

**BEACON FALLS PARK AND RECREATION COMMISSION  
SPECIAL MEETING  
MARCH 9, 2016**

**SUBJECT TO APPROVAL**

**CALL TO ORDER**

S. Ruhl called the Special Meeting of the Beacon Falls Parks and Recreation Commission to order at 7:05 PM.

COMMISSIONERS PRESENT: S. Ruhl, B. Egan, M-E Fernandes, J. DeGennaro, A. Sirowich, D. Ferretti

COMMISSIONERS ABSENT: None

OTHERS PRESENT: James Huk, Chris Doiron, Derek Palange, Lori Ewen, Jeff Fencil, 1 more member of the public

S. Ruhl stated the purpose of the meeting was to review and discuss the RACBL's proposal for the operation of the Sugar Shack for the upcoming season. He explained that the Commission would not make a decision tonight, but will take all of the comments made tonight under consideration.

James Huk of Terese Lane provided the Commissioners with the attached proposal from the RACBL on the operation of the Sugar Shack. He did not intend to review the proposal line by line, but hoped that the Commission would review it in detail. J. Huk explained that he had copies of the proposal for anyone who wanted to see it, and hoped to answer any questions and provide clarification on the RACBL's position.

He continued by noting that, in the past, the relationship between the Robert A. Cole Baseball League (RACBL) and the Beacon Falls Softball League (BFSL) with regard to the operation of the Sugar Shack has been a 50/50 unwritten agreement. J. Huk explained that last season the majority of softball league events were not held at Pent Road, while the majority of the games, practices, and events at Pent Road were hosted by the RACBL. The Sugar Shack Committee was chaired by an RACBL parent, Anna Dutkanicz, and the overwhelming amount of the labor in the Sugar Shack last season was provided by parents from the RACBL. The RACBL does not intend to enter into another agreement with Softball League where 50% of the proceeds are given to an organization that has not completed 50% of the labor.

James Huk went on to explain that the RACBL is not seeking to hoard the proceeds from the Sugar Shack. They wish to put controls in place so there is an equitable return for what people worked. The RACBL would track the hours/shifts worked, with greater accountability, invite different organizations to participate in volunteering in the Shack and the proceeds would be fairly appropriated. This would improve volunteerism in the Sugar Shack and also keep Parks & Recreation's role in the operations as minimal.

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Derek Palange, explained that as President of RACBL, he is participating in the meeting as a member of the public. He stated that the Sugar Shack bank account and RACBL bank accounts are kept separate and they will always be separate accounts.

Chris Doiron of 10 Fawn Hill Road, as former President of the BFSL, stated that without going into the past, BFSL eventually received last season's monies from the Sugar Shack Committee. He admitted that participation was down last season, and that BFSL received many requests to work the Sugar Shack at the last minute and there were unable to get volunteers. Due to their lower numbers, BFSL merged with Prospect Little League last year in order to field enough softball teams and games were scheduled independently by a third party. Although they requested that 50% of games be held at Pent Road, the majority of the games were not there.

Softball did bring in two large weekend tournaments to Pent Road, which generated a lot of revenue and they also worked the Shack on the 4<sup>th</sup> of July. C. Doiron explained that when he spoke with Mr. Huk, he hoped the leagues could work collectively. In the past there have been years when the relationship was not 50/50 and BFSL have been the primary people working the Shack. The trend has been to have 3-5 motivated members of the Sugar Shack Committee working for both leagues.

C. Doiron went on to explain that there is a new board for the BFSL and the new members will be voted in shortly and they have reached out to Anna Dutkanicz about working in the Sugar Shack this year. They are willing to provide a fair amount of labor. The Sugar Shack Committee has worked in the past and he would like to see it continue.

James Huk stated the proceeds of the Shack should go to the labor, not the buyer. Proceeds should go to those who are responsible for its operations. He plans to put a fully open and transparent system in place, with daily reports and terms which are agreed upon in advance. The system is simple, in that those who work in the Shack get the profits.

J. Huk also questioned the organizational structure of the BFSL, as they are now under the umbrella of Prospect Little League and therefore, are they truly a Beacon Falls organization. Valley Fusion competition team is also not a Beacon Falls based organization.

He continued by stating that there is no Sugar Shack agreement currently in writing and nobody truly knows what the actual agreement between the leagues is. RACBL needs terms in writing before they will proceed. RACBL owes this to the parents of their league who pay their registration fees and have been supporting and running the Sugar Shack. This is not a power move, but a move towards fairness.

J. Huk noted that the RACBL cannot do business in the way the Sugar Shack operated last year, without a fair division of labor, and the relationship between the leagues will not work in the long term. He recognized that the BFSL is in better shape than it was last year, but they need to get the Shack up and running for the season and the RACBL will not do anything until this matter is settled.

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Chris Doiron stated, with regard to the tournaments, members from the Softball League did work the tournaments. He asked, when Mr. Huk is no longer Treasurer of the RACBL, how easy will it be for someone else to keep the controls and system in place. James Huk added that his proposal on the Sugar Shack was brought before the RACBL board and was just approved last night.

Chris Doiron responded that with regard to BFSL and their relationship with Prospect Little League, Beacon Falls' monies are kept in a separate account and expenses are divided proportionally, based on the percentage of girls participating. Valley Fusion's account is also kept separately. He agrees that perhaps the agreement between the leagues should be written down. He does not believe that the number of games each league holds at Pent Road should be the deciding factor. BFSL has a better new board coming in and they are willing to participate. He does not agree that a third party coming in to run the Shack is a good option because prices would go up, as a result and negatively impact families who eat there.

Lori Ewen of Avenue E Extension, soon-to-be elected President of the BFSL, stated that she has reached out to Anna Dutkanicz and she is very interested in participating in the Sugar Shack process. Her contact information for the record is: [iveeturtle@sbcglobal.net](mailto:iveeturtle@sbcglobal.net).

Chris Doiron asked about the monies which remain in the Sugar Shack account each year for startup. Derek Palange stated that start up monies are in the account. C. Doiron noted that if there was a change in the operation of the Shack, those start-up monies should also be equally divided by the Leagues. Both D. Palange and C. Doiron have spoken with past League presidents about the history of the Sugar Shack relationship. If there was any year in the past that the relationship was not 50/50, C. Doiron said he was not aware that one league benefited more than the other.

At 7:33 PM, Marla Scirpo, Clerk for the Inland Wetlands Commission entered the meeting and proposed the group move to the small conference room. Within a minute, she returned and stated that the meeting could remain in the Town Hall Assembly Room.

Chris Doiron clarified that when he spoke about equality, he meant that division of labor may not always have been 50/50 in the past, but the division of monies has always been 50/50 to his knowledge.

Derek Palange discussed with Sugar Shack members the appropriate funds which should remain in the account each season. The Sugar Shack Chairperson thought that it was unfair that Valley Fusion parents worked the Shack during the tournaments, but Valley Fusion did not receive any of the profits. The softball tournaments and the 4<sup>th</sup> of July did a lot of business.

James Huk restated that we need to move forward and RACBL does not want to run the Sugar Shack as it was run this past season. He agreed that throughout the years participation fluctuates. Baseball has done the majority of the work for several years now and RACBL will have the majority of the games at Pent Road this season.

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Jeff Fencil of 33 Pinesbridge Road, the new VP-elect of the BFSL, stated that he is excited to take over the league and the opportunity to take on seats on the Sugar Shack committee. They have a brand new board coming in and they just want the opportunity, they would like a chance to serve on the Sugar Shack Committee.

James Huk asked how many games BFSL expects to have at Pent Road this spring, as the number of games drives participation in operation of the Shack. Chris Doiron reiterated that they do not control the scheduling but they have requested games at Pent Road. It should not matter where their games are held, if Softball parents are working their shifts at the Shack.

Robert Egan stated that he has been in town for 38 years and his children went through the baseball and softball programs, so he was involved for many years. He has seen many ups and downs with participation between the boys and girls leagues and they have always found common ground. He understands there may be a need to reduce the agreement to writing and he hopes the leagues can meet in the middle to find a solution that works.

Steven Ruhl hopes to see a result that will benefit both the boys and girls of Beacon Falls.

Robert Egan noted that the leagues knew they had this issue last season and they chose to drop this proposal on the commission at the last minute. If the leagues cannot come to an agreement, he does not expect the issue will be resolved by Opening Day, especially if our Town Counsel becomes involved in order to document and review an agreement.

R. Egan urged the two leagues to get together and come up with a proposal which will work for both parties. He would encourage them to come to the Regular March meeting with a mutual agreement. If the leagues cannot find common ground and choose to leave it in the hands of the Parks & Recreations Commission, then most likely they will not have a decision before opening day.

James Huk explained that the timing of his proposal was such that 1 week ago he met with Chris Doiron regarding the distribution of the profits from last year, he brought the conversation back to his board last week, drew up the draft over the weekend, and it was approved by the RACBL just yesterday.

Robert Egan said that he did not agree, and shame on the members of the leagues for waiting until this point to bring it before the Commission. He believes the Leagues knew they had a problem and disagreement last year, and they sat on it until now.

James Huk said that BFSL is still putting together a new board and their status as a Beacon Falls based organization has changed.

Robert Egan again urged both leagues to sit down and meet to clear the air. Derek Palange offered some dates that he is available to meet with the new board members once they are elected next week. Robert Egan again stated that if they come together, work it out and that would be the quickest solution to have a resolution before Opening Day.

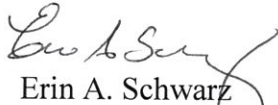
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S. Ruhl explained that the matter will be discussed at the Regular Meeting of the Parks & Recreation Commission on March 21<sup>st</sup>.

**ADJOURNMENT**

**A. Sirowich made a motion to adjourn the meeting at 7:55 PM. D. Ferretti seconded the motion. All ayes.**

Respectfully submitted,



Erin A. Schwarz  
Clerk, Parks & Recreation Commission

# Robert A Cole Youth Baseball League

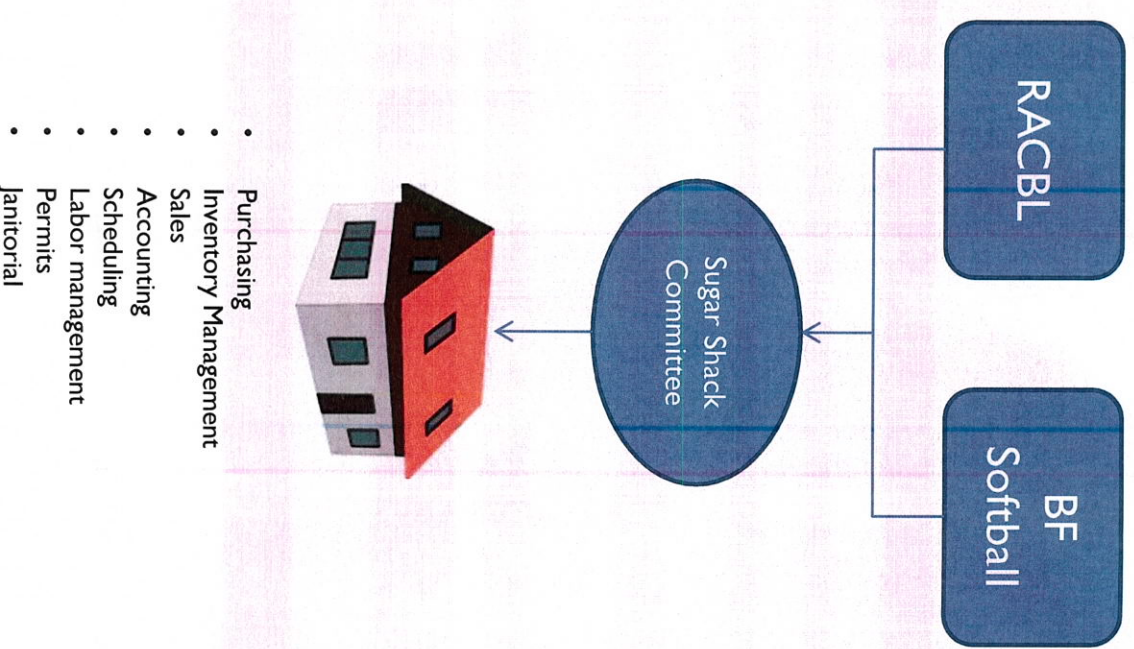
Proposal to Beacon Falls Parks & Recreation for the  
Administration of Pent Complex Facilities

# Summary

- ▶ For many years, Parks and Recreation has graciously allowed town-based organizations, particularly RACBL and Beacon Falls Softball, the right to use town-owned facilities at the Pent Complex without charge, provided these organizations administer the usage amongst themselves and distribute all proceeds equitably and to the benefit of Beacon Falls kids.
- ▶ The *Sugar Shack Committee* was formed as a joint organization comprised of members from RACBL and BF Softball with the sole purpose of providing this administration and financial management, with profits equally distributed to both leagues at the end of each season.
- ▶ Due to the change in organizational status of Beacon Falls softball and issues with the administration in 2015, RACBL will no longer participate in the *Sugar Shack Committee*.
- ▶ As a result, the administration of Pent facilities for the upcoming season across multiple organizations is no longer clear.
- ▶ RACBL proposes to fill the void created by the dissolution of the Shack Committee with clear, documented procedures and financial controls that will ensure equitable and fair distribution of generated revenue to all participating organizations.

# The "Sugar Shack" Committee

- ▶ This Committee was formed to ease the administration and financial management of the Shack for the benefits of the two leagues based in Beacon Falls with sole membership of our residents, and up until last year it served this function very well.
- ▶ The Committee is not a legal entity and has no governing documentation, policies, or procedures. As such, all agreements made by the Committee were effectively "handshake agreements" with no legal standing.
- ▶ The Committee, to varying degrees, has been comprised of members of RACBL and BF Softball, and the labor to generate the day-to-day revenue was supplied by the parents/guardians of each league's membership.
- ▶ By verbal agreement, all profits generated would be split evenly between the leagues, with a leave-behind of \$1,000 in the separate Committee account for the next season's startup costs.
- ▶ With the current, significant disproportion of labor and participation between the two leagues, this model no longer makes sense for RACBL.





# Handshake Agreement

- ▶ Little effort was spent to ensure there was equal participation from both leagues in Sugar Shack operations. As long as reasonable effort was taken to help with the many responsibilities, the 50/50 distribution was applied to all profits, especially as the ultimate beneficiary was the kids of Beacon Falls.
- ▶ “Administration” of the Sugar Shack is not just sales. It includes purchasing, preparation, inventory management, accounting, cleaning, cooking and stocking. Many of these tasks were typically done not by parent volunteers, but by the members of the *Sugar Shack Committee* for the entire year.
- ▶ Though none of this is written down, the agreement in place was clearly that the leagues share both the *labor* necessary to generate the revenue as well as the profit.
- ▶ It is not reasonable to think that any one organization would accept any arrangement with a significant disparity in the participation of one league over the other.

# Moving Forward

- ▶ RACBL was the sole organization with membership on the Sugar Shack Committee in 2015 and performed all of the administration duties necessary to keep it open.
- ▶ Based upon changes in scheduling for Beacon Falls softball, which greatly reduced its number of home games in 2015 at Pent, it is expected that RACBL will host an overwhelming percentage of the total events (games and practices) held there in 2016.
- ▶ As there is no longer an equal number of events and a significant change in the share of labor, RACBL can no longer participate in prior agreements and has withdrawn from the Sugar Shack Committee.
  - ▶ Anna Dutkanicz has resigned as the RACBL representative as the sole member of the Shack Committee. She has been made a member of the RACBL Board as Director of Sugar Shack Operations.
- ▶ RACBL's goal is to continue to perform the administration of the Sugar Shack facility, but under new, formally documented, equitable arrangements that reflect our level of effort.
- ▶ We welcome any organization that holds events at Pent to work with us to generate revenue for their Parks & Rec approved organization.

# Online Registration for Volunteers

- ▶ Getting help for our volunteers is a key priority for RACBL in 2016
- ▶ We are communicating to our membership that without their assistance in the Shack this season, we will simply have no choice but find other ways to maintain our revenue stream.
- ▶ To make the process as simple as possible, RACBL has developed an online sign up for Sugar Shack duty, which removes a common complaint of limited availability of shifts for the volunteers.
- ▶ They will be offered to take any shift available on the site
- ▶ Shifts will cover all RACBL events at Pent and can easily be expanded to include any other organization holding events there.

## Sugar Shack Signup

Sugar Shack revenue is a critical part of how RACBL keeps our costs the lowest in the Valley, and without it we will simply have no choice but to raise our registration fees beginning Fall 2016. We as a league are doing everything we can to avoid this, but we need help from our membership.

We have listened to our members and are working to improve the scheduling of the Sugar Shack. Typically, shifts were assigned directly to teams who then handed them out to the parents and asked them to sign up. This process was often complicated in many ways because of conflicting schedules, etc. Additionally it was always difficult to keep track of the trading between parents, RACBL has changed its process for Sugar Shack signing in and the new process will be easier for everyone. Games will be covered by shifts that are given a unique number. Simply pick a shift that works for you (we suggest a game your child is playing since you're there already) from all of the shifts from the entire season, and sign up below. If the shift is rescheduled, we just ask that you keep the same shift number. This puts the volunteers in control of their own Sugar Shack duty.

We hope this convenience will get us complete support from our parents/guardians, because we simply cannot run it as it was in 2015. Too few people did too much of the work, which isn't fair as we are an all-volunteer organization. If we can't all chip in 2 hours out of the entire season to share the work, to help our kids, and keep overall costs down, RACBL will have to consider options in place at other events, which include taking 500 up front at registration and returning it after the shift is complete, or simply just raising registration rates by that amount.

We are working to make it easier for you. Please make it easier on us and fulfill the simple Sugar Shack shift requirement of 2 hours and sign up below.

The full list of shifts is at the bottom of this page, and the current status for each shift in the "Sugar Shack Current Signups" list. To sign up, just enter the shift in the "Sugar Shack Signup" form below and you're all set!

Thanks to all the volunteers who have donated their time to RACBL for 2016, listed [HERE](#).

Sugar Shack Current Signups - Signups

Shift number number of Current Signups Status

[0](#) [Open for Signup](#)

Sugar Shack Signup

\* Required

Which shift number would you like to work Sugar Shack?

What is your name? \*

What is the player's name? \*

# Options Available for BF P&R

- ▶ While these are not meant to be exhaustive, they appear to be the leading options for how to manage the Sugar Shack facility going forward, in the absence of the Sugar Shack Committee.

Option 1

*Withdraw the use of the Sugar Shack facility for all organizations*

Option 2

*BF P&R administers the Sugar Shack*

Option 3

*BF P&R outsources the administration of the Sugar Shack to a 3<sup>rd</sup> party, presumably a for-profit entity*

Option 4

*RACBL, as primary event-holder at Pent, provides for the administration of the Sugar Shack*

# Option 1: No one uses the Shack

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## Pros

- ▶ Removal of any potential conflict across organizations



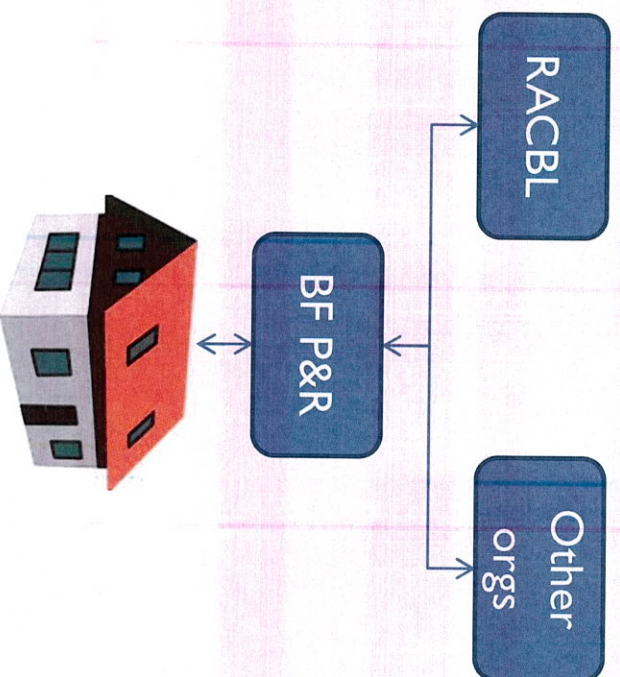
## Cons

- ▶ Everybody loses revenue, forcing all involved to raise registration costs or discontinue some services/equipment
- ▶ BF Investment in the Shack and equipment wasted
- ▶ No services available to visitors at the Pent facility

# Option 2: BF P&R Administrators

## Pros

- ▶ Could expand use of the Shack to events not held by either RACBL or other organizations



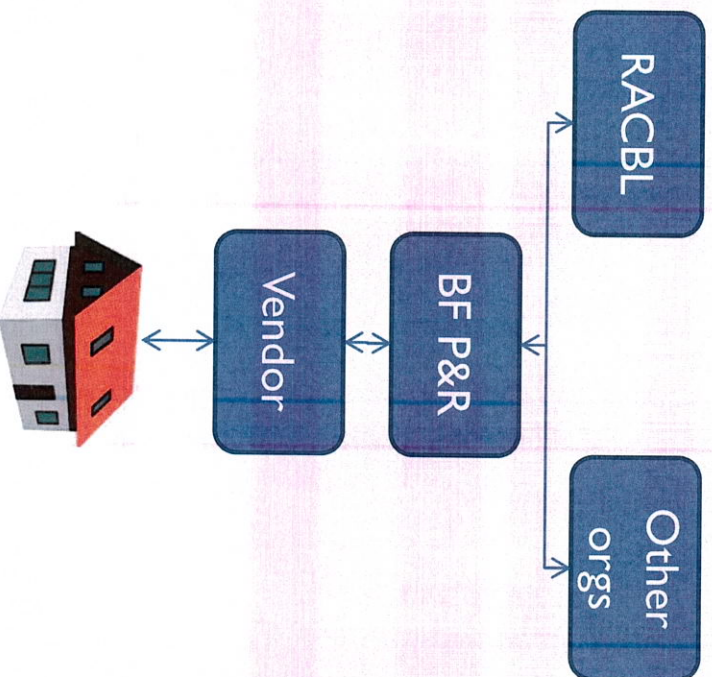
## Cons

- ▶ Would require volunteer members of P&R to manage the scheduling of the Shack between all organizations.
  - ▶ This would include the administration of shifts where there are games from both organizations running concurrently
  - ▶ Would also need to manage schedule changes resulting from rain-outs, etc
- ▶ P&R would need to provide a means of keeping separate inventories for goods sold and supplies with corresponding security mechanisms
- ▶ No standard pricing model, as different organizations could have different products, pricing, etc.
- ▶ Other organizations would need to arrange for their own food service license

# Option 3: Outsource

## Pros

- ▶ Ease of administration
- ▶ Assured coverage
- ▶ Availability to provide for all events at Pent



## Cons

- ▶ Tremendous waste of potential revenue to all organizations
  - ▶ It is important to remember what the Shack is for, which is the benefit of BF kids and keeping the costs of youth leagues to a minimum for our members
- ▶ Profit distribution model would still need to be created and administered by BF P&R to account for time slots with concurrent events between organizations
- ▶ BF P&R would need to maintain the relationship with the vendor, including contracting, insurance coverage, regulation, maintenance, etc.
- ▶ Prices will need to rise to maintain a profit for the vendor.
  - ▶ This represents a further cost to memberships of all organizations and our guests at the Pent complex.
- ▶ Added complexity

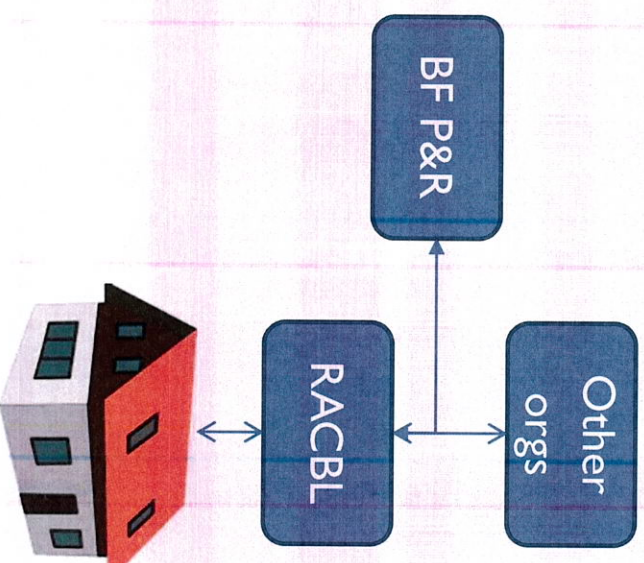
# Option 4: RACBL Administers

## Pros

- ▶ Administration through a town-based organization that knows the facility and has documented, demonstrated control over procedures, finances, and scheduling
- ▶ Improved coverage through new online volunteer scheduling process
- ▶ Maximum profits for all organizations involved
- ▶ Ability to expand coverage for additional events and organizations
- ▶ Single inventory of goods and supplies
- ▶ Minimum cost to consumers
- ▶ BF P&R maintains oversight of its facilities through regular reporting provided by RACBL

## Cons

- ▶ Discontinues administration control from other organizations





# Why RACBL?

- ▶ Overwhelming majority of events at Pent are RACBL events
- ▶ RACBL has documented procedures and controls for purchasing, inventory management, and accounting.
  - ▶ Any arrangements made with other organizations will be contracted and the mechanisms used for determining profit open and shared
  - ▶ Removal of verbal agreements prevents potential conflict between organizations
  - ▶ The fundamental distribution of profits is simple:
    - ▶  $\text{total daily profit} = (\% \text{ labor from RACBL} + \% \text{ labor from other organizations}) - \text{Cost of Goods Sold} \& \text{ associated overhead}$
- ▶ RACBL will control all Shack finances in a separate bank account
  - ▶ All of its books will be made available to other organizations and a monthly report provided to BF P&R detailing the progress of all Shack Activity
  - ▶ All profits generated during the season will be distributed as agreed in each contract at the end of each season
- ▶ RACBL has the only online process for scheduling volunteers to work the Shack
  - ▶ Our process is flexible and easily shared with other organizations
- ▶ Effectively, we are only asking the Committee to formalize what already happened in 2015: RACBL, through its volunteer on the Committee and its membership, fully controlled the administration of the Sugar Shack last year.

RACBL Events (Spring 2015 ONLY)	
Minors home games	20
Majors home games	32
TBall home games	16
Coach pitch home games	16
For each division, 1-2 practices per week	4 divisions, 10 weeks, ~10 teams = 100-200 practices for the spring alone

These events do not include Summer All-Stars and Fall-Ball schedules

# Request and Contingencies

- ▶ Formal Request: RACBL requests Beacon Falls Park and Recreation assigns the Robert A Cole Youth Baseball League as the organization responsible for the administration of Beacon Falls Sugar Shack facilities at the Pent Complex so that it may be used to generate revenue for any participating organization approved by Beacon Falls Park & Recreation.
- ▶ Depending on the board's decision today, RACBL will need to take timely action to begin our season. Opening day is April 16.
  - ▶ If Option 1:
    - ▶ RACBL will need to raise registration rates immediately to all of our members to make up for the lost income from the Shack.
  - ▶ If Option 2:
    - ▶ RACBL requests a contact within P&R to work with to arrange for scheduling of our events in the Spring so we can begin to determine how to handle arrangements such as when there are multiple events across organizations at the same time.
    - ▶ RACBL requests more detail on the arrangements for food storage and the security of our property as we prepare to start the purchasing process.
  - ▶ If Option 3:
    - ▶ RACBL would need to know the expected time to bring a new vendor up to speed
    - ▶ RACBL requests what the criteria will be for determining who receives the proceeds and in what proportion, and how all of these things will be calculated
    - ▶ RACBL requests the vendor and/or P&R prepare a forecast for what the expected net profit to RACBL will be under this new for-profit model, so we can complete our own financial planning, which will likely include a registration fee increase to make up for lost profit
  - ▶ If Option 4:
    - ▶ RACBL suggests an immediate special meeting with P&R and all potentially participating organizations so we can review our documented financial and management controls and volunteer registration process so we can all work toward an agreed arrangement going forward.

## A. Sugar Shack Operations

The Sugar Shack is a key source of revenue for the league and essential to its ongoing operations. As a cash business that operates out of a facility owned by the town and potentially shared with other organizations operating at the same time, it requires tight controls to ensure proper and efficient operation that maximizes profits and limits opportunities for financial fraud. The procedures below are designed to ensure these controls.

### a. Inventory Storage

Goods sold and their supplies are stored both in the kitchen area and the storage space behind the kitchen. As the primary manager of the Shack, these will be purchased solely through RACBL, are the property of RACBL, and may not be used for any other purpose without the authorization of the Director of Sugar Shack, President, Vice President, or Treasurer of RACBL.

### b. Scheduling

The Sugar Shack operating hours will be organized into 2-hour time *shifts* that will target scheduled home games for participating organizations. This will be managed by RACBL with the participation of any organizations wanting to operate in the Shack, largely through the [RACBL website](#) which will be used to schedule shifts. This will inevitably result in scenarios where:

- A shift will only cover one organization's events
- A shift will cover multiple organization's events

RACBL will create shifts when the home schedules of RACBL and participating organizations are delivered. Each shift will have a unique **Shift ID** number and represent a 2-hour shift that is made up of 2-3 volunteer workers from any participating organizations.

- Shifts covering the Shack when only RACBL events are occurring at the Pent facility may only be worked by RACBL members.
- Shifts covering the Shack when only non-RACBL events are occurring at the Pent facility may only be worked by non-RACBL members, unless that organization has not provided volunteers for the event in which case RACBL may opt to staff the Shack
- Shifts covering the Shack when events from multiple organizations are occurring at the Pent facility may be worked by members from any participating organization.

Each shift will indicate whether it is dedicated to one organization or shared schedule time.

In the event a shift is changed due to cancellation for any reason, most commonly weather, the date and time of the shift will be changed to cover the same event for which it was originally scheduled, *keeping the same Shift ID*. Volunteers who select a shift are responsible for that shift ID on whatever date it actually occurs, even if it is moved. In short, rainouts do not remove the Sugar Shack responsibility of participating members unless there are no available shifts for them to take.

Where there are multiple events from different participating organizations on the same shift, the existing shift will be moved to cover the timeframe of the RACBL event and a new shift created to cover the timeframe of the participating organization's event. If either of these events is moved to a timeframe already covered by a shift, those volunteers will be asked to sign up for another open shift on the schedule.

*It is impossible to anticipate the variations that might occur as the season progresses, so final disposition on scheduling will be with RACBL, working with participating organizations for resolution on a case by case basis.*

### c. Revenue Sharing

The determining factor in profit distribution in a shift that covers multiple events is the volunteers working in the Shack at that time. If an organization is holding an event at the same time as an RACBL event, profits will only be shared in proportion to how many of that organization's members are working in the Shack and the period of time they are working there, which will be calculated as a percentage of the total work performed in the Shack for the day. The organization can then expect that percentage of the day's revenue. The formula used will be:

- Total receipts for the day
- Total man/hours for the day = total hours of all shifts \* number of volunteers
- Total non-RACBL revenue = % of total man/hours covered by non-RACBL volunteers \* Total Revenue

#### Example

Total Revenue for the day							
	\$200						
	Hours	RACBL volunteers	non-RACBL volunteers	Total man/hours	non-RACBL man/hours	% non-RACBL man/hours	
Shift 1	2	3	0	6	-	0%	
Shift 2	2	2	1	6	2.00	33%	
Shift 3	2	2	1	6	2.00	33%	
				18	4.00	22%	% of revenue for day
						\$ 44.44	revenue for day

RACBL will be responsible for calculating distributions across organizations but will always do so in an open and controlled manner, and the distribution factors will always be shared across organizations for transparency.

### d. Disbursements

The end of season disbursement of profits to non-RACBL organizations will be based on the accumulated revenue generated during their shifts as shown above, less the estimated cost-of-goods sold and overhead cost used during those shifts. The method of calculation will be shared with all participating organizations.

### e. Purchasing

The management of the Sugar Shack's daily operations is the responsibility of the designated manager(s) as selected by the RACBL board (see **Error! Reference source not found.**). The manager(s) will solely be

responsible for ensuring the inventory of products and supplies are available to support normal operations and, along with the RACBL President, Vice President, and Treasurer, are the only individuals with access to the storage space at the Shack.

All products and supplies should be purchased by the manager(s) using their preferred means of payment.

The detailed receipt of products purchased should be provided to the Treasurer. This will be the primary variable in determining the cost of goods sold for deduction from the revenue of participating organizations, as well as a general metric of the profit margins generated by the Shack.

The Treasurer will be responsible for centrally tracking all purchases for the Shack, managing the controls and reporting for daily/weekly operations, and determining general sales and profit margins, as well as the end of year disbursement to participating organizations. All Sugar Shack financial transactions will be through the separate Shack account and managed by the Shack Director.

#### f. Daily Open/Close

At the start of each day with shifts scheduled, the Manager(s) will ensure:

- There are sufficient products and supplies available
- There is enough cash in the cash box to support the day's operation
- Start a daily report that indicates the total amount of cash in the cash box to start the day

At the end of each day, the Manager(s) will:

- Arrange for the kitchen to be cleaned by volunteers, assisting in best practices, and ensuring that it is left in appropriate condition for the next day's operations
- Complete the daily report that lists:
  - o Total cash in the cash box
    - This count is duplicated and verified by a second party that signs the report.
  - o The volunteers who worked each shift and if they worked the full or partial shift (this can also be managed by having the volunteers enter their names when they arrive)
- Separate the total receipts from the normal starting balance
- Secure the cash box and receipts for the day to protect against theft.

#### g. Sales Controls

The Shack manager(s) will provide a series of order slips to all volunteers working in the Shack which list all items available for sales, their prices, and allow for simple calculation of the order. All ordered items should be entered on the sheet with the name of the person ordering, the total cost of the order calculated, and the order provided to the volunteer handling the preparation of food. These should then be kept separately and made part of the daily report package at the end of the day.

This process does not need to be followed for simple orders that don't involve food preparation.

This both provides understanding of the sales for the day as well as additional control over the cash transactions of volunteers.

#### h. Weekly Deposit

At the end of each completed week, preferably no later than Tuesday of the following, the Shack Director should make a deposit of all receipts into the Shack account. All daily reports and sales slips that make up the weekly deposit should be submitted to the RACBL Treasurer for tracking and any variations or disparity on the reports should also be explained and documented with the Treasurer.

i. Sugar Shack Daily Report

Date \_\_\_\_\_

Opening manager(s) \_\_\_\_\_

Starting Cash \_\_\_\_\_

Shift 1 Volunteers

Shift 2 Volunteers

Shift 3 Volunteers

Shift 4 Volunteers

Shift 5 Volunteers

Ending Cash \_\_\_\_\_

Manager signature \_\_\_\_\_

Verifier signature \_\_\_\_\_