

Community Services Department

Department Mission

The Community Services Department's mission is to maintain programmatic oversight of the Town's waterways and waterside marine facilities, Sandy Neck Park, golf courses, and the Hyannis Youth & Community Center in order to provide quality recreational and commercial opportunities to our citizens, visitors and business community.



Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors and Business Community

Marina Operations Enterprise Fund

Mission Statement

The Marina operations mission is to provide the town's citizens and visitors and their vessels with adequate and safe use of waterways and waterside facilities.



Description of Services Provided

Marina Program

The Marina Enterprise Fund encompasses the four Town-owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With a total of 188 boat slips available, the program generates an annual income of more than \$680,000.

The Marina Enterprise Fund was established as part of the FY2006 budget. With extensive study by Comprehensive Financial Advisory Committee and the Waterways Committee as directed by the Town Council, the Marina

*Providing Adequate and Safe Use of Water Oriented
Facilities and Access to Sandy Neck Resources*

RECENT ACCOMPLISHMENTS

1. Implementation of a parking plan for the Barnstable Harbor Marina area
2. Completion of the dredge project procedures for the Barnstable Harbor Marina basin and approaches
3. Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$7,100
4. Replaced 7 finger floats at The Marina at Prince Cove
5. Continued the "Fluspy" program at The Marina at Prince Cove in conjunction with Natural Resources
6. Worked with Growth Management and the Hyannis Civic Association on the Winter Harbor Lighting at Bismore Park Marina and Hyannis Inner Harbor
7. Held a lottery to add names to three marina wait lists



The annual installation of floats at the Barnstable Harbor Marina

Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas, and that no funds are required from the general tax fund for operational purposes. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
 - Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
 - Enforcement of marina regulations;
 - Review of applications received for contract compliance;
 - Mailing of renewal applications;
 - Award slip agreements (renewal and new);
- Collect seasonal, transient, and winter dockage fees;
- Record and maintain all pertinent data;
- Provide payovers to the Treasurer's office of all fees collected;
- Maintain lengthy waiting lists, collect associated fees, and award slips from the lists;
- Mailing of reminder notices to wait list applicants of deadlines to renew;
- Prepare for and responsible for payment of supplies and utilities- including trash removal, lighting, electrical service, restroom supplies, vending, etc.;
- Work with DPW on maintenance projects at the Marinas;
- Contract with vessel owners for dry winter storage at The Marina at Prince Cove;

- Collect fees for use of offloading area (Bismore Park) and transient use;
- Collect fees for parking at The Marina at Prince Cove;
- Oversee the lease of the marina building at The Marina at Prince Cove;
- Cleanup of Marina grounds; Provide pumpout service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove; and
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergency situations.

Additional revenue for the Town is generated through the boat excise tax information from which is gathered through slip agreements.

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water, pump out availability, and trash removal. Each marina is different in configuration and what services are available.

Fiscal Year 2015 Goals and Objectives

Short Term

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (SP: Infrastructure)
2. Continue with the float replacement program and float improvements at all 4 town owned marinas. (SP: Infrastructure)
3. Continue to assist and implement the Barnstable Harbor parking and landscape plans. (SP: Environment and Natural Resources)
4. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (SP: Infrastructure)
5. Contract to have The Marina at Prince Cove bulkhead repair conducted. (SP: Infrastructure)
6. Contract to have design and permits for Gateway Marina dredging project. (SP: Infrastructure)
7. Continue to research the need for added security at all marina facilities. (SP: Infrastructure)

Long Term

1. Continue with the float plan upgrades to all 4 town owned marinas. (SP: Infrastructure)

2. Upgrades to the Barnstable Harbor and Gateway Float connectors and utilities as needed. (SP: Infrastructure)
3. Surveys to the West side of Barnstable Harbor Marina Rip Rap stone for repair. (SP: Infrastructure)

Fiscal Year 2015 Marina Enterprise Fund Financial Data

The Marina Enterprise Fund was created in FY06 to isolate the financial activity of the four town-owned marinas; Barnstable, Bismore, Gateway and Prince Cove. The enterprise model will allow the town to segregate all financial activity associated with operating these facilities to measure their financial self-sufficiency. The principal revenue source at all four marinas is the annual rental of docking space or slips. Daily management of the marinas is provided by town staff.

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. Available space for expanding slips is being evaluated which may allow for additional revenue sources in this area. The marinas have a waiting list for slip space so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly more than 2 percent per year through a combination of activity levels and rate adjustments.

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The annual loan payments for the acquisition are covered by the new revenue sources derived from taking over the operations of the marina. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The general fund will repay \$725,000 of the loan and the marina enterprise fund will repay the remaining \$525,000. Major operating expenses include utilities and marine related expenses.

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 199,021	\$ 228,963	\$ 225,000	\$ 230,558	\$ 1,595	0.70%
Benefits	5,215	5,905	5,900	10,865	4,960	84.00%
Operating Expenses	73,051	134,033	125,000	134,650	617	0.46%
Capital Outlay	16,894	20,000	20,000	20,000	-	0.00%
Debt Service	178,150	234,371	234,371	227,701	(6,670)	-2.85%
Transfers Out	55,674	56,959	56,959	60,939	3,980	6.99%
Subtotal Operating Budget	528,005	680,231	667,230	684,713	4,482	0.66%
Capital Program	55,633	-	-	-	-	0.00%
Total Expenses	583,638	680,231	667,230	684,713	4,482	0.66%
Permanent full-time equivalent employees	1.45	1.45		1.45	-	
Funding Sources						
Fees, Licenses, Permits	610,840	563,500	615,000	570,782	7,282	1.29%
Charges for Services	8,595	7,500	8,000	7,500	-	0.00%
Interest and Other	37,847	22,000	30,000	20,000	(2,000)	-9.09%
Special Revenue Funds	24,000	24,000	24,000	24,000	-	0.00%
Enterprise Fund Reimbursements		63,231	63,231	62,431	(800)	-1.27%
Total Sources	681,282	680,231	740,231	684,713	4,482	0.66%
Excess (Deficiency) cash basis	97,644	-	73,001	-	\$ -	
Adjustment to accrual basis	(99,787)	-	(50,000)	-		
Beginning Net Assets per CAFR	\$ 4,587,519	\$ 4,585,376	\$ 4,585,376	\$ 4,608,377		
Ending Net Assets per CAFR	\$ 4,585,376	\$ 4,585,376	\$ 4,608,377	\$ 4,608,377		
Invested in capital assets, net of related debt (1)	\$ (4,074,341)					
Reserved for encumbrances (2)	\$ (15,031)					
Reserved for continuing appropriations (3)	\$ (103,266)					
Other post employment benefits obligation (4)	\$ 162,812					
Compensated absences (4)	\$ 14,546					
Net assets available for appropriation (free cash) (5)	\$ 570,096					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

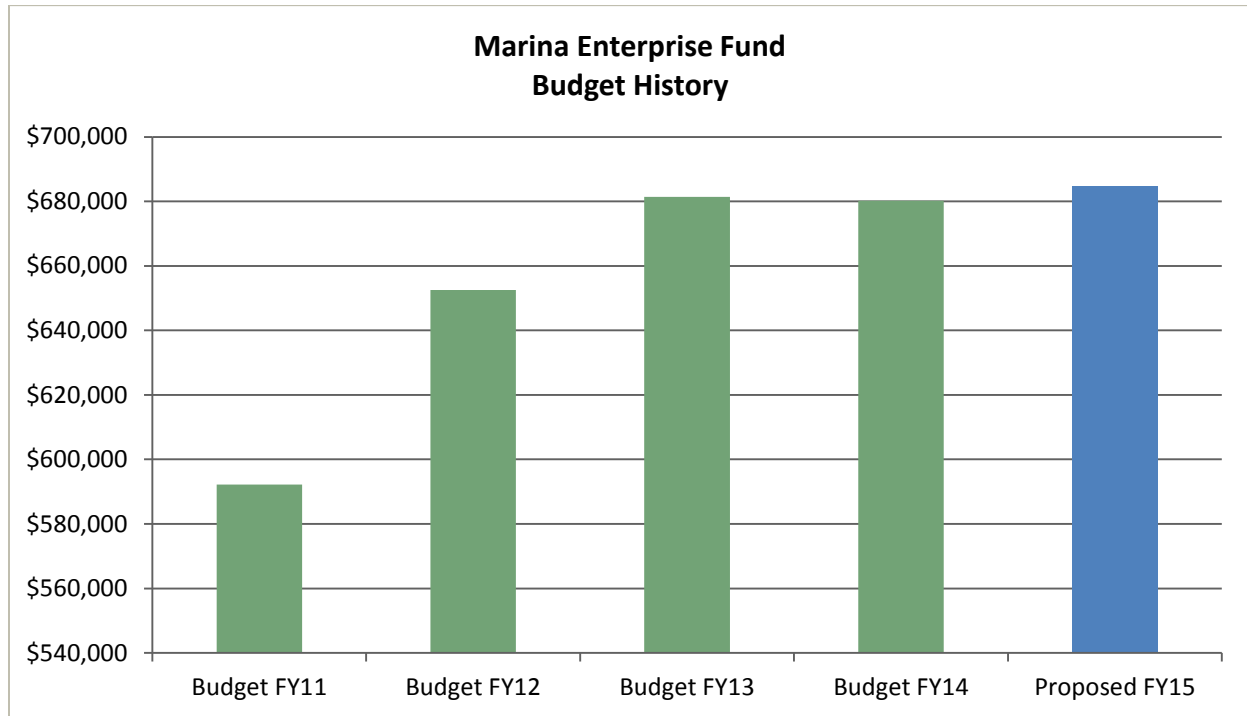
(3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2013.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The FY15 proposed budget is increasing \$4,482 or 0.66%. Benefits include a \$5,000 contribution to the Town's Other Post-Employment Benefits Trust Fund for this operation's share of the unfunded liability. There are no significant changes to operating expenses. The general fund's indirect service charge is increasing \$3,908 to \$60,939. This is offset by a reduction in debt service of \$6,670. Funding for this operation comes from fees collected at the marinas as well as a transfer of \$24,000 from the Bismore Park Special Revenue Fund to cover the operation's costs for maintaining the park. This operation also receives funding from the Capital Trust Fund to cover a portion of the debt service on the loan issued to rebuild the Barnstable Harbor Marina bulkhead in the amount of \$62,431 for FY15.



The Marina Enterprise Fund budget has increased from \$592,000 in FY11 to \$682,000 proposed for FY15 or 15.6% over the five year period. The spike in the FY12 and FY13 budgets were the result of additional debt service for the reconstruction of the Barnstable Harbor Marina bulkhead.

Performance Measures or Workload Indicators

Program Name	Program Goal	Program Outcome Measures	Results
Marinas Enterprise Fund	To offer/maintain 6 transient slips for visiting customer vessels on a daily or weekly time frame at Barnstable Harbor Marina With a projected revenue of \$19,000.	Revenue from use of 6 dedicated transient slips	Actual revenue collected for FY13 \$26,106.

Sandy Neck Park Enterprise Fund

Mission Statement

To provide recreational opportunities and access to our town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

Description of Services Provided

The Sandy Neck program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse and lifeguard functions:

- Public safety and emergency response
- Collection of fees
- Traffic control
- Providing information to the public.

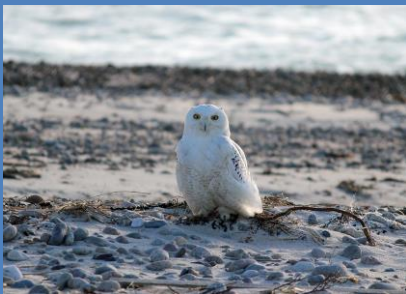
Patrolling the beach checking for:

- Beach user safety and emergency response
- Off road vehicle (ORV) speeding
- Driving off of marked trails
- Driving to endanger the public safety
- Driving without a valid ORV sticker
- Unsafe fires
- Curfew violations
- Parking violations.

Balancing Use and Conservation of Unique Resources

RECENT ACCOMPLISHMENTS

1. Improved the safety for Sandy Neck Beach patrons by installing a solar powered traffic feedback sign on the beach
2. Improved emergency response by providing AEDs in Sandy Neck patrol vehicles
3. Updated the Sandy Neck Beach Park Regulations and Policies to better reflect management changes put in place to improve safety and beach user equity
4. Continued the removal of invasive species from Sandy Neck wetlands



Snowy Owls Visiting Sandy Neck

Endangered species protection:

- Installation of six miles of symbolic fencing
- Erecting enclosures and fencing around plover, least tern and diamondback terrapin nests
- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests
- Daily patrols to keep beach users and their dogs from interfering with endangered species.

Educational program:

- Professionally lead informative nature hikes
- Junior Ranger Program
- Diamondback terrapin head start and outreach program
- Coordination with local schools for Sandy Neck educational activities
- nature trails with educational kiosks
- Bi-monthly newsletter.

Management duties

- Coordinating with Town, State and Federal agencies
- Applying for grants/permitting for special projects
- Attending monthly Sandy Neck Board Meetings
- Training/scheduling/supervising Gate Attendants, Natural Resource Officers and Lifeguards.

Fiscal Year 2015 Goals and Objectives

Short Term

1. Construct a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot. (SP: Environment and Natural Resources, Recreation, Education, Quality of Life and Infrastructure)
2. Place sand along the dune in front of the parking lot (dune nourishment) as a protective measure against winter storms. (SP: Environment and Natural Resources, Recreation and Infrastructure)
3. Explore long term solutions to preserve the integrity of the dune in front of the Sandy Neck Parking Lot. (SP: Environment and Natural Resources, Recreation and Infrastructure)

Long Term

1. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. (SP: Infrastructure, Education, Quality of Life)

Additional Funding Recommended

1. Division Assistant

\$35,612 Requested

\$35,612 Recommended

Supervisor position to a full time Division Assistant. The Sandy Neck Program has grown significantly in the number of patrons using the park. For example, there has been a 68% growth in ORV permit sales from 2003 to 2013. We are also experiencing increased use in all other areas of recreational activities on Sandy Neck Beach. This has correspondingly increased our staffing needs as well as the number of incidents that occur at the park. We are now staffing the Gatehouse from March through December in order to provide needed public services. Presently, the Sandy Neck enterprise account funds a Gatehouse Supervisor for forty weeks per year. This staff member has a number of duties; data entry, sale transactions, public interactions, supervisory responsibilities and communicating with police and rescue during emergency response. These are very important responsibilities, however due to the seasonality of the position, personnel changes yearly. This causes confusion, disconnect and errors. A full time Division Assistant would provide much needed continuity. In addition, a Division Assistant will free up full time "field and management staff" to complete other duties such as enforcement, monitoring, citizen interaction and emergency preparedness.

2. Fuel**\$5,000 Requested****\$5,000 Recommended**

This request is for an increase to fuel line items by \$5,000 a year (\$3,000 – gasoline and \$2,000 diesel fuel). This would bring the totals of the line items to gasoline \$12,000 and diesel \$2,000. Sandy Neck is an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for management of the park. Staff is tasked with patrolling six miles of beach and 4,500 acres of dune and marsh lands. In addition, staff must monitor the breeding populations of four endangered species. Finally, we respond to a myriad of medial emergencies and enforcement incidents, and we must be prepared to take action at all times. These many duties are handled by full-time staff and seasonal field personal using a fleet of ten Sandy Neck vehicles and ATVs. Fuel costs to run our fleet continue to increase. For example, fuel costs have increased per gallon from \$2.60 (FY11) to \$3.19 (FY14). Our existing line item amount of \$9,000 does not cover yearly expenditures. In FY13, we spent \$16,000 on fuel (\$14,000 gasoline and \$2,000 diesel).

3. Merchandise**\$4,000 Requested****\$4,000 Recommended**

This request is for an additional \$4,000 for our merchandise line item. This increase would bring the total line item to \$15,000 which is money we use to purchase clothing for re-sale. Sandy Neck clothing is very popular. In particular, pricey items such as sweatshirts and fleeces sell out quickly at the beginning of the season as our funding is limited. We would like additional funding to expand our offerings, thus increasing our revenue from sales. Increasing our stock and variety of merchandise for re-sale will increase our revenue potential.

4. Sandy Neck Capital Improvement**\$21,500 Requested****\$21,500 Recommended**

We are requesting the continuation of the Sandy Neck equipment improvement program. However, just for FY15, we would like to reallocate some of the FY15 funds into our operating budget. In FY15, a vehicle will not be available to purchase from Marine & Environmental Affairs. We propose to use our funding to improve the Marsh Trail and to transfer the remaining funds into the operating budget. Request is \$5,500 Marsh Trail repair; \$5,000 transferred into the operating budget (line item) vehicle repair as our fleet will be more costly to run without the replacement of the oldest vehicle; and \$11,000 transferred to general fund to pay for an appraisal on the Sandy Neck leased properties. Marsh Trail repair is imperative in order to provide reasonable access to Sandy Neck cottages owners during the Piping Plover nesting season. The town is committed to this goal via a Memorandum of Understanding. The marine off road environment is damaging to the fleet, and we must continue to repair our vehicles in order to achieve regulatory compliance and maintain an adequate level of safety for our beach patrons. An analysis of the fair market value of the cottage leases is needed for the lease reevaluation process.

Fiscal Year 2015 Sandy Neck Enterprise Fund Financial Data

Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. This unique conservation and recreation area is owned by the Town of Barnstable. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation include visitors to Bodfish Park (recreational beach area) and off-road vehicle access to the outer portions of the beach. Daily management of the park is provided by Town staff.

Factors Affecting Revenues

Major sources of revenues for this operation include beach sticker sales, parking revenue and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Another factor that can affect revenue is the presence of the Piping Plover, a threatened species of bird that nest every year on the front of the barrier beach. This can limit the number of vehicles that access the outer beach in the early to mid-summer time frame.

Factors Affecting Expenses

Salaries and benefits are projected to increase 2.5 percent and 10 percent per year respectively. Operating expenses are projected to increase on average 2.5 to 3 percent per year. Debt service includes a new loan payment of approximately \$90,000 per year for the construction of the new bathhouse which opened in May 2011. Rates are set accordingly so that sufficient revenue can be generated to cover this loan payment.

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 382,527	\$ 383,150	\$ 381,000	\$ 403,253	\$ 20,103	5.25%
Benefits	24,830	27,725	27,000	34,915	7,190	25.93%
Operating Expenses	123,637	111,750	110,000	132,400	20,650	18.48%
Capital Outlay	21,384	52,500	52,000	-	(52,500)	-100.00%
Debt Service	94,481	93,000	93,000	92,000	(1,000)	-1.08%
Transfers Out	68,744	72,257	72,257	82,627	10,370	14.35%
Subtotal Operating Budget	715,603	740,382	735,257	745,195	4,813	0.65%
Capital Program	-	175,000	150,000	-	(175,000)	0.00%
Total Expenses	715,603	915,382	885,257	745,195	(170,187)	-18.59%
Permanent full-time equivalent employees	2.75	2.75		3.75	1.00	
Funding Sources						
Fees, Licenses, Permits	431,782	433,947	450,000	468,695	34,748	8.01%
Charges for Services	212,330	210,435	215,000	209,500	(935)	-0.44%
Interest and Other	70,475	65,000	70,000	67,000	2,000	3.08%
Total Sources	714,587	709,382	735,000	745,195	35,813	5.05%
Excess (Deficiency) cash basis	(1,016)	(206,000)	(150,257)	-	\$206,000	
Adjustment to accrual basis	66,011	-	50,000	-		
Beginning Net Assets per CAFR	\$ 720,141	\$ 785,136	\$ 785,136	\$ 684,879		
Ending Net Assets per CAFR	\$ 785,136	\$ 579,136	\$ 684,879	\$ 684,879		
Invested in capital assets, net of related debt (1)	\$ (181,054)					
Reserved for encumbrances (2)	\$ (3,259)					
Reserved for continuing appropriations (3)	\$ (1,711)					
Reserved for subsequent year's budget (4)	\$ (31,000)					
Other post employment benefits obligation (5)	\$ 37,639					
Compensated absences (5)	\$ 5,697					
Net assets available for appropriation (free cash) (6)	\$ 611,448					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2013.

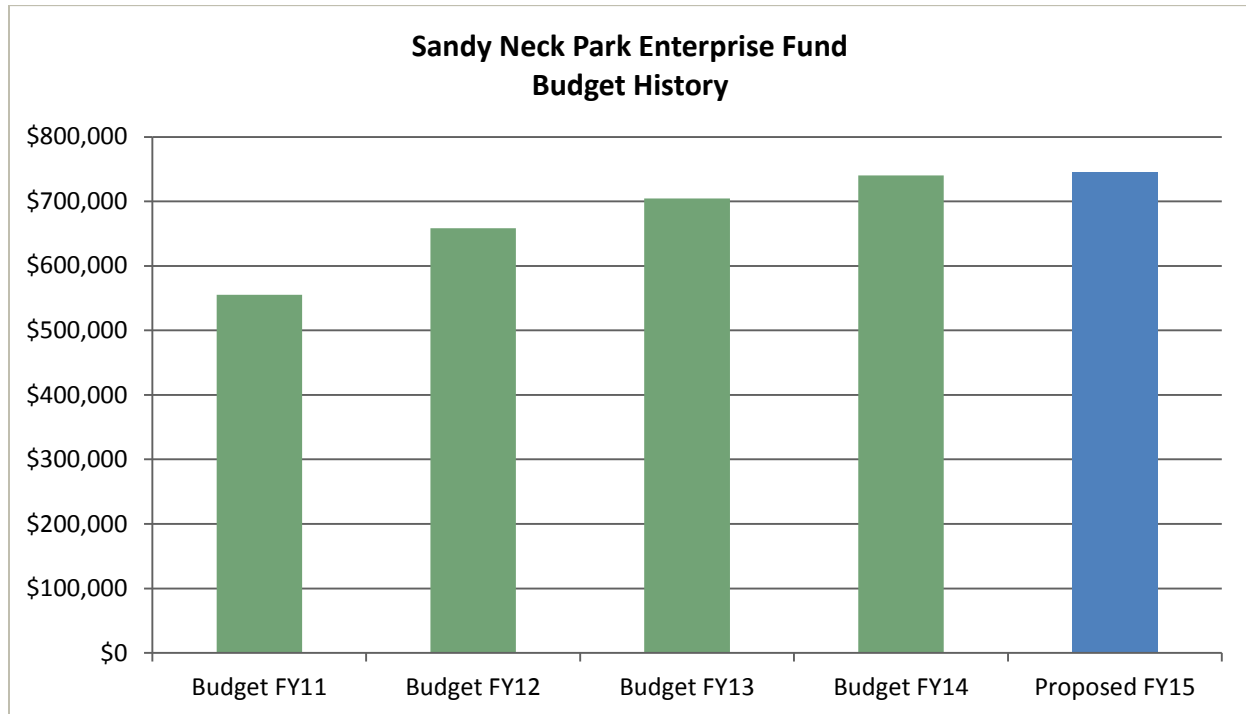
(4) This amount represents the net assets appropriated for the subsequent year's (FY14) capital program budget.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The FY15 proposed budget is increasing \$4,813 or 0.65%. One new full-time position is proposed, a Division Assistant for \$35,612. This is partially offset by a reduction of \$18,500 in seasonal wages. Benefits include a \$5,000 contribution to the Town's Other Post-Employment Benefits Trust Fund for this operation's share of the unfunded liability. Operating expenses are increasing \$20,650 and include additional funds for fuel and merchandise for resale. Operating capital has been eliminated for FY15 with some of these funds transferred to operating expenses for vehicle and Marsh Trail maintenance. The general fund's indirect service charge is increasing \$10,370. Funding for this operation comes from fees collected at the park and there is no general fund subsidy.



The Sandy Neck Park operating budget has increased from \$555,000 in FY11 to \$745,000 proposed in FY15 or 34% over the five year period. The significant increase in the FY12 budget resulted from the new loan payment on the bond issued to build a new bathhouse at the park.

Performance Measures

Program Outcome Measure		To strive to be 100% self-supporting for all expenses – direct and indirect.			
Fiscal Year		FY11 Actual	FY12 Actual	FY13 Actual	FY15 Budget
Total Operating Revenue		\$681,481	\$706,752	\$714,587	\$745,195
Direct Expenses		\$484,103	\$489,823	\$646,859	\$662,568
Percentage Recovered		100%	100%	100%	100%
Remaining Revenue After Direct Expenses		\$197,378	\$216,929	\$67,728	\$82,627
Indirect Expenses		\$47,413	\$54,702	\$68,744	\$82,627
Percentage Recovered		100%	100%	99%	100%

Golf Course Enterprise Fund

Mission Statement

Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational opportunities, while being fiscally responsible to the Residents and Taxpayers of the Town of Barnstable.

Golf Division

- ***Golf Course Activities***
- **Administration Activity**
- **Operations Activity**
- **Maintenance Activity**



Hyannis Golf Course



Olde Barnstable Fairgrounds
Golf Course

Two 18-hole Championship Courses

Operating and Maintaining Affordable Public Golf Facilities

Recent Accomplishments

1. Acquired two new Toro 3300 triplex greens mowers and other equipment improving the efficiency of golf course maintenance
2. Launched a new website for the Golf Division, the backbone of our marketing program. Expanded email capabilities, online sales, tee time reservations, expanded photo galleries, and customer information have all been improved or enhanced with the new site
www.barnstablegolf.com
3. Increased the number of classes offered, and included new age groups. Hyannis Golf Course continues to grow in popularity as the Cape's leader in Junior Golf
4. Installed new kitchen equipment and completed renovation of men's restroom at OBF
5. Completed landscape improvements around the clubhouse buildings both OBF & Hyannis GC's
6. Edged, reshaped, and replenish sand in 25 bunkers at OBF and 15 bunkers at Hyannis CG
7. Added 3 new outings this year where competition has been fierce

Description of Services Provided

Golf Course Operations

The Golf Program encompasses two courses, the Olde Barnstable Fairgrounds Golf Course located in Marstons Mills and the Hyannis Golf Course located in Hyannis. Barnstable Golf has been operating the two full service 18-hole championship golf courses since 2007 and, as such, offers more playing opportunities for residents and guests of the Town on two distinctly different courses. The management and staff have put together a comprehensive plan for the successful operation of both Golf Courses. The courses continue to host over 65,000 rounds of golf including such events as the Cape Cod Open, Cape Cod Senior Open, NEPGA events, and regional events. The tournament schedule reflects a balance of member and guest play, allowing the most from the facilities. The division has three organizational activities, as follows:

Administration Activity Description

The Administration activity oversees the activities of the golf facilities to make sure service and conditions are at the highest level. A quality tournament schedule is developed that includes something for all levels of competition. We have Club Championships, Member-Guests, Member-Members, weekly Men's and Ladies' Clubs and a summer series for Juniors. A comprehensive marketing plan has been developed to attract more non-resident play and will make Barnstable a true golf destination. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The rules and regulations of the golf course are enforced by the Administration and are published yearly at the golf course and are available on the new Golf Division website: www.barnstablegolf.com. The Administration will oversee the following capital purchases this year, which are: two tee and approach mowers, a large area rough mower, a debris / sweeper / dethatching / verticutting unit and a utility tractor/backhoe for Olde Barnstable to replace the existing 1997-2004 models.

This Maintenance equipment is responsible for grooming the tees, and approaches, and roughs five to seven days a week. The tees and approaches are the second most important areas on the golf course after the greens. High quality turf on the tee, and approach, and rough areas are essential to the success of our golf operations. Projects to be undertaken at the facility include replacing the second phase of exterior railings of the deck on the restaurant side of the clubhouse, and power-washing and painting the exterior of the clubhouse. Projects and purchases like these keep the courses in excellent condition and protect the future of the facilities.

Operations Activity Description

The Operations activity provides a wide variety of programs for our Annual pass holders and non-residents. PGA trained professionals provide individual and/or group instruction. We strive to provide player development programs that target seniors, women, juniors and the physically challenged. Our goal is to provide an affordable, quality golf course that will attract players from near and far. By providing outstanding customer service in every aspect of the golf experience, we hope to achieve our goal. The staff is responsible for answering phone calls, greeting the customer at the bag drop/golf cart staging area, organizing games if necessary, effectively and efficiently collecting fees and providing player information. Customer relations and education is a major objective for Operations. The operations staff is responsible for keeping the fleet of 66 golf carts clean, gassed weekly and stored daily. With over 14,000 cart rounds annually, all carts must be brought to the staging area daily during peak months. The Pro Shop is the central point of all activity. Greens fees, cart fees, annual pass cards, and range fees are collected at the front desk. Our staff answers hundreds of phone calls daily providing a wide variety of information to customers. The Pro Shop has the latest styles of clothing and equipment available for sale and provides club rentals, club repair, lessons and golf handicaps.

Maintenance Activity Description

Providing a highly conditioned, top-quality golf course at Olde Barnstable Fairgrounds (OBF) and Hyannis Golf Course (HGC) is the mission of the Maintenance Activity. With over fourteen employees in peak season at OBF, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs, and raking bunkers. Daily inspection of all turf areas to ensure disease, insect, and weed infestations are identified and addressed before major turf loss occurs. Operation, maintenance, and repairs to the irrigation system and pump station are ongoing daily throughout the season. All maintenance equipment is serviced and maintained daily to ensure consistent conditioning standards are met. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are over-seeded to fill in divots and keep the golf course in top condition. Ongoing projects include bunker edging and renovations, cart paths, and tree planting and pruning. Identification of equipment, material, and infrastructure needs, for both short and long range planning, are ongoing activities of the maintenance program. Basic building maintenance and repair work, monitoring of fuel storage tanks, and hazardous material storage and disposal are also functions of the maintenance activity. We will be replacing the chemical room doors and two windows on the exterior of the building this year for a more efficient operation. Continued work on the irrigation pump station will ensure proper water coverage for the golf facility. The focus of the Maintenance program at HGC is to improve golf course conditions, enhance playability, and elevate standards to equal that of OBF. Each course has different

characteristics that require individual maintenance and agricultural practice activities. The maintenance staff is carefully assessing areas of need and will work within the budget to improve these areas. The golf course is over 40 years old with mature turf and soil. It also has an aging infrastructure (cart paths, irrigation, bunkers, buildings, and equipment) that will need to be addressed in the future. With over twelve employees in peak season, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs and raking bunkers. Irrigation system operation and upkeep is ongoing daily in season. Daily equipment maintenance and adjusting is necessary to ensure proper operation and provide consistent playing conditions. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are overseeded to fill in divots and keep the golf course in top condition. Additional ongoing projects include bunker edging and renovations, cart paths, and tree planting and pruning.

Fiscal Year 2015 Goals and Objectives

Short Term

1. Maximize the capabilities of our new website. Continue to modify and integrate all components of the marketing plan for Olde Barnstable Fairgrounds and Hyannis Golf Courses in an effort to make Barnstable Golf a true golfing destination. Concentration will be on upgrading and enhancing our web site. We will continue to grow our customer e-mail lists, improve our social media postings, expand our radio and television advertising campaigns, and continue to use promotional guides, magazine and newspaper advertising to increase our exposure. Generate sufficient revenue to cover all direct and indirect costs with respect to the overall golf program. (SP: Finance, Communication, Quality of Life)
2. Complete development of Hyannis GC Renovation Master Plan. Richard Mandell Golf Architecture has been contracted to provide the golf course master plan design services for Hyannis GC. This is an extensive process. (SP: Finance, Infrastructure, Quality of Life)
3. Continue to edge, reshape and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete renovation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. Over 500 tons of bunker sand will be installed between both courses on greenside and fairway bunkers added by spring of 2014. (SP: Finance, Infrastructure, Quality of Life)
4. Fill the vacant position of Director of Golf Maintenance. At present, the Director of Golf Operations is performing the responsibilities of this job. It is essential for the division to have a maintenance Director/Superintendent to manage all of the maintenance activities at both golf courses. The challenge of keeping the turf at our two courses alive and in great shape all season is daunting, and requires the full time effort of a highly trained and experienced Turfgrass Management Professional. (SP: Finance, Quality of Life)

5. Aggressively pursue group outings and tournaments at both courses through our marketing plan which includes working closely together with the concessionaires at each course. Outings benefit all aspects of the facility. All inclusive packages to entice groups to play at our facilities will be offered. (SP: Finance, Communication, Quality of Life)
6. Continue to implement teaching programs that are tailored to the needs and desires of our annual pass holders and guests of the facilities. These programs will help maximize the use of the facilities and will provide benefits that offer the highest level of customer service for our residents and guests. These are important in order to create loyal, repeat business from our customers. (SP: Finance, Infrastructure, Quality of Life)
7. Continue to expand and grow The First Tee Program of Massachusetts at Hyannis Golf Course. Teach the life skills and lessons of the program and to create a schedule that incorporates higher levels of participation into the program. Continue to utilize The First Tee National School Program as a feeder system to select local youth participants for the golf course's program. The First Tee Program involves area youth in an educational/recreational program that incorporates golf with life skills. (SP: Finance, Education, Quality of Life)
8. Improve course conditions at both courses with the continuation of sound agronomical practices such as aeration, topdressing, weed, insect, and disease control, as well as a fertility program based on soil report data as the budget allows. (SP: Finance, Infrastructure, Quality of Life)

Long Term

1. Development of a comprehensive proposal for the implementation of the Master Plan for the renovation and modernization of Hyannis Golf Course to include course infrastructure improvements: bunker renovation, irrigation system replacement, and cart path paving, as well as construction/renovation improvements to buildings and grounds. After over 40 years of wear and tear, Hyannis Golf Course is in need of modernization to be able to compete with surrounding public and municipal courses. (SP: Finance, Infrastructure, Quality of Life)
2. To continue to position Barnstable Golf as the premier golf destination on Cape Cod. This is a win-win for the Town. Our guest golfers stay at local hotels and motels, eat at local restaurants, shop at local stores, and visit our beaches and other Town attractions. Through our expanded marketing efforts, we will constantly look for ways to increase revenue at the courses in order to meet this goal. (SP: Finance, Quality of Life)
3. Continue to develop golf related services to maximize the use of Olde Barnstable Fairgrounds and Hyannis Golf Courses for residents and guests. Strive to provide the best customer service possible to all customers. Train staff and emphasize putting the customer first in every aspect of the operation, including the pro shop, starters, rangers, and the maintenance staff. This helps maximize repeat business and strong word-of-mouth marketing, creating more desirable facilities for our customers. (SP: Finance, Education, Quality of Life)

4. Continue implementing improvement projects at Olde Barnstable Fairgrounds and Hyannis Golf Courses to ensure compliance with our mission of providing self-supporting facilities that are attractive and affordable to our residents and non-residents. Maintain a focus on the bottom line to maintain and improve assets for the future. Future capital improvements and enhancements include: replacing outdated and worn maintenance equipment, upkeep and improvements to buildings and grounds. (SP: Finance, Infrastructure, Quality of Life)

Additional Funding Recommended

1. Front End Loader/Backhoe Tractor

\$13,057 Requested

\$13,057 Recommended

The Golf Division enterprise would like to replace a 1997 Kubota L4200 Compact utility tractor/loader with a new 2014 Kubota L4760 tractor/loader with a backhoe attachment. The present tractor is 16 years old and in need of replacement. It has 2,500 hours of use on it, and is showing significant signs of fatigue and corrosion. The hydraulics are weak and slow, the hydrostatic transmission is slipping, all hydraulic hoses are in need of replacement, as are the tires. The loader bucket was replaced this year. This piece of equipment is critical to the golf maintenance operation at Olde Barnstable GC. The tractor is used to run numerous 3 point hitch implements such as aerators, augers, debris sweeper and blowers. It is used for a variety of course functions such as bunker edging and sand replenishment, hauling logs and pulling tree stumps, towing the debris sweeper, all topdressing activities for greens and tees, snow removal and for just about every construction project we attempt on the property. It is needed to move all bulk materials used in the golf maintenance operation such as cart path mix, loam, bark mulch, shells and sand. The existing tractor does not have a backhoe attachment which we desperately need. It will greatly reduce the time and labor currently necessary to complete irrigation leak repairs and drainage installation that we currently do by hand shoveling. The total cost of the tractor is \$44,514 with state contract FAC-71 discounts. The intent is to do a 4 year lease of \$13,057/ year including financing through Kubota. The new tractor should be in service for at least 10 years.

Fiscal Year 2015 Golf Enterprise Fund Financial Data

The purchase of the Hyannis Golf Course in FY05 provides the Town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other Town divisions to cross-utilize department resources.

During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must be well maintained.

It is projected that the combined revenue for the two golf courses will be slightly higher than what was budgeted for FY14. Total general fund support for this operation is calculated at \$371,352. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$121,352. The Town anticipates that the public's participation in recreational activities will continue to undergo sluggish growth. Going forward, fee increases in the neighborhood of two to three percent per year are necessary if activity levels remain constant with current levels. The golf course needs to work on building reserves and increasing revenue before it implements a more comprehensive capital improvement program.

Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase, then the need to raise rates can be mitigated. Weather plays a significant role in this operation's ability to generate revenue.

Factors Affecting Expenses

Maintenance operations are a significant factor for this operation. Quality playing surfaces attract customers but require significant expenses. If not maintained adequately a loss in business could result further deteriorating resources necessary for adequate maintenance.

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 1,075,399	\$ 1,144,890	\$ 1,135,000	\$ 1,171,555	\$26,665	2.33%
Benefits	101,279	115,127	113,000	117,944	2,817	2.45%
Operating Expenses	979,611	1,018,864	1,013,000	937,995	(80,869)	-7.94%
Capital Outlay	92,160	10,000	10,000	55,000	45,000	450.00%
Debt Service	382,411	382,811	382,811	382,811	-	0.00%
Transfers Out	250,000	411,288	250,000	371,352	(39,936)	-9.71%
Subtotal Operating Budget	2,880,860	3,082,980	2,903,811	3,036,657	(46,323)	-1.50%
Permanent full-time equivalent employees	15.75	15.75		15.75	-	
Funding Sources						
Taxes	-	161,288	-	121,352	(39,936)	-24.76%
Charges for Services	2,881,765	2,879,692	2,890,000	2,908,305	28,613	0.99%
Interest and Other	7,943	7,000	7,000	7,000	-	0.00%
Total Sources	2,889,708	3,047,980	2,897,000	3,036,657	(11,323)	-0.37%
Excess (Deficiency) cash basis	8,848	(35,000)	(6,811)	-	\$35,000	
Adjustment to accrual basis	482,376	-	350,000	-		
Beginning Net Assets per CAFR	\$ 10,122,984	\$ 10,614,208	\$ 10,614,208	\$ 10,957,397		
Ending Net Assets per CAFR	\$ 10,614,208	\$ 10,579,208	\$ 10,957,397	\$ 10,957,397		
Invested in capital assets, net of related debt (1)	\$ (10,667,702)					
Invested in inventory (1)	\$ (77,796)					
User fees receivable (1)	\$ (24,102)					
Reserved for subsequent year's budget (2)	\$ (35,000)					
Reserved for encumbrances (3)	\$ (26,333)					
Other post employment benefits obligation (4)	\$ 481,206					
Compensated absences (4)	\$ 73,615					
Accrued Interest (4)	\$ 49,805					
Net assets available for appropriation (free cash) (5)	\$ 387,901					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent year's (FY 14) capital program budget.

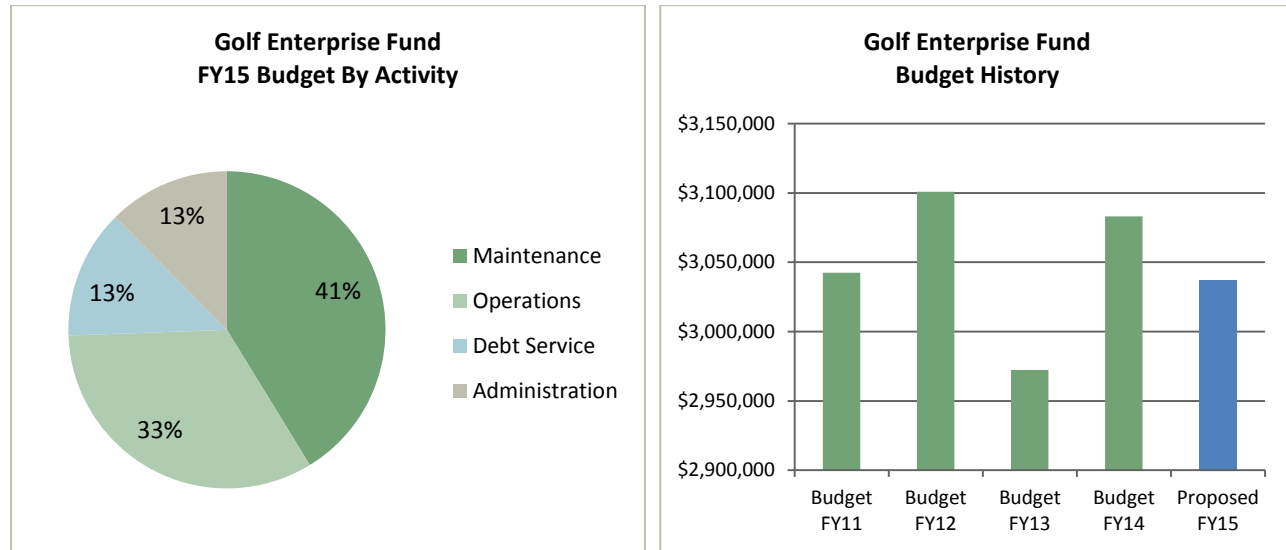
(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Golf Course Enterprise Fund budget is decreasing \$46,323 or 1.5%. Personnel cost increases of \$26,665 include all contractual obligations. There are no changes to staffing levels. Operating expenses are decreasing \$80,869. Various supply lines have been reduced and professional services have been reduced by \$35,000. This was for a comprehensive course assessment that was completed in FY14. Operating capital is increasing \$45,000 and includes funds for new equipment for course maintenance. Transfers to the general fund are decreasing \$39,936 as a large expense for workers' compensation in FY14 is not repeated. Funding for the proposed FY15 budget is comprised of \$2,915,305 in estimated golf course revenue and \$121,352 in tax support. The FY15 indirect cost charges to the golf course from the general fund total \$371,352. The golf course can cover \$250,000 from their estimated revenue resulting in a general fund subsidy of \$121,352.



The maintenance activity is the largest activity within the golf course operations comprising 41% of the total proposed spending for FY15. Total spending in this operation has not changed much over the past five years as the proposed budget for FY15 is about the same as it was in FY11.

Olde Barnstable Fairgrounds Financial Summary

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 583,883	\$ 620,874	\$ 615,000	\$ 637,541	\$16,667	2.68%
Benefits	49,881	59,637	58,000	61,109	1,472	2.47%
Operating Expenses	560,861	584,920	583,000	558,128	(26,792)	-4.58%
Capital Outlay	89,863	10,000	10,000	55,000	45,000	450.00%
Transfers Out	215,000	215,000	215,000	215,000	-	0.00%
Subtotal Operating Budget	1,499,488	1,490,431	1,481,000	1,526,778	36,347	2.44%
Capital Program					-	#DIV/0!
Total Expenses	1,499,488	1,490,431	1,481,000	1,526,778	36,347	2.44%
Permanent full-time equivalent employees	8.25	8.25		8.25	-	
Funding Sources						
Charges for Services	1,516,861	1,492,152	1,500,000	1,519,778	27,626	1.85%
Interest and Other	7,873	7,000	7,000	7,000	-	0.00%
Total Sources	1,524,734	1,499,152	1,507,000	1,526,778	27,626	1.84%
Excess (Deficiency) cash basis	\$ 25,246	\$ 8,721	\$ 26,000	\$ -	\$ (8,721)	

Hyannis Golf Course Financial Summary

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 491,516	\$ 524,016	\$ 520,000	\$ 534,014	\$ 9,998	1.91%
Benefits	51,398	55,490	55,000	56,835	1,345	2.42%
Operating Expenses	418,750	433,944	430,000	379,867	(54,077)	-12.46%
Capital Outlay	2,297	-	-	-	-	0.00%
Debt Service	382,411	382,811	382,811	382,811	-	0.00%
Transfers Out	35,000	196,288	35,000	156,352	(39,936)	-20.35%
Subtotal Operating Budget	1,381,372	1,592,549	1,422,811	1,509,879	(82,670)	-5.19%
Permanent full-time equivalent employees	7.50	7.50		7.50	-	
Funding Sources						
Taxes	-	161,288	-	121,352	(39,936)	-24.76%
Charges for Services	1,364,904	1,387,540	1,390,000	1,388,527	987	0.07%
Interest and Other	70	-	-	-	-	0.00%
Total Sources	1,364,974	1,548,828	1,390,000	1,509,879	(38,949)	-2.51%
Excess (Deficiency) cash basis	\$ (16,398)	\$ (43,721)	\$ (32,811)	\$ -	\$43,721	

Performance Measures/ Workload Indicators

Program Name	Program Goal		Program Outcome Measures	
Administration / Operations	To continually maintain and improve the Town's golf facilities.		To ensure outstanding service, superior conditions and innovative programs that will promote customer loyalty. Must strive to be 100% self-supporting to include all expenses – direct and indirect.	
Activity	Budget	End Product	Unit Cost / Productivity	Service Quality Cost of Recovery
Adult/Family Annual Pass	\$218,159	136 pass holders	\$1,604 per pass	Cost of Recovery - 42%
Junior Annual Pass	\$77,625	117 pass holders	\$663 per pass	Cost of Recovery - 35%
Daily Fee Play-Resident	\$278,956	3,946 rounds	\$71 per round	Cost of Recovery - 57%
Daily Fee Play – Non-Resident	\$662,148	23,706 rounds	\$28 per round	Cost of Recovery - 153%
Range	\$121,851	17,259 buckets sold	\$7 per bucket	Cost of Recovery - 113%
Golf Carts	\$231,835	17,853 carts	\$13 per cart	Cost of Recovery - 232%
Rentals	\$2,512	1,004 pull carts/club rental	\$3 per cart/club rental	Cost of Recovery - 319%
Club Services	\$24,482	739 M.G.A handicaps	\$33 per person	Cost of Recovery - 109%
Pro Shop	\$171,119	-	\$1	Cost of Recovery - 120%
Restaurant	\$18,594	2	\$9,297	Cost of Recovery - 193%

Program Name	Program Goal		Program Outcome Measures	
Maintenance	To provide residents and guests with a well-conditioned golf course facility.		To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)	
Activity	Budget	End Product	Unit Cost / Productivity	Service Quality
Maintenance (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming). Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.	\$1,215,974	305 acres aerated; 400 tons sand spread annually; 160 acres maintained daily; 1,300 valve in-head sprinklers and approx. 12 miles of various size PVC pipe; 6,500 trees (holly, oak, pine, birch, beech and small evergreens); Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres.	Total budget spread throughout maintenance programs	9.79 Customer Service Rating (Out of 10)



Hyannis Golf Course

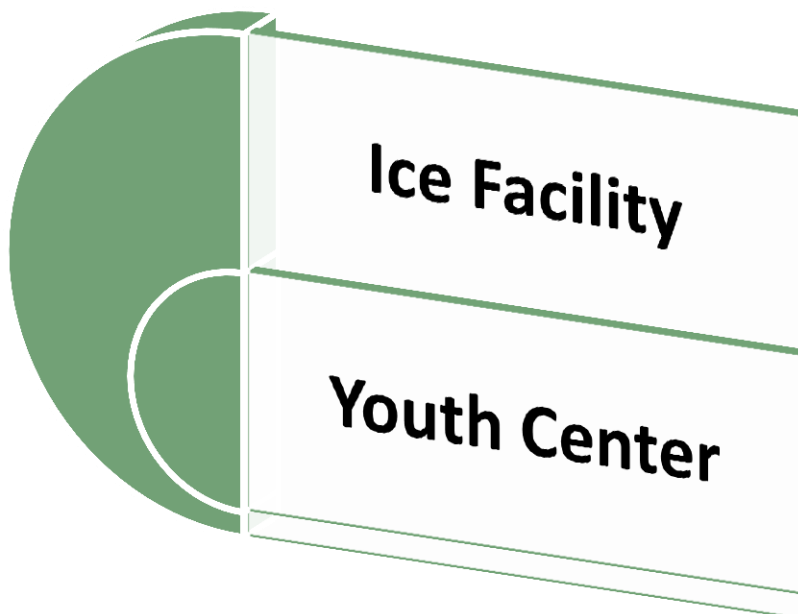


Olde Barnstable Fairgrounds

Hyannis Youth & Community Center Enterprise Fund

Mission Statement

The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to constantly improve our service to the community, our patrons, through creative innovation and teamwork; built upon a solid foundation of values and beliefs in order to achieve our mission.



Description of Services Provided

Community Center Program

The Hyannis Youth and Community Center (HYCC) is now in its fifth year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2013-2014. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to partner with the Cape Cod Chamber

***A Safe, Healthy and Fun Recreational Facility for the
Entire Community***

Recent Accomplishments

1. Partnered with the Cape Cod Chamber of Commerce to attract new sporting activities to the HYCC that appeal to a wide variety of tastes
2. Serve as the Home ice for three High Schools: Barnstable High School, Pope John Paul II and Mashpee High School and hosted four Barnstable High School Hockey Tournaments
3. The home rink for a multitude of youth hockey tournaments sponsored by the Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH)
4. Hosted Women's Hockey East Championship Tournament Weekend for the third year
5. Hosted First Annual Cape Cod Science and Nature Expo, and the 2nd Annual Bikes on Ice Motorcycle Show
6. Hosted the 20th Annual U.S. Figure Skating Championships as well as the U.S. Figure Skating National Showcase, HYCC Holiday Show, and HYCC Spring Show
7. Home Court for two high schools Volleyball and three high school Basketball
8. Home Court for Shea's No Limit Basketball League and Cape-wide Summer High School Basketball League
9. Hosted the Cape Cod Artisans Guild and the New England Bridge Tournament

of Commerce to bring high profile events to the facility including: Men's Division I Hockey, Women's Hockey East Championship Tournament and U.S. Figure Skating events. The gymnasium serves as the home court for three high school teams: Pope John Paul II, Sturgis East and Sturgis West. Several basketball leagues, tournaments and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year.

The Center consists of:

- Two NHL regulation ice rinks with seating capacity of 2,100 combined
- Six indoor Basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe' (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 100 sq. ft. Youth Center
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room.

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, home team locker rooms, first aid room, figure skating locker room, rink supervisor's office and a sitting area with a fireplace.

The Program consists of the following Activities:

Administration Activity – Ice Facility

The Administration program of the ice component oversees the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn to skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of requests daily providing a wide variety of information to customers.

Operations Activity – Ice Facility offers the following:

- **Tournaments** - are played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments.
- **Public Skating** – An activity that is available for all ages and abilities; hours for public skating are offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates.
- **HYCC Skating School** - The Learn-to-Skate Program offered throughout the year and services approximately 400 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows.

- **Camps/Clinics** - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions.
- **Barnstable Youth Hockey** – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites – Bantam age players, as well as House Level Farm and Mini Mite programs.
- **New England Junior Hurricanes Hockey** – An organization dedicated to developing well-rounded student athletes through individual and team skill building, and combine that with a sense of accountability both on and off the ice, New England Junior Hurricanes fields teams of a number of different age levels and host hockey activities in the building throughout the year.
- **Barnstable High School Hockey** - The HYCC is home to the Barnstable High School Hockey Program. The program consists of Boys Varsity/Junior Varsity and Girls Varsity/Junior Varsity. The HYCC receives the fee for the practice ice rental as well as the gate receipt for home games.
- **Rink Concession** – is operated by The Casual Gourmet. As the concession partner under contract for three years, the HYCC and Casual Gourmet are working together to develop and deliver new and exciting services to our patrons. There is a full concession on the main floor and an additional mini-concession on the lower rink level giving all facility users access to snacks and drinks.

Maintenance Activity – Ice Facility

Providing a highly efficient, top-quality ice arena at the Hyannis Youth & Community Center is the primary goal under the Maintenance Activity. The Maintenance staff oversees the daily operations of the ice. This includes overseeing Zamboni operations, cleaning the offices, locker rooms, and cafe' and monitoring the water treatment system. With the ice facility being a year-round operation, the Maintenance crew plays an important role in maintaining a smooth, efficient operation in the ice facility. The Maintenance Department is responsible for the general upkeep of the grounds in and around the HYCC.

Administration Activity – Youth Center

The Administration program at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. The program staff plans and executes programs that are a benefit to the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration

oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

Operations Activity – Youth Center

The Operations program provides a wide variety of programs for our residents. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, a computer lab and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The operations staff is always available to greet the public, relay information and answer questions covering a wide variety of information to our customers. The operations staff oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem and respect. The Youth Center offers an array of intellectual, social and physical opportunities to the youth and adults in the Town of Barnstable that will enhance their lifestyles through positive experiences.

Youth Center programs with a brief description are as follows:

- **Private Gym Rentals** – A program that allows Pope John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court.
- **Special Events** – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable.
- **Youth Programs** – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including balls of all sizes, tumbling, baking, chess and a home school gym class.
- **Adult Programs** – Year round fitness programs that include Yoga, Walking Groups, Adult Volleyball, Adult Men's and Women's Basketball, Personal Training and Aerobic Boot Camp. Each activity is unique and offers a variety of fitness bliss.
- **Membership** - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until noon when school is in session. The game room offers air hockey, pool, ping pong and other games. Membership allows participants access to the walking track, Open Gym activities, the Teen Center and the computer lab. A monthly schedule is laid out for each specific program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

Maintenance Activity – Youth Center

Providing and maintaining a high quality, top-notch Youth Center is the mission of the Maintenance Activity. The focus of the Maintenance Activity in the Youth Center is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility to resident and non-residents. The day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center and surrounding offices. The Maintenance staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are to be shoveled and treated so that the public can safely enter and exit the building. The Maintenance Department is responsible for the general upkeep of the grounds in and around the HYCC.

Fiscal Year 2015 Goals and Objectives**Short Term**

1. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (SP: Finance, Infrastructure, Quality of Life)
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. (SP: Finance, Quality of Life)
3. Implement additional community service programs to include annual blood, food and clothing drives. (SP: Education, Quality of Life)
4. Expand the advertisement program to reach \$115,000 (SP: Finance, Infrastructure)
5. Expand the Cape Cod Community Science and Nature Expo to include more vendor participants and continue to grow our partnership with the Barnstable Schools. (SP: Education, Environment and Natural Resources, Quality of Life)
6. Implement an annual dry floor program on the Butler Rink for the summer months to expand program offerings. (SP: Finance, Quality of Life)

Long Term

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. (SP: Finance, Infrastructure, Quality of Life)
2. Develop and identify the sports organizations that will assist both with the process and the funding program. (SP: Finance, Infrastructure, Environment and Natural Resources, Quality of Life)

3. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. (SP: Finance, Quality of Life)
4. Continue to work closely with Barnstable Recreation, Barnstable School Department and Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center. (SP: Finance, Education, Quality of Life)
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center. (SP: Finance, Education, Quality of Life)

Additional Funding Recommended

1. Enhanced Custodial Program – In house labor

\$40,000 Requested

\$40,000 Recommended

In its fifth year of operation, the Hyannis Youth & Community Center is in need of an enhanced custodial program that would assist in maintaining the 360 day a year operation. This program would add a full time position. The current maintenance/custodian staff spends 30-40 minutes of each hour making/cleaning ice during the season. During the off-season, approximately 15-20 minutes is spent on ice duties.

2. Enhanced Custodial Program – Overtime

\$7,500 Requested

\$7,500 Recommended

In its fifth year of operation, the Hyannis Youth & Community Center is in need of an enhanced custodial program that would assist in maintaining the 360 day a year operation. The locker rooms need particular attention and need to be thoroughly cleaned, which would involve completely taking apart the floor mats and giving the area a deep steam cleaning. Time is required to dry out the locker rooms as well.

3. Enhanced Custodial Program – Contracted Services

\$34,000 Requested

\$34,000 Recommended

In its fifth year of operation, the Hyannis Youth & Community Center is in need of an enhanced custodial program that would assist in maintaining the 360 day a year operation. Contracted services for these items is requested: professional window cleaning (bi-annual); gym floor / screen and coat – 12,500 sq. ft. oil finish (annual); multi-surface (all carpets, VCT, rubber and stone surface) floor maintenance (bi-annual); and interior painting / selective (annual).

Fiscal Year 2015 HYCC Enterprise Fund Financial Data

FY 2014 was the fourth full year of operations for this new enterprise fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a 4 lane walking track above it, a cafeteria, pro shop, lockers, common areas and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, indoor lacrosse and soccer, and other events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency. Revenue generated from the facility was expected to cover its operating expenses.

The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund's operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

Factors Affecting Revenues

The major source of revenue for this operation is from facility rentals. Major rental activity includes ice rental activities such as public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Other significant sources of revenue consist of concessions, gymnasium rental and advertising activities. A business plan was developed by the Recreation Division, working with a consultant who was brought in to conduct a marketing study, to determine the needs for the facility. Revenues will be impacted by the level of activity at the facility as well as pricing. Ice activities are projected to generate 85 percent of the total gross revenue. As the activities conducted in this facility are recreational in nature, downturns in the economy will impact this operation more significantly. Customers tend to cut back on recreational activities that cost money when under economic stress. This operation is currently experiencing this environment.

Factors Affecting Expenses

Contractual obligations, employee benefits and utilities are the major expense for this operation. Favorable utility contracts will expire in FY14 resulting in an increase of \$70,000 for utilities in FY15.

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 664,286	\$ 694,386	\$ 692,000	\$ 762,258	\$ 67,872	9.77%
Benefits	57,103	63,420	63,000	67,581	4,161	6.56%
Operating Expenses	524,865	618,744	615,000	722,790	104,046	16.82%
Debt Service	1,425,988	1,391,423	1,391,423	1,359,000	(32,423)	-2.33%
Transfers Out		253,687	253,687	260,430	6,743	2.66%
Subtotal Operating Budget	2,672,242	3,021,660	3,015,110	3,172,059	150,399	4.98%
Permanent full-time equivalent employees	9.50	9.50		10.50	1.00	
Funding Sources						
Taxes		469,687	469,687	570,578	100,891	21.48%
Fees, Licenses, Permits	309,978	301,100	310,000	292,500	(8,600)	-2.86%
Charges for Services	747,446	718,200	725,000	738,981	20,781	2.89%
Interest and Other	201,415	141,250	145,000	141,000	(250)	-0.18%
Trust Funds	1,425,988	1,391,423	1,391,423	1,359,000	(32,423)	-2.33%
Total Sources	2,684,827	3,021,660	3,041,110	3,102,059	80,399	2.66%
Excess (Deficiency) cash basis	12,585	-	26,000	(70,000)	\$(70,000)	
Adjustment to accrual basis	317,800	-	350,000	-		
Beginning Net Assets per CAFR	\$ 9,606,169	\$ 9,936,554	\$ 9,936,554	\$ 10,312,554		
Ending Net Assets per CAFR	\$ 9,936,554	\$ 9,936,554	\$ 10,312,554	\$ 10,242,554		
Invested in capital assets, net of related debt (1)	\$ (9,988,746)					
Reserved for encumbrances (2)	\$ (21,336)					
Deferred revenue (3)	\$ (30,247)					
Accrued interest (4)	\$ 126,550					
Other post employment benefits obligation (4)	\$ 168,509					
Compensated absences (4)	\$ 30,992					
Net assets available for appropriation (free cash) (5)	\$ 222,276					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

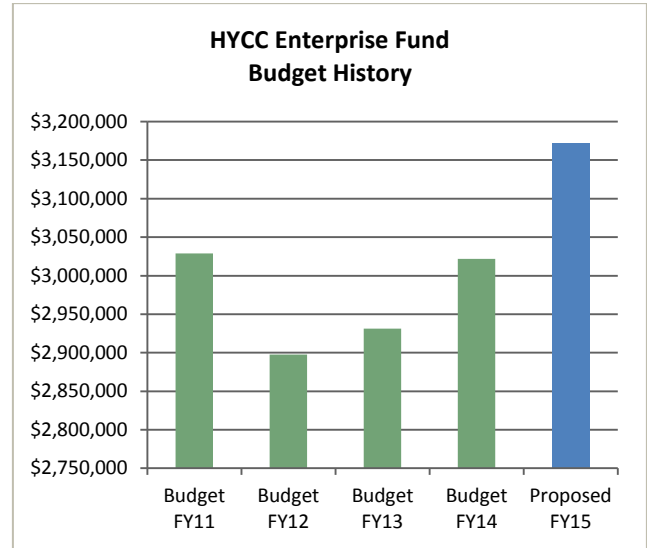
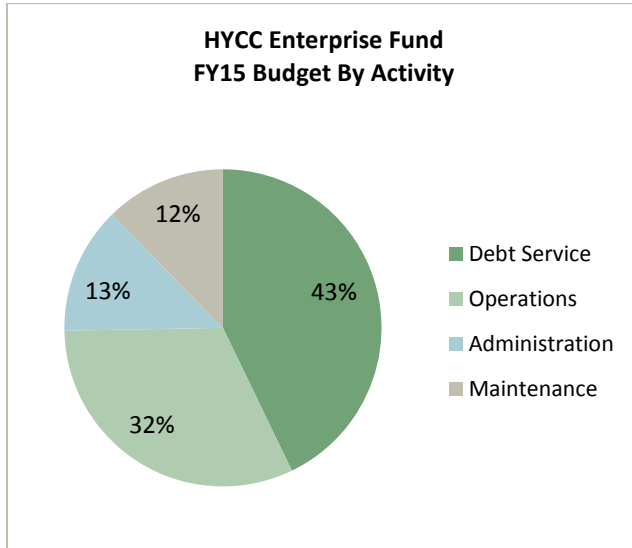
(3) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The FY15 proposed budget is increasing \$150,399 or 4.98%. Personnel costs are increasing \$67,872. This includes all contractual obligations, as well as one new full-time custodial position and an additional \$7,500 in overtime for the maintenance operations. Operating expenses are increasing \$104,046. This includes an additional \$70,000 for utilities and \$34,000 for maintenance contracts. The center's very favorable utility contracts expired in FY14 and the new utility rates have increased significantly. Debt service is down \$32,423 and transfers to the general fund are up \$6,743. Funding for this operation is comprised of \$1,172,481 in estimated operating revenue; \$1,359,000 transfer from the Capital Trust Fund to cover debt service payments on the facility's construction bonds; a \$570,578 transfer from the general fund and \$70,000 of enterprise fund reserves.



Debt service encompasses a larger percentage of the proposed FY15 budget than any of the other three activities in the HYCC. Operations are the second largest area of the budget as it includes the utilities for the facility. The budget for this operation has increased from \$3,029,000 in FY11 to a proposed amount of \$3,172,000 for FY15. This represents a 5% increase over the five year period. The decline in the FY12 budget was the result of a reduction in staff and utility contracts that offered reduced rates. The spike in the FY15 proposed budget is due to additional funds being proposed for maintenance of the facility, as well as an increase in the cost of utilities.

*Performance Measures/Workload Indicators***Rink Usage Hours**

	FY10 TOTAL KENNEDY	FY11 TOTAL KENNEDY	FY12 TOTAL KENNEDY	FY13 TOTAL KENNEDY
Hours Available	5,151	6,205	6,222	6,205
Hours Used	1,529.58	2,412.61	2,788.75	3,055.41
Remaining Available Hours	3,621.42	3,792.39	3,433.25	3,149.59
Percentage Used	29.69%	38.88%	44.82%	49.24%
	FY10 TOTAL BUTLER	FY11 TOTAL BUTLER	FY12 TOTAL BUTLER	FY13 TOTAL BUTLER
Hours Available	5,151	6,205	6,222	6,205
Hours Used	2,656.05	2,494.57	2,559.09	2,861.35
Remaining Available Hours	2,494.95	3,710.43	3,662.91	3,343.65
Percentage Used	51.56%	40.20%	41.13%	46.11%
Total % of Hours Used	40.63%	39.54%	42.98%	47.68%

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