

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 mission of the Marine & Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.



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 Prince

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

Cove Marina. With a total of 188 boat slips available, the program generates an annual income of more than \$787,250.

The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by CFAC and the Waterways Committee as directed by the Town Council, the 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. 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
- monitors 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
- records and maintains all pertinent data
- provides payovers to the Treasurer's office of all fees collected
- maintain lengthy waiting lists, collects associated fees, and awards 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
- work with DPW on maintenance projects at the marinas
- conduct daily cleaning of toilet facilities at Bismore Park Marina and 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
- 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 2016 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 four Town owned marinas. (SP: Infrastructure)
3. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (SP: Infrastructure)
4. Contract to have The Marina at Prince Cove bulkhead repaired. (SP: Infrastructure)
5. Contract for design and permits for Gateway Marina dredging project. (SP: Infrastructure)
6. 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.
2. Upgrades to the Barnstable Harbor and Gateway Float connectors and utilities as needed.
3. Surveys to the West side of Barnstable Harbor Marina Rip Rap stone for repair.

Fiscal Year 2016 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% 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 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 226,682	\$ 230,558	\$ 226,000	\$ 250,108	\$ 19,550	8.48%
Benefits	5,515	10,865	10,500	11,185	320	2.95%
Operating Expenses	96,049	134,650	132,000	133,192	(1,458)	-1.08%
Capital Outlay	6,923	20,000	20,000	20,000	-	0.00%
Debt Service	234,371	227,701	227,701	227,900	199	0.09%
Transfers Out	56,959	60,939	60,939	231,346	170,407	279.64%
Subtotal Operating Budget	626,500	684,713	677,140	873,731	189,018	27.61%
Capital Program	3,435	-	-	1,008,000	1,008,000	0.00%
Total Expenses	629,935	684,713	677,140	1,881,731	1,197,018	174.82%

Permanent full-time equivalent employees

1.45	1.45	1.65	0.20
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Source of Funding

Fees, Licenses, Permits	661,732	570,782	640,000	593,600	22,818	4.00%
Charges for Services	11,809	7,500	11,900	7,200	(300)	-4.00%
Interest and Other	32,202	20,000	29,200	17,700	(2,300)	-11.50%
Special Revenue Funds	24,000	24,000	24,000	24,000	-	0.00%
Trust Funds	63,231	62,431	62,431	61,231	(1,200)	-1.92%
Borrowing Authorizations	-	-	-	1,008,000	1,008,000	0.00%
Total Sources	792,974	684,713	767,531	1,711,731	1,027,018	149.99%

Excess (Deficiency) cash basis	163,039	-	90,391	(170,000)	<u>\$ (170,000)</u>
Adjustment to accrual basis	(64,004)	-	(50,000)	-	
Beginning Net Assets per CAFR	4,585,376	4,684,411	4,684,411	4,724,802	
Ending Net Assets per CAFR	4,684,411	<u>\$ 4,684,411</u>	<u>\$ 4,724,802</u>	<u>\$ 4,554,802</u>	

Invested in capital assets, net of related debt (1)	(4,012,657)
Reserved for encumbrances (2)	(37,175)
Reserved for continuing appropriations (3)	(125,989)
Other post employment benefits obligation (4)	188,896
Compensated absences (4)	16,941
Net assets available for appropriation (free cash) (5)	<u>\$ 714,427</u>

(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, 2014.

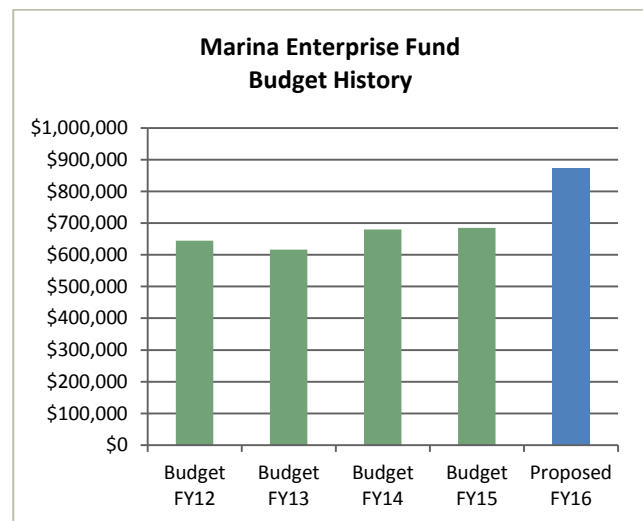
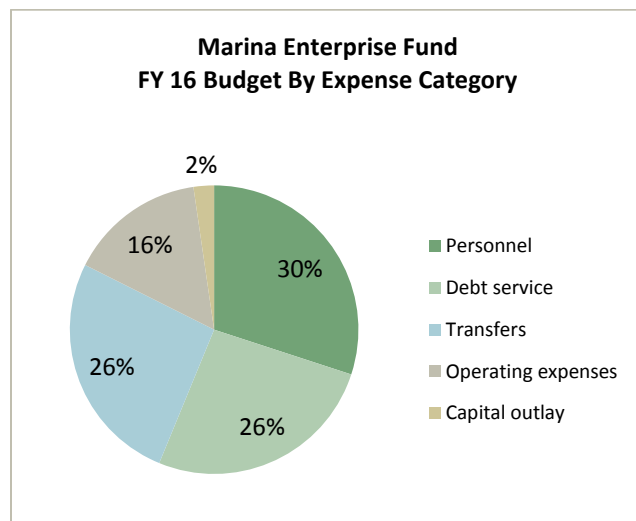
(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

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

Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$189,018. The significant increase is due a reimbursement to the General Fund of \$170,000 for the cost of reinstalling the piles in Barnstable Harbor that were damaged in the FY15 winter season. This is included in the transfers out line. Personnel cost are increasing by \$19,550 and include funds for the state mandatory minimum wage increases as well as contractual obligations.

Source of funding includes a transfer of \$24,000 from the Bismore Park Special Revenue Fund and \$61,231 from the Capital Trust Fund to cover the operation's costs for maintaining the Bismore Park and debt service on the Barnstable Marina bulkhead. The reimbursement of \$170,000 to the General Fund will be funded from the enterprise fund's reserves and the capital program of \$1,008,000 will be financed with a bond issue.



Personnel expenses represent the largest expense category within the Marina operations. Debt service and transfers are the second largest areas representing 26% of the FY16 budget. Transfers include a one-time reimbursement to the General Fund. The Marina Enterprise Fund budget has increased from \$644,776 in FY12 to \$873,731 FY16 or 35% over the five year period. Excluding the one-time reimbursement to the General Fund in FY16 the budget has increased only 9% over the five year period.

Additional Funding Recommended

1. Seasonal Dock Master Pay Rate Increase

\$14,000 Requested

\$14,000 Recommended

In review of other municipalities pay rate for the same type position we are falling behind and are having a harder time attracting and keeping good seasonal workers for this demanding seasonal job. This will give the town an opportunity to offer a more competitive pay rate and to be able to keep employees that have experience from past years.

2. Dock Replacement

\$20,000 Requested

\$20,000 Recommended

Due to age, outdoor elements and use, the docks/floats and gangways have become a safety hazard for the public to use. On-going replacement and maintenance is mandatory for use of the marina facility in a safe manner.

Performance Measures or Workload Indicators

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
<u>Marina Enterprise</u> <u>Fund: Transient</u> Dockage Fees Collected	\$154,413	\$136,892	\$106,000

Sandy Neck Beach Park Enterprise Fund

Mission Statement

The mission of the Marine and Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.

Description of Services Provided

The mission of the Sandy Neck Program is 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.

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 without a valid ORV sticker
- unsafe fires
- curfew violations
- parking violations

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

*Balancing Use and Conservation of Sandy Neck Beach Park's
Unique Resources*

RECENT ACCOMPLISHMENTS

1. Constructed a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot.
2. Placed sand along the dune in front of the parking lot (dune nourishment) as a protective measure against winter storms.
3. Created a Sandy Neck Blog in order to provide the public with "real time" information and interesting stories.
4. Improved public safety by purchasing four AEDs for patrol vehicles and boats.



Snowy Owls Visiting Sandy Neck

- removal of invasive wetland plant 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
- blogging

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

Labor Components:

- sandy Neck Park Manager
- one full time Natural Resource Officer
- four seasonal Natural Resource Officers
- two seasonal Shorebird Specialists
- one seasonal Turtle Monitor
- one seasonal laborer
- seasonal Gate Attendants
- seasonal Lifeguards

Fiscal Year 2016 Goals and Objectives**Short Term:**

1. Install "soft" erosion control solutions to stabilize the dune in front of the Sandy Neck Parking Lot. (SP: Environment and Natural Resources, Recreation and Infrastructure)
2. Commence the use of credit cards for Sandy Neck Gatehouse transactions and increase the merchandise offerings to include taxable items. (SP: Economic Development)
3. Investigate the use of a Radio Frequency Identification (RFID) log-in system for off road vehicles. (SP: Public Health and Safety, Regulatory Process and Performance).

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.

Fiscal Year 2016 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 parking permits (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 20-25% 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-summertime frame. For these reasons, revenue estimates include a factor for conservatism.

Factors Affecting Expenses

Salaries and benefits are projected to increase 2.5% and 10% per year respectively. Operating expenses are projected to increase on average 2.5-3% per year. Debt service includes a 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 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 384,948	\$ 403,253	\$ 402,000	\$ 439,894	\$36,641	9.09%
Benefits	25,829	34,915	34,000	35,330	415	1.19%
Operating Expenses	110,615	132,400	132,000	149,400	17,000	12.84%
Capital Outlay	43,727	90,000	90,000	71,500	(18,500)	-20.56%
Debt Service	92,981	92,000	92,000	95,481	3,481	3.78%
Transfers Out	72,257	82,627	82,627	74,112	(8,515)	-10.31%
Subtotal Operating Budget	730,358	835,195	832,627	865,717	30,522	3.65%
Capital Program	121,750	-	-	-	-	0.00%
Total Expenses	852,108	835,195	832,627	865,717	30,522	3.65%
 Permanent full-time equivalent employees	 2.75	 3.75		 3.75	 -	
 Source of Funding						
Fees, Licenses, Permits	541,363	468,695	540,000	511,347	42,652	9.10%
Charges for Services	225,455	209,500	220,000	227,370	17,870	8.53%
Interest and Other	74,201	67,000	70,000	77,000	10,000	14.93%
Total Sources	841,019	745,195	830,000	815,717	70,522	9.46%
 Excess (Deficiency) cash basis	 (11,089)	 (90,000)	 (2,627)	 (50,000)	 \$40,000	
Adjustment to accrual basis	118,671	-	-	-		
Beginning Net Assets per CAFR	785,136	892,718	892,718	890,091		
Ending Net Assets per CAFR	892,718	\$ 802,718	\$ 890,091	\$ 840,091		
 Invested in capital assets, net of related debt (1)	 (308,239)					
Reserved for encumbrances (2)	(11,856)					
Reserved for continuing appropriations (3)	(54,961)					
Reserved for subsequent year's budget (4)	-					
Other post employment benefits obligation (5)	47,055					
Compensated absences (5)	4,795					
Net assets available for appropriation (free cash) (6)	\$ 569,512					

(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, 2014.

(4) This amount represents the net assets appropriated for the subsequent year's (FY15) capital program budget.

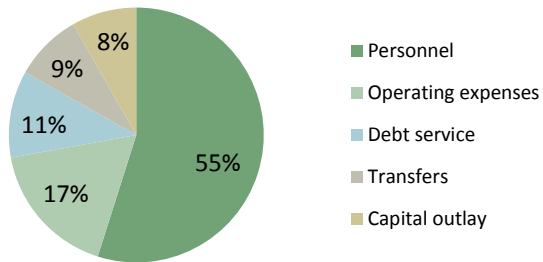
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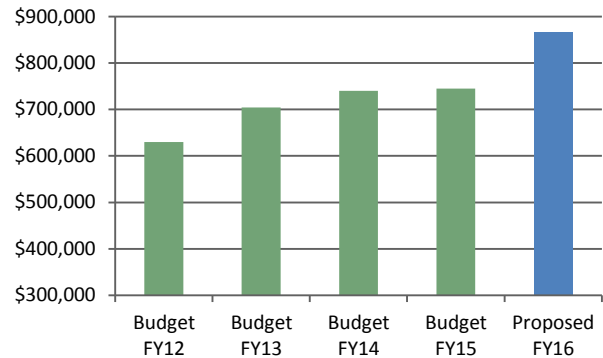
Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$30,522 or 3.65%. Personnel cost are increasing \$36,641 due to contractual obligations and additional funds for the seasonal staff to meet the state mandatory minimum wage increase. Operating expenses are increasing \$17,000 and include additional funds for tools, merchandise for resale, and a Diamondback Turtle head start program. Capital Outlay of \$71,500 includes funds for marsh trail improvements, sand stabilization, and purchasing a replacement vehicle. The General Fund's indirect service charge is decreasing \$8,515. \$50,000 of surplus will be used to fund the sand stabilization program if needed.

**Sandy Neck Enterprise Fund
FY 16 Budget By Expense Category**



**Sandy Neck Enterprise Fund
Budget History**



Personnel expenses comprise 55% of all expenditures. The Sandy Neck Park operating budget has increased from \$629,826 in FY12, to \$865,717 FY16 or 37.45% over the five year period. Most of the increase is attributable to staffing level increase; both to permanent staff and seasonal staff.

Additional Funding Recommended

1. Sand Stabilization

\$50,000 Requested

\$50,000 Recommended

The purpose of funding protective sand placement for additional dune nourishment in front of the Sandy Neck parking lot after major erosion from winter storm Juno.

2. Patrol Vehicle

\$16,500 Requested

\$16,500 Recommended

Vehicle replacement: Sandy Neck is designated as an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for the management of the park. Natural Resource Officers are charged with patrolling six miles of beach and 4,500 acres of dune and marshlands. In addition, staff must monitor the breeding populations of four endangered species. These many duties are handled by one full time Natural Resource Officer, four seasonal Natural Resource Officers, three biologists and a full time Park Manager. We maintain six vehicles and four ATVs and we need to continue to replace the oldest vehicles in order to have working fleet for our staff.

3. Two Additional Seasonal Gate Attendants

\$14,400 Requested

\$13,500 Recommended

Existing staffing levels at the Gatehouse and at the air-down station are no longer adequate to handle the volume of vehicles (and people) at Sandy Neck Beach Park on any given busy summer day. Additional Gate Attendants will assist with permit sales, traffic control, merchandise transactions and parking lot closures.

4. Pay Increase for Seasonal Natural Resource Officers

\$4,000 Requested

\$4,000 Recommended

Increase the Senior Seasonal Natural Resource Officers pay rate from \$12.50 to \$13.50 per/hour. Sandy Neck has seen an increase in use, which has resulted in a rise in the number (and complexity) of enforcement and medical incidents on the beach. In 2014, Sandy Neck NRO's responded to 29 emergencies

(including suicide attempts, alcohol and drug related incidents, an RV on fire, a severe head injury and missing children). In addition, NROs interacted with hundreds of Sandy Neck patrons, educating them on beach safety and natural resource protection. In 2014, Sandy Neck NROs issued 61 citations for infractions to the Beach Park Rules and Regulations.

5. Pay Increase for Seasonal Lifeguards, Gate and Beach Attendants **\$8,000 Requested**
\$8,000 Recommended

Minimum wage increase causes wage compression and therefore the need for each classification of position to be changed. January 1, 2015 we will be increasing all position rates by \$1 and January 1, 2016 we will increase position hourly rates by another \$1 to make sure that the adjustments are made according to the current pay rates.

6. Diamondback Head-starting Program **\$2,000 Requested**
\$2,000 Recommended

Diamondback terrapins, Malaclemys terrapin, inhabit the Great Marsh located within Sandy Neck Beach Park, and are listed as a threatened species in the state of Massachusetts. The Sandy Neck Program monitors all nesting activities of this species and has been head-starting terrapins for the last five (5) years.

7. Increase Tools and Equipment **\$4,000 Requested**
\$4,000 Recommended

Sandy Neck off road vehicles (ORV) beach use has increased 126% in the last eleven years. As a result, the utilization of the air compressor station (on Access Trail) has also greatly increased. Staff spends hours directing traffic during peak airing-up and airing-down times of the day. Funds are needed to replace hoses and air chucks and rent addition air compressors that will be stationed in the parking lot thus reducing vehicle congestion on the Access Trail.

8. Additional Funding for Merchandise **\$10,000 Requested**
\$10,000 Recommended

We are making two improvements that will greatly increase the potential for merchandise sales. (1) We are going to accept credit card transactions both at the Gatehouse and on the beach and (2) we are going to start selling taxable items such as mugs, flags and towels. Increasing our stock and variety of merchandise for re-sale will increase our revenue potential. In addition, sales should increase once patrons can utilize credit cards, as most people no longer carry cash especially while recreating at a beach.

Performance Measures

Diamond-backed Terrapin Head-start Outreach Program Natural Resources Program

In FY16, the Natural Resource Program (NR) will hatch at least 50 diamond-backed terrapins from eggs collected at Sandy Neck Beach. These animals are State listed “**threatened**” and a permit will be obtained through the Natural Heritage and Endangered Species Program in order to collect and head-start these animals.

The hatchlings will be placed in at least 17 schools and/or public facilities throughout Barnstable and Sandwich for students to head-start. NR staff will provide guidance and educational talks to the schools to engage the students in terrapin ecology and to ensure that the animals thrive in captivity.

In June 2015, the terrapins will be released into the Sandy Neck "Great Marsh" as robust yearlings that have a high rate of success of reaching sexual maturity. This program accomplishes two goals; it educates the students about their Cape Cod environment and increases the threatened terrapin population at Sandy Neck Beach.

All teachers and students, at participating schools, are excited and fully involved in the Turtle Outreach Program. Our goal is to continue this program for many years and help create new environmental learning programs for the school systems.

Sandy Neck Merchandise

In FY16, we are planning on improving our merchandise sales by (1) increasing our offerings and (2) accepting credit card transactions both at the Gatehouse and on the beach.

Sandy Neck merchandise is extremely popular and we have not yet maximized our revenue potential. We plan to increase our merchandise offerings by including taxable items such as flags, mugs and prints. In addition, we feel that credit card transactions will further increase merchandise sales, as most people no longer carry cash especially while recreating on a beach.

Finally, we will utilize our new Sandy Neck Blog to advertise the new merchandise offerings and sales.

Workload Indicator

	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
<u>Sandy Neck Program: Merchandise Sold</u>	\$24,168	\$20,000	\$36,500

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. Olde Barnstable Fairgrounds was once again voted by golfers from throughout New England as one of the Top 25 Public Places to play.
2. Increased the golf outing business at Hyannis GC from 15 large outings in 2013 (70 or more golfers) to 23 in 2014.
3. Filled the vacant position of Golf Financial Supervisor for the Golf Division. The vacancy was created when Lisa Peterson retired. Lisa, who held her position since the opening of OBF in 1992, is the first person to retire in the Golf Division's history. Congrats on her accomplishment!
4. Hosted several prestigious golf events at both courses that brought competitors in from all over the region. The Cape Cod Open, MGA Public Links Championship Qualifier, and Northeast US Regional Championship for the PGA Junior League brought families to the Town of Barnstable to stay and play again having a positive effect on the local economy.
5. Continued to grow the First Tee Program at Hyannis GC. Spring and fall after school programs were added this year for the first time that complements the already popular summer program. The Hyannis First Tee program is one of the fastest growing programs in the nation.
6. Produced a 30 minute television show promoting the Town of Barnstable and Barnstable Golf that aired several times on the show "Golf Destination TV." The show was seen throughout New England, in Florida, Arizona, and Prince Edward Island.

Description of Services Provided

Golf Course Operations

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public; Olde Barnstable Fairgrounds & Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The main focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the courses of Barnstable Golf.

Administration Activity Description

The Administration is the financial management arm of the Golf Division. The Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that the Administration closely monitor the revenues and expenses as we cannot spend more than we make. One of the most important jobs of the Administration is the development and implementation of the annual fiscal operating budget. For the fiscal year ending June 30, 2014 the Golf Division generated \$2,957,046 in revenues while expending \$2,618,938 resulting in a surplus of \$123,107 after paying debt service and operating transfers to the Town. Through the setting of fees and rates,

forecasting of revenues, and adhering to tight expense controls, the Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties, the Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. The Administration works hard to balance the yearly operational needs of the division, the debt service and financial obligations owed to the Town, and funding for needed capital improvements with the revenues generated. Barnstable Golf pays \$633,000 in debt service and administrative support to the Town annually. The Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web-based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golfing visitors stay in local hotels and motels, eat at local restaurants, visit local attractions and shop at local businesses. Golf is good for our community.

Operations Activity Description

The Operations activity is responsible for management of the two pro shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA golf professional that is supported by a staff of customer service experts. The pro shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose from. The pro shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees and merchandise sales are all collected at the front desk. The Operations staff answers hundreds of phone calls daily providing information to customers. Operations provide professional player assistance, golf instruction (both individual and group) to juniors, seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information and collects fees. The Operations staff handles over 68,000 rounds played by members and guest each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. The Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily. With over 20,000 cart rounds annually, all carts need to be moved to the staging area daily during the peak months.

Maintenance Activity Description

The mission of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands they sit on. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance staff manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, overseeing of greens, tees and fairway turf. The licensed, professional turf management staff in Maintenance is responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects and diseases that occur throughout the properties. Top consideration is always given to using

the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach with regards to applying nitrogen based fertilizers on the golf courses. For the past four years the rough areas on the courses, which account for the most turf acreage, have only received 1.0 lb. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.

Fiscal Year 2016 Goals and Objectives

Short Term:

1. To secure funding for the renovation of Hyannis Golf Course based upon the recommendations contained in the Renovation Business Plan produced by Richard Mandell, Golf Course Architect. Hyannis GC is over 40 years old and is long overdue for replacement and renovation of key course features to remain a viable and competitive facility. The Golf Division looks to modernize Hyannis GC by installing a new irrigation system, creating new forward tees, renovating all sand bunkers and reconstructing cart paths. Of all the options proposed in the Renovation Business Plan the one we are recommending is the least expensive. (SP: Infrastructure, Economic Development)
2. Continue to enhance our website with the addition of golf outing offerings including food and beverage menus and sample packages to choose from. We expect to generate more interest in our facility and successful outing business. Attracting large groups to our facilities is not only good for Barnstable Golf, but also the local community economy as well. (SP: Finance, Communication, Quality of Life)
3. Creation of a monthly newsletter for all annual pass holders. Improved communication, information sharing and education are the goal of the newsletter. The newsletter will be available via email, website and print copy. (SP: Finance, Quality of Life)
4. 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. (SP: Finance, Infrastructure, Quality of Life)
5. Produce a new Television commercial promoting Barnstable Golf and the Town of Barnstable as a premier public golfing destination. (SP: Finance, Communication, Quality of Life)
6. Continue to increase our golfer development programs by offering a new golf league for High School golfers and a Girl's Golf program. (SP: Finance, Infrastructure, Quality of Life)
7. Continue to expand and grow The First Tee Program of Massachusetts at Hyannis Golf Course by reaching out to a more diverse segment of the community by offering free transportation to and from Hyannis GC. Over the last two years the program has rapidly grown under the guidance of award winning PGA teaching Professional David Donnellan. We have expanded age groups, added classes, offered spring and fall after school programs to compliment the summer sessions. The First Tee program at Hyannis GC is one of the nation's fastest growing programs. (SP: Finance, Education, Quality of Life)
8. Remove select trees around tees and greens at both courses. Over time, tree growth shades out the greens and impacts putting green performance. The result will be improved air movement, increased sunlight and reduced disease incidence. (SP: Finance, Infrastructure, Quality of Life)

9. Improve fairway drainage on both courses in low lying areas by installing subsurface drainage. This will improve fairway turf conditions and the playability of the courses. (SP: Finance, Infrastructure, Quality of Life)

Long Term:

1. Complete facility upgrades to both golf courses. Hyannis GC is over 40 years old and OBF is 23 years old. Clubhouses, maintenance buildings, and cart barn are showing their age. The Golf Division seeks to use a combination of funding sources to accomplish necessary building repairs, maintenance, and upgrades to protect the assets for the future. The main emphasis will be on building exteriors. Replacement of roofs, trim, decking, windows and exterior painting are planned.
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. The successful completion of the Hyannis Renovation Plan will be the most significant contributing factor that leads to achieving this goal.
3. Embark upon a plan to aggressively pursue attracting new prestigious golf events to Barnstable Golf and the Town of Barnstable. Events such as these bring large numbers of golfers to our community. The economic spin-off throughout the town can be significant.
4. Acquire the necessary golf course maintenance equipment to be able to properly care for the two golf course properties. At present, as a multi-course operation, we have some serious equipment deficiencies. We only have one greens aerator, one top-dressed, and one fairway aerator. We need to have two of each of these pieces of equipment to perform the necessary annual turf maintenance practices at each course. Since becoming a multi-course operation we have been at the mercy of other neighboring golf courses to borrow equipment to be able to complete this work. We no longer have that option. It will take twice as long to complete these projects in the future which results in the courses being shut down for longer periods of time and increased revenue losses. If any one of these pieces of equipment goes down, there is no back-up and work progress stops.

Fiscal Year 2016 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 FY15. Total general fund support for this operation is calculated at \$375,598. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$125,598. 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 2-3% 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 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,118,681	\$ 1,171,555	\$ 1,155,000	\$ 1,301,442	\$129,887	11.09%
Benefits	112,414	117,944	117,250	134,001	16,057	13.61%
Operating Expenses	998,484	937,995	930,000	1,012,765	74,770	7.97%
Capital Outlay	9,981	55,000	-	-	(55,000)	-100.00%
Debt Service	382,811	382,811	428,800	419,100	36,289	9.48%
Transfers Out	250,000	371,352	371,352	375,598	4,246	1.14%
Subtotal Operating Budget	2,872,371	3,036,657	3,002,402	3,242,906	206,249	6.79%
Capital Program	-	-	-	314,000	314,000	0.00%
Total Expenses	2,872,371	3,036,657	3,002,402	3,556,906	520,249	17.13%
Permanent full-time equivalent employees	15.75	15.75		16.75	1.00	
Source of Funding						
Taxes	-	121,352	-	125,598	4,246	3.50%
Charges for Services	2,980,647	2,908,305	3,030,033	3,112,180	203,875	7.01%
Interest and Other	11,398	7,000	12,613	5,128	(1,872)	-26.74%
Borrowing Authorizations	-	-	-	314,000	314,000	0.00%
Total Sources	2,992,046	3,036,657	3,042,645	3,556,906	520,249	17.13%
Excess (Deficiency) cash basis	119,675	-	40,243	-	\$ -	
Adjustment to accrual basis	(27,994)	-	(50,000)	-		
Beginning Net Assets per CAFR	10,614,208	10,705,889	10,705,889	10,696,132		
Ending Net Assets per CAFR	10,705,889	\$ 10,705,889	\$ 10,696,132	\$ 10,696,132		
Invested in capital assets, net of related debt (1)	(10,749,817)					
Invested in inventory (1)	(78,150)					
User fees receivable (1)	(24,736)					
Reserved for encumbrances (3)	(32,532)					
Other post employment benefits obligation (4)	557,764					
Compensated absences (4)	76,270					
Accrued Interest (4)	46,055					
Net assets available for appropriation (free cash) (5)	\$ 500,743					

(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.

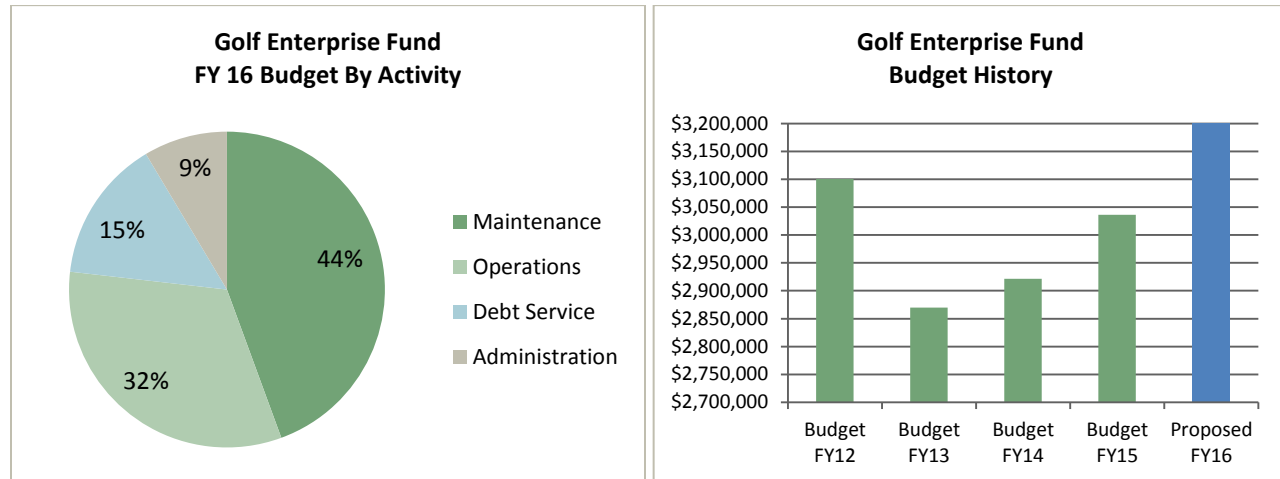
(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(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 increasing \$206,249 or 6.8%. Personnel cost are increasing \$129,887 which includes all contractual obligations and one additional fulltime employee to staffing levels for a Director of Golf Maintenance. Operating expenses are increasing \$74,770 due to incremental increase in routine operation needs in all categories. Debt services will increase by \$36,289 for a new equipment loan issued in FY15. Funding for the FY16 proposed operating budget is comprised of \$3,117,308 in estimated golf course revenue and \$125,598 in tax support. A borrowing authorization of \$314,000 will pay for the FY16 capital program.



The maintenance activity is the largest activity within the golf course operation comprising 41% of the total proposed spending for FY16. Total spending in this operation has increased by about 3% over the past five years. The large decrease in FY13 was due to expense reductions as a result of declining revenue. Revenue is back on the rise resulting in gradual budget increases.

Olde Barnstable Fairgrounds Financial Summary

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 617,250	\$ 637,541	\$ 630,000	\$ 714,166	\$76,625	12.02%
Benefits	56,119	61,109	59,000	66,606	5,497	9.00%
Operating Expenses	550,696	558,128	555,000	575,228	17,100	3.06%
Capital Outlay	9,981	55,000	-	-	(55,000)	-100.00%
Debt Service	-	-	46,800	46,800	46,800	0.00%
Transfers Out	215,000	215,000	215,000	250,000	35,000	16.28%
Subtotal Operating Budget	1,449,046	1,526,778	1,505,800	1,652,800	126,022	8.25%
Capital Program	-	-	-	174,000	174,000	0.00%
Total Expenses	1,449,046	1,526,778	1,505,800	1,826,800	300,022	19.65%
 Permanent full-time equivalent employees	 8.25	 8.25		 8.75	 0.50	
 Source of Funding						
Taxes					-	0.00%
Charges for Services	1,581,312	1,519,778	1,620,033	1,647,672	127,894	8.42%
Interest and Other	11,398	7,000	12,613	5,128	(1,872)	-26.74%
Borrowing Authorizations	-	-	-	174,000	174,000	0.00%
Total Sources	1,592,711	1,526,778	1,632,645	1,826,800	300,022	19.65%
 Excess (Deficiency) cash basis	 \$ 143,664	 \$ -	 \$ 126,845	 \$ -	 \$ -	

Hyannis Golf Course Financial Summary

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 501,430	\$ 534,014	\$ 525,000	\$ 587,276	\$53,262	9.97%
Benefits	56,296	56,835	58,250	67,395	10,560	18.58%
Operating Expenses	447,788	379,867	375,000	437,537	57,670	15.18%
Capital Outlay	-	-	-	-	-	0.00%
Debt Service	382,811	382,811	382,000	372,300	(10,511)	-2.75%
Transfers Out	35,000	156,352	156,352	125,598	(30,754)	-19.67%
Subtotal Operating Budget	1,423,325	1,509,879	1,496,602	1,590,106	80,227	5.31%
Capital Program	-	84,000	-	140,000	56,000	66.67%
Total Expenses	1,423,325	1,593,879	1,496,602	1,730,106	136,227	8.55%
 Permanent full-time equivalent employees	 7.50	 7.50		 8.00	 0.50	
Source of Funding						
Taxes	-	121,352	-	125,598	4,246	3.50%
Charges for Services	1,399,335	1,388,527	1,410,000	1,464,508	75,981	5.47%
Borrowing Authorizations	-	-	-	140,000	140,000	0.00%
Total Sources	1,399,335	1,509,879	1,410,000	1,730,106	220,227	14.59%
 Excess (Deficiency) cash basis	 \$ (23,990)	 \$ (84,000)	 \$ (86,602)	 \$ -	 \$84,000	
Adjustment to accrual basis						
Beginning Net Assets		\$ (23,990)	\$ (23,990)	\$ (110,592)		
Ending Net Assets	\$ (23,990)	\$ (107,990)	\$ (110,592)	\$ (110,592)		

Additional Funding Recommended

1. Seasonal Wage Adjustments

\$30,915 Requested

\$30,915 Approved

The Golf Division Enterprise would like to adjust the seasonal pay rates in all areas within the division. The pay rate for these seasonal jobs has been the same for over 10 years now and we are experiencing serious problems finding and retaining employees. In the Operations program we look to recognize that seasonal cashiers who have opening/closing responsibilities should be more adequately compensated for the added duties compared to those seasonal employees who don't have the same level of responsibility. In the Turf Maintenance program we look to create 2 levels of seasonal employees, short term and long term. The duties and responsibilities vary greatly between "summer" help and "seasonal" help and it should be reflected in the pay scale. Finally, the golf division would like to incorporate a 3 step pay scale for returning staff at \$.50/hr increments to ensure we can retain loyal, experienced employees.

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 Name	Budget	End Product	Unit Cost / Productivity	Service Quality
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%

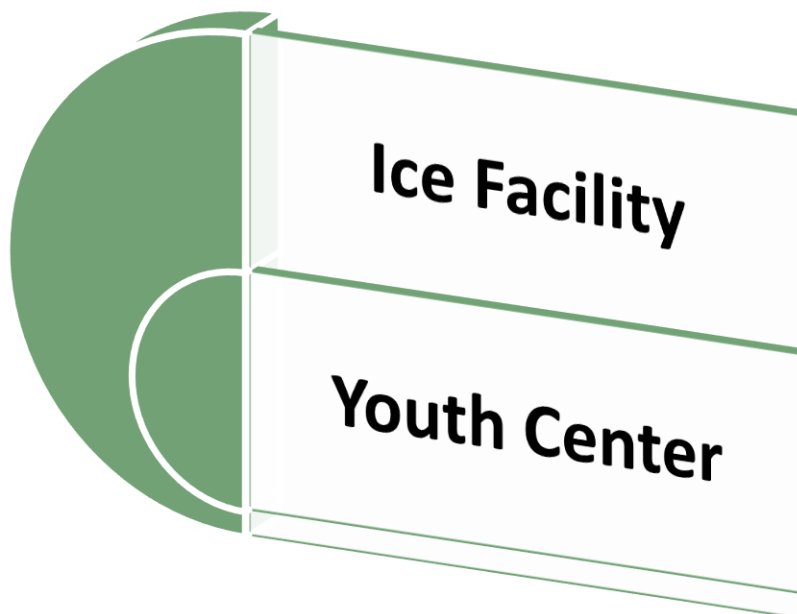
Program Name	Program Goal		Program Outcome Measures	
Maintenance	To provide residents and guests with a well-conditioned golf course facility.		To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)	
Activity Name	Budget	End Product	Unit 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. Maintain operation building and grounds including Memorial and plantings.	\$ Total budget spread throughout maintenance programs	9.79 CSR

18th Hole Olde Barnstable Fairgrounds9th Hole Hyannis Golf Course

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 sixth year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2014-2015. 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 of Commerce to bring

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

Recent Accomplishments

1. Partner 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 area high school hockey programs: Barnstable High School, Saint John Paul II, Mashpee/Monomoy Co-Op and hosted four Barnstable High School Hockey Tournaments.
3. Serve as the home rink for a multitude of youth hockey tournaments sponsored by Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH).
4. Hosted Women's Hockey East Championship Tournament Weekend for the fourth consecutive year.
5. Hosted Cape Cod Roller Derby Inaugural Game in the Butler Rink dry floor.
6. Hosted 3rd Annual Cape Cod Science and Nature Expo.
7. Hosted the US Figure Skating Theatre on Ice Competition as well as the HYCC Holiday and Spring Skating shows.
8. Serve as the home court for two high school volleyball programs and three high school basketball programs.
9. Serve as the home court for Shea's Youth Basketball Association and the Cape-wide Summer High School Basketball League.

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: Saint 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 pay-overs 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, 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 instructions. 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 is 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, combined with a sense of accountability both on and off the ice. New England Junior Hurricanes field 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, 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 residents and non-residents alike. 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.

Youth Center programs with a brief description are as follows:

- **Private Gym Rentals** – A program that allows Saint 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 2016 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, 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: Quality of Life)
4. Expand the advertisement program to reach \$115,000 (SP: Finance)
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: 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.
2. Develop and identify the sports organizations that will assist both with the process and the funding program.
3. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities.
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.
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center.

Fiscal Year 2016 HYCC Enterprise Fund Financial Data

FY15 was the fifth 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 four 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% 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 expenses for this operation.

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 679,108	\$ 762,258	\$ 752,000	\$ 831,163	\$ 68,905	9.04%
Benefits	61,512	67,581	65,000	72,033	4,452	6.59%
Operating Expenses	592,979	722,790	720,000	708,002	(14,788)	-2.05%
Debt Service	1,391,923	1,359,000	1,359,000	1,291,400	(67,600)	-4.97%
Transfers Out	253,687	260,430	260,430	282,672	22,242	8.54%
Subtotal Operating Budget	2,979,209	3,172,059	3,156,430	3,185,270	13,211	0.42%
Capital Program	-	-	-	-	-	0.00%
Total Expenses	2,979,209	3,172,059	3,156,430	3,185,270	13,211	0.42%
 Permanent full-time equivalent employees	 9.50	 10.50		 10.50	 -	
 Source of Funding						
Taxes	469,687	570,578	570,578	592,820	22,242	3.90%
Fees, Licenses, Permits	314,202	292,500	293,000	299,000	6,500	2.22%
Charges for Services	787,378	738,981	740,000	735,450	(3,531)	-0.48%
Interest and Other	165,538	141,000	140,000	141,000	-	0.00%
Trust Funds	1,391,423	1,359,000	1,359,000	1,292,000	(67,000)	-4.93%
Total Sources	3,128,227	3,102,059	3,102,578	3,060,270	(41,789)	-1.35%
 Excess (Deficiency) cash basis	 149,019	 (70,000)	 (53,852)	 (125,000)	 <u>\$(55,000)</u>	
Adjustment to accrual basis	259,594	-	250,000	-		
Beginning Net Assets per CAFR	9,936,554	10,345,167	10,345,167	10,541,315		
Ending Net Assets per CAFR	10,345,167	<u>\$ 10,275,167</u>	<u>\$ 10,541,315</u>	<u>\$ 10,416,315</u>		
 Invested in capital assets, net of related debt (1)	 (10,274,309)					
Reserved for encumbrances (2)	(9,096)			\$ 310,148		
Deferred revenue (3)	(27,735)					
Accrued interest (4)	118,107					
Other post employment benefits obligation (4)	194,236					
Compensated absences (4)	37,165					
Reserved for subsequent year's budget (5)	(70,000)					
Net assets available for appropriation (free cash) (6)	<u>\$ 313,535</u>					

(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.

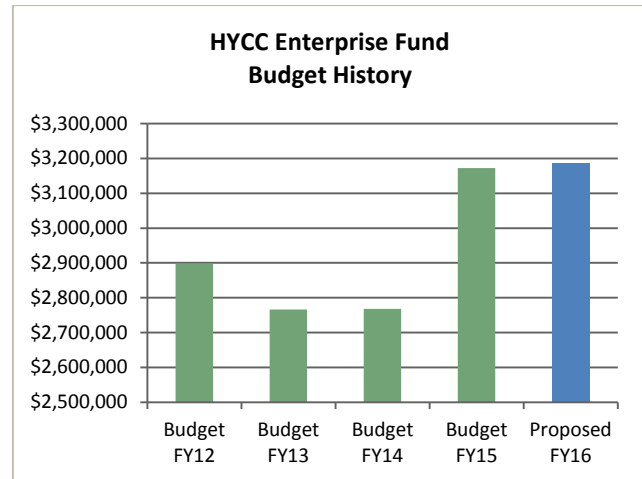
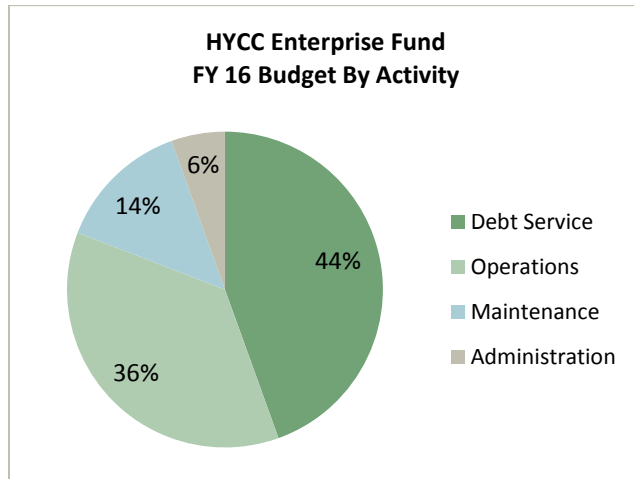
(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the net assets appropriated for the subsequent year's (FY15) operating budget.

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

Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$13,211 or 0.42%. Personnel costs are increasing \$68,905 which includes all contractual obligations. There are no increases in staffing levels. \$44,000 of additional funds is included for seasonal wage increases to meet the State's minimum wage requirement and additional seasonal staff. Operating expenses are decreasing \$14,788 largely due to utility savings. Debt service is down \$67,600 and transfers to the general fund are up \$22,242. Funding for this operation is comprised of \$1,175,450 in estimated operating revenue; a \$1,292,000 transfer from the Capital Trust Fund, \$592,820 in tax support and \$125,000 of the enterprise fund's reserves.



Debt service encompasses a larger percentage of the FY16 proposed 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 \$2.897 million in FY12 to a proposed amount of \$3.185 million for FY16. This represents a 9.92% growth rate 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.

Additional Funding Recommended

1. Mandatory Minimum Wage Increase

\$20,000 Requested

\$20,000 Recommended

An increase in the Massachusetts Minimum Wage Law will require an increase to our Recreation Assistant position. The Human Resources Department has recommended maintaining the same pay differential between the Recreation Assistant position and the Rink Supervisor, Sports Instructor and Zamboni Operator positions.

2. HYCC Seasonal Staff Increase

\$24,000 Requested

\$24,000 Recommended

The request provides for an increase 000000in the amount for HYCC Seasonal Employees to work at the HYCC Reception Desk during the course of operating hours of the facility. The reception area is currently not covered by full time Town of Barnstable employees during the early morning hours, evening hours or on weekends. We would like to see this covered by a seasonal employee being paid at the Recreation Assistant pay rate (\$9.00 per hour).

Performance Measures/Workload Indicators

Rink Usage Hours

	FY10 TOTAL KENNEDY	FY11 TOTAL KENNEDY	FY12 TOTAL KENNEDY	FY13 TOTAL KENNEDY	FY14 TOTAL KENNEDY
Hours Available	4848	5840	5856	5840	5840
Hours Used	1529.58	2412.61	2788.75	3055.41	2780.91
Hours Unused	3318.42	3427.39	3067.25	2784.59	3059.09
% Hours Used	31.55%	41.31%	47.62%	52.32%	47.62%

	FY10 TOTAL BUTLER	FY11 TOTAL BUTLER	FY12 TOTAL BUTLER	FY13 TOTAL BUTLER	FY14 TOTAL BUTLER
Hours Available	4848	5840	5856	5840	5840
Hours Used	2656.05	2494.57	2559.09	2861.35	2713.82
Hours Unused	2191.95	3345.43	3296.91	2978.65	3126.18
% Hours Used	54.79%	42.72%	43.70%	49.00%	46.47%

Total % of Hours Used	43.17%	42.01%	45.66%	50.66%	47.04%
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