

Community Services Department Enterprise Funds

Mission Statement

The mission of the Community Services Enterprise Funds 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 Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users as well as to protect the safety of people and vessels that use our waterways and waterside facilities.



Description of Services Provided

Marina Enterprise Fund

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 188 boat slips available, the program generates an annual income of more than \$650,000.

*Providing Adequate and Safe Use of Water Oriented
Facilities That Is Fair and Uniform To All Users.*

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 was initially intended to be self-supporting in that all marina related expenses were to be recovered by the revenues of the users of the marinas and that no funds would be required from the General Fund. When the Barnstable Harbor bulkhead failed the cost of the replacement required a general fund subsidy. This subsidy is about \$60,000 for Fy17. As the fund grows, future upgrades to all the marinas are expected to be paid for from user fees.

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 pay overs 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, etc.
- 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 pump out 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 emergencies.

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,

RECENT ACCOMPLISHMENTS

- Continued the "FLUSPY" program at The Marina at Prince Cove in conjunction with Natural Resources
- Issued six individuals slip contracts from the established wait lists
- Held a lottery to add 50 names to each of the Gateway Marina and the Marina at Prince Cove waitlists
- Worked with Town of Barnstable Growth Management and the Hyannis Civic Association on the Winter Harbor Lighting at Bismore Park Marina and Hyannis Inner Harbor
- Replaced of the deck at the Marina at Prince Cove building,
- Added a handicap parking area at the Marina at Prince Cove
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$13,500
- Re-grassed the green space at Barnstable Harbor Marina



pump out availability, and trash removal. Each marina has a unique configuration to what services are available.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Continue to fill vacancies from the established wait lists of all Town owned marinas (SP: Regulatory Access & Accountability, Economic Development, Communication)
2. Continue with the float replacement program and float improvements at all 4 town owned marinas (SP: Infrastructure, Economic Development)
3. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead (SP: Infrastructure)
4. Contract to have The Marina at Prince Cove bulkhead replaced (SP: Infrastructure, Economic Development)
5. Contract to have the Gateway Marina dredging project bid (SP: Infrastructure, Economic Development)
6. Continue to research the need for added security at all marina facilities (SP: Infrastructure, Economic Development, Public Health and Safety)

Long Term:

1. Continue with the float plan upgrades to all 4 town owned marinas (SP: Public Health and Safety, Communication, Economic Development)
2. Look to upgrade the Barnstable Harbor and Gateway Float connectors and utilities as needed (SP: Public Health and Safety, Communication, Economic Development)
3. Replace the Bismore Park Marina Bulkhead (Strategic Plan: Public Health and Safety, Communication, Economic Development)
4. Survey the west side of Barnstable Harbor Marina Rip Rap stone for repair (Strategic Plan: Public Health and Safety, Economic Development)

Fiscal Year 2017 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. Town staff provides the daily management of the marinas.

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would 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. In addition, weather can be a contributing factor on transient fees, which is the largest component of revenue for the marinas. Revenues are projected to increase less 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 new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. 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. In addition, the most recent FY16 bond issue for the Prince Cove Bulkhead (\$570,000), Bismore Bulkhead (\$158,000) and Gateway Dredging (\$280,000) are estimated to cost \$134,000 in annual debt payments for at least the next five years. These debt service payments are expected to result in fee adjustments in FY18. Salaries and benefits are projected to increase 3 percent and 10 percent per year respectively. Operating expenses are projected to increase on average 1 percent per year.



Barnstable Harbor Marina April 2016

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 230,608	\$ 250,108	\$ 240,104	\$ 254,616	\$ 4,508	1.80%
Benefits	28,614	30,312	30,282	31,613	1,301	4.29%
Operating Expenses	88,327	133,192	130,528	98,650	(34,542)	-25.93%
Capital Outlay	31,989	20,000	20,000	15,000	(5,000)	-25.00%
Debt Service	227,701	227,900	227,900	356,333	128,433	56.35%
Transfers Out	42,880	42,219	42,219	41,191	(1,028)	-2.43%
Subtotal Operating Budget	650,119	703,731	691,033	797,403	93,672	13.31%
Capital Program	13,471	1,178,000	1,178,000	500,000	(678,000)	-57.56%
Total Expenses	663,590	1,881,731	1,869,033	1,297,403	(584,328)	-31.05%

Permanent full-time equivalent employees

1.45	1.65	1.65	-
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Source of Funding

Fees, Licenses, Permits	610,868	593,600	620,000	627,500	33,900	5.71%
Charges for Services	12,375	7,200	12,000	11,000	3,800	52.78%
Interest and Other	27,672	17,700	115,000	22,700	5,000	28.25%
Special Revenue Funds	24,000	24,000	24,000	30,000	6,000	25.00%
Trust Funds	62,431	61,231	61,231	60,031	(1,200)	-1.96%
Borrowing Authorizations		1,008,000	1,008,000	500,000	(508,000)	-50.40%
Total Sources	737,346	1,711,731	1,840,231	1,251,231	(460,500)	-26.90%

Excess (Deficiency) cash basis	73,755	(170,000)	(28,802)	(46,172)	<u>\$ 123,828</u>
Adjustment to accrual basis	201,362	-	-	-	
Beginning Net Assets per CAFR	4,073,505	4,348,622	4,348,622	4,319,821	
Ending Net Assets per CAFR	4,348,622	<u>\$ 4,178,622</u>	<u>\$ 4,319,821</u>	<u>\$ 4,273,649</u>	

Invested in capital assets, net of related debt (1)	(4,220,746)
Reserved for encumbrances (2)	(66,261)
Reserved for continuing appropriations (3)	(139,565)
Other post employment benefits obligation (4)	107,068
Net pension liability (4)	615,488
Compensated absences (4)	17,804
Deferred outflow of resources (5)	(1,054)
Net assets available for appropriation (free cash) (6)	<u>\$ 661,356</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, 2015.

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

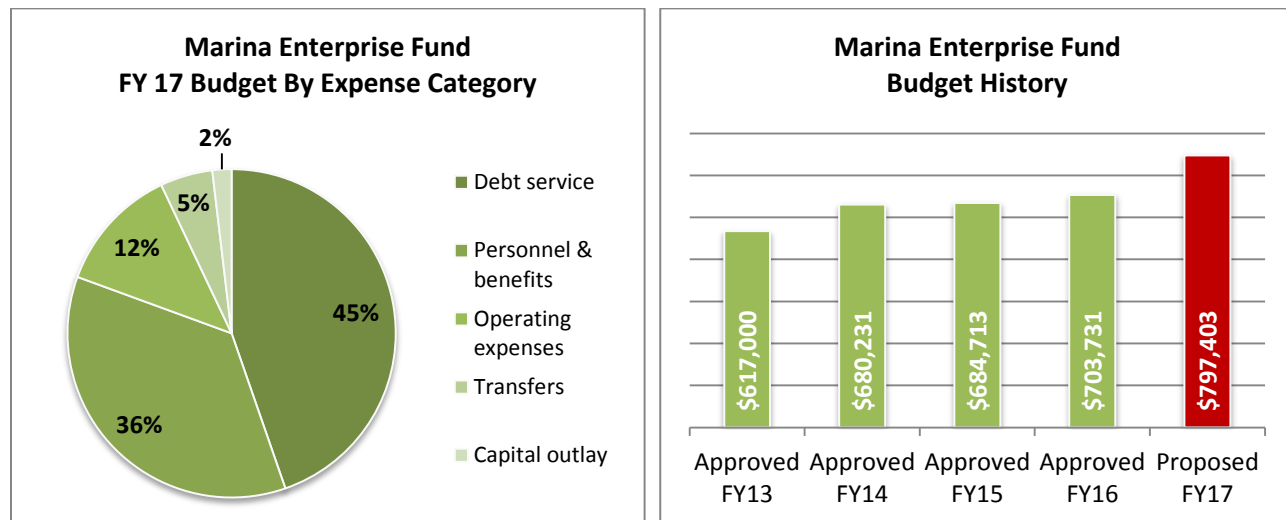
(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The Marina Enterprise Fund FY17 proposed budget is increasing \$93,672 or 13.3%. Personnel costs are increasing by \$4,508 and include additional funding for minimum wage increases (\$9,500) and all contractual obligations. Savings from staff turnover will offset a portion of the salary increases. Debt service payments have increased significantly by \$128,433 due to the recent bulkhead and dredging projects. Operating cost has been reduced by \$34,542 and capital outlay by \$5,000 in order to mitigate the large increase in debt service payments.

Funding for this operation includes a transfer of \$30,000 from the Bismore Park Special Revenue Fund and \$60,031 from the Capital Trust Fund. \$46,172 of reserves will be used to balance the FY17 proposed budget, and the capital program of \$500,000 will be financed with a bond authorization.



The FY17 proposed budget shows that debt service represent the largest expense category within the Marina operations at 45%, which is due to debt payments for the most recent capital projects for Gateway dredging, and Prince Cove and Hyannis bulkhead repairs. Personnel & benefits is the second largest category at 36%. The Marina Enterprise Fund budget has increased from \$617,000 in FY13 to \$797,403 FY17 or 30% over the five-year period.

Additional Funding Recommended

1. Seasonal Dock Master Pay Rate Increase

\$9,500 Requested

\$9,500 Recommended

Proposal is to fund the state's mandated minimum wage increase in the hourly pay rate of all seasonal marina staff positions starting January 1, 2016 by \$1.00 per hour- and starting January 1, 2017 by an additional \$1.00 per hour.

2. Dock Replacement**\$20,000 Requested****\$15,000 Recommended**

Continuation of capital funds for the replacement/maintenance of marina floats, hardware, and gangways. Due to age, outdoor elements and use, the docks/floats and gangways have become a safety hazard for the public use. Ongoing replacement and maintenance is mandatory for use of the marina facility in a safe manner.

Performance Measures or Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
<u>Marina Enterprise Fund</u> : Transient Dockage Fees Collected	\$148,514	\$165,866	\$149,500



Prince Cove Marina April 2016

Sandy Neck Enterprise Fund

Mission Statement

The mission of the Sandy Neck Beach Park 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.

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 Operations: (the hub of all beach activities)

- Processing vehicles, collecting fees, data-basing and record keeping, scheduling cottage owner escorts and issuing trail passes,
- Permit sales (off road vehicle (ORV), horseback riding, camping and campfire),
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.),
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings,
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia),
- Liaison for all communication including emergencies.

Off Road Beach Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection,
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.),
- Cottage owner escorts, Beach Point patrols, tent camping program and Shellfishing compliance,
- Traffic control on the ORV Beach, Access Trail and the Air Down Station,
- Managing beach parking.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests,

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

- Erecting enclosures and fencing around protected species nesting habitat,
- Mandatory data collection and reporting of endangered species populations to state agencies,
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles,
- Invasive plant species removal,
- GIS mapping work to catalog resources and restoration efforts,
- Overseeing Sandy Neck hunting activities.

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions,
- Court hearings and resulting appeals,
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Educational Program:

- Professionally lead informative nature hikes,
- Junior Ranger Programs,
- Diamondback terrapin headstart and outreach programs,
- Halfway House environmental and educational events,
- Nature trails with educational kiosks,
- Tick prevention and erosion control information throughout the park,
- Informational Blog.

Grounds and Facilities:

- Installation and maintenance of 6+ miles of fencing,
- Beach portable restroom program,
- Facility maintenance (Gatehouse, Bathhouse, Halfway House, air compressor building),
- Trash/debris removal (including Sandy Neck Road),
- Marsh Trail maintenance.

Management Responsibilities:

- Ensuring regulatory compliance with Town, State and Federal agencies,
- Applying for grants/permitting for special projects,
- Attending monthly Sandy Neck Board Meetings,
- Coordinating hiring, training and scheduling of seasonal staff,
- Regulation and policy updates,
- Public outreach and presentations,
- Coordinating volunteers.

Labor Components:

- Sandy Neck Park Manager,

RECENT ACCOMPLISHMENTS

- Gave 60+ educational wildlife and shellfish talks to schools, library's, senior centers and private groups.
- Successfully released 56 terrapin graduates in the head start program,
- Implemented the use of credit cards for Gatehouse transactions and increased the merchandise offerings to include taxable items,
- Placed sand along the dune in front of the Sandy Neck parking lot as a protective measure against winter storms,
- Improved Sandy Neck cottage owner access by amending the Orders of Conditions to allow escorts to Trail Six,
- Secured a Coastal Zone Management Resiliency Grant for the bathhouse/parking lot dune area,



- Division Assistant (1),
- Natural Resource Officer (1),
- Seasonal Natural Resource Officers (4),
- Seasonal Shorebird Specialists (2),
- Seasonal Turtle Monitor (1),
- Seasonal Gate Attendants and Lifeguards (15).

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Commence the use of an RFID log-in system for off road vehicles (Strategic Plan: Public Health and Safety, Regulatory Process and Performance)
2. Determine an erosion solution for the Sandy Neck bathhouse/parking lot area. This effort will include research, public outreach, design and permitting (Strategic Plan: Infrastructure, Environment and Natural Resources, Recreation, Communication)
3. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)

Long Term:

1. Implement erosion solution to the bathhouse/parking area thereby building coastal resiliency into the Sandy Neck Infrastructure (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
2. 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 (Strategic Plan Priority: Infrastructure, Education, Environment and Natural Resources, Recreation)
3. Improve the Sandy Neck Gatehouse and surrounding grounds (Strategic Plan: Infrastructure, Economic Development, Recreation)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)

Fiscal Year 2017 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. The town of Barnstable owns this unique conservation and recreation area. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation are visitors to Bodfish Park (recreational beach area) and off-road vehicle access to the outer portions of the beach. Town staff provides daily management of the park.

Factors Affecting Revenues

Major sources of revenue for this operation include beach stickers, parking revenue and off-road vehicle stickers. 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 period.

Factors Affecting Expenses

Salaries and benefits are projected to increase 3 percent and 10 percent per year, respectively. Operating expenses are projected to increase on average 2 percent per year. Operating expense include the loan payment of approximately \$95,000 per year for the construction of the bathhouse which opened in May 2011. Also included is \$50,000 per year for sand nourishment for the embankment in front of the lower parking lot. A long-term solution is being evaluated to protect the front beach and parking lot area. This solution could have a significant impact on the annual operating budget in the form of a new loan payment. Rates are set accordingly so that sufficient revenue can be generated to cover this loan payment as well as the increase in personnel costs and operating expenses.



Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 404,700	\$ 439,894	\$ 413,500	\$ 463,683	\$ 23,789	5.41%
Benefits	58,958	64,101	64,037	76,319	12,218	19.06%
Operating Expenses	123,010	149,400	150,894	166,400	17,000	11.38%
Capital Outlay	146,606	71,500	71,500	93,500	22,000	30.77%
Debt Service	91,981	95,481	95,481	93,831	(1,650)	-1.73%
Transfers Out	56,329	45,341	45,341	44,265	(1,076)	-2.37%
Subtotal Operating Budget	881,584	865,717	840,753	937,998	72,281	8.35%
Capital Program	18,673	-	-	-	-	0.00%
Total Expenses	900,257	865,717	840,753	937,998	72,281	8.35%
Permanent full-time equivalent employees	3.75	3.75		3.75	-	
Source of Funding						
Fees, Licenses, Permits	567,069	511,347	570,000	568,519	57,172	11.18%
Charges for Services	225,685	227,370	230,000	237,479	10,109	4.45%
Interest and Other	72,076	77,000	100,000	82,000	5,000	6.49%
Total Sources	864,831	815,717	900,000	887,998	72,281	8.86%
Excess (Deficiency) cash basis	(35,426)	(50,000)	59,247	(50,000)	\$ -	
Adjustment to accrual basis	(27,663)	-	-	-		
Beginning Net Assets per CAFR	(138,677)	(201,766)	(201,766)	(142,520)		
Ending Net Assets per CAFR	(201,766)	\$ (251,766)	\$ (142,520)	\$ (192,520)		
Invested in capital assets, net of related debt (1)	(277,905)					
Reserved for encumbrances (2)	(35,761)					
Reserved for continuing appropriations (3)	(36,288)					
Reserved for subsequent year's budget (4)	(50,000)					
Other post employment benefits obligation (5)	56,957					
Compensated absences (5)	4,565					
Net pension liability (5)	1,039,131					
Deferred revenue (6)	(18,300)					
Deferred outflow of resources (7)	(1,780)					
Net assets available for appropriation (free cash) (8)	\$ 478,853					

(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, 2015.

(4) This amount represents the net assets appropriated for the subsequent year's (FY16) operating 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.

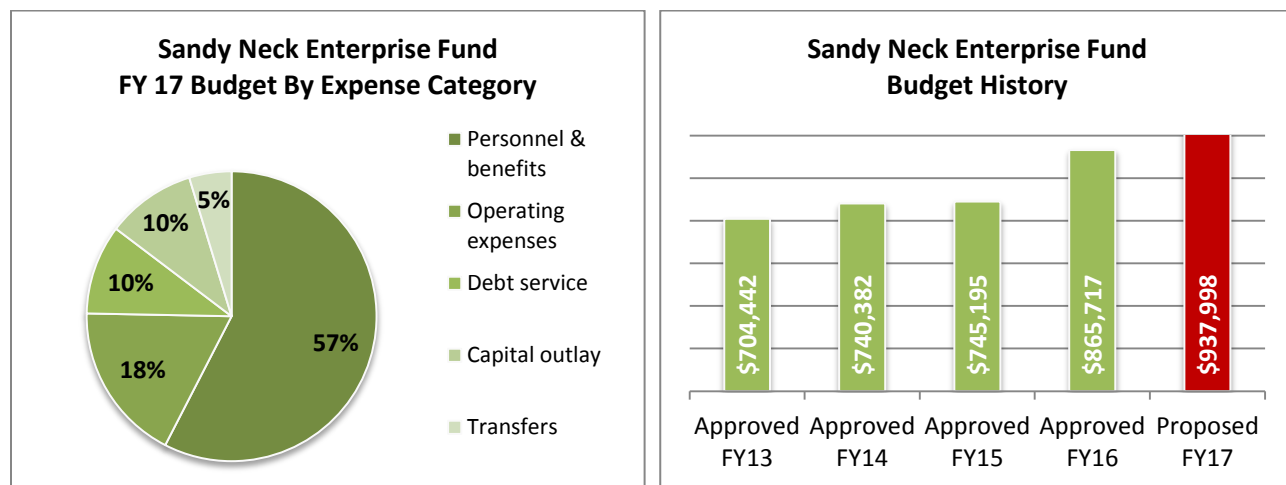
(6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

(7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The proposed budget is increasing \$72,281 or 8.35%. Personnel cost are increasing \$23,789, and includes funding for contractual obligations and minimum wage increases of \$18,500. Operating costs are increasing \$12,218 due to several requests, which include \$5,000 for building facilities maintenance, \$1,000 for staff training, \$3,000 for credit card processing fees, \$5,000 for merchandise purchases for resale, \$1,500 for office supplies and \$1,500 for uniforms. Capital Outlay is increasing \$22,000 and includes \$21,500 for a vehicle replacement, \$22,000 to upgrade the gatehouse facility and marsh trail improvements and continued level funding for a sand nourishment program at \$50,000. The budget includes using \$50,000 of the enterprise fund's reserves to fund the sand nourishment program, if needed.



Personnel & benefits expenses comprise 57% of all expenditures. The Sandy Neck Park operating budget has increased from \$704,442 in FY13, to \$937,998 FY17 or 33% over the five-year period. Most of the increases are attributable to increases in both permanent staff and seasonal staff. The minimum wage increase for seasonal employees has accounted for 23% of the total cost increase from FY15 to FY17 proposed budget.

Additional Funding Recommended

1. Seasonal Rate of Pay Increase

\$23,500 Requested

\$18,500 Recommended

Increase the seasonal wages on January 1, 2016 by \$1.00 per/hour and on January 1, 2017 by an additional \$1.00 per/hour to meet state's mandatory minimum wage requirements.

2. Operating Capital Vehicles

\$21,500 Requested

\$21,500 Recommended

We are requesting continuation of the Sandy Neck capital improvement program. In FY17, we propose to use the funds for (1) purchasing a used patrol vehicle (possibly from Natural Resource) and (2) purchase a new (utility style) ATV.

3. Gatehouse Improvements**\$17,000 Requested****\$17,000 Recommended**

The Sandy Neck Gatehouse is a very small, heavily used building (particularly in the summer season). In addition, we now use the Gatehouse year-round for three full-time employees. The building is shabby and needs upgrades (new flooring, work sink, picture window). We are also proposing yard improvements with new fencing, creating a shaded picnic area and educational kiosks. Included will be converting the tent platform constructed by Boy Scout Troop 54 in 2015 into a three-sided Adirondack style lean-to.

4. Building and Facilities Maintenance**\$5,000 Requested****\$5,000 Recommended**

We are requesting an increase in the building and facilities line item by \$5,000 a year. This would bring the total of the building and facility line item to \$15,000. Building and facilities at Sandy Neck include the Gatehouse, Bathhouse, Air Compressor shack, Garage, Halfway House, two overlooks, two sets of stairs and the handicap ramp. In the past few years, storm damage costs have been considerable. As such, other maintenance projects have been put on hold in order to replace storm damaged stairs, broken pipes, downed flag poles, etc in time for Memorial Day weekend.

5. Merchandise**\$5,000 Requested****\$5,000 Recommended**

We are requesting an additional \$5,000 for our merchandise program. This increase would bring the total line item to \$30,000, which is money we use to purchase clothing/merchandise for re-sale. Increasing our stock and variety of merchandise for re-sale will increase our revenue potential. In addition, sales have increased now that patrons can utilize credit cards, as most people no longer carry cash especially while recreating at a beach.

6. Office Supplies**\$1,500 Requested****\$1,500 Recommended**

We are requesting an increase in the office supplies line item by \$1,500 a year. This would bring the total of the office supply line item to \$3,500. Costs continue to increase for paper, copy toner and printer ink which are needed to keep the Gatehouse supplied for the busy summer season.

7. Uniforms**\$1,500 Requested****\$1,500 Recommended**

We are requesting an increase in the uniform line item by \$1,500 a year. This would bring the total of the uniform line item to \$4,000. Usage of Sandy Neck continues to increase. As such, we have increased our number of staff to manage the additional beach patrons. With more staff (gate attendants, biology staff and natural resource officers) as well as a new full time staff member, our uniform line item is no long sufficient.

8. Training**\$1,000 Requested****\$1,000 Recommended**

User ship of Sandy Neck continues to increase. As such, we have increased our number of staff to manage the additional beach patrons. With more staff (gate attendants, biology staff and natural resource officers) as well as new fulltime staff members, our training requirements have increased. Without adequate training for Sandy Neck staff, public safety would be in jeopardy. In addition, we have obligations to our full time staff with regard to training requirements.

9. 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 storms.

Performance Measures**Performance Measures: Diamond-backed Terrapin headstart outreach program**

In FY17, the Natural Resource Program (NR) will hatch at least 51 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 headstart these animals.

The hatchlings will be placed in at least 25 schools and/or public facilities throughout Barnstable and Sandwich for students to headstart. 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 2016, 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.

Performance Measure: Sandy Neck Parking Lot Revenue:

Starting in calendar year 2016, we are going to increase our hours of operation for the public beach parking lot. Presently, parking hours are (or require a Barnstable or Sandwich Beach Parking Permit) from 8:00 am to 3:30 pm Memorial Day to Labor Day. We presently do not charge (or require a parking permit) weekdays from Memorial Day to the third weekend in June. We will be changing these business hours to everyday from Memorial Day to Labor Day from 8:00 am to 5:00 pm. Because of this change, we anticipate an increase in our parking lot revenue by at least 15% from calendar year 2015 to 2016.

Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Merchandise Sold	\$25,149	\$31,165	\$40,000

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
<u>Sandy Neck Beach Park</u> ORV Permits	3,938	4,000	4,000



Sandy Neck Bathhouse

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

- 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

- Olde Barnstable Fairgrounds was once again voted by golfers from throughout New England as one of the Top 25 Public Places to play. This is the third year in a row we have received this distinction.
- Unveiled a new and improved website for Barnstable Golf. The new site is interactive and allows us to provide more accurate information on golfing opportunities for members and guests alike. We now have tournament and outing packages including food and beverage menus. Reserving a tee time online is now easier and faster.
- Increased the golf outing business at Hyannis GC from 23 large outings in 2014 (70 or more golfers) to 26 in 2015. These events are very important pieces of business as all revenue centers are affected at the facility. Income is generated through greens fees, golf carts, driving range, pro shop and our food and beverage service. Many of these large groups stay in town at local hotels/motels where the local community economy benefits.
- First Tee Program at Hyannis GC continues to grow by leaps and bounds. With spring and fall after school programs to compliment the already popular summer program, participation has skyrocketed. As the number of participants grew, additional instructors and classes were offered. Over 500 children participated in Hyannis First Tee Program activities making it the largest chapter in the state. This represents a 10 fold increase in the last 3 years.
- Introduced a Monday Quota League and Weekend Skins game at Hyannis GC with great success and participation. These events have had a positive impact on golf shop sales. Golf shop sales at both courses are up 7% this year over last.
- 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, Cape Cod PGA Championship, Hurricane Junior Golf Tour, New England PGA Junior Tour and Northeast US Regional Championship for the PGA Junior League all brought families to the Town of Barnstable to stay and play, again, having a positive effect on the local economy.
- Created a monthly newsletter for our annual pass holders. Improved communication, sharing of information and education regarding the happenings in the Golf Division is the purpose of the newsletter. The newsletter is available via email, website and print copy at the clubhouses.

Description of Services Provided

Golf Course

Barnstable Golf consists of two 18 Hole Championship golf courses open to the public -, Olde Barnstable Fairgrounds and Hyannis Golf Courses. 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 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 alike 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 course of Barnstable Golf.

Administration Activity

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, 2015, the Golf Division generated \$3,051,826 in revenues while expending \$2,856,938 resulting in a surplus of \$142,058 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 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

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. 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, which provides wide variety 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 service, player development and growth of the game 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 34,500 cart rentals annually, all carts need to be brought to the staging area daily during the peak months.

Maintenance Activity

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 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, over seeding 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 minimalist approach concerning applying nitrogen based fertilizers on the golf courses. For the past five years, the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lbs. 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.



Hyannis Golf Course April 2016

Fiscal Year 2017 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. (Strategic Plan: Finance, Infrastructure, Economic Development, Quality of Life)
2. Replace an inoperable 25 year old vertical turbine pump and motor in the pump station at OBF. The pump station has three pumps and motors to distribute water throughout the golf course irrigation system. Two of them have been replaced and upgraded in previous years. It is essential we replace this equipment in order to ensure we can properly irrigate the golf course turf. (Strategic Plan: Finance, Infrastructure, Quality of Life)
3. Host high profile golf events such as the MGA Public Links qualifier (scheduled), a Pro-Member tournament and other regional tournaments such as the Cape Cod Open that we have hosted for over 20 years. (Strategic Plan: Economic Development, Quality of Life)
4. Continue to edge, reshape and replenish sand in bunkers at both courses. The bunkers at both courses are showing significant 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. (Strategic Plan: Finance, Infrastructure, Quality of Life)
5. Expand and enhance the member's tournament schedule by introducing a Mixed Scotch Series (couples nine & dine type events) and provide a One Day Member-Member at both facilities to offer new and exciting playing opportunities. (Strategic Plan: Economic Development, Quality of Life)
6. Address signage throughout both golf properties. Tee signs, directional signs, and main entrance signs are old and in poor condition. Both courses have been rated by the MGA for correct yardages yet the informational signs have not been adjusted to match our scorecards. Customers not familiar with our courses can get turned around and find themselves playing the wrong hole. (Strategic Plan: Quality of Life)
7. Continue to 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. (Strategic Plan: Finance, Infrastructure, Quality of Life)
8. Expand our PGA Junior League participation by hosting 2 teams at each golf course. This rapidly growing junior golfing initiative uses the "team approach" to playing golf. Our junior golfers travel with coaches and parents to other area courses to play competitive matches against other teams for the chance to win the opportunity to play at regional and national events. (Strategic Plan: Economic Development, Quality of Life)

Long Term:

1. To continue to address facility deficiencies to both golf courses. Hyannis GC is over 40 years old and OBF is 24 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 emphasis of the second phase will be on building windows and doors, awnings, stairwell renovation at HGC, and cart barn upgrades at OBF. (Strategic Plan: Finance, Infrastructure, Quality of Life)
2. To continue to position Barnstable Golf as the premier public golfing 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. (Strategic Plan: Finance, Quality of Life)
3. Completely redesign, refurbish and expand the parking lot at Hyannis GC. The asphalt throughout the parking lot is in poor condition. Traffic patterns are confusing, islands are in the wrong locations and the lot is too small to accommodate large functions and golfers simultaneously. Delivery trucks can't maneuver in or out when cars are present, deliveries can only be made in the early morning. Trucks continuously have to drive across landscaping in order to enter/exit the facility. (Strategic Plan: Finance, Infrastructure, Quality of Life)



Olde Barnstable Fairgrounds Pro Shop

Fiscal Year 2017 Golf Enterprise Fund Financial Data

The purchase of the Hyannis Golf Course in FY 2005 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 FY16. Total General Fund support for this operation is calculated at \$399,140. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$149,140. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

Factors Affecting Revenues

Each year, golf course fees are set through the preparation of a user fee 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

Staff levels have remained level for the past couple of years as revenue from operations have improved. No increase in permanent year-round staff is projected over the next ten years. A projected wage increase of 3 percent and benefit increases of 10 percent per year are included in the forecast after resetting the base staff levels in FY 2016. Operating expenses are projected to increase 1 percent per year.

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,179,100	\$ 1,301,482	\$ 1,240,213	\$ 1,381,455	\$ 79,974	6.14%
Benefits	108,356	133,961	133,960	142,989	9,028	6.74%
Operating Expenses	955,879	1,012,765	1,023,137	1,026,986	14,221	1.40%
Capital Outlay	-	-	-	27,000	27,000	0.00%
Debt Service	382,811	419,100	419,027	453,611	34,511	8.23%
Transfers Out	371,352	375,598	375,598	399,140	23,542	6.27%
Subtotal Operating Budget	2,997,498	3,242,906	3,191,935	3,431,181	188,276	5.81%
Capital Program	212,247	314,000	314,000	565,000	251,000	79.94%
Total Expenses	3,209,745	3,556,906	3,505,935	3,996,181	439,276	12.35%

Permanent full-time equivalent employees

15.75	17.00	17.00	-
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Source of Funding

Taxes	\$ 121,352	\$ 125,598	\$ 125,598	\$ 149,140	23,542	18.74%
Charges for Services	3,038,221	3,112,180	3,174,424	3,180,617	68,437	2.20%
Interest and Other	13,606	5,128	48,241	5,128	-	0.00%
Borrowing Authorizations	-	314,000	314,000	565,000	251,000	79.94%
Total Sources	3,173,180	3,556,906	3,662,263	3,899,885	342,979	9.64%

Excess (Deficiency) cash basis	(36,566)	1	156,328	(96,296)	<u>\$ (96,297)</u>
Adjustment to accrual basis	422,071	-	-	-	
Beginning Net Assets per CAFR	7,633,782	8,019,287	8,019,287	8,175,615	
Ending Net Assets per CAFR	8,019,287	<u>\$ 8,019,288</u>	<u>\$ 8,175,615</u>	<u>\$ 8,079,319</u>	

Invested in capital assets, net of related debt (1)	(10,673,634)
Invested in inventory (1)	(97,508)
User fees receivable (1)	(41,274)
Reserved for encumbrances (2)	(54,143)
Other post employment benefits obligation (3)	550,333
Compensated absences (3)	68,966
Accrued Interest (3)	74,420
Net pension liability (3)	3,095,149
Deferred outflow of resources (4)	(181,569)
Reserved for continuing appropriations (5)	(121,753)
Net assets available for appropriation (free cash) (6)	<u>\$ 638,274</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) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

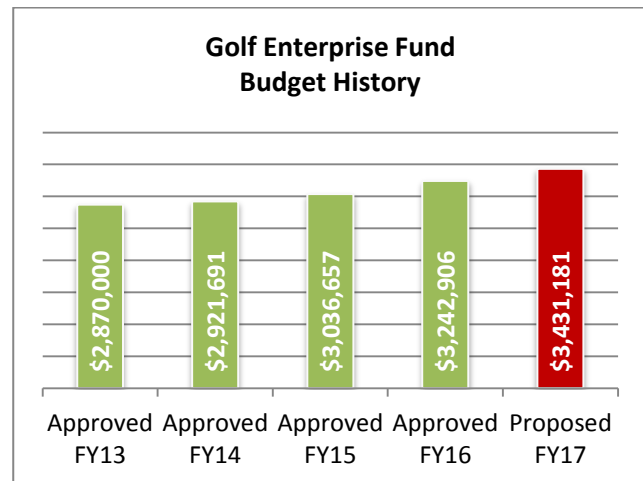
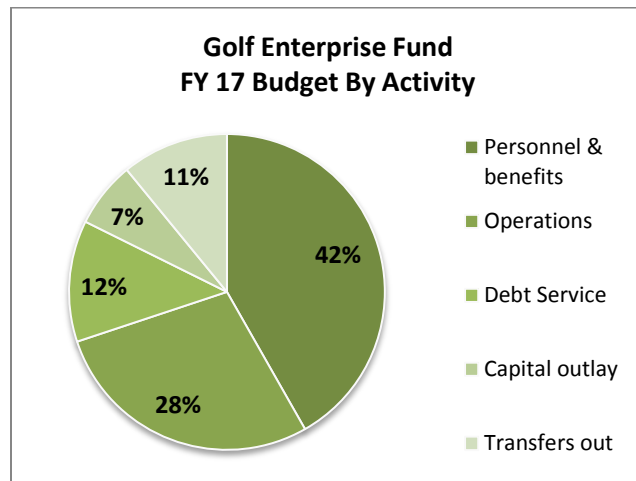
(4) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(5) 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, 2015.

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

Summary of Significant Budget Changes

The Golf Course Enterprise Fund FY17 proposed budget is increasing \$188,276 or 5.8%. Personnel cost are increasing \$79,974 and includes \$21,430 in funding for minimum wage increases, an additional \$2,000 for overtime and all contractual obligations. Operating costs are increasing \$14,221 and includes \$25,000 for a market analysis for the Hyannis Golf Course. This is partially offset by reductions to other operating expense line items. Capital outlay includes \$27,000 to purchase a water pump at Olde Barnstable. Debt service is increasing \$34,511 as new loan payments are due to cover the FY16 bond issue. The FY17 indirect costs charges to the golf course from the general fund total \$399,140. The golf course will pay \$250,000 from their estimated revenue resulting in a general fund subsidy of \$149,140, which is an increase of \$23,542 over the FY16 amount. The proposed budget includes using \$96,296 of reserves to balance the budget. This will cover the one-time expenses for a market analysis and pump replacement as well as a portion of the increase in debt service. A bond authorization of \$565,000 will pay for the FY17 capital program.



Personnel & benefits is the largest category within the golf course operation comprising 42% of the total proposed spending for FY17. The budget has increased from \$2.87 million in FY13 to \$3.43 million in FY17 or 19.55% over the five-year period.

Additional Funding Recommended

1. Seasonal Rate of Pay and Hours Increase

\$21,430 Requested

\$21,430 Recommended

Increase the seasonal wages on January 1, 2016 by \$1.00 per/hour and on January 1, 2017 by an additional \$1.00 per/hour to meet state's mandatory minimum wage requirements.

2. Pump for Olde Barnstable**\$27,000 Requested****\$27,000 Recommended**

Olde Barnstable Fairgrounds Golf Course has three pumps in its pump house to provide water to the golf course during the season. Two of the pumps (50 hp) have been replaced in the last 8 years and are in good running condition. The third pump stopped working during the 2015 season. As we stand right now, we are in good shape with the two 50hp pumps, but if one of those pumps stops working we will be reduced to 500 gallons per minute (gpm). This golf course normally runs water through the irrigation system at 900 gpm. The pump and motor to be replaced are original from 1991 and has exceeded its life expectancy. We need to have the pump pulled out of our wet well and be replaced with a 10-320 turbine pump. The motor needs to be replaced with a 30 hp inverter duty premium efficient motor.

3. Increase Overtime**\$2,000 Requested****\$2,000 Recommended**

The Golf Division enterprise would like to increase the Operations and Pro Shop programs overtime (OT) line item from \$2,000 to \$4,000 at Olde Barnstable Fairgrounds Golf Course. We are not requesting an increase for Hyannis at this time. Barnstable Golf utilizes three (3) full time Division Assistants on a roving basis at both courses. The Division Assistants typically work 8 of the 12.5 holidays during the season with a total estimated cost of \$5,886 this year. With the increases in wages due to COLA and step increases, it has been difficult to keep these OT costs at the budgeted \$4,000 between the two courses. These positions are service based and it is very important that we maintain the level of service to both members and visitors to the golf courses. We have experienced an increase in golf activity over the past two seasons and we schedule these Assistants during our busiest and high traffic days. It is very important to have our best "customer oriented" employees in on weekends and holidays to provide our customers the best service. This request does not take into account vacation coverage, illness, or tournaments.

4. Marketing Analysis – Hyannis Golf Course**\$25,000 Requested****\$25,000 Recommended**

Barnstable Golf Management is requesting funding for a market analysis report related to the Hyannis Golf Course Rehabilitation & Refurbishment proposal. This analysis will provide valuable information regarding the health of the local golf market, business potential of Hyannis GC and return on investment (ROI) based upon completion of capital improvements made to the facility. This analysis should assist golf management and town officials with the decision-making process regarding funding for the project. The cost of the market analysis is not exceeding \$25,000.

Olde Barnstable Fairgrounds Financial Summary

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 655,383	\$ 714,166	\$ 699,883	\$ 751,445	\$ 37,279	5.22%
Benefits	54,431	66,606	66,605	72,319	5,713	8.58%
Operating Expenses	545,546	575,228	563,723	565,748	(9,480)	-1.65%
Capital Outlay				27,000	27,000	0.00%
Debt Service		46,800	46,762	66,767	19,967	42.66%
Transfers Out	319,363	323,014	323,014	343,260	20,246	6.27%
Subtotal Operating Budget	1,574,723	1,725,814	1,699,988	1,826,540	100,725	5.84%
Capital Program		174,000	174,000	258,000	84,000	48.28%
Total Expenses	1,574,723	1,899,814	1,873,988	2,084,540	184,725	9.72%
 Permanent full-time equivalent employees	 8.25	 10.00		 10.00	 -	
Source of Funding						
Taxes	\$ 104,363	\$ 108,014	\$ 108,014	\$ 128,260	20,246	18.74%
Charges for Services	1,664,600	1,647,672	1,680,625	1,696,702	49,030	2.98%
Interest and Other	13,606	5,128	29,331	5,128	-	0.00%
Borrowing Authorizations	-	174,000	174,000	258,000	84,000	48.28%
Total Sources	1,782,569	1,934,814	1,991,970	2,088,090	153,276	7.92%
 Excess (Deficiency) cash basis	 \$ 207,846	 \$ 35,000	 \$ 117,982	 \$ 3,551	 \$ (31,449)	

Hyannis Golf Course Financial Summary

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 523,717	\$ 587,316	\$ 540,330	\$ 630,010	\$ 42,694	7.27%
Benefits	53,925	67,355	67,355	70,670	3,315	4.92%
Operating Expenses	410,333	437,537	459,414	461,238	23,701	5.42%
Debt Service	382,811	372,300	372,264	386,844	14,544	3.91%
Transfers Out	51,989	52,584	52,584	55,880	3,296	6.27%
Subtotal Operating Budget	1,422,775	1,517,091	1,491,947	1,604,641	87,550	5.77%
Capital Program		140,000	140,000	307,000	167,000	119.29%
Total Expenses	1,422,775	1,657,091	1,631,947	1,911,641	254,550	15.36%
 Permanent full-time equivalent employees	 7.50	 7.00		 7.00	 -	
Source of Funding						
Taxes	\$ 16,989	\$ 17,584	\$ 17,584	\$ 20,880	3,296	18.74%
Charges for Services	1,373,621	1,464,508	1,493,798	1,483,915	19,407	1.33%
Interest and Other			18,911		-	0.00%
Borrowing Authorizations		140,000	140,000	307,000	167,000	119.29%
Total Sources	1,390,611	1,622,092	1,670,293	1,811,795	189,703	11.69%
 Excess (Deficiency) cash basis	 \$ (32,164)	 \$ (35,000)	 \$ 38,346	 \$ (99,847)	 \$ (64,847)	

Performance Measures/ Workload Indicators

Division Name

Division Goal

GOLF	The Golf Course is committed to providing leisure opportunities that improve the quality of life in our community through exceptional programs and services.
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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.
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Activity Name	Budget	End Product	Unit Cost / Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
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)
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Activity Name	Budget	End Product	Unit Cost / Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming)</p> <p>Equipment repair and maintenance.</p> <p>Apply fertilizer, plant protectants. Improvement projects.</p>	\$1,215,974	<p>305 acres aerated</p> <p>400 tons sand spread annually</p> <p>160 acres maintained daily</p> <p>1,300 valve in-head sprinklers and approx 12 miles of various size PVC pipe</p> <p>6,500 trees (holly, oak, pine, birch, beech and small evergreens)</p> <p>Keep fleet of over 100 pieces of equipment in good working order.</p> <p>Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres.</p> <p>Maintain operation building and grounds including Memorial and plantings.</p>	\$ Total budget spread throughout maintenance programs	9.79 CSR



Olde Barnstable Golf Course April 2016

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 seventh year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2015-2016. From September through March, all levels of youth hockey practice and play competitive games.

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

RECENT ACCOMPLISHMENTS

- Partner with the Cape Cod Chamber of Commerce to attract new sporting activities to the HYCC that appeal to a wide variety of tastes
- The home rink for a multitude of youth hockey organizations, the largest being Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH).
- Serve as the home ice for three area high school hockey programs: Barnstable High School, Saint John Paul II and Mashpee/Monomoy Co-Op. The facility hosted nearly seventy high school hockey games throughout the winter sports season (regular season, tournament and playoff games).
- 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).
- The home court for Sturgis East High School and Sturgis West High School volleyball programs.
- The home court for Saint John Paul II High School, Sturgis East High School and Sturgis West High School basketball programs.
- Serve as the home court for Shea's Youth Basketball Association and the Cape-wide Summer High School Basketball League.
- Hosted a Professional Boxing Event in the gymnasium that featured local Heavyweight fighter Jesse Barbosa.
- Hosted the US Figure Skating Theatre on Ice Competition as well as the HYCC Skating School Holiday and Spring Skating shows.

The HYCC is proud to partner with the Cape Cod Chamber of Commerce to bring high profile events to the facility including: 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, 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 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.



Hockey East Media Day

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 2017 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. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by October 1, 2016 (SP: Education, Quality of Life).
4. Foster the relationship between the Hyannis Youth & Community Center and the YMCA Achievers Program to help the program continue into its second year. (SP: Education, Quality of Life).

Long Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet operational and debt schedule commitments. (SP: Finance, Quality of Life)
2. Develop and identify the sports organizations that will assist both with the process and with the funding of programs. (SP: Finance, Quality of Life)
3. Continue to work closely with Barnstable Recreation, Barnstable School Department and Village Libraries for serving our youth within the Hyannis Youth & Community Center. (SP: Quality of Life)
4. Continue to work with the Cape Cod Chamber of Commerce to market the Hyannis Youth & Community Center as the premier indoor sports destination on Cape Cod. (SP: Finance, Quality of Life)
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center. (SP: Finance, Quality of Life)

Fiscal Year 2017 HYCC Enterprise Fund Financial Data

FY16 was the sixth full year of operations for this 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. The Recreation Division working with a consultant who was brought in to conduct a marketing study to determine the need for the facility developed a business plan. 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 affect this operation more significantly. Customers tend to cut back on the amount they spend on recreational activities during economically stressful times. No significant increase in total revenue is projected.

Factors Affecting Expenses

Contractual obligations, employee benefits and utilities are the major expenses for this operation. Salaries and benefits are projected to increase 3 percent and 8 percent per year respectively. Operating expenses are projected to increase on average 3.5 percent per year.



Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 718,695	\$ 831,163	\$ 820,000	\$ 851,142	\$ 19,980	2.40%
Benefits	64,545	72,033	72,000	82,561	10,528	14.62%
Operating Expenses	603,442	708,002	707,294	708,002	-	0.00%
Debt Service	1,358,893	1,291,400	1,291,400	1,256,476	(34,924)	-2.70%
Transfers Out	260,430	282,672	282,672	322,830	40,158	14.21%
Subtotal Operating Budget	3,006,004	3,185,270	3,173,366	3,221,011	35,742	1.12%
Capital Program	-	-	-	-	-	0.00%
Total Expenses	3,006,004	3,185,270	3,173,366	3,221,011	35,742	1.12%

Permanent full-time equivalent employees

10.50	10.50	10.50	-
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Source of Funding

Taxes	570,578	592,820	592,820	719,936	127,116	21.44%
Fees, Licenses, Permits	286,118	299,000	302,000	299,000	-	0.00%
Charges for Services	789,959	735,450	750,000	735,450	-	0.00%
Interest and Other	420,118	141,000	141,000	141,000	-	0.00%
Trust Funds	1,358,892	1,292,000	1,292,000	1,256,476	(35,524)	-2.75%
Total Sources	3,425,665	3,060,270	3,077,820	3,151,862	91,592	2.99%

Excess (Deficiency) cash basis	419,662	(125,000)	(95,546)	(69,149)	<u>\$ 55,851</u>
Adjustment to accrual basis	(19,663)	-	-	-	
Beginning Net Assets per CAFR	8,511,783	8,911,782	8,911,782	8,816,236	
Ending Net Assets per CAFR	8,911,782	<u>\$ 8,786,782</u>	<u>\$ 8,816,236</u>	<u>\$ 8,747,087</u>	

Invested in capital assets, net of related debt (1)	(10,111,188)
Reserved for encumbrances (2)	(96,783)
Deferred revenue (3)	(33,937)
Accrued interest (4)	182,491
Other post employment benefits obligation (4)	153,306
Compensated absences (4)	42,851
Net pension liability (4)	1,847,134
Deferred outflow of resources (5)	(451,847)
Reserved for subsequent year's budget (6)	(125,000)
Net assets available for appropriation (free cash) (7)	<u>\$ 318,809</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 deferred recognition of an outflow of resources related to future fiscal years.

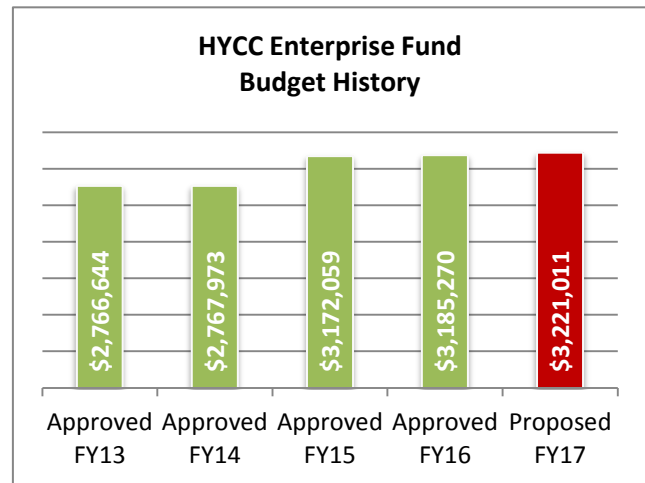
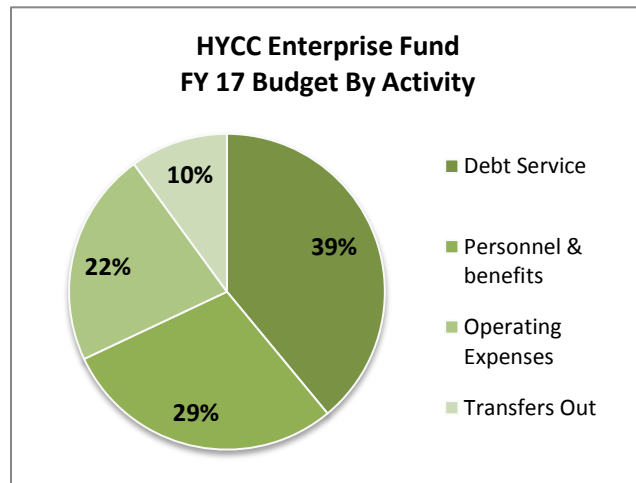
(6) This amount represents the net assets appropriated for the subsequent year's (FY16) operating budget.

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$35,742 or 1.1%. Personnel & benefit costs are increasing \$30,508 and include all contractual obligations. Operating costs will remain level funded. Debt service cost is decreasing \$34,924 and transfers to the general fund are up \$40,158.

Funding for this operation is comprised of \$1,175,450 in estimated operating revenue; a \$1,256,476 transfer from the Capital Trust Fund, \$719,936 in tax support and \$69,149 of the enterprise fund reserves.



Debt service encompasses a larger percentage of the FY17 proposed budget more than any other category in the HYCC. Personnel & benefits is the second largest area of the budget 29%. The budget for this operation has increased from \$2.766 million in FY13 to FY17 proposed amount of \$3.22 million or 16.42% increase over the five-year period.

Performance Measures/Workload Indicators

Rink Usage Hours

	FY11 TOTAL KENNEDY	FY12 TOTAL KENNEDY	FY13 TOTAL KENNEDY	FY14 TOTAL KENNEDY	FY15 TOTAL KENNEDY
Hours Available	5,840	5,856	5,840	5,840	5,840
Hours Used	2,412.61	2,788.75	3,055.41	2,780.91	2,974.74
Hours Unused	3,427.39	3,067.25	2,784.59	3,059.09	2,865.26
% Hours Used	41.31%	47.62%	52.32%	47.62%	50.94%

	FY11 TOTAL BUTLER	FY12 TOTAL BUTLER	FY13 TOTAL BUTLER	FY14 TOTAL BUTLER	FY15 TOTAL BUTLER
Hours Available	5,840	5,856	5,840	5,840	5,840
Hours Used	2,494.57	2,559.09	2,861.35	2,713.82	2,947.59
Hours Unused	3,345.43	3,296.91	2,978.65	3,126.18	2,892.41
% Hours Used	42.72%	43.70%	49.00%	46.47%	50.47%

Total % of Hours Used	42.01%	45.66%	50.66%	47.04%	50.70%
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