

Service Levels & Seasonal Staffing

We are conducting a detailed review of seasonal staffing costs. This includes evaluating staffing levels by program, aligning labor hours with participation trends, and reconciling operating hours with available funding. Seasonal staffing provides flexibility, but it is directly connected to program availability, facility hours, and safety requirements. As funding decreases, service levels must be recalibrated to ensure that operations remain sustainable and compliant. Adjustments to operating hours and programming may be necessary as this review progresses. Reduction in program offerings, and service hours will be tied to a reduction of seasonal salaries, but will likewise reduce revenue generation.

Deferred Maintenance & Accumulated Costs

Some maintenance needs have been delayed in recent years to prioritize immediate operational demands. The financial impact of those decisions is now being realized.

As facilities and equipment continue to age, smaller issues that were temporarily managed are developing into larger repair or replacement needs. Mechanical systems, aquatic components, and equipment are showing signs of accumulated wear. Deferred maintenance does not eliminate expense. We are beginning to see those costs surface in more significant and less predictable ways.

Aquatic Center Investment

The Aquatic Center will require an unplanned and significant investment in order to be fully operational by opening day. We are currently awaiting cost estimates for replacement parts and assessing the scope of mechanical repairs required for safe and compliant operation. Until final pricing is received, a definitive figure cannot be provided. However, the expense is expected to be substantial and necessary to ensure the facility can open as scheduled.

Forecasting & Expense Management

Efforts are underway to improve month-to-month expense forecasting and provide clearer budget visibility. This includes more frequent budget-to-actual reviews and closer monitoring of maintenance expenditures.

Forecasting presents challenges in two primary areas:

Maintenance operations are inherently reactive. Equipment failures, emergency repairs, and weather-related impacts do not follow predictable patterns and can significantly alter monthly expense totals.

Additionally, larger, irregular purchases, such as mechanical components or equipment replacements, create expense spikes that make month-to-month comparisons difficult. Despite these challenges, the department is committed to strengthening forecasting practices and maintaining transparency in financial reporting.