

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

The purpose of the Community Services Enterprise Funds is to maintain programmatic oversight of the Town's golf courses and the Hyannis Youth & Community Center, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**

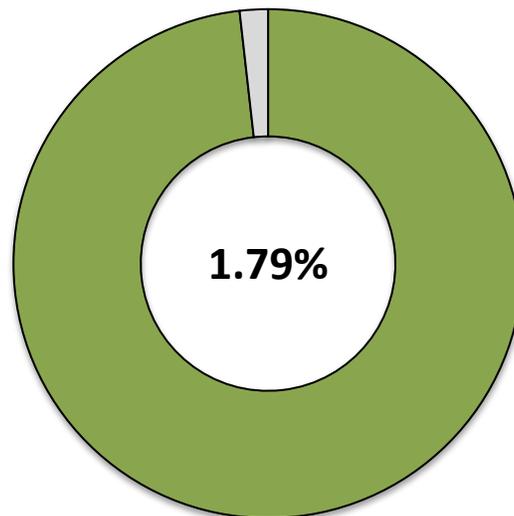
GOLF COURSE ENTERPRISE FUND

Department Purpose Statement

Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement programs for the courses, the buildings, and the equipment. Golf Course Management strives to provide recreational opportunities that enrich the lives of residents, while being fiscally responsible to the residents and taxpayers of the Town of Barnstable.



% of FY 2022 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.79% of all appropriated funds.

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 Golf Course 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. 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.



Hyannis Golf Course

Administration Activity

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we make. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. 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 for capital improvements with the revenues generated. 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. Golf is good for our community.

Operations Activity

The Operations activity is responsible for management of the two golf 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. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all



Hyannis Golf Course – Clubhouse Deck

Enterprise Fund Services Provided (Continued)

Operations Activity (Continued)

collected at the front desk. Operations staff answers hundreds of phone calls daily providing a wide variety of 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. Operations staff handles over 70,000 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. Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily.



Olde Barnstable Fairgrounds Golf Course

Maintenance Activity

The purpose 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. 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 staffs 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 Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. For the past decade, 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. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



Hyannis Golf Course- Junior Girls

Recent Accomplishments

- In house tree pruning and removal projects were completed at both facilities. The 7th hole at HYGC was overgrown with trees resulting in poor turf conditions and an unplayable golf hole. Numerous trees were removed to allow for more sunlight and air movement.
- The Golf Division received a 2011 GMC dump truck from the DPW Highway Division. This helped us out of a tough situation as our old 2006 truck became unsafe and inoperable. The Golf Division appreciates the interdepartmental cooperation.
- Booked a MassGolf Public Links Qualifier event for Hyannis GC. This state sanctioned event will bring the best public golfers in the state to HYGC to compete for a chance to play for the state championship.



Hyannis Clubhouse and 18th Hole

- Olde Barnstable Fairgrounds Golf Course PGA Golf Professional, Merry Holway, received the Gary Philbrick Professional of the Year Award from the Cape Cod Chapter of the PGA. This is the highest award given out by the CCPGA.
- Completed repair and upgrade to the fire suppression system on all 3 buildings at the Olde Barnstable Fairgrounds facility.
- Despite a late start due to course closures, the popular Hyannis GC Quota League managed to host 2,100 rounds of golf with over \$34,000 in awarded prizes.
- Continued the environmentally sustainable golf course management plan designed to reduce or eliminate the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.

Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to seek funding sources for the Hyannis Golf Course rehabilitation/restoration project. Key features of the 43-year-old course are well beyond their useful life. Each year infrastructure continues to deteriorate. Until necessary upgrades and improvements are made, the facility will continue to be underutilized. A phased approach is being used in an attempt to make some progress on areas deemed unsafe, hazardous, or high risk. The goal is to resurface and expand the existing golf cart trail system. **(SP: Infrastructure & Assets, Public Health and Safety, Economic Development)**
2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town's golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and Natural Resources)**

Goals and Objectives (Continued) - Town Council's Quality of Life Strategic Plan (SP)

3. Complete the OBF Turf Maintenance Equipment replacement project. The plan is to replace numerous pieces of 10+ year old maintenance equipment and acquire much needed new equipment necessary for the environmentally sustainable management plan. **(SP: Infrastructure & Assets, Environment & Natural Resources)**
4. Phase 1 of 2 remote well pulling projects. We will remove, inspect, repair or replace necessary components of well #1 at OBFGC. The well is 30 years old and is responsible for supplying water for irrigating the golf course. **(SP: Infrastructure & Assets)**
5. Secure a new food and beverage vendor for the Hyannis GC restaurant and function room. The former tenant was a victim to the fallout from the Covid 19 pandemic. **(SP: Economic Development, Public Health & Safety)**



Hyannis Pro Shop

Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. 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. The condition of the bunkers is the #1 complaint we receive. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Pruning branches and limbs of trees throughout the golf course properties for areas 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. **(SP: Finance, Infrastructure)**
4. Work towards re-establishing a "full" club sponsored tournament/event schedule for all pass holders and guests to enjoy. **(SP: Communication, Economic Development)**
5. Development of a Master Plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. 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, Infrastructure & Assets, Economic Development, Public Health and safety, Education)**

GOLF ENTERPRISE FUND

Enterprise Fund Budget Comparison

Golf Course Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2020	FY 2021	FY 2021	FY 2022	FY21 - 22	Change
Taxes (General Fund Support)	\$233,199	\$822,917	\$822,917	\$0	(\$822,917)	-100.00%
Fees, Licenses, Permits	2,295	-	-	-	-	0.00%
Charges for Services	2,852,202	3,442,898	2,815,464	3,423,861	608,397	21.61%
Interest and Other	22,255	12,176	10,000	10,000	-	0.00%
Special Revenue Funds	-	289,600	-	286,500	286,500	0.00%
Total Operating Sources	\$3,109,951	\$4,567,591	\$3,648,381	\$3,720,361	\$71,980	1.97%
Borrowing Authorizations	-	-	-	545,179	545,179	0.00%
Total Capital Sources	\$0	\$0	\$0	\$545,179	\$545,179	0.00%
Total Source of Funding	\$3,109,951	\$4,567,591	\$3,648,381	\$4,265,540	\$617,159	16.92%
Direct Operating Expenses						
Personnel	\$1,423,296	\$1,424,901	\$1,486,886	\$1,607,412	\$120,526	8.11%
Benefits	162,201	167,241	187,595	171,167	(16,428)	-8.76%
Operating Expenses	933,861	831,196	1,055,070	1,119,135	64,065	6.07%
Capital Outlay	-	-	-	30,000	30,000	0.00%
Debt Service	493,348	441,588	441,588	440,668	(920)	-0.21%
Transfers Out	45,000	-	-	-	-	0.00%
Total Direct Operating Expenses	\$3,057,706	\$2,864,925	\$3,171,139	\$3,368,382	\$197,243	6.22%
Indirect Operating Costs						
General Fund Staff	\$155,634	\$154,793	\$154,793	\$128,105	(\$26,688)	-17.24%
Pensions	264,129	276,346	276,346	262,707	(13,639)	-4.94%
Audit & Software Costs	18,428	22,832	22,832	22,787	(45)	-0.20%
Property, Liability Insurance	20,108	20,089	20,089	22,225	2,136	10.63%
Workers' Compensation Ins.	22,764	1,004	1,004	5,354	4,350	433.27%
Retirees Health Insurance	2,136	2,178	2,178	2,223	45	2.07%
Total Indirect Operating Expenses	\$483,199	\$477,242	\$477,242	\$443,401	(\$33,841)	-7.09%
Total Operating Expenses	\$3,540,905	\$3,342,167	\$3,648,381	\$3,811,784	\$163,402	4.48%
Capital Improvement Program	50,956	-	-	545,179	545,179	0.00%
Total Capital Expenses	\$50,956	\$0	\$0	\$545,179	\$545,179	0.00%
Total Expenses	\$3,591,861	\$3,342,167	\$3,648,381	\$4,356,963	\$708,581	19.42%
Excess (Deficiency) Cash Basis	(\$481,910)	\$1,225,425	(\$0)	(\$91,423)	(\$91,423)	
Beginning Certified Free Cash	\$915,044		\$433,134	\$433,134		
FY 2021 Projected Excess (Deficiency)				1,225,425		
Ending Projected Certified Free Cash	\$433,134		\$433,134	\$1,567,136		

Summary of Budget Changes

Golf Enterprise Fund proposed FY 2022 budget is increased by \$163,402 (4.48%) from the approved FY 2021 budget. Personnel budget change includes contractual obligations, minimum wage increases, and the reinstated Division Assistant position. Operating budget change includes returning various line items reduced in FY 2021 due to the public health crisis, office HVAC replacement, and anticipated gasoline/diesel cost increases. Capital outlay includes a rebuild of Olde Barnstable Golf Course irrigation well.

GOLF ENTERPRISE FUND

Enterprise Fund Budget Comparison (Continued)

Job Title	FY 2020
Admin Assist./Marketing Coordinator	1.00
Assistant Golf Course Supervisor	2.00
Director of Community Services	0.10
Director of Golf Maintenance	1.00
Director of Golf Operations	1.00
Financial Supervisor	1.00
Golf Course Facility Technician	2.00
Golf Head Professional	2.00
Laborer/Greens Person	2.00
Principal Dept./Div Assistant	3.00
Working Foreman Irrigation Technician	2.00
Full-time Equivalent Employees	17.10

FY 2021	FY 2022	Change
1.00	1.00	-
2.00	2.00	-
0.10	0.10	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
2.00	2.00	-
2.00	2.00	-
2.00	3.00	1.00
2.00	2.00	-
16.10	17.10	1.00

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2021 Approved Budget				\$3,648,381	
Contractual Obligations Net of Staff Turnover	20,481	-	-	20,481	-
Change in Indirect Costs	(9,244)	(24,596)	-	(33,840)	
One-Time Charges	-	-	-	-	-
Debt Service Cost	-	(920)	-	(920)	
FY 2022 Budget Changes					
1. Seasonal Wage Increases	39,763	-	-	39,763	-
2. Division Assistant	43,854	-	-	43,854	1.00
3. Division Line Item Increases	-	36,000	-	36,000	-
4. Office HVAC Replacement	-	10,500	-	10,500	-
5. Gasoline and Diesel Contract Cost Increase	-	17,565	-	17,565	-
6. Remote Well Rebuild	-	-	30,000	30,000	-
FY 2022 Proposed Budget	\$94,854	\$38,549	\$30,000	\$3,811,784	1.00

- 1. Minimum Wage Impact** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by \$0.75/hour every year until it hits \$15/hour on January 1, 2023.
- 2. Reinstate Division Assistant** – Due to the public health crisis, the Division Assistant position was eliminated in the FY 2021 budget. This position is now being reinstated in the proposed FY 2022 budget.
- 3. Golf Division Line Item Adjustments** - The Golf Division would like to increase specific golf course maintenance line items in order to keep up with increases in the cost of fertilizer, plant protectants, grass seed, soil amendments, topdressing sand needed to maintain the facilities in an environmentally sustainable manner. We will be initiating ground water monitoring programs at each golf course. We are increasing soil testing frequency.

The other line items we are requesting increases in are directly related to COVID-19 compliance requirements. PPE’s, cleaning services, hand wash stations, and cleaning supplies are addressed to meet anticipated needs.

Enterprise Fund Budget Comparison (Continued)

4. **Administration Office HVAC replacement Project** - Replace the failed ductless air conditioning system in the administration office. The project calls for replacing the condenser & compressor units along with the 3 ductless wall mounted air conditioners. The office is heated with electric baseboard heaters. They are inefficient and expensive to operate. The new ductless units will provide heat and air conditioning. We will eliminate the use of the electric baseboard heaters and save money.
5. **Gasoline/Diesel Contract Price Increases** - The Town anticipates contract cost increases for the purchase of gasoline and diesel through County bids.
6. **Remote Well #2 Rebuild Project at Olde Barnstable Fairgrounds, Phase 1** - O.B.F. has 2 remote wells that feed the irrigation system retention pond. Well #2 failed in October, 2020. Both wells are 30 years old. The Golf Division would like to pull Well #2, inspect, rebuild, or replace all worn and damaged components of the well. It's unclear what needs to be replaced until all components are pulled out of the ground and inspected. The pump is approximately 69' deep and has a pump capacity of 300 GPM. Well #2 pumps approximately 10.5 million gallons/year.

Factors Affecting Revenues

Revenue was down significantly in FY 2020 due to the pandemic. Once restrictions were eased this activity realized a considerable increase in activity this past summer helping the operation recover financially. The golf courses will still be challenged due to competition from other courses on Cape Cod. It is projected that the combined revenue for the two golf courses will grow slightly due to increases in activity levels and rate adjustments, or both. Fee increases or activity levels will need to increase in the neighborhood of 2% to 3% per year to cover the projected costs of operations. The golf courses' current fee structure remains competitive with surrounding courses.

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. Furthermore, increased participation by members for inside tournaments has been providing other revenue opportunities for the golf courses.



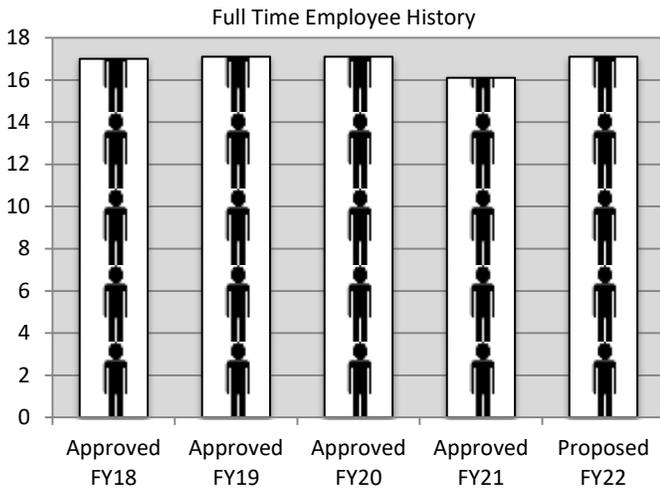
Hyannis Restaurant

Factors Affecting Expenses

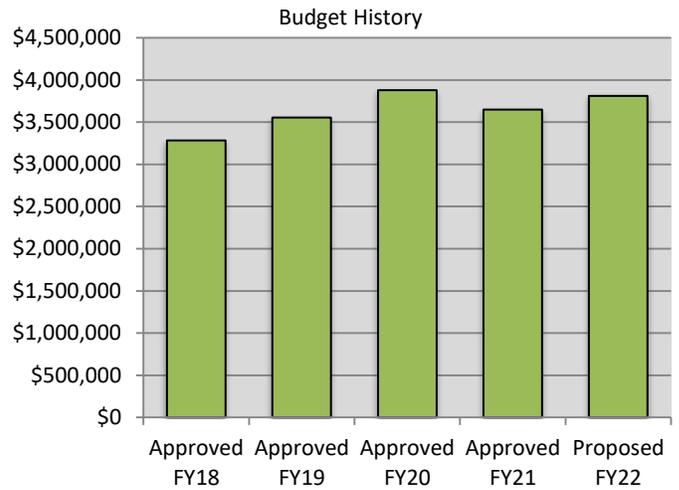
State mandatory minimum wage increases, capital program needs, and environmental initiatives have had the greatest an impact on operating costs. Furthermore, as the town focuses more on environmentally sound initiatives, Barnstable golf courses will have to transition from traditional fertilizing methods to an organic base fertilizer. This transition could have a significant cost impact to the

courses operations, as minimum playing conditions are required.

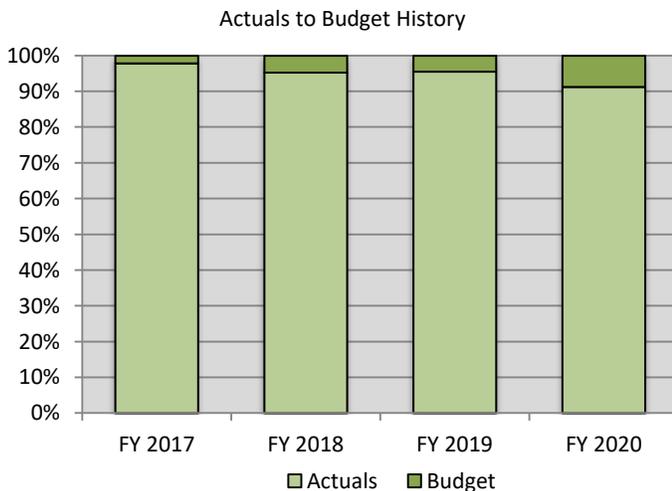
Golf Course Enterprise Fund Budget History



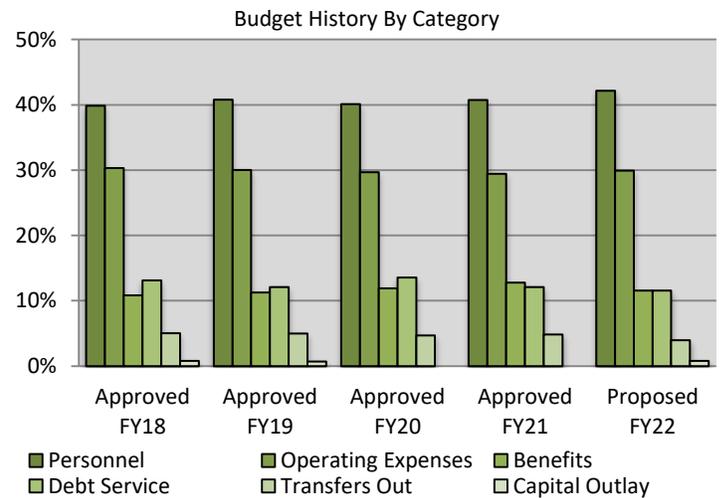
The golf course eliminated the vacant Division Assistant position in FY 2021 budget; this has been reinstated in FY 2022.



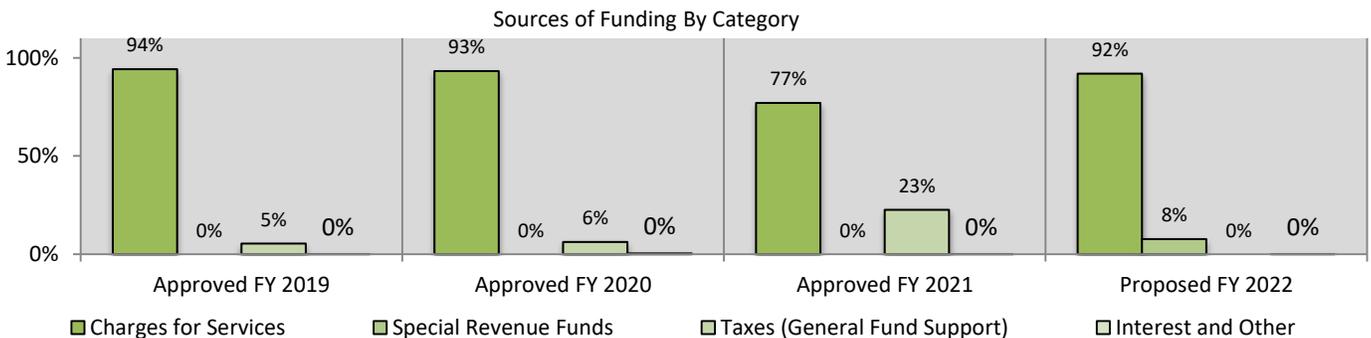
The budget has increased 3.23% annually on average over the five-year period. State minimum wage and the capital program contribute most to the budget increases.



The Golf Enterprise Fund's actual expenditures range 90% to 98% of the annually approved budgets.



Personnel and benefits is the largest category within the golf course operation comprising at 54%.



Charges for services are 92% of total revenue source, and that annual pass holder's account for 30% of this. Community Preservation Fund (Special Revenue) provides 8% of resources.

GOLF ENTERPRISE FUND

Budget by Golf Course

Olde Barnstable Fairgrounds	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2020	FY 2021	FY 2021	FY 2022	FY21 - 22	Change
Charges for Services	\$1,540,988	\$1,839,841	\$1,581,000	\$1,845,397	\$264,397	16.72%
Interest and Other	22,255	12,091	10,000	10,000	-	0.00%
Total Operating Source of Funding	\$1,563,243	\$1,851,931	\$1,591,000	\$1,855,397	\$264,397	16.62%
Borrowing Authorizations	-	-	-	545,179	545,179	0.00%
Total Capital Source of Funding	\$0	\$0	\$0	\$545,179	\$545,179	0.00%
Total Source of Funding	\$1,563,243	\$1,851,931	\$1,591,000	\$2,400,576	\$809,576	50.88%

Expense Category						
Personnel	\$741,263	\$719,398	\$766,859	\$801,053	\$34,193	4.46%
Benefits	227,187	229,701	232,013	220,814	(11,199)	-4.83%
Operating Expenses	487,685	428,668	584,960	612,558	27,599	4.72%
Capital Outlay	-	-	-	30,000	30,000	0.00%
Debt Service	84,713	41,913	41,913	45,713	3,800	9.07%
Transfers Out	87,031	88,813	88,813	75,446	(13,367)	-15.05%
Total Operating Budget	\$1,627,879	\$1,508,493	\$1,714,557	\$1,785,583	\$71,026	4.14%

Capital Improvement Program	\$594	\$0	\$0	\$545,179	\$545,179	0.00%
Total Capital Expenses	\$594	\$0	\$0	\$545,179	\$545,179	0.00%

Total Expenses	\$1,628,473	\$1,508,493	\$1,714,557	\$2,330,762	\$616,205	35.94%
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Excess (Deficiency) Cash Basis	(\$65,230)	\$343,439	(\$123,557)	\$69,814	\$193,371
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Hyannis Golf Course	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2020	FY 2021	FY 2021	FY 2022	FY21 - 22	Change
Taxes	\$233,199	\$822,917	\$822,917	\$0	(\$822,917)	-100.00%
Fees, Licenses, Permits	2,295	-	-	-	-	0.00%
Charges for Services	1,311,214	1,603,058	1,234,464	1,578,464	344,000	27.87%
Interest and Other	-	85	-	-	-	0.00%
Special Revenue Funds	-	289,600	-	286,500	286,500	0.00%
Total Operating Sources	\$1,546,708	\$2,715,660	\$2,057,381	\$1,864,964	(\$192,417)	-9.35%
Total Source of Funding	\$1,546,708	\$2,715,660	\$2,057,381	\$1,864,964	(\$192,417)	-9.35%

Expense Category						
Personnel	\$682,033	\$705,503	\$720,027	\$806,360	\$86,332	11.99%
Benefits	224,043	217,068	235,110	220,638	(14,472)	-6.16%
Operating Expenses	466,284	422,616	490,200	528,802	38,602	7.87%
Debt Service	408,635	399,675	399,675	394,955	(4,720)	-1.18%
Transfers Out	132,031	88,813	88,813	75,446	(13,366)	-15.05%
Total Operating Budget	\$1,913,026	\$1,833,674	\$1,933,824	\$2,026,200	\$92,376	4.78%

Capital Improvement Program	50,363	-	-	-	-	0.00%
Total Capital Expenses	\$50,363	\$0	\$0	\$0	\$0	0.00%

Total Expenses	\$1,963,389	\$1,833,674	\$1,933,824	\$2,026,200	\$92,376	4.78%
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Excess (Deficiency) Cash Basis	(\$416,681)	\$881,986	\$123,557	(\$161,236)	(\$284,793)
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GOLF ENTERPRISE FUND

Enterprise Fund 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 (What)	Budget (Input)	End Product (Output)	Unit Cost/Productivity (Efficiency)	Service Quality (Effectiveness)
Adult/Family Annual Pass	\$1,096,786	1,066 pass holders	\$1,029 per pass	Cost of Recovery -%
Junior Annual Pass	\$24,570	135 pass holders	\$182 per pass	Cost of Recovery -%
Daily Fee Play-Resident	\$152,473	3,707 rounds	\$41 per round	Cost of Recovery -%
Daily Fee Play-Non-Resident	\$1,119,711	24,010 rounds	\$47 per round	Cost of Recovery -%
Range	\$141,000	13,855 buckets sold	\$7 per bucket	Cost of Recovery -%
Golf Carts	\$636,450	37,857 cart rentals	\$17 per cart	Cost of Recovery -%
Rentals	\$6,675	1,198 pull carts/club rental	\$5.60 per cart/club rental	Cost of Recovery -%
Club Services	\$32,500	765 M.G.A handicaps	\$42.50 per person	Cost of Recovery -%
Pro Shop	\$311,123	70,000 rounds played	\$4.45 per person	Cost of Recovery -%
Restaurant	\$34,500	2 concessions rent	\$17,250	Cost of Recovery -%

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

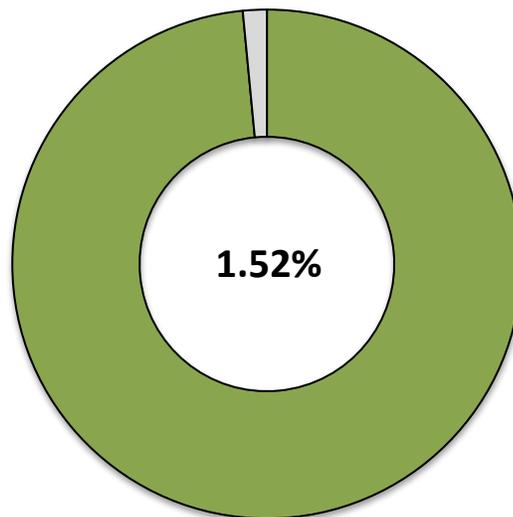
Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe and healthy recreational facility to every segment of the community. The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

ICE FACILITY

YOUTH CENTER

% of FY 2022 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.52% of all appropriated funds.

Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its twelfth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2020-2021. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including Men's Division I Hockey 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 U.S. Figure Skating Instructional Badge Programs, free Community Yoga, Toddler Programs, Adult Day Programs, and the Walking Program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year.

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

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
- 825 sq. ft. Multi-purpose room



HYCC – Family Fun Night

Administration

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 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.

Enterprise Fund Services Provided (Continued)

Ice Facility programs with a brief description are as follows:

- **Public Skating** – An activity that is available for all ages and abilities; public skating sessions 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.
- **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;
- **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;
- **Rink Concession** – Operated by the Casual Gourmet. The HYCC and Casual Gourmet work together to develop and deliver new and exciting services to our patrons. There is a full concession on the main floor and an additional mini-concession on the lower rink level giving all facility users access to snacks and drinks;
- **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;



HYCC – Skating Clinic

- **Barnstable High School Hockey** - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys Varsity/Junior Varsity teams and Girls Varsity/Junior Varsity teams. The HYCC receives the fee for the practice ice rental as well as the gate receipt for home games;
- **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, and;
- **Total Athletics Hockey** – A hockey organization that fields teams of a number of different age levels from Mites through Bantams and beyond. The HYCC serves as the home rink for the Total Athletics Seahawks Junior Team that plays in the Eastern Hockey League. Total Athletics hosts hockey activities in the building throughout the year.

Recent Accomplishments

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.



HYCC – After School Program

Youth Center programs with a brief description are as follows:

Private Gym Rentals – A program that allows Saint John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court;

- Development and implementation of HYCC facility protocols for operation during COVID-19;
- Staff training for operating facility and programs during COVID-19;
- Hosted Remote Learning Center and SOAR after-school program for Grades 4-7;
- Implemented High School volleyball league;



HYCC – Father Daughter Dance

- Community service programs in the facility included weekly food distribution, Thanksgiving dinner distribution, Toys for Tots, Christmas tree, and;
- Partnered with Town of Barnstable Youth Commission to host a youth focused Job Fair in the HYCC Gymnasium.

Goals and Objectives — Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Expand, with a grant from the Barnstable School Department, the After School Program in collaboration with the Barnstable United Elementary School, Barnstable Intermediate School and Barnstable Schools Transportation to provide students in grades 4 & 5 and 6 & 7 with structured after school activities that include gym activities, game room tournaments, homework assistance and special events. **(SP: Education, Quality of Life)**
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)**
3. Continue to deliver community service programs to include annual blood, food and clothing drives. Work with various organizations to provide our youth with services and needs. **(SP: Education, Quality of Life)**
4. Replace and reinstall new stanchions for the volleyball that are failing currently to be able to continue the high quality volleyball programs that currently exist. **(SP: Safety, Education, Quality of Life)**
5. Provide Stop the Bleed training to all staff that are employed at the HYCC. **(SP: Safety, Education, Quality of Life)**

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist both with the process and the funding of programs. **(SP: Finance, Quality of Life)**
3. Utilizing Town of Barnstable resources to provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Finance, Quality of Life)**
4. Continue to work with other Youth organization for the purpose of serving our youth within the Hyannis Youth & Community Center. **(SP: Quality of Life)**
5. Work with the Department of Public Works' Structures and Grounds Division to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Quality of Life)**

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Enterprise Fund Budget Comparison

Hyannis Youth & Community Center	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2020	FY 2021	FY 2021	FY 2022	FY21 - 22	Change
Taxes (General Fund Subsidy)	\$1,140,639	\$1,391,458	\$1,391,458	\$1,391,458	\$0	0.00%
Fees, Licenses, Permits	439,830	248,548	393,600	230,000	(163,600)	-41.57%
Charges for Services	423,115	119,245	404,200	237,154	(167,046)	-41.33%
Interest and Other	63,214	20,360	44,000	39,000	(5,000)	-11.36%
Capital Trust Fund	1,089,550	1,119,137	1,119,137	1,145,401	26,264	2.35%
Total Operating Sources	\$3,156,348	\$2,898,748	\$3,352,395	\$3,043,013	(\$309,382)	-9.23%
Grants	1,500	-	-	-	-	0.00%
Donations	34,203	-	-	-	-	0.00%
Borrowing Authorizations	-	-	756,000	1,644,600	888,600	117.54%
Total Capital Sources	\$35,703	\$0	\$756,000	\$1,644,600	\$888,600	117.54%
Total Sources of Funding	\$3,192,051	\$2,898,748	\$4,108,395	\$4,687,613	\$579,218	14.10%
Direct Operating Expenses						
Personnel	\$951,505	\$776,237	\$1,064,286	\$1,082,993	\$18,707	1.76%
Benefits	57,253	44,830	73,306	45,409	(27,897)	-38.06%
Operating Expenses	657,351	516,064	737,743	542,743	(195,000)	-26.43%
Capital Outlay	120,661	18,711	25,000	75,000	50,000	200.00%
Debt Service	1,089,550	1,119,137	1,119,137	1,145,401	26,264	2.35%
Total Direct Operating Expenses	\$2,876,320	\$2,474,980	\$3,019,472	\$2,891,546	(\$127,926)	-4.24%
Indirect Operating Costs						
General Fund Staff	\$70,907	\$70,076	\$70,076	\$60,372	(\$9,704)	-13.85%
Pensions	160,214	160,088	160,088	163,025	2,937	1.83%
Audit & Software Costs	7,179	8,764	8,764	8,825	61	0.69%
Property, Liability Insurance	93,771	93,995	93,995	106,066	12,071	12.84%
Total Indirect Operating Expenses	\$332,071	\$332,923	\$332,923	\$338,288	\$5,365	1.61%
Total Operating Expenses	\$3,208,391	\$2,807,903	\$3,352,395	\$3,229,834	(\$122,561)	-3.66%
Capital Program	10,225	-	756,000	1,644,600	888,600	117.54%
Total Capital Expenses	\$10,225	\$0	\$756,000	\$1,644,600	\$888,600	117.54%
Total Expenses	\$3,218,616	\$2,807,903	\$4,108,395	\$4,874,434	\$766,039	18.65%
Excess (Deficiency) Cash Basis	(\$26,566)	\$90,845	\$0	(\$186,821)	(\$186,821)	
Beginning Certified Free Cash	\$751,510		\$724,944	\$724,944		
FY 2021 Projected Excess (Deficiency)				90,845		
Ending Projected Certified Free Cash	\$724,944		\$724,944	\$628,968		

Summary of Budget Changes

HYCC Enterprise Fund proposed FY 2022 budget is decreased by \$122,561 (-3.66%) from the approved FY 2021 budget. Personnel budget change includes contractual obligations and reduced funds for seasonal wages. Operating budget change includes line item reductions associated with operating the two ice rinks. Capital outlay includes the annual mechanical maintenance program.

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Enterprise Fund Budget Comparison (Continued)

Job Title	FY 2020
Asst. Dir. Recreation & Leisure	0.10
Community Services Director	0.10
Custodian	5.00
Director of Recreation	0.25
HYCC Operations Foreman	1.00
HYCC Program Manager	1.00
Facility Supervisor	1.00
Financial Supervisor	0.50
Lead Custodian	1.00
Maintenance Custodian	1.00
Program Coordinator	1.00
Program Supervisor	1.00
Youth Center Manager	1.00
Full-time Equivalent Employees	13.95

FY 2021	FY 2022	Change
0.10	0.10	-
0.10	0.10	-
5.00	5.00	-
0.25	0.25	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
13.95	13.95	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2021 Approved Budget				\$3,352,395	
Contractual Obligations Net of Staff Turnover	10,759	-	-	10,759	-
Change in Indirect Costs	2,937	2,428	-	5,365	
One-Time Charges	-	-	(25,000)	(25,000)	-
Debt Service	-	26,264	-	26,264	-
FY 2022 Budget Changes					
1. Seasonal/Temporary Salary and Wages	(19,949)	-	-	(19,949)	-
2. Electricity	-	(155,000)	-	(155,000)	-
3. Gas	-	(40,000)	-	(40,000)	-
4. Mechanical Operating Capital	-	-	75,000	75,000	-
FY 2022 Proposed Budget	(\$6,253)	(\$166,308)	\$50,000	\$3,229,834	-

- 1. Reduced Line Items** - Various budget line items have been reduced as it is anticipated that facility activities will be limited in the fiscal year. Cost associated with operating the two ice rinks should be reduced as they will be operating on a limited basis.
- 2. Mechanical Operating Capital** – The HVAC systems that support this facility consist of three large roof top variables heating and cooling units (110 tons) multiple condensing units and air handlers, five ductless split systems and numerous VAV boxes. Additionally, there are multiple heat pumps, electric wall heaters, rooftop exhaust fans, circulator pumps, water heaters and sewage ejector pumps. These funds will allow the division to implement a multiyear maintenance program to ensure reliability of our systems and control annual maintenance and operating costs.

Enterprise Fund Budget Comparison (Continued)

Factors Affecting Revenues

The main revenue sources for this operation are from ice rental and advertising. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments, and leagues. Ice activities account for 85% of the total gross revenue at the facility.

The facility's ability to generate revenue has been challenged due the pandemic and state restrictions limiting activities and the number of people that can gather indoors. This is expected to improve once the restrictions are lifted and activity levels are restored. The facility also struggles to sell all of its available ice time as many leagues only perform during shoulder times (morning/night). In addition, as the activities conducted in this facility are recreational in nature, downturns in the economy or changes to social habits will affect this operation more significantly.

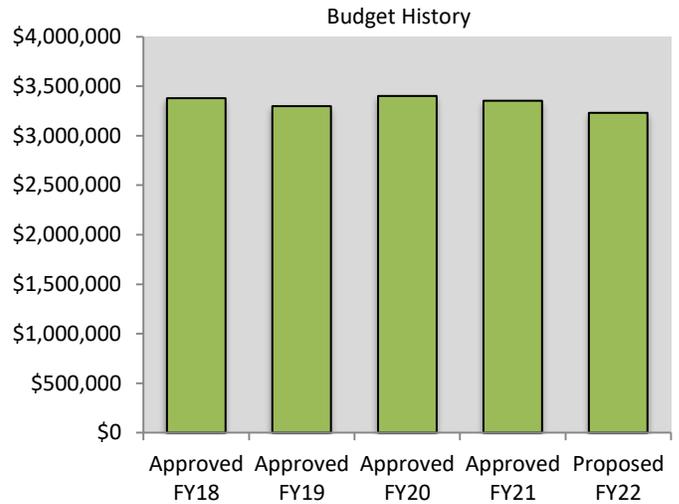
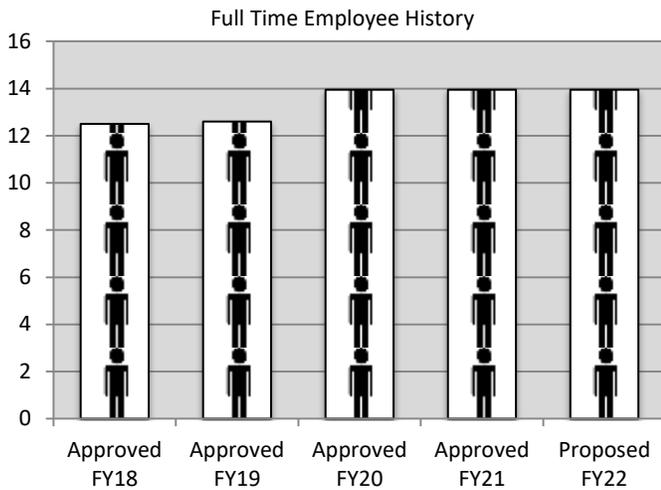


Holiday Skating Show

Factors Affecting Expenses

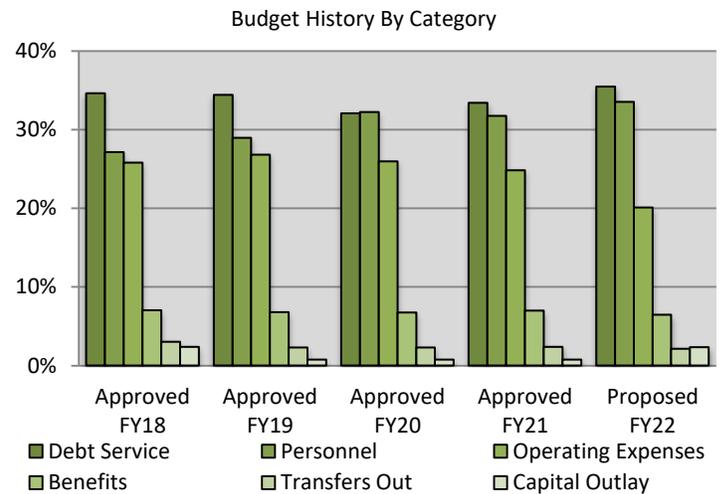
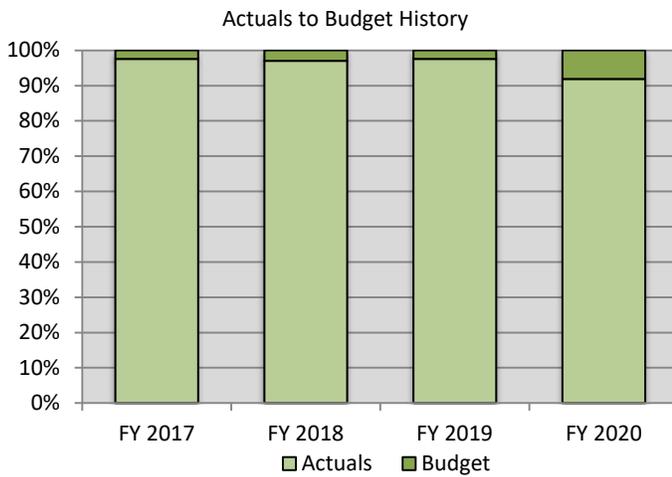
State mandatory minimum wage increases will affect operating costs until 2023. Debt service costs should still continue to decline as bonds for the construction of the facility mature, however, the facility is ten years old. Mechanical systems are beginning to reach their useful lives and may need replacement. Also, the various components of the roof structure are in need of replacement. Currently capital request for facility repairs and maintenance exceed \$6.6 million in the FY 2022 Capital Improvements Plan.

HYCC Enterprise Fund Budget History



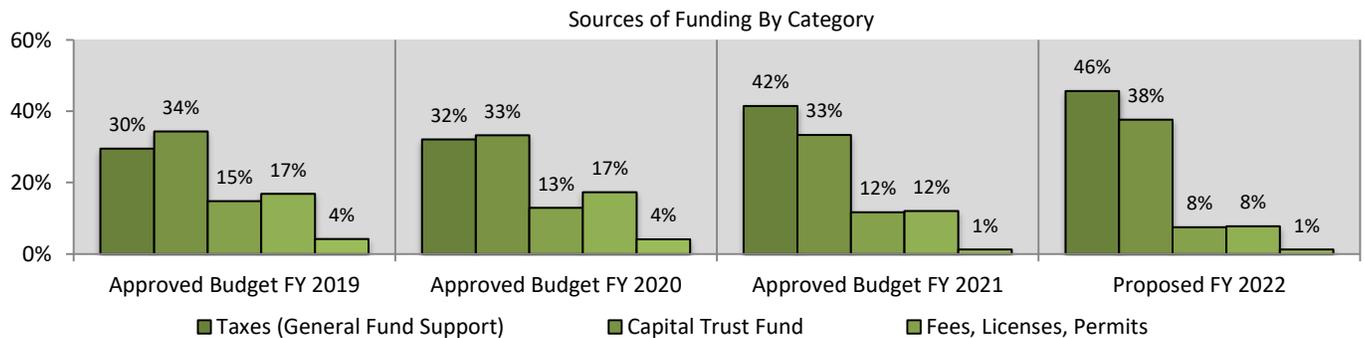
FY 2020 includes an additional (1.35) fte's resulted from reallocation of salary from the General Fund as well as the new Rink Supervisor position.

The budget for this operation has remained level funded annually over the five-year period.



HYCC Enterprise Fund actual expenditures range 94% to 98% of annually approved budgets.

Debt service and personnel costs are the largest operating budget components.



The General Fund subsidy is the largest source of funding at 46%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted. The Capital Trust Fund provides 38% of total source of funding for HYCC to cover debt service payments for the construction of the facility.

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Projected
Hours Available	5,840	5,792	4,128	912
Hours Used	2,788	2,760	2031	484.67
Hours Unused	3,051	3,031	2096	427.33
% Hours Used	47.74%	47.66%	49.21%	53.24%
Bulter Rink Usage Hours	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Projected
Hours Available	5,840	5,792	4,128	1,459
Hours Used	3,429	3,453	2,532	606
Hours Unused	2,411	2,338	1,596	853
% Hours Used	58.72%	59.63%	61.34%	41.54%
Total % of Hours Used	53.23%	53.65%	55.27%	46%