out of BREC, and hiring for that position has been difficult. We have a lack of lifeguards applicants and interest. This impacts our ability to serve the public and meet demand at the pool, so we have added another Supervisor to help meet that need. We don't have concern that we are underfunded at this point.

4. Were you able to accomplish your FY23 objectives?

- If not, what were some of the identifiable barriers?
- What were three key successes in Revolving Fund operations and programs in the past year?

Yes,

- Completed Preliminary Ice Rink Feasibility Study project with Parks and Open Space Division
- Continued to grow our new programming at Tappan Community Room and across the Department to include Metrocraft, LEGO Engineering, Writing Wizards, Expert Architects, Street Hockey, Volleyball, Futsal, Rugby, and Junior Pickleball.
- Filled new/additional programs to capacity: LEGO Engineering, additional private swim lessons, & additional Equity Initiative water-based classes also filled well. Expanded Pickleball offerings, by adding more courts of play, more hours, and night Pickleball under the lights at Waldstein Courts.
- Replenished Retained Earnings to pre-pandemic levels

5. What are the best ways to measure the operations and programming successes in terms of effectiveness and efficiency?

I think the best way to measure is by staying within our budget, offering a wider range of diversity, and replenishing our retained earnings to pre-pandemic show our success.

6. What do you see as the three most important measurable objectives for the Fund-supported operations and programs in the coming year?

- Renovate the Soule Courtyard/Outdoor Classroom Space (CIP)
- FY24 Budget recommendation would support mobile recreation where a recreation leader brings a van full of equipment and supplies to offsite areas such as housing locations and parks and open spaces.
- Continue to support training initiatives to continue to focus on quality in programming options and delivery

7. Has the Fund received any grants or other outside funding?

- ARPA – \$500,000 across programs areas in the revolving account, up to 65% AMI for financial aid support.
- EEC Grant for Soule Early Childhood - \$157,657.48

8. Are there needs that you would like addressed in the Fund's operations and programming in the coming 3-5 years?

1 more recreation leader – 100% health and wellness (physical, social, mental)

## 9. KIRRANE RINK

- When will a decision be made regarding the rink's operation next year?
  - If it is to reopen, what is the projected impact on the budgets of the Revolving Fund and DPW?
  - If it remains closed, what is the projected impact on the above-mentioned budgets and any other departmental budgets (Athletic Program at the High School?)
- It is in the budget, and the Park and Recreation Commission voted to open it in FY24.
  - We anticipate losing between \$50,000 - \$100,000 operating the rink. \$600/hr.

## 10. FINANCIAL ASSISTANCE- Please list the financial assistance provided in the different programs you offer

- How many requests were there for full assistance? For partial assistance?
- How many requests for full assistance were granted? For partial assistance?

Requests are not broken down by full or partial since we generally only give partial until ARPA kicks in. Below is what we gave for scholarships.

- I'd like to start off with notes for our Summer Camp program.
  - -Every year we apply for a grant through the Brookline Community Foundation and with this grant we were able to send 12 children to camp for free through Brookline Community Mental Health (BCMh). BCMh additionally funded 7 children to camp.
  - -In addition to this BREC offered free camp to an additional 24 BCMh children who weren't covered by the grant.
  - -3 children received free camp through the voucher program
  - -12 additional STS students were able to get free camp at the Park School Summer Program through a partnership between Park School and the Town of Brookline.
  - -BREC also gave an additional 39 children a partial scholarship to camp
- -We have given 159 students partial scholarships to programming other than camp.
- Please reference the ARPA section on the Recreation Operating Budget questions for data on the participants.

## 11. In the past year, have there been any Town Meeting-approved resolutions or warrant articles that impact the Revolving Fund but for which additional funding was not provided? If so, what was the shortfall?

WA 26 went to The Park and Recreation Commission. The Park and Recreation Commission formed a subcommittee of approximately 14 members of our community. The finance group recommends an additional 1mil. Recreation Department asked round 2 ARPA request of 800,000.00 + and it did not get approved. The financing is currently in discussion to maybe make a separate stand-alone override vote on the May ballot. Public hearings will be on 3/14; SB votes on 3/21.

## 12. How does the Recreation staff facilitate the access of children and adults with limited English proficiency to Recreation programs and other services?

We publish our Equity Initiative marketing material in several languages, and as a need presents itself, we contact DICR and ask for supportive language services.

**APPENDIX 3**  
**Golf Enterprise Fund – FY 24**  
**Operating Budget - \$2,517,574**

**Capital Subcommittee Questions**

3. Are there any vacancies in programs supported by the Enterprise Fund?

- Which positions and for how long have they been vacant?
  - We are short 1 full-time employee, our Equipment Technician. We haven't been able to fill this position, approaching almost a full year due to the current labor market and our compensation package.
- Are they affecting operations?
  - Yes, this is a critical operational employee whose duties have had to be picked up by existing employees. This has prevented us from being operationally efficient and maximizing the operating capacity of the golf course.
- Why do you think they have been difficult to fill?
  - Our current compensation package is not competitive in this labor market.

4. The proposed budget shows a decrease in revenues and expenditures of \$62,886 over the previous year. What is causing this decrease?

The proposed budget shows a decrease because we have removed a potential capital improvement program that was budgeted for in FY23. This program was supposed to be in the budget for FY24, but our certified free cash fell below what would be necessary to include it in FY24. When considering this capital program was \$350,000 in FY23, there could be an implied increase of revenues in FY24 over FY23 of approximately, \$287,114.

5. What have been the significant changes in staffing and programming at the Golf Course this past year?

- What, if any, operational concerns do you have?
  - While adding the potential of a significant program in FY23 of snow sports, we were disappointed not to be able to execute it in FY23 due to a lack of useable snowfall and hope to be able to in FY24. We don't have any operating concerns
- Are there some parts of the budget that you believe are underfunded?
  - While there are struggling labor market conditions for internal labor, it is essential that external service providers are well funded. Having our landscape services funded with more resources would be hopeful for filling the labor shortage gap.

6. Were you able to accomplish your FY23 objectives?

We were able to achieve most of our objectives with the exception of an intern program with the high school.

- If not, what were some of the identifiable barriers?
  - The biggest barrier was a lack of available staff time to develop the program. Due to the number of other initiatives, town meeting warrant articles, the US Open, a landscape master plan, and short staff, we decided to focus on the above.
- What were three key successes in Revolving Fund operations and programs in the past year?
  - We pride ourselves on focusing on three key points in the Enterprise Fund:

- Customer service
  - Pace of play
  - Experience.
- For all three of these pillars, the Enterprise Fund invests significant resources and makes operational decisions with the goal to sustain and create continual improvement. If we can achieve each of these goals with every guest coming on the property, we'll continue to have a sustainable and thriving Enterprise Fund.
7. What are the best ways to measure the operations and programming successes in terms of effectiveness and efficiency?
- The best ways to measure success are “rounds of golf”, buckets of range balls sold, food & beverage revenue, and days closed due to flooding. All of these along with several other KPI's give us a chance to monitor and measure our business practices. With the General Manager beginning tenure in 2020, there is not a consistent stream of previous data, in which trends can be measured and evaluated. Since 2020, data has been consistently collected and now is being measured and utilized.
8. What do you see as the three most important measurable objectives for the Golf Course operations and programs in the coming year?
- The three most important measurable objectives for the enterprise fund will be:
    - Rounds of Golf: We are going to increase our capacity on the golf course in an effort to increase our rounds of golf. This will hopefully offset increasing expenses across the board without raising fees. Our goal is 36,700 rounds in FY24.
    - Buckets of Range Balls: Maintaining a steadfast business on the range is absolutely critical to achieving success. We are forecasting 41,550 buckets in FY24.
    - Community Event Participants: Maintaining our pursuit of being more than a golf course, 4700 participants in non-golf community events will be part of our core objectives. We have several small to major events planned to help us reach that goal.
      - Bloomin & Movin | 500
      - Sunset Concert | 1,500
      - Movies on the Range | 800
      - Harvest Fest | 1,200
      - Winter Snow Day | 700
9. Has the Golf Course Enterprise fund received any grants or other types of outside support?
- The Golf Course Enterprise fund has recently received a donation of \$50,000 from an anonymous member of the greater community. This donation is a donation to match other future donations by the golfing community to enhance the construction resources for our landscape master plan. These funds will allow us to continue to invest in additional forward tees, allowing beginners & slower swing speed golfers an enjoyable golf experience.
10. Are there needs that you would like addressed in the Golf Course's operations and programming in the coming 3-5 years?
- We dream about the idea of having a safe way to access the property and connect the surrounding neighborhoods. The only safe way to get to the property is by vehicle.

- We have an opportunity to partner with the Friends of Putterham Woods and make it a community asset.

11. Is any financial assistance offered in the form of substantially reduced rates to play a round of golf or to practice at the driving range?

The golf course currently offers discounts for Junior Golfers, Senior Golfers, and Students.

12. In the past year, have there been any Town Meeting-approved resolutions or warrant articles that impact the Golf Course's operations or programs but for which additional funding was not provided? If so, what was the shortfall?

Recently, in FY23, there was Warrant Article 39 that was filed to concerning our Landscape Master Plan process. While supporting the demands of the warrant article filing, it pulled staff resources away from the operation and it caused a significant delay in completing the development of The Plan. Because of the delay, eventual construction has now since been pushed back to future years due to the amount of permitting required for construction work on the golf course itself.