

COMMUNITY SERVICES ENTERPRISE FUNDS



Marinas



Sandy Neck Park



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**



**Public, Educational,
Governmental Access
Television**

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, the Hyannis Youth & Community Center and Public, Educational, Governmental Access Television, in order to provide quality recreational and commercial and informational opportunities to our citizens, visitors and business community.

MARINA 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.

Town Operated Marinas

Barnstable Harbor Marina

Bismore Park Marina Hyannis

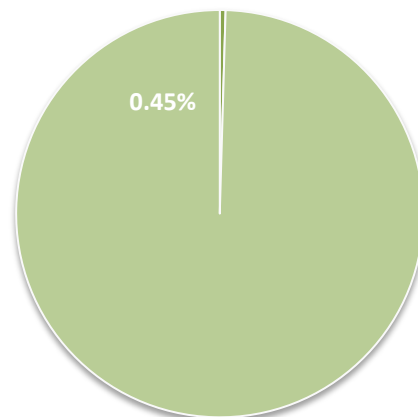
Gateway Marina Hyannis

Marina at Prince Cove Marstons Mills

Recent Accomplishments

- In final stages of Gateway Marina dredge project. Once project has been completed, several unusable slips will become available for slip lease contracts.
- Continued the “FLUSPY” program at the Prince Cove Marina in conjunction with Natural Resources.
- 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.
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$21,092.
- Continued dock hardware improvements at all Town Marinas.

Percentage of FY18 All Appropriated Funds



Marine Enterprise Fund comprises less than 0.45% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication)**
2. Continue with the float replacement program and float improvements at all four 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. 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 four 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 Bulkhead **(SP: Public Health and Safety, Communication, Economic Development)**
4. Survey the west side of Barnstable Harbor Marina riprap stone for repair. **(SP: Public Health and Safety, Economic Development)**



Barnstable Harbor Marina



Gateway Hyannis Marina

Description of Marina Enterprise Fund Services Provided

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 \$750,000.



Prince Cove Marina

The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by the Comprehensive Financial Advisory Committee (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 FY18. 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;
- 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, 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



Harbormaster Boat

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

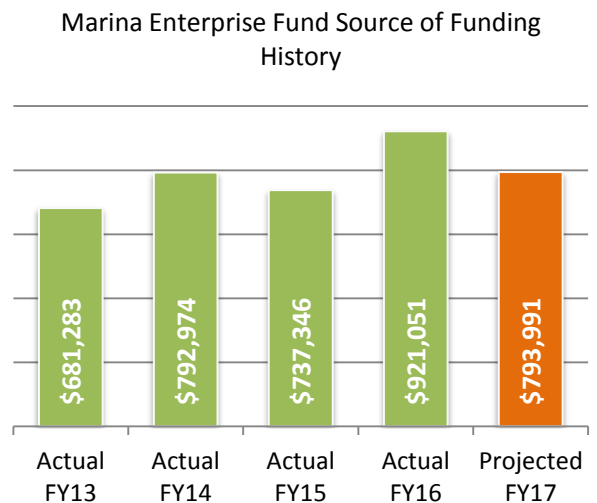
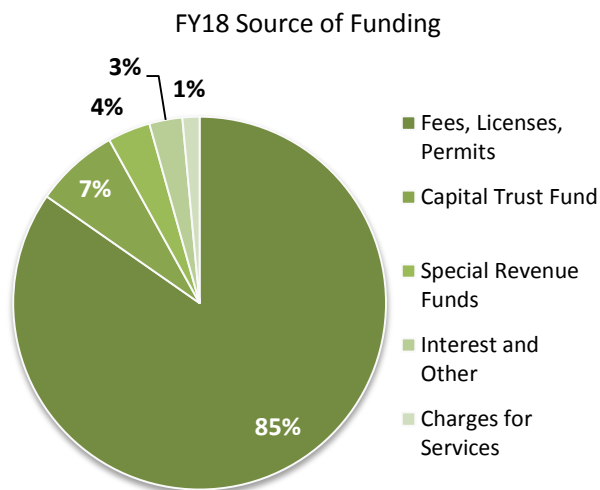
Additional revenue for the Town is generated through the boat excise tax information, which is gathered through slip agreements.

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 has a unique configuration to what services are available.

Marina Enterprise Fund Financial Summary

Factors Affecting Revenues

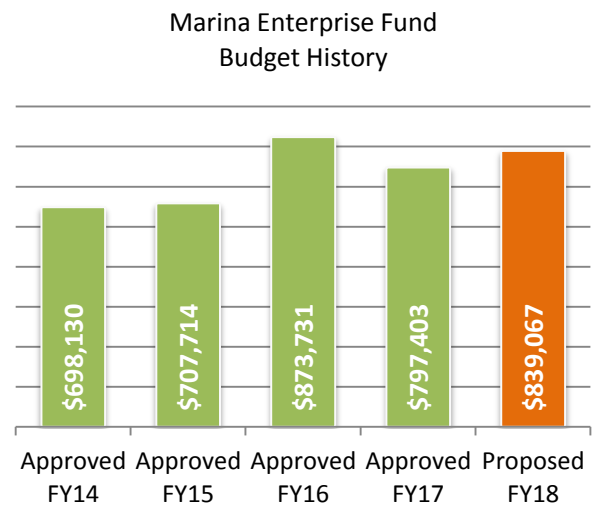
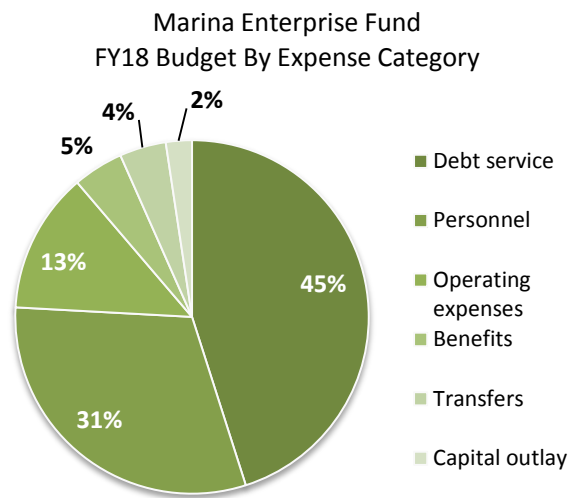
The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly each year through a combination of activity levels and rate adjustments.



Fees, Licenses, Permits account for 85% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 7% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund.

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. The FY16 and FY17 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result.



The FY18 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 and benefits is the second largest category at 44%. The Marina Enterprise Fund budget has increased from \$698,130 in FY14 to \$839,067 FY18 or 20.19% over the five-year period. The spike in FY16 was due to the reimbursements 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.



Bismore Marina



Barnstable Harbor Marina

FISCAL YEAR 2018 BUDGET

MARINA

ENTERPRISE FUNDS

Marina Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 698,064	\$ 627,500	\$ 660,852	\$ 686,500	\$ 59,000	9.40%
Charges for Services	22,518	11,000	20,874	12,000	1,000	9.09%
Interest and Other	115,239	22,700	22,234	23,200	500	2.20%
Special Revenue Funds	24,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	61,231	60,031	60,031	58,831	(1,200)	-2.00%
Total Operating Source of Funding	\$ 921,052	\$ 751,231	\$ 793,991	\$ 810,531	\$ 59,300	7.89%
Borrowing Authorizations		500,000		-	(500,000)	-100.00%
Total Capital Source of Funding	\$ -	\$ 500,000	\$ -	\$ -	\$ (500,000)	-100.00%
Total Source of Funding	\$ 921,052	\$ 1,251,231	\$ 793,991	\$ 810,531	\$ (440,700)	-35.22%
Expense Category						
Personnel	247,585	254,616	241,383	258,311	3,695	1.45%
Benefits	30,552	31,613	33,995	38,692	7,079	22.39%
Operating Expenses	96,351	107,848	76,368	108,116	268	0.25%
Capital Outlay	14,148	15,000	13,791	20,000	5,000	33.33%
Debt Service	227,901	356,333	356,333	378,234	21,901	6.15%
Transfers Out	203,512	31,993	31,993	35,714	3,721	11.63%
Subtotal Operating Budget	\$ 820,049	\$ 797,403	\$ 753,863	\$ 839,067	\$ 41,664	5.22%
Capital Improvement Program	74,198	500,000		-	(500,000)	-100.00%
Total Expenses	\$ 894,247	\$ 1,297,403	\$ 753,863	\$ 839,067	\$ (458,336)	-35.33%
Excess (Deficiency) cash basis	\$ 26,805	\$ (46,172)	\$ 40,128	\$ (28,536)	\$ 17,636	
Adjustment to accrual basis	(360,296)	-	-	-		
Beginning Net Assets per CAFR	4,348,622	4,015,131	4,015,131	4,055,259		
Ending Net Assets per CAFR	4,015,131	\$ 3,968,959	\$ 4,055,259	\$ 4,026,723		
Invested in capital assets, net of related debt (1)	(2,931,421)					
Reserved for encumbrances (2)	(8,819)					
Reserved for continuing appropriations (3)	-					
Reserved for subsequent year's budget (4)	(46,172)					
Other post employment benefits obligation (5)	118,032					
Compensated absences (5)	14,054					
Net pension liability (5)	680,992					
Deferred revenue (6)	-					
Deferred outflow of resources (7)	(46,796)					
Net assets available for appropriation (free cash) (8)	\$ 1,795,001					

(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, 2016.

(4) This amount represents the net assets appropriated for the subsequent fiscal year's 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 Marina Enterprise Fund FY18 proposed budget is increasing \$41,664 or 5.22%. Personnel costs are increasing by \$3,695 and include additional funding for minimum wage increases (\$9,500) and all contractual obligations. Savings from the turnover is staffing offset some of this increase. Debt service payments have increased by \$21,901 due to the recent bulkhead and dredging projects. Operating cost is increase by \$268 due to the indirect cost charge for marine/property/vehicle insurance year-over-year. Capital outlay cost of \$20,000 is for the annual dock replacement and maintenance program. The FY18 General Fund cost charges to the Marina Enterprise Fund \$71,543.

Funding for this operation includes a transfer of \$30,000 from the Bismore Park Special Revenue Fund and \$58,831 from the Capital Trust Fund. \$28,536 of reserves will be used to balance the FY18 proposed budget as there are no proposed changes to slip fees.

Additional Funding Recommended

1. Seasonal Pay Increase

\$9,500 Requested
\$9,500 Recommended

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

2. Dock Replacement and Maintenance

\$20,000 Requested
\$20,000 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 can become a safety hazard for the public. Ongoing replacement and maintenance is mandatory for use of the marina facility in a safe manner.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	0.10	0.10	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	1.00	1.00	1.00	-
Principal Dept/Div Assistant	0.20	0.20	0.20	-
Full-time Equivalent Employees	1.65	1.65	1.65	0.00

Performance Measures/Workload Indicators

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Transient Dockage Fees Collected	\$205,000	\$200,000	\$196,000

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.

Recent Accomplishments

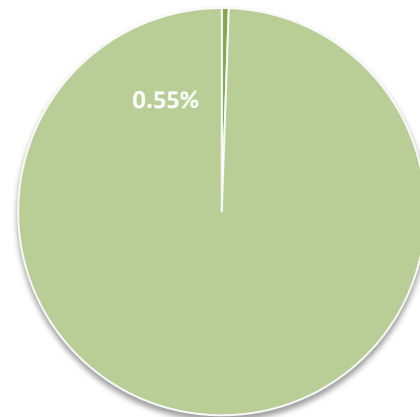
- Using Coastal Zone Management grant funding, produced an alternative analysis for long-term coastal resiliency of the Sandy Neck bathhouse/parking lot area. This effort included research, public outreach, and reporting findings to Town management.
- Submitted a Habitat Conservation Plan to the Natural Heritage and Endangered Species Program in order to improve off road vehicle access while still protected endangered nesting shorebirds.
- Refurbished the interior of the Sandy Neck Gatehouse and improved the surrounding grounds.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

Percentage of FY18 All Appropriated Funds



Sandy Neck Enterprise Fund comprises less than 0.55% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Implement the Sandy Neck Beach Park Habitat Conservation Plan in the spring of 2017, which will include management strategies to improve off road vehicle beach access while still protecting nesting shorebirds. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Communication)**
2. Explore the use of a Radio Frequency Identification (RFID) digital log-in system for off road vehicles. **(SP: Public Health and Safety, Regulatory Process and Performance)**
3. Amplify beach patron safety measures to address the increase in off road vehicle beach use. **(SP: Public Health and Safety, Regulatory Process and Performance)**

Long Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(SP: 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. **(SP: Infrastructure, Education, Environment and Natural Resources, Recreation)**



Sandy Neck Lighthouse and Cottages



Sandy Neck Sand Dunes

Description of Sandy Neck Enterprise Fund Services Provided

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services are listed in the Programs Description.

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:



Sandy Neck Horseback Riding

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, databasing 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); and
- Liaison for all communication including emergencies.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting exclosures 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; and
- Overseeing Sandy Neck hunting activities.

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; and
- Managing beach parking.

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals; and
- 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; and
- Informational Blog.

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; and
- Coordinating volunteers.

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); and
- Marsh Trail maintenance.



Sandy Neck Beach House



Sandy Neck Dunes

Sandy Neck Enterprise Fund Financial Summary

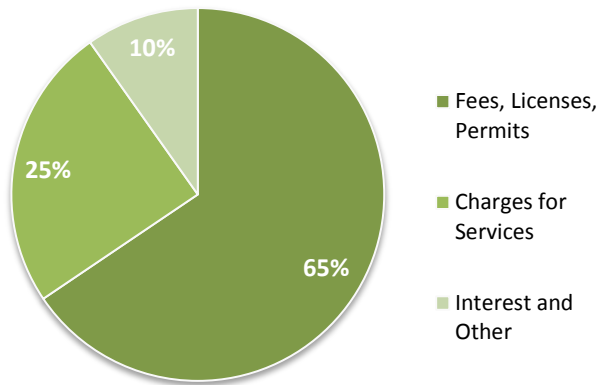
Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. The Town of Barnstable owns this unique conservation and recreation area. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation are visitors 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.



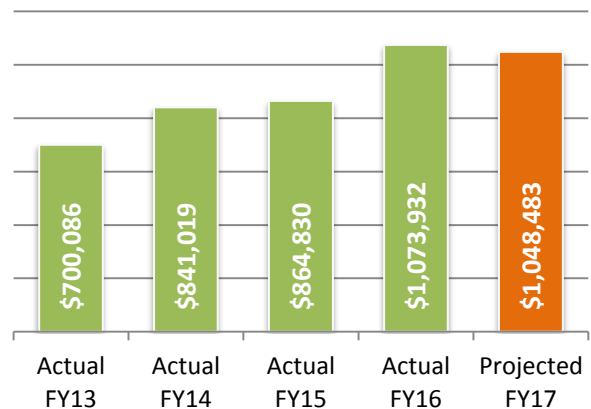
Factors Affecting Revenues

Major sources of revenue for this operation include beach sticker sales, parking revenue and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. These can affect activity levels at this park and staff has been working on a plan with state officials to mitigate the impacts while protecting the species.

FY18 Source of Funding



Sandy Neck Enterprise Fund Source of Funding History

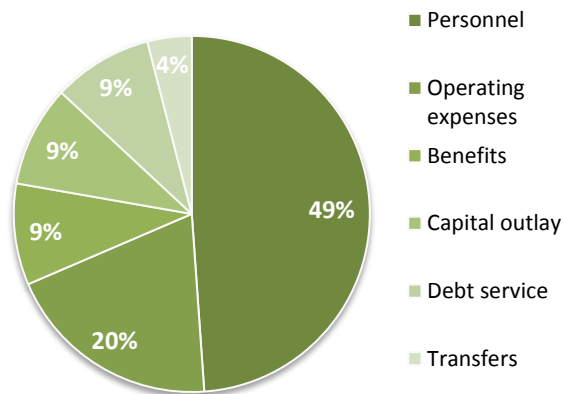


Fees, Licenses, Permits represent the largest funding source 65%. Off road vehicle sticker fees provide the largest contribution to this revenue category. The second largest category at 25% includes beach stickers and parking lot fees.

Factors Affecting Expenses

Salaries and benefits are projected to increase 2 percent to 10 percent per year. Operating expenses are projected to increase approximately 1 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.

Sandy Neck Enterprise Fund
FY18 Budget By Expense Category



Sandy Neck Enterprise Fund
Budget History



Personnel and benefits expenses comprise 58% of all expenditures. The Sandy Neck Park operating budget has increased from \$743,588 in FY14, to \$1,018,462 FY18 or 36% 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 approved budgets.



Sandy Neck Off Road Vehicles (ORV)



Snowy Owl on Sandy Neck

FISCAL YEAR 2018 BUDGET

SANDY NECK

ENTERPRISE FUNDS

Sandy Neck Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 725,578	\$ 568,519	\$ 720,440	\$ 634,846	\$ 66,327	11.67%
Charges for Services	244,954	237,479	223,115	238,616	1,137	0.48%
Interest and Other	103,400	82,000	104,928	95,000	13,000	15.85%
Total Operating Source of Funding	\$ 1,073,932	\$ 887,998	\$ 1,048,483	\$ 968,462	\$ 80,464	9.06%
Intergovernmental Aid	148,500	-	-	-	-	0.00%
Total Capital Source of Funding	\$ 148,500	\$ -	\$ -	\$ -	\$ -	0.00%
Total Source of Funding	\$ 1,222,432	\$ 887,998	\$ 1,048,483	\$ 968,462	\$ 80,464	9.06%
Expense Category						
Personnel	\$ 439,313	\$ 463,683	\$ 450,925	\$ 497,828	\$ 34,145	7.36%
Benefits	61,689	76,319	80,347	93,715	17,396	22.79%
Operating Expenses	159,269	174,216	135,233	200,312	26,096	14.98%
Capital Outlay	71,500	93,500	71,855	93,500	-	0.00%
Debt Service	95,481	93,831	93,831	92,181	(1,650)	-1.76%
Transfers Out	37,607	36,449	36,449	40,926	4,477	12.28%
Subtotal Operating Budget	\$ 864,859	\$ 937,998	\$ 868,640	\$ 1,018,462	\$ 80,464	8.58%
Capital Improvement Program	\$ 91,981	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 956,840	\$ 937,998	\$ 868,640	\$ 1,018,462	\$ 80,464	8.58%
Excess (Deficiency) cash basis	\$ 265,592	\$ (50,000)	\$ 179,843	\$ (50,000)	\$ -	
Adjustment to accrual basis	(128,423)	-	-	-		
Beginning Net Assets per CAFR	(201,766)	(64,597)	(64,597)	115,246		
Ending Net Assets per CAFR	(64,597)	\$ (114,597)	\$ 115,246	\$ 65,246		
Invested in capital assets, net of related debt (1)	(249,820)					
Reserved for encumbrances (2)	(9,355)					
Reserved for continuing appropriations (3)	(92,807)					
Reserved for subsequent year's budget (4)	(50,000)					
Other post employment benefits obligation (5)	62,791					
Compensated absences (5)	5,767					
Net pension liability (5)	1,195,826					
Deferred revenue (6)	(1,300)					
Deferred outflow of resources (7)	(82,173)					
Net assets available for appropriation (free cash) (8)	\$ 714,332	-				

(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, 2016.

(4) This amount represents the net assets appropriated for the subsequent fiscal year's 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 \$80,464 or 8.58%. Personnel costs are increasing \$34,145, and include funding for contractual obligations, minimum wage increases of \$9,000, and \$13,000 for gatehouse staff. Operating costs are increasing \$26,096. These additional costs include \$11,000 for police detail to handle the increased volume of traffic on the beach, \$9,000 for beach facility maintenance, and \$5,800 for a federal endangered species permit. Capital outlay will remain level funded. These costs include \$16,000 for a radio frequency identification system for better monitoring of pass holders, \$22,500 for a vehicle replacement, , and continuation of a sand nourishment program at \$55,000. The budget includes using \$50,000 of the Enterprise Fund’s reserves to fund the sand nourishment program, if needed. The FY18 General Fund costs charges to the Sandy Neck Enterprise Fund total \$100,873.



Sandy Neck Sand Dunes



2016 Sandy Neck Seasonal Staff

Additional Funding Recommended

1. Seasonal Pay Increase

\$9,000 Requested
\$9,000 Recommended

Proposal is to fund the mandated increase in the hourly pay rate of all seasonal Sandy Neck staff positions by \$1.00 per hour starting January 1, 2017. This is a statewide minimum wage increase.

2. Gatehouse Staff Member

\$13,000 Requested
\$13,000 Recommended

Existing staffing levels at the Gatehouse, Public Beach and Off Road Vehicle Beach are no longer adequate to handle the volume of vehicles (and people) at Sandy Neck Beach Park on any given busy summer day. An additional seasonal Gatehouse Supervisor will assist with permit sales, traffic control and merchandise transactions.

3. Police Detail Line Item Increase

\$11,000 Requested
\$11,000 Recommended

The number and complexity of enforcement and medical issues has also increased along with beach use. Two police officers during busy shifts are needed to address the volume of issues.

4. Building and Facilities Line Item Increase

\$9,000 Requested
\$9,000 Recommended

Buildings and facilities at Sandy Neck Beach Park 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 cost has been considerable. As such, other maintenance projects have been put on hold in order to replace storm-damaged stairs, broken pipes and downed flagpoles.

5. Vehicle Purchase

\$22,500 Requested
\$22,500 Recommended

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 five ATVs and we need to continue to replace the oldest vehicles in order to have a working fleet for our staff. Without replacement vehicles, we will not be able to continue our current level of service and staff and public safety will be in jeopardy. Further, we will not be able to maximize revenue potential because the John Deere Gator is used for merchandise sales on the beach.

6. Radio Frequency Identification System (RFID)

\$16,000 Requested
\$16,000 Recommended

ORV permits would have an RFID chip embedded within the sticker that would allow for immediate vehicle identification and accurate daily logging. RFID system would provide accurate, automated representation of vehicles accessing the ORV beach. Management of the beach would be greatly improved with (real time) correct and consistent usage data particularly for enforcement purposes and during emergencies.

Additional Funding Recommended (Continued)

7. HCP Mitigation Fee

\$5,800 Requested
\$5,800 Recommended

The State of Massachusetts has successfully obtained a Federal Section 10 Permit, which allows limited “takes” under the Endangered Species Act in exchange for mitigation. This enables towns to increase Off Road Vehicle (ORV) access by allowing limited management strategies during the plover and tern nesting seasons. The Sandy Neck Program has requested, via a state Habitat Conservation Permit (HCP), the opportunity to: (1) deter plover nesting within the first section of the ORV beach thus guaranteeing beach access; and (2) escort vehicles past unfledged tern chicks. In exchange for these activities, the Sandy Neck Program has agreed to fund off-site mitigation.

8. Sand Stabilization

\$55,000 Requested
\$55,000 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.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Administrative Assistant	0.20	0.20
Community Services Director	0.10	0.10
Director Marine & Environmental Affairs	0.15	0.15
Natural Resource Officer	1.00	1.00
Principal Dept/Div Assistant	1.00	1.00
Sandy Neck Park Manager	1.00	1.00
Supervisor Natural Resource Officer	0.30	0.30
Full-time Equivalent Employees	3.75	3.75

FY 2018	Change
0.20	-
0.10	-
0.15	-
1.00	-
1.00	-
1.00	-
0.30	-
3.75	0.00



Endangered Species – Plover

Performance Measures/Workload Indicators

In calendar year 2017, Sandy Neck Beach Park is going to implement our Habitat Conservation Permit (HCP). This permit was obtained via a Certificate of Inclusion into the Section 10 (Federal) permit that was acquired by the State of Massachusetts. Section 10 permits allow for greater flexibility in the management of endangered species.

The goals of the Sandy Neck HCP are:

- Greatly reduce the probability of a complete closure of the off road vehicle (ORV) beach due to nesting endangered shorebirds;
- Reduce late season ORV beach congestion by offering limited escorts past late nesting tern chicks;
- Demonstrate to the Sandy Neck ORV beach patrons that we are working to improve ORV access during the endangered shorebird nesting period; and
- Accomplish the above tasks while still protecting our endangered nesting shorebirds.

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Merchandise Sales	\$ 40,016	\$ 40,000	\$ 35,000

Off Road Vehicle Permits (ORV)	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Permits Sold	4,766	4,500	4,500



Sandy Neck - Sea Turtle



Sandy Neck - Seal

GOLF COURSE ENTERPRISE FUND

Mission Statement

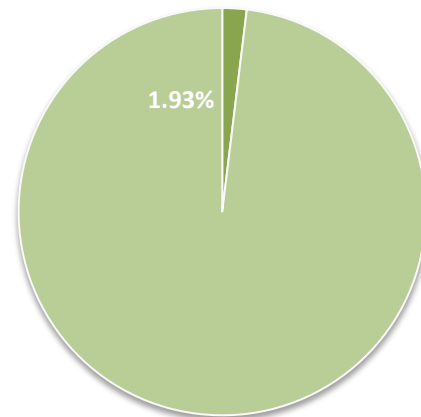
Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational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

Recent Accomplishments

- For the fourth year in a row Olde Barnstable Fairgrounds GC was voted by golfers throughout New England as one of the Top 25 Public Places to play. This year we came in at #10.
- Replaced the roofs at both Hyannis & Olde Barnstable GC clubhouse buildings as part of a multi-phase facility upgrade program.
- Hyannis GC Head Golf Professional, Jesse Schechtman, received the Gary Philbrick Golf Professional of the Year award from the Cape Cod Chapter of the PGA.
- Contracted with the National Golf Foundation to produce a Market Analysis and conduct an operational review of the Golf Division. This document will assist in the decision making process regarding the rehabilitation of Hyannis GC including ROI potential if the project is approved.
- Replaced the last of three original irrigation system water pumps, motor and variable speed control drive at the Olde Barnstable GC pumping station. The system is back to its full capacity of 900 gallons per minute.



Percentage of FY18 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.93% of all appropriated funds.

Additional Recent Accomplishments

- Replaced the deck awning at Olde Barnstable GC clubhouse building.
- Secured a new lessee for the food and beverage concession at Olde Barnstable Fairgrounds (OBF).
- In April 2017, we will celebrate Olde Barnstable Fairgrounds GC's 25th Anniversary.
- Hyannis GC will receive a new fleet of rental golf carts in April.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. To complete the second phase of golf clubhouse facilities upgrades. At OBF this phase includes window and door replacement, decking and balustrade replacement, HVAC system upgrades and ceiling repairs. Interior and exterior painting will also be completed. Phase two at Hyannis GC consists of replacement of the large deck and awning, replacement of the interior stairwell, remodeling of the main building entrance and painting. **(SP: Infrastructure)**
2. Replace several key pieces of turf maintenance equipment at Hyannis GC. The majority of the mowing equipment is at least 10 years old, in poor condition, beyond its useful life and experiencing frequent, expensive breakdowns. An existing equipment bond is being retired and the plan is to roll the expense into a new loan for acquiring the new equipment. We are looking to replace two greens mowers, two tee and approach mowers, two fairway mowers, a large area rough mower and an intermediate rough trim mower. **(SP: Infrastructure)**
3. Purchase new kitchen equipment for OBF restaurant. Much of the present equipment is more than 25 years old and in need of replacement. There is a shortage of refrigerator and freezer space, the ice machine is too small as is the beverage cooler. Counter space and shelving is also inadequate. **(SP: Infrastructure)**
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 rehabilitation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. **(SP: Finance, Infrastructure)**
5. 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)**
6. Continue to expand on tournament/event offerings; New for 2017 includes a Masters Shootout, One day Member/Guest and a Ladies Invitational event at Hyannis GC. **(SP: Communication, Economic Development)**
7. Creation of a new golf outing/event video and outing preparation kit to push marketing campaign to grow outing business. **(SP: Communication, Education, Economic Development)**



Olde Barnstable Fairgrounds Driving Range

Fiscal Year 2018 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Long Term:

1. To continue to seek funding for the rehabilitation/restoration of the Hyannis GC. The Hyannis Golf Course is over 42 years old and is showing its age. The Golf Division seeks to use a combination of funding sources to accomplish this project. Since 2014 this proposal has been submitted three times. A Master Business Plan and recent Market Analysis have also been submitted to bolster the project. **(SP: Finance, Infrastructure)**
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 Rehabilitation/Restoration Plan will be the most significant contributing factor that leads to achieving this goal. **(SP: Finance, Economic Development)**
3. Start the planning process for the restoration of key features at Olde Barnstable GC. Now that the golf course is 25 years old we need to start thinking about sand bunker restoration, irrigation system upgrades and cart path repaving. OBF has enjoyed a strong regional following based upon high quality standards. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Education)**
4. Investigate the feasibility of replacing the parking lot at Hyannis GC. The pavement is in poor condition full of cracks and potholes. The entire lot needs to be re-configured and enlarged to accommodate current use. Frequently the lot is unable to handle the volume of cars needing parking spots. **(SP: Finance, Infrastructure)**



18th Hole at Olde Barnstable Fairgrounds



Hyannis Golf Course – First Tee Program for Youth

Description of Golf Course Enterprise Fund Services Provided

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and 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 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, 2016 the Golf Division generated \$3,183,371 in revenues. 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 golf 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 golf 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 a 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 70,789 rounds played by members and guests 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 37,500 cart rounds 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 Activity 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 are 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 concerning applying nitrogen based fertilizers on the golf courses. For the past four years the rough areas on the courses, accounting 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.



18th Hole Olde Barnstable Fairgrounds



9th Hole Hyannis Golf Course

Golf Course Enterprise Fund Financial Summary

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.

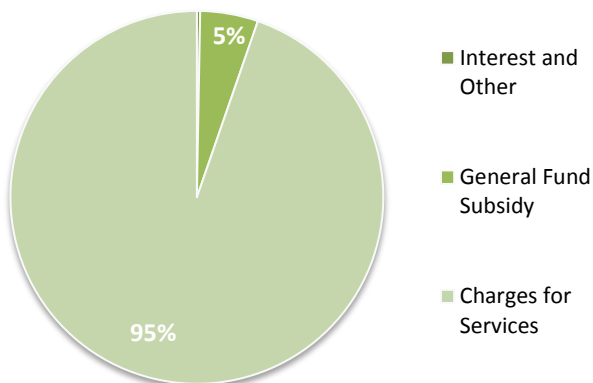
During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must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

Total General Fund support for this operation is calculated at \$454,820. The estimated revenue generated at the facilities will allow for a reimbursement of \$279,603 resulting in a general fund subsidy of \$175,217. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

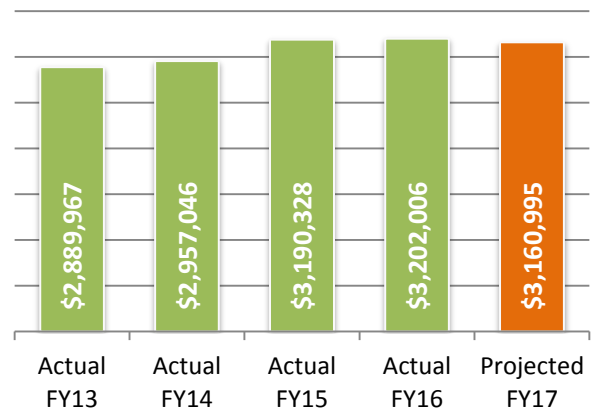
Factors Affecting Revenues

Each year, golf course fees are set through the 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.

FY18 Source of Funding



Golf Course Enterprise Fund Source of Funding History

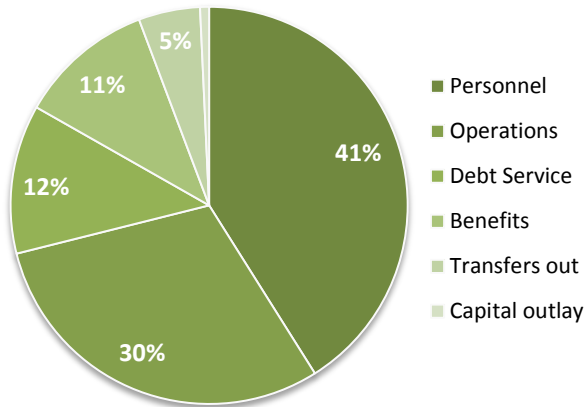


Charges for services is 95% of total revenue source, which annual pass holders account for 28%. The General Fund subsidy provides 5% of total revenue source.

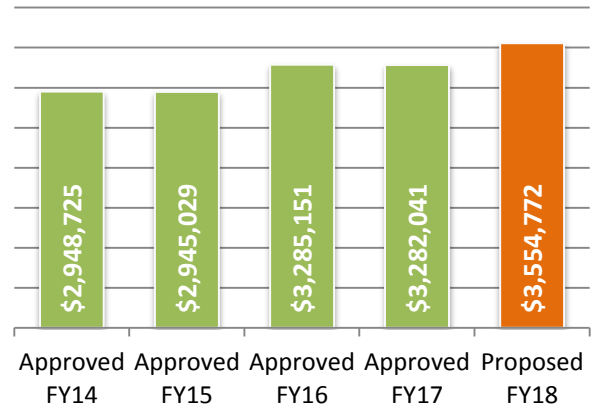
Factors Affecting Expenses

Reductions in staff levels over the past few years were implemented because of declining revenue. 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. Operating expenses are projected to increase approximately 1 percent per year.

Golf Enterprise Fund
FY18 Budget By Activity



Golf Enterprise Fund
Budget History



Personnel and benefits is the largest category within the golf course operation comprising 52% of the total proposed budget. The budget has increased from \$2.9 million in FY14 to \$3.5 million in FY18 or 20.55% over the five-year period. Due to several capital projects at both golf courses, debt service payments have attributed to the steady increase in budget.



Olde Barnstable Fairgrounds 1st Hole



Olde Barnstable Clubhouse Banquet

FISCAL YEAR 2018 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Golf Course Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 125,598	\$ 149,140	\$ -	\$ 175,217	\$ 26,077	17.48%
Charges for Services	3,173,011	3,180,617	3,152,582	3,304,680	124,063	3.90%
Interest and Other	52,537	5,128	8,413	10,000	4,872	95.01%
Total Operating Source of Funding	\$ 3,351,146	\$ 3,334,885	\$ 3,160,995	\$ 3,489,897	\$ 155,012	4.65%
Capital Trust Fund Reserves	\$ 82,000	\$ -	\$ -	\$ -	\$ -	0.00%
Borrowing Authorizations	-	565,000	-	325,000	(240,000)	-42.48%
Total Capital Source of Funding	\$ 82,000	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Source of Funding	\$ 3,433,146	\$ 3,899,885	\$ 3,160,995	\$ 3,814,897	\$ (84,988)	-2.18%
Expense Category						
Personnel	\$ 1,271,444	\$ 1,381,414	\$ 1,308,994	\$ 1,459,522	\$ 78,108	5.65%
Benefits	332,323	357,320	353,769	392,397	35,077	9.82%
Operating Expenses	1,010,150	1,066,957	958,451	1,067,614	657	0.06%
Capital Outlay	52,979	27,000	26,450	26,000	(1,000)	-3.70%
Debt Service	419,026	453,611	453,611	431,153	(22,458)	-4.95%
Transfers Out	164,715	164,880	164,880	178,086	13,206	8.01%
Subtotal Operating Budget	\$ 3,250,637	\$ 3,451,182	\$ 3,266,155	\$ 3,554,772	\$ 103,590	3.00%
Capital Improvement Program	\$ 225,178	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Capital Expenses	\$ 225,178	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Expenses	\$ 3,475,815	\$ 4,016,182	\$ 3,266,155	\$ 3,879,772	\$ (136,410)	-3.40%
Excess (Deficiency) Cash Basis	\$ (42,669)	\$ (116,297)	\$ (105,160)	\$ (64,875)	\$ 51,422	
Adjustment to accrual basis	6,257	-	-	-		
Beginning Net Assets per CAFR	8,019,287	7,982,875	7,982,875	7,877,715		
Ending Net Assets per CAFR	7,982,875	\$ 7,866,578	\$ 7,877,715	\$ 7,812,840		
Invested in capital assets, net of related debt (1)	(10,719,035)					
Invested in inventory (1)	(63,146)					
User fees receivable (1)	(35,464)					
Reserved for encumbrances (2)	(101,506)					
Other post employment benefits obligation (3)	606,692					
Compensated absences (3)	88,616					
Accrued Interest (3)	74,878					
Net pension liability (3)	3,581,297					
Deferred outflow of resources (4)	(391,999)					
Net assets available for appropriation (free cash) (6)	\$ 1,023,208					

(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, 2016.

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

Summary of Significant Budget Changes

The Golf Course Enterprise Fund FY18 proposed budget is increasing \$103,590 or 3%. Personnel cost are increasing \$78,108. This is for all contractual obligations and includes \$20,744 in funding for minimum wage increases. Operating costs are increasing \$657 due to indirect cost changes for property/liability/vehicle insurance cost year-over-year, \$5,000 for credit card fees, and the elimination of one-time costs. Capital outlay includes \$26,000 to purchase kitchen equipment at Olde Barnstable. The proposed budget includes using \$64,875 of reserves to balance the budget.

Additional Funding Recommended

1. Seasonal Pay Increase

\$20,744 Requested
\$20,744 Recommended

Proposal is to fund the mandated increase in the hourly pay rate of all seasonal golf course staff positions by \$1.00 per hour starting January 1, 2017. This increase is a statewide minimum wage increase.

2. Replacement & Repair of Kitchen Equipment

\$30,000 Requested
\$26,000 Recommended

The Golf Division is requesting \$30,000 for the replacement of numerous pieces of restaurant kitchen equipment and repair of additional equipment. During the development of the RFP for a new lessee at the F&B concession at OBFGC it was discovered that there are serious deficiencies in the kitchen equipment condition and operating ability. Many of the kitchen appliances are original to the opening of the golf course, 25 years ago, and most were purchased used at that time. There is a major lack of freezer and refrigeration space for the size of the operation. The ice machine is inadequate in size and failing. The walk-in cooler needs serious repairs, or replacement, salad units are inoperable, a new under-bar beer cooler is needed, there is no POS system, replacement of a small under-bar ice machine and barrel cooler are necessary.

3. Credit Card Increase to Reflect Sales

\$5,000 Requested
\$5,000 Recommended

The golf operations have experienced an increase in the level of merchandise sales from the pro shop operations. Golf shop merchandise and equipment sales are up 29% from a year ago and over 50% from two years ago. The Golf Division is request \$5,000 for increase credit card fees that coincide with the increased sales transactions

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant Golf Course Supervisor	3.00	2.00	2.00	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	1.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	4.00	4.00	4.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	17.00	17.00	17.00	0.00

FISCAL YEAR 2018 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Olde Barnstable Fairgrounds	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 108,014	\$ 128,260	\$ -	\$ -	\$ (128,260)	-100.00%
Charges for Services	1,717,147	1,696,702	1,698,931	1,768,968	72,266	4.26%
Interest and Other	33,575	5,128	8,013	10,000	4,872	95.01%
Total Operating Source of Funding	\$ 1,858,736	\$ 1,830,090	\$ 1,706,944	\$ 1,778,968	\$ (51,122)	-2.79%
Borrowing Authorizations		\$ 258,000		\$ -	\$ (258,000)	-100.00%
Total Capital Source of Funding	\$ -	\$ 258,000	\$ -	\$ -	\$ (258,000)	-100.00%
Total Source of Funding	\$ 1,858,736	\$ 2,088,090	\$ 1,706,944	\$ 1,778,968	\$ (309,122)	-14.80%
Expense Category						
Personnel	\$ 729,072	\$ 732,466	\$ 713,070	\$ 765,643	\$ 33,177	4.53%
Benefits	241,335	102,320	175,912	191,329	89,009	86.99%
Operating Expenses	570,048	568,544	502,924	592,275	23,731	4.17%
Capital Outlay	52,979	27,000	26,450	26,000	(1,000)	-3.70%
Debt Service	46,762	66,767	66,767	90,510	23,743	35.56%
Transfers Out	141,655	23,083	141,797	178,086	155,003	671.50%
Subtotal Operating Budget	\$ 1,781,851	\$ 1,520,180	\$ 1,626,920	\$ 1,843,843	\$ 323,663	21.29%
Capital Improvement Program	\$ 10,000	\$ 258,000		\$ -	\$ (258,000)	-100.00%
Total Capital Expenses	\$ 10,000	\$ 258,000	\$ -	\$ -	\$ (258,000)	-100.00%
Total Expenses	\$ 1,791,851	\$ 1,778,180	\$ 1,626,920	\$ 1,843,843	\$ 65,663	3.69%
Excess (Deficiency) Cash Basis	\$ 66,885	\$ 309,911	\$ 80,024	\$ (64,875)	\$ (374,786)	

Hyannis Golf Course	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 17,584	\$ 20,880		\$ 175,217	154,337	739.18%
Charges for Services	1,455,864	1,483,915	1,453,651	1,535,712	51,797	3.49%
Interest and Other	18,962		400		-	0.00%
Total Operating Source of Funding	\$ 1,492,410	\$ 1,504,795	\$ 1,454,051	\$ 1,710,929	\$ 206,134	13.70%
Capital Trust Fund Reserves	\$ 82,000				\$ -	0.00%
Borrowing Authorizations		307,000		325,000	18,000	5.86%
Total Capital Source of Funding	\$ 82,000	\$ 307,000	\$ -	\$ 325,000	\$ 18,000	5.86%
Total Source of Funding	\$ 1,574,410	\$ 1,811,795	\$ 1,454,051	\$ 2,035,929	\$ 224,134	12.37%
Expense Category						
Personnel	\$ 542,372	\$ 648,948	\$ 595,924	\$ 693,879	\$ 44,931	6.92%
Benefits	90,988	255,000	177,857	201,068	(53,932)	-21.15%
Operating Expenses	440,102	498,413	455,527	475,339	(23,074)	-4.63%
Debt Service	372,264	386,844	386,844	340,643	(46,201)	-11.94%
Transfers Out	23,060	141,797	23,083	-	(141,797)	-100.00%
Subtotal Operating Budget	\$ 1,468,786	\$ 1,931,002	\$ 1,639,235	\$ 1,710,929	\$ (220,073)	-11.40%
Capital Improvement Program	\$ 215,178	\$ 307,000		\$ 325,000	\$ 18,000	5.86%
Total Capital Expenses	\$ 215,178	\$ 307,000	\$ -	\$ 325,000	\$ 18,000	5.86%
Total Expenses	\$ 1,683,964	\$ 2,238,002	\$ 1,639,235	\$ 2,035,929	\$ (202,073)	-9.03%
Excess (Deficiency) Cash Basis	\$ (109,554)	\$ (426,208)	\$ (185,184)	\$ -	\$ 426,208	

Performance Measures/Workload Indicators

Program Name	Program Goal	Program Outcome Measures		
Administration/Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
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)		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming)</p> <p>Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.</p>	<p>\$1,215,974</p>	<p>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.</p>	<p>\$ Total budget spread throughout maintenance programs</p>	<p>9.79 CSR</p>

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.

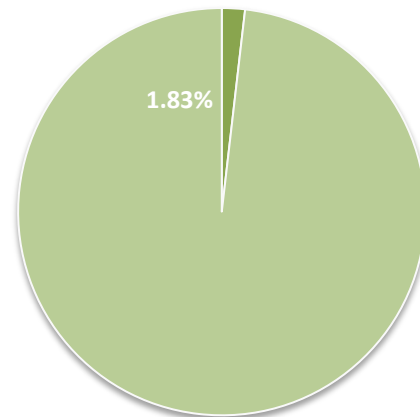
Recent Accomplishments

- Expanded HYCC programming to include expanded figure skating programs, additional summer youth programming in the gym and Shepley Room.
- Partnered with the Cape Cod Chamber of Commerce to attract and host a Mixed Martial Arts Event in the gymnasium in May, 2016 that featured local and regional professional and amateur fighters.
- Implement additional community service programs in the facility that included: four (4) blood drives, two (2) clothing drives, two (2) food drives, two (2) Flu Clinics and one (1) Toy Drive during FY16. Those programs have continued in FY17.
- The Hyannis Youth & Community Center full time and seasonal staff is on pace to be re-certified in First Aid and CPR by the end of FY17.
- Fostered a positive relationship between the Hyannis Youth & Community Center and the YMCA Achievers Program to help the program grow as it entered its second year.

ICE FACILITY

YOUTH CENTER

Percentage of FY18 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.83% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

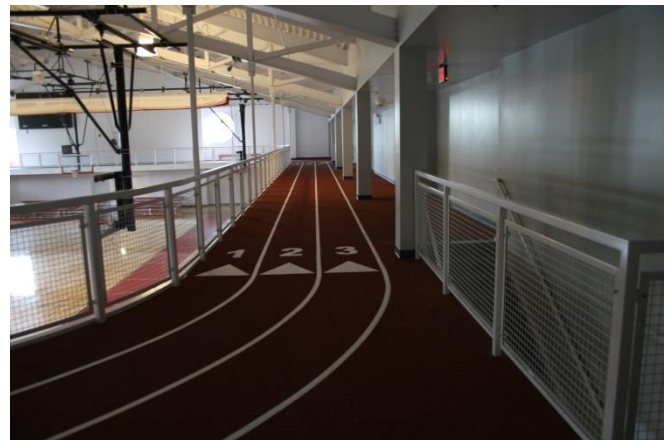
1. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Education, Communication)**
2. Continue to deliver community service programs to include annual blood, food and clothing drives. **(SP: Education, Communication)**
3. Expand the advertisement program to reach \$115,000. **(SP: Finance, Education, Communication)**
4. Collaborate with a hockey organization to bring a Junior Hockey Program to the facility. **(SP: Finance, Economic Development)**
5. Collaborate with a figure skating club to host an annual summer figure skating event in the facility. **(SP: Economic Development)**

Long Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Education, Communication, Economic Development)**
2. Develop and identify the sports organizations that will assist with both the process and the funding of programs. **(SP: Finance, Communication, Economic Development)**
3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Education, Communication)**
4. Continue to work with Barnstable Recreation, Barnstable School Department and village Libraries for serving our youth within the Hyannis Youth & Community Center. **(SP: Education, Communication)**
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Education, Communication)**



HYCC Game Room



HYCC Track

FY17 Goals and Results

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)** – Revenue is on pace to meet or exceed revenue goal in FY17
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)** – Expanding the spring program offerings in the gymnasium to include pickleball for kids and additional youth basketball programs. Offered additional figure skating classes as well as a new youth broomball program.
3. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by October 1, 2016. **(SP: Education, Quality of Life)** – On schedule to have all full time and seasonal staff re-certified by the end of the fiscal year.
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)** – YMCA Achievers Program has grown the program in FY17 and the HYCC serves as a home for weekly meetings for students and monthly meetings for the steering committee.

Description of Hyannis Youth & Community Center Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its eight year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2016-2017. 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 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 schools: 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 clubs, Town and organizational meetings, private birthday parties and other functions throughout the year.

The Center consists of:

- Two NHL regulation ice rinks with a combined seating capacity of 2,100;
- 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 ;
- 1,000 sq. ft. Youth Center;
- 500 sq. ft. Computer room; and
- 825 sq. ft. Multi-purpose room.

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



HYCC Hockey Rink – Youth Sports

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

Ice Facility programs with a brief description are as follows:

- Tournaments - Played on both the Lt. Joseph P. Kennedy Jr. and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments;
- Public Skating – An activity that is available for all ages and abilities; hours for public skating are offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates;
- HYCC Skating School - The Learn-to-Skate Program offered throughout the year and services approximately 500 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; and
- 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 through Bantam age players, as well as House Level Farm and Mini Mite programs.

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. Maintenance Staff 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 pay overs 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 Pope John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court;
- Special Events – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable;
- Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, chess and a home school gym class;
- Adult Programs – Year round fitness programs that include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels; and
- 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 2pm 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 game room and the computer lab. A monthly schedule is provided for each 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. 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. Maintenance Staff is responsible for the general upkeep of the grounds in and around the HYCC.

Hyannis Youth & Community Center Enterprise Fund Financial Summary

FY17 was the seventh 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 three (3) lane-walking track above it, a snack bar, 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, roller derby and soccer, and other dry-floor events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency.

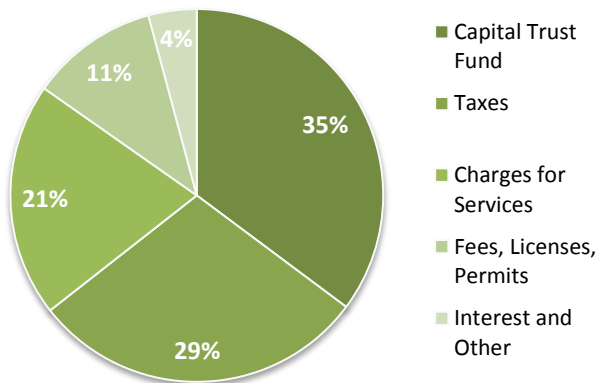
The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other town projects that had been completed and \$17.4 million 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

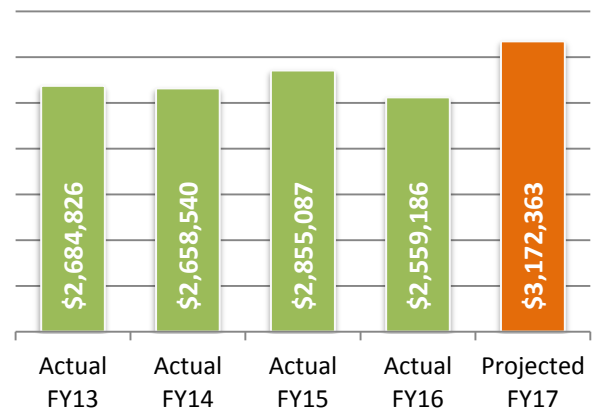
The main revenue sources for this operation are from ice rental and advertising. The possibility of collaborating with other entities to sell more ice time is always explored. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Ice activities are projected to generate 85 percent of the total gross revenue.

The facility opened its doors soon after the Great Recession and has been challenged with selling all of its available ice time. 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 the amount they spend on recreational activities during economically stressful times. No significant increase in total revenue is projected.

FY18 Source of Funding



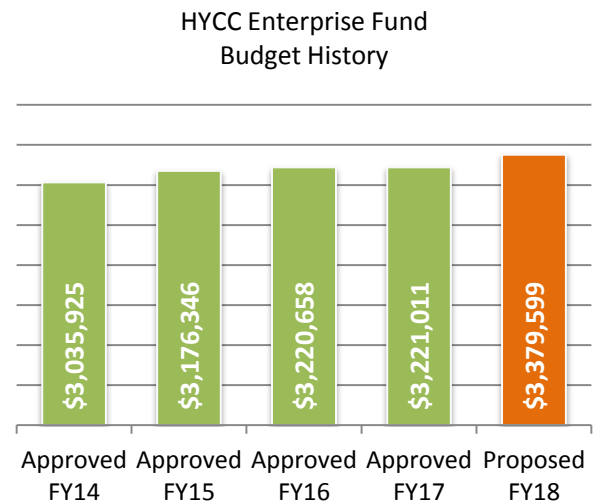
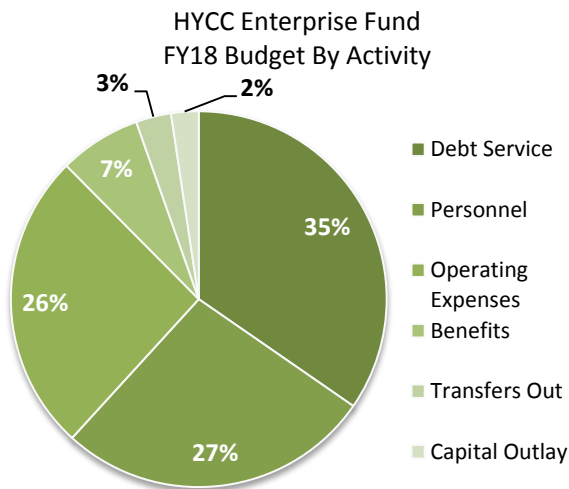
HYCC Enterprise Fund Source of Funding History



The Capital Trust Fund provides 35% of total revenue source for HYCC for debt service payments for the construction of the facility. The General Fund subsidy provides 29% to fund excess operating costs over operating revenues.

Factors Affecting Expenses

Salaries and benefits are projected to increase 3 to 10 percent annually. Operating expenses are projected to increase on average 3 percent per year. Operating costs are projected to increase as the facility is almost ten years old. Mechanical systems are beginning to reach their useful lives and may need replacing soon.



Debt service encompasses a larger percentage of the FY18 proposed budget; more than any other category in the HYCC. Personnel and benefits is the second largest area of the budget 34%. The budget for this operation has increased from \$3 million in FY14 to \$3.3 million FY18 proposed budget or 11.32% increase over the five-year period.



HYCC Hockey Rink – Figure Skating



HYCC Basketball – Youth Sports

Hyannis Youth & Community Center	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 592,820	\$ 719,936	\$ 719,936	\$ 971,263	\$ 251,327	34.91%
Fees, Licenses, Permits	324,902	299,000	333,616	368,500	69,500	23.24%
Charges for Services	729,483	735,450	674,070	675,500	(59,950)	-8.15%
Interest and Other	212,801	141,000	188,265	139,000	(2,000)	-1.42%
Capital Trust Fund	1,292,000	1,256,476	1,256,476	1,170,336	(86,140)	-6.86%
Total Operating Source of Funding	\$ 3,152,006	\$ 3,151,862	\$ 3,172,363	\$ 3,324,599	\$ 172,737	5.48%
Total Sources of Funding	\$ 3,152,006	\$ 3,151,862	\$ 3,172,363	\$ 3,324,599	\$ 172,737	5.48%
Expense Category						
Personnel	\$ 793,169	\$ 851,142	\$ 815,000	\$ 917,411	\$ 66,269	7.79%
Benefits	148,113	207,852	195,738	237,653	29,801	14.34%
Operating Expenses	692,643	803,969	626,218	871,689	67,720	8.42%
Capital Outlay	-	-	-	80,000	80,000	0.00%
Debt Service	1,292,202	1,256,476	1,256,476	1,170,336	(86,140)	-6.86%
Transfers Out	120,319	101,572	101,572	102,510	938	0.92%
Subtotal Operating Budget	\$ 3,046,446	\$ 3,221,011	\$ 2,995,004	\$ 3,379,599	\$ 158,588	4.92%
Total Expenses	\$ 3,046,446	\$ 3,221,011	\$ 2,995,004	\$ 3,379,599	\$ 158,588	4.92%
Excess (Deficiency) Cash Basis	\$ 105,560	\$ (69,149)	\$ 177,359	\$ (55,000)	\$ 14,149	
Adjustment to accrual basis	83,495	-	-	-		
Beginning Net Assets per CAFR	8,911,782	9,100,837	9,100,837	9,278,196		
Ending Net Assets per CAFR	9,100,837	\$ 9,031,688	\$ 9,278,196	\$ 9,223,196		
Invested in capital assets, net of related debt (1)	(10,195,779)					
Reserved for encumbrances (2)	(19,622)					
Deferred revenue (3)	(47,795)					
Accrued interest (4)	179,033					
Other post employment benefits obligation (4)	169,006					
Compensated absences (4)	45,308					
Net pension liability (4)	2,156,732					
Deferred outflow of resources (5)	(816,190)					
Reserved for subsequent year's budget (6)	(69,150)					
Net assets available for appropriation (free cash) (7)	\$ 502,380					

(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 fiscal year's operating budget.

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$158,588 or 4.92%. Personnel and benefit costs are increasing \$96,070 and include all contractual obligations as well as three additional full-time employees for the maintenance of the facility. One position is being transferred to the General Fund for a net increase of two FTE's.

Operating costs are increasing \$67,720 as more funding is provided for the facility's maintenance. \$80,000 is provided for capital outlay which includes funding for a third Zamboni (used) and \$25,000 for equipment replacement and facility improvements. These cost increase are partially offset by a reduction in debt service of \$86,000.

Funding for this operation is comprised of \$1,183,000 in estimated operating revenue; a \$1,170,336 transfer from the Capital Trust Fund, \$971,263 in tax support and \$55,000 of the Enterprise Fund reserves. The General Fund charges to this enterprise fund total \$334,091 and are included in the \$3.38 million budget, resulting in a net subsidy of \$637,172.

Additional Funding Recommended

1. Building and Mechanical Systems Operating Capital

\$25,000 Requested
\$25,000 Recommended

Funding for midsized building repairs and mechanical equipment at HYCC. Structures & Grounds is responsible for the ongoing maintenance of HYCC facility. The division uses this budget to fund repairs to the building, HVAC components, and ice plant as needed.

2. Operating Capital – HYCC Vehicles

\$55,000 Requested
\$55,000 Recommended

The existing building precludes on Zamboni from covering both sheets of ice, thus when one goes down that sheet of ice is not usable until the Zamboni is repaired. This request will buy a used, third, Zamboni, and store it in the garage, where the rink floor is currently stored.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Facility Manager	1.00	1.00	1.00	-
Financial Supervisor	0.50	0.50	0.50	-
HYCC General Manager	1.00	1.00	1.00	-
Lead Custodian	-	-	1.00	1.00
Lead Zamboni Operator	-	-	1.00	1.00
Maintenance Custodian	4.00	4.00	5.00	1.00
Marketing Manager	1.00	1.00	-	(1.00)
Program Coordinator	1.00	1.00	1.00	-
Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-
Full-time Equivalent Employees	10.50	10.50	12.50	2.00

Performance Measures/Workload Indicators

Kennedy Rink Usage Hours	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Projected
Hours Available	5,840.00	5,856.00	5,840.00	5,840.00
Hours Used	2,974.74	2,965.17	2,989.17	3,164.17
Hours Unused	2,865.26	2,890.83	2,850.83	2,675.83
% Hours Used	50.94%	50.63%	51.18%	54.18%

Butler Rink Usage Hours	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Projected
Hours Available	5,840.00	5,840.00	5,840.00	5,840.00
Hours Used	2,947.59	3,288.16	3,410.55	3,585.55
Hours Unused	2,892.41	2,551.84	2,429.45	2,254.45
% Hours Used	50.47%	56.30%	58.40%	61.40%

Total % of Hours Used	50.70%	53.47%	54.79%	57.79%
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PUBLIC, EDUCATIONAL, GOVERNMENT (PEG) ACCESS CHANNELS ENTERPRISE FUND

Mission Statement

The mission of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents on own and school programs and services.

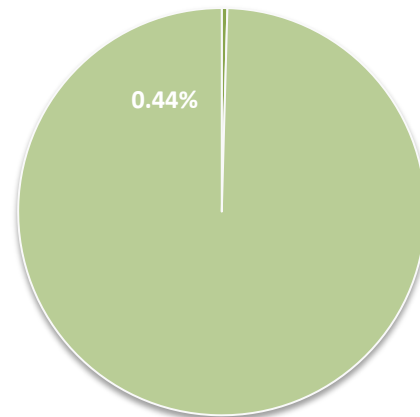


Recent Accomplishments

Channel 18 strives to keep Barnstable residents up-to-date and informed. Channel 18 staff covered a wide range of events and departments in the Town of Barnstable in 2016:

- A groundbreaking ceremony at Barnstable-West Barnstable Elementary School to the dedication of the columbarium at Mosswood Cemetery
- The preservation of historical records through the Town Clerk's office.
- Continuing coverage of over 40 board, committee, and commission meetings helps the Town present an open and transparent vision of Barnstable Town Government.
- Programming including *Barnstable Today*, *The Compass*, *Around Town* and *Seasons of Sandy Neck* are also created to highlight some of what our Town has to offer.
- Channel 22 programming has produced a "Principals Perspectives" series highlighting their educational culture and goals.

Percentage of FY18 All Appropriated Funds



The Public, Educational, Government (PEG) comprises 0.44% of all appropriated funds

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Channel 18 continues coverage of more than 40 boards, committees and commissions. **(SP: Education, Communication)**
2. Channel 18 continues production of a daily news show, *Barnstable Today*. **(SP: Education, Communication)**
3. Create more CH18 award-winning programming. Past awards include: 1st Place in Alliance for Community Media Northeast Region awards for "Weights and Measures Week", 3rd Place for "Natural Resources Educational Outreach Program" and "Snowy Owl Release on Sandy Neck" and 2nd place for "One Bite Can Change Your Life". **(SP: Education, Communication)**
4. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district.

Long Term:

1. Upgrades to Town Hall TV Studio. **(SP: Education, Infrastructure, Communication)**
2. 100% coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, d Communication)**



Description of Public, Educational, Government (PEG) Enterprise Fund Services Provided

Administration Activity

Working to keep government open and transparent.

The Town of Barnstable government and school access channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and School District.

We do this by providing the residents of Barnstable with information about government and school issues, meeting coverage, up-to-date storm/emergency related information, road construction updates and covers a wide range of departments, video coverage of public meetings, development of original series, and displaying important Town and School announcements. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.

This is further enhanced by the availability of "Video on Demand" and live-streaming of the Town's government access channel on the town's website www.townofbarnstable.us.



Security Camera



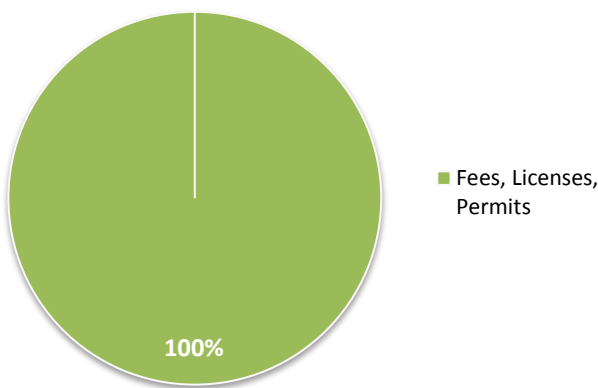
Town Hall Projector – Information Technology Equipment

Public, Educational, Government (PEG) Enterprise Fund Financial Summary

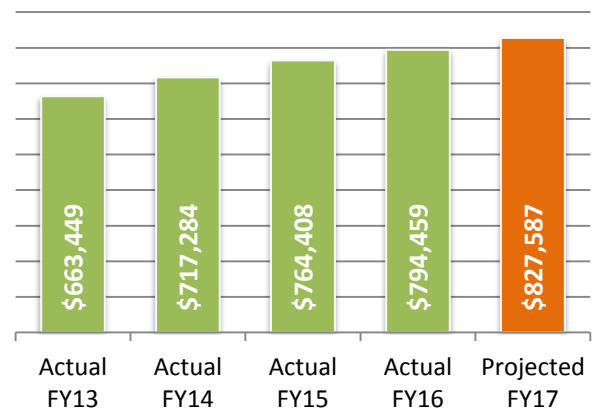
The Town receives approximately \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22. They were also used to finance the construction of a fiber optic network that was completed in FY14. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

Factors Affecting Revenues

FY18 Source of Funding



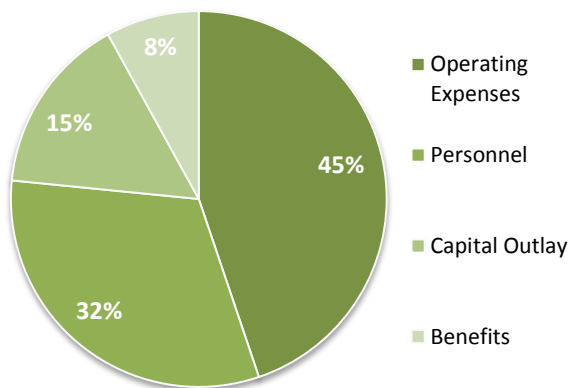
PEG Enterprise Fund Source of Funding History



Public, Educational, Governmental Enterprise Fund receives 100% of its revenue source from a cable license with Comcast.

Factors Affecting Expenses

PEG Enterprise Fund FY18 Budget By Activity



PEG Enterprise Fund Budget History



Operating expense is the largest component at 45%. Personnel and benefits is the second largest area of the budget 40%. The budget for this operation has increased from \$736,075 in FY14 to FY18 proposed amount of \$811,627 or 10.26% increase over the five-year period.

Public, Educational, Government (PEG)	Actual	Approved	AS OF 12/31	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Total Operating Source of Funding	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Total Sources of Funding	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Expenditure Category						
Personnel	\$ 259,059	\$ 333,985	\$ 119,717	\$ 257,785	\$ (76,200)	-22.82%
Benefits	15,244	18,715	7,756	65,120	46,405	247.96%
Operating Expenses	285,256	367,300	250,484	363,722	(3,578)	-0.97%
Capital Outlay	1,927	55,000		125,000	70,000	127.27%
Subtotal Operating Budget	\$ 561,486	\$ 775,000	\$ 377,957	\$ 811,627	\$ 36,627	4.73%
Total Expenses	\$ 561,486	\$ 775,000	\$ 377,957	\$ 811,627	\$ 36,627	4.73%
Excess (Deficiency) Cash Basis	\$ 232,973	\$ -	\$ 52,510	\$ (16,627)	\$ (16,627)	
Adjustment to accrual basis		-	-	-		
Beginning Net Assets	1,704,942	1,937,915	1,937,915	1,990,425		
Ending Net Assets	1,937,915	\$ 1,937,915	\$ 1,990,425	\$ 1,973,798		

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$36,627 or 4.7%. Personnel and benefit costs are decreasing \$29,795 and include all contractual obligations. The reduction is a result of turnover in staffing and the reduction in seasonal employees. Operating costs are slightly lower due to a reduction in the funds allocated for operating Channel 22. Operating capital of \$125,000 includes funding for major equipment upgrades necessary for Channel 18. Funding for this operation is provided from the license agreement with Comcast. \$16,627 of surplus will be used to balance the operating budget.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant News Coordinator	1.00	1.00	1.00	-
News Coordinator	1.00	1.00	1.00	-
Video Assistant	1.00	1.00	1.00	-
Video Specialist	1.00	1.00	1.00	-
Full-time Equivalent Employees	4.00	4.00	4.00	0.00