

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 opportunities to our citizens, visitors, and business community.

Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**

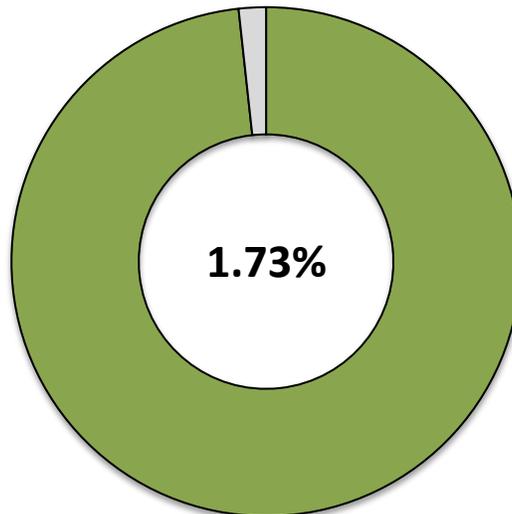
GOLF COURSE ENTERPRISE FUND

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.



Percentage of FY21 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.73% 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 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.



Olde Barnstable Fairgrounds 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. For the fiscal year ending June 30, 2019, the Golf Division generated \$3,369,843 in revenues. 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.

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 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.

Enterprise Fund Services Provided (Continued)

Administration Activity

Barnstable Golf paid \$499,986 for principal and interest on debt service and transfers \$173,114 to the General Fund for costs associated with retirement assessments and insurance. 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.

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.

Operations Activity

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. With over 37,500 cart rounds annually, all carts need to be brought to the staging area daily during the peak months.



Hyannis Golf Course – Clubhouse Deck

Recent Accomplishments

- Completed sand bunker edging, reshaping and sand replenishment work at both golf courses. 44 bunkers were addressed at Hyannis GC, and 60 received improvements at OBF. Completion of this project would not have been possible without the interdepartmental cooperation we received from DPW's Structures and Grounds Division staff;
- The popularity of the Hyannis GC Quota League continues to grow. The 2019 season saw 269 league members play 2,658 rounds competing for over \$40,000 in awarded prizes;
- For the seventh year in a row, Olde Barnstable Fairgrounds Golf Course (OBF) was voted by golfers from throughout the region as a top 10 public golf course in Massachusetts;
- Hyannis Golf Course (Hyannis GC) Golf Professional Jesse Schechtman received the 2019 "Merchandiser of the Year Award" from the New England PGA for demonstrating superior merchandising skills. The NEPGA represents over 750 PGA professionals at 450 golf facilities;
- In partnership with Dr. Frank Rossi, PhD from Cornell University, Barnstable Golf hosted a seminar for all of the municipal golf course managers on ways to reduce inputs of chemicals and fertilizers at their respective town's golf facilities;
- Replaced a failed HVAC system at Hyannis GC clubhouse building. The resulting water line break caused ceiling and wall damage in the main kitchen and lobby areas. All affected areas were repaired; and
- Commenced new 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.



Hyannis Golf Course

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, Public Health and Safety)**

Goals and Objectives (Continued) – Town Council’s Quality of Life Strategic Plan (SP)

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)**
5. 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: Infrastructure, Economic Development, Public Health and Safety)**

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. Upgrade or replace fire suppression system at the Olde Barnstable Fairgrounds GC clubhouse, golf cart storage, and maintenance buildings. Recent inspections indicate the 27-year-old system is in need of significant upgrades as well as replacement of piping, valves, and sprinklers. **(SP: Infrastructure, Public Health and Safety)**
3. Purchase a new one-ton, 4x4 dump truck, and snowplow for use at both golf course facilities. This is the only on-road vehicle the Golf Division has for a work truck. It will replace a 14-year-old dump truck that is in poor condition. **(SP: Infrastructure, Public Health and Safety)**
4. Host a seminar on the new golf worldwide handicapping system for Annual Pass Holders and public. The golf handicap system has been changed which affects all golfers. Changes go into effect in April 2020. Our Golf Professionals will conduct an in-depth review and explanation of all the changes. **(SP: Communication, Education)**
6. Pruning branches and limbing 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)**
7. Continue to expand and enhance tournament/event offerings; 2020 will see several new events including the “Greenskeeper’s Revenge” and a couple’s league. **(SP: Communication, Economic Development)**
8. Development of a Master Plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. The 26-year-old facility 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, Economic Development, Public Health and safety, Education)**
9. Pull, inspect, repair, or replace remote well pumps at Olde Barnstable GC. The two remote wells are responsible for providing the water for irrigating the golf course. The pumps have not been pulled since they were installed in 1991. **(SP: Infrastructure)**

GOLF ENTERPRISE FUND

Enterprise Fund Budget Comparison

Golf Course Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Taxes	\$190,012	\$233,199	\$233,199	\$822,917	\$589,718	252.88%
Charges for Services	3,356,496	2,625,000	3,478,200	2,815,464	(662,736)	-19.05%
Interest and Other	21,436	20,000	15,000	10,000	(5,000)	-33.33%
Total Operating Source of Funding	\$3,567,944	\$2,878,199	\$3,726,399	\$3,648,381	(\$78,018)	-2.09%
Capital Trust Fund Reserves	45,000	-	-	-	-	0.00%
Transfers From Closed Projects	32,000	-	32,000	-	(32,000)	-100.00%
Borrowing Authorizations	-	-	414,000	-	(414,000)	-100.00%
Total Capital Source of Funding	\$77,000	\$0	\$446,000	\$0	(\$446,000)	-100.00%
Total Source of Funding	\$3,644,944	\$2,878,199	\$4,172,399	\$3,648,381	(\$524,018)	-12.56%
Expense Category						
Personnel	\$1,443,287	\$1,400,000	\$1,573,164	\$1,496,659	(\$76,506)	-4.86%
Benefits	389,517	408,976	462,944	457,351	(5,593)	-1.21%
Operating Expenses	1,012,347	1,015,746	1,110,741	1,075,159	(35,582)	-3.20%
Capital Outlay	-	-	17,155	-	(17,155)	-100.00%
Debt Service	499,986	493,348	493,348	441,588	(51,760)	-10.49%
Transfers Out	173,134	219,062	219,062	177,625	(41,437)	-18.92%
Total Operating Budget	\$3,518,271	\$3,537,132	\$3,876,414	\$3,648,381	(\$228,033)	-5.88%
Capital Improvement Program	37,400	-	446,000	-	(446,000)	-100.00%
Total Capital Expenses	\$37,400	\$0	\$446,000	\$0	(\$446,000)	-100.00%
Total Expenses	\$3,555,671	\$3,537,132	\$4,322,414	\$3,648,381	(\$674,033)	-15.59%
Excess (Deficiency) Cash Basis	\$89,273	(\$658,933)	(\$150,015)	\$0	\$150,015	

Beginning Certified Free Cash	\$ 727,085	\$ 816,358	\$ 666,343
FY 2020 Projected Excess (Deficiency)			(658,933)
Ending Projected Certified Free Cash	\$ 816,358	\$ 666,343	\$ 7,410

Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Director of Community Services	0.10	0.10	0.10	-
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	2.00	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	3.00	(1.00)
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	17.10	17.10	16.10	(1.00)

GOLF ENTERPRISE FUND

Enterprise Fund Budget Comparison (Continued)

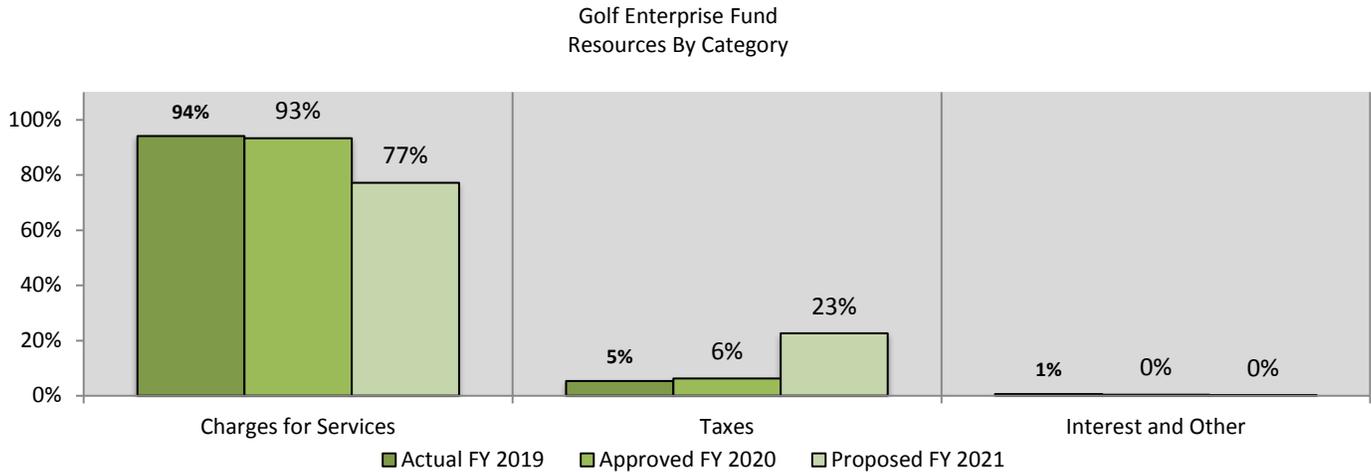
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2020 Approved Budget				\$3,876,414	
Contractual Obligations Net of Staff Turnover	7,524	-	-	7,524	-
Change in Indirect Costs	(7,365)	3,544	-	(3,821)	
One-Time Charges	(19,989)	(96,760)	(17,155)	(133,904)	-
FY 2021 Budget Changes					
1. Eliminate Division Assistant Position	(42,994)	-	-	(42,994)	(1.00)
2. Temporary Positions Budget Reduction	(16,775)	-	-	(16,775)	-
3. Overtime Budget Reduction	(2,500)	-	-	(2,500)	-
4. Lime/Soil Budget Reduction	-	(20,625)	-	(20,625)	-
5. Gasoline Budget Reduction	-	(9,638)	-	(9,638)	-
6. Diesel Budget Reduction	-	(2,000)	-	(2,000)	-
7. Environmental Testing Budget Reduction	-	(1,300)	-	(1,300)	-
8. Range Supplies	-	(2,000)	-	(2,000)	-
FY 2021 Proposed Budget	(\$82,100)	(\$128,779)	(\$17,155)	\$3,648,380	(1.00)

Summary of Budget Changes

The Golf Enterprise Fund’s proposed FY 2021 budget is decreasing -5.88% from the approved FY 2020 budget. A decrease in (1) fte and debt service attributes most to the budget decrease. The large decrease in transfer out is due to a one-time reimbursement in the FY 2020 budget for Hyannis Golf Course not being repeated.

- 1. Eliminate Division Assistant Position** – Recent improvements in efficiency implemented by Finance have decreased the workload and time necessary to perform essential functions. The vacant Division Assistant Position is being eliminated.
- 2. Temporary Position Budget Reduction** – Due to golf course closures, we need to reduce salary & wages Temporary expense lines. Reduction amounts were estimated by comparing historical usage and current YTD remaining balances vs. facility activity. Seasonal Turf Maintenance, Cashiers, Starters, and Cart/Range temporary line items will all see some reductions.
- 3. Overtime Budget Reduction** – With a reduction in temporary salary & wages, it is anticipated less overtime will be needed.
- 4. Lime/Soil Budget Reduction** – Golf Course operations plans to skip a year of lime applications. Limited consequences with these reductions. The lime soil line will need to be re-funded in the future.
- 5. Gasoline Budget Reduction** –Recent contract negotiations with our vendors have resulted savings from the previous year’s costs due to favorable market conditions.
- 6. Diesel Budget Reduction** – Recent contract negotiations with our vendors have resulted savings from the previous year’s costs due to favorable market conditions.
- 7. Environmental Testing Budget Reduction** – Environmental Testing will be reduced in line with the skipping a year of lime application at the golf courses.
- 8. Range Supplies** – Barnstable Fairground golf course will reduction the about amount of range supplies in the fiscal year.

Enterprise Fund Budget Comparison (Continued)



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.

Charges for services are 76% of total revenue source, and that annual pass holder’s account for 30% of this. The General Fund subsidy (taxes) provides 23%. The subsidy essentially represents the value of services provided by the Administrative Services Department staff for which the Golf Enterprise Fund does not pay due to limited resources. However, the COVID-19 shelter in place for April and May, which is when golf memberships are due, additional General Fund support is needed until membership revenues come in.



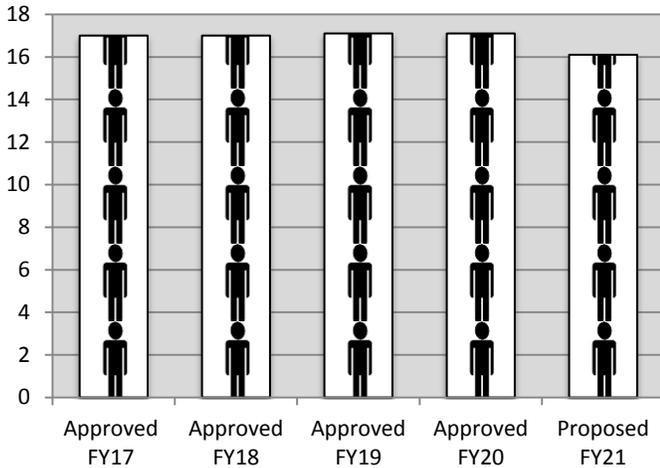
Hyannis Golf Course- Junior Girls

Factors Affecting Expenses

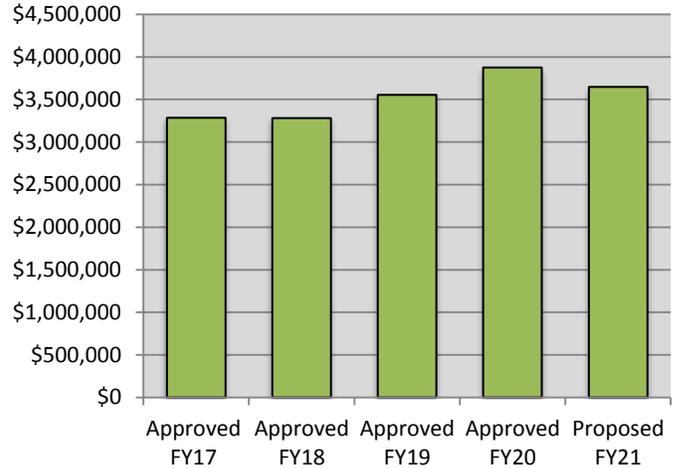
A decrease in the Division Assistant position (1) fte as well as reductions to temporary seasonal staff will constrain the operations in the short-run. State mandatory minimum wage increases and capital program needs have had the greatest an impact on operating costs. Furthermore, as the town focuses more on environmentally sound initiatives, Barnstable golf courses will 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.

Enterprise Fund Budget History

Golf Enterprise Fund
Full Time Employee History



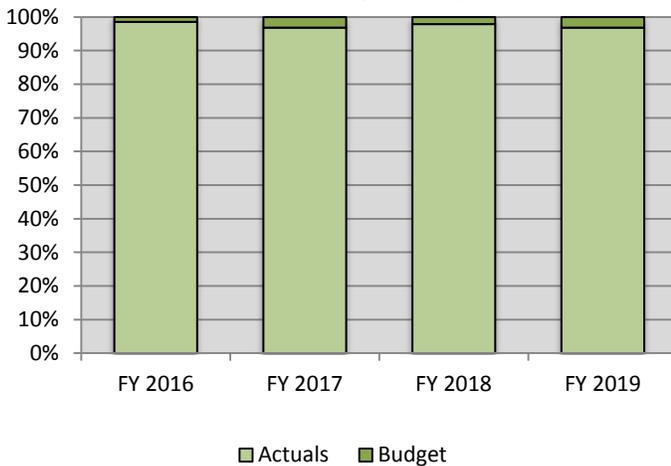
Golf Enterprise Fund
Budget History



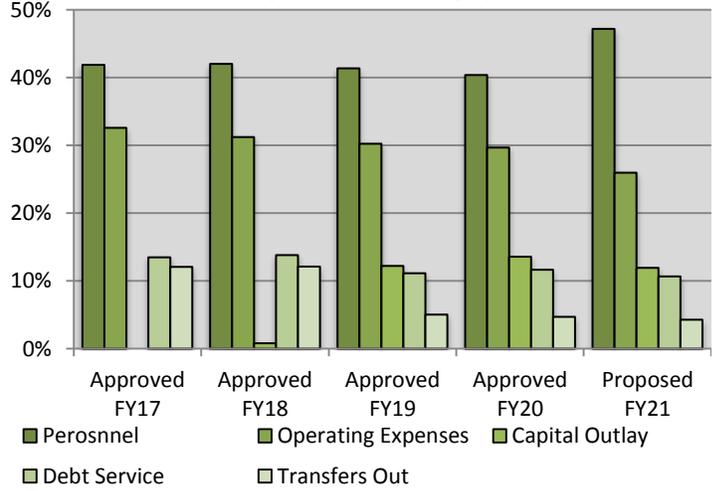
The golf course will eliminate the vacant Division Assistant position in the proposed FY 2021 budget.

The budget has decreased -1.18% over the five-year period. State minimum wage and capital program contribute most to the budget increases.

Golf Enterprise Fund
Actuals to Budget History



Golf Enterprise Fund
Budget History By Category



The Golf Enterprise Fund's actual expenditures range 96% to 98% of the annually approved budgets.

Personnel and benefits is the largest category within the golf course operation comprising 47% of the total proposed budget.

GOLF ENTERPRISE FUND

Budget by Golf Course

Olde Barnstable Fairgrounds	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Charges for Services	\$1,825,477	\$1,475,000	\$1,902,603	\$1,581,000	(\$321,603)	-16.90%
Interest and Other	21,436	20,000	15,000	10,000	(5,000)	-33.33%
Total Operating Source of Funding	\$1,846,913	\$1,495,000	\$1,917,603	\$1,591,000	(\$326,603)	-17.03%
Expense Category						
Personnel	\$756,682	\$725,000	\$831,792	\$772,238	(\$59,555)	-7.16%
Benefits	196,450	200,201	235,169	226,634	(8,535)	-3.63%
Operating Expenses	527,213	527,471	604,317	584,960	(19,358)	-3.20%
Debt Service	87,713	84,713	84,713	41,913	(42,800)	-50.52%
Transfers Out	86,557	87,031	87,031	88,813	1,782	2.05%
Total Operating Budget	\$1,654,615	\$1,624,416	\$1,843,022	\$1,714,557	(\$128,465)	-6.97%
Total Expenses	\$1,654,615	\$1,624,416	\$1,843,022	\$1,714,557	(\$128,465)	-6.97%
Excess (Deficiency) Cash Basis	\$192,298	(\$129,416)	\$74,581	(\$123,557)	(\$198,138)	

Hyannis Golf Course	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Taxes	\$190,012	\$233,199	\$233,199	\$822,917	\$589,718	252.88%
Charges for Services	1,531,019	1,150,000	1,575,597	1,234,464	(341,133)	-21.65%
Total Operating Source of Funding	\$1,721,031	\$1,383,199	\$1,808,796	\$2,057,381	\$248,585	13.74%
Capital Trust Fund Reserves	45,000	-	-	-	-	0.00%
Transfers From Closed Projects	32,000	-	32,000	-	(32,000)	-100.00%
Borrowing Authorizations	-	-	414,000	\$0	(414,000)	-100.00%
Total Capital Source of Funding	\$77,000	\$0	\$446,000	\$0	(\$446,000)	-100.00%
Total Source of Funding	\$1,798,031	\$1,383,199	\$2,254,796	\$2,057,381	(\$197,415)	-8.76%
Expense Category						
Personnel	\$686,605	\$675,000	\$741,372	\$724,421	(\$16,951)	-2.29%
Benefits	193,067	208,775	227,775	230,717	2,942	1.29%
Operating Expenses	485,134	488,275	506,424	490,200	(16,225)	-3.20%
Capital Outlay	-	-	17,155	-	(17,155)	-100.00%
Debt Service	412,273	408,635	408,635	399,675	(8,960)	-2.19%
Transfers Out	86,577	132,031	132,031	88,813	(43,219)	-32.73%
Total Operating Budget	\$1,863,656	\$1,912,716	\$2,033,392	\$1,933,825	(\$99,568)	-4.90%
Capital Improvement Program	37,400	-	446,000	\$0	(446,000)	-100.00%
Total Capital Expenses	\$37,400	\$0	\$446,000	\$0	(\$446,000)	-100.00%
Total Expenses	\$1,901,056	\$1,912,716	\$2,479,392	\$1,933,825	(\$545,568)	-22.00%
Excess (Deficiency) Cash Basis	(\$103,025)	(\$529,517)	(\$224,596)	\$123,557	\$348,153	

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	Budget	End Product	Unit Cost/Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
Adult/Family Annual Pass	\$1,182,231	1,067 pass holders	\$1,067 per pass	Cost of Recovery -%
Junior Annual Pass	\$24,024	129 pass holders	\$186 per pass	Cost of Recovery -%
Daily Fee Play-Resident	\$154,790	3,595 rounds	\$43 per round	Cost of Recovery -%
Daily Fee Play-Non-Resident	\$1,252,394	26,365 rounds	\$48 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 cart/club rentals	\$5.60 per cart/club rental	Cost of Recovery -%
Club Services	\$32,500	765 MGA 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

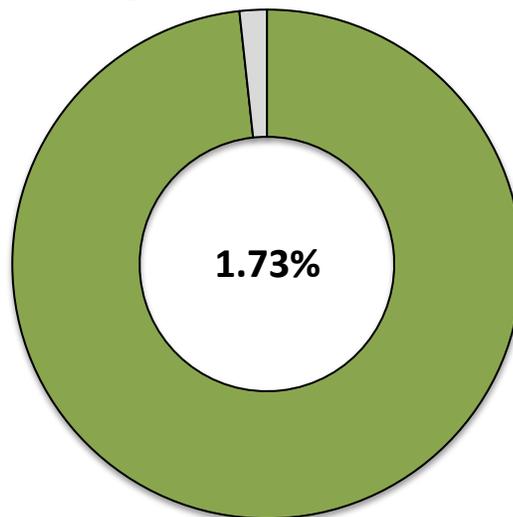
Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe, 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

Percentage of FY21 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.73% of all appropriated funds.

Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its eleventh year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2019-2020. From September through March, all levels of youth hockey practice and play competitive games. 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.



HYCC – Paul Wylie Skating Clinic

Administration

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

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

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.

Enterprise Fund Services Provided (Continued)

Operations Activity – Youth Center

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

Youth Center programs with a brief description are as follows:

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



HYCC – Father Daughter Dance

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.

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; 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;
- 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;

Enterprise Fund Services Provided (Continued)

- Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, Open Gym;
- Camps/Clinics - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels, and positions;
- Barnstable Youth Hockey – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites through Bantam age players, as well as House Level Farm and Mini Mite programs;
- 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;
- 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;
- 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;
- 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;
- 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; and



HYCC - Pink in The Rink

- 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, home school gym class and the new After School Program.

Recent Accomplishments

- Celebrated Hyannis Youth and Community Center's 10th Birthday;
- Partnered with the Yarmouth Ice Club to host the Cranberry Open Figure Skating Competition with over 400 skaters;
- Partnered with the Bourne Skating Club to host the Cape Cod Synchronized Skating Competition with over 1,000 skaters;
- Children's Cove presented a program on Child abuse and how to be safe and the Barnstable Police and Hyannis Fire joined the group monthly to play different activities;
- Replaced all the furniture in the Game Room and Computer Lab with a donation from the Caroline Fries Memorial Fund;
- Had numerous educational programs to enhance the After School Program with John F. Kennedy Hyannis Museum weekly, Natural Resources Division presentation on what you might find here on Cape Cod, Cape Cod Culinary Institute offered a 6-week program to teach students how to prepare and cook a complete meal, District Attorney Michael O' Keefe's Office with the Barnstable Police provided a Cyberbullying class, Barnstable County Extension Services did a Tick talk;
- Added an additional Youth Hockey Program with Top Shelf being rejuvenated;



HYCC – After School Program

- Community service programs in the facility that included: four (4) blood drives, two (2) clothing drives, two (2) food drives, three (3) Flu Clinics and one (1) Toy Drive with Toys for Tots, provided 50 families with Thanksgiving Dinner with the Cape Cod Culinary Institute, 50 Christmas trees were donated to give to families in our community, Toys for Tots sign up center held here as well as the Barnstable Police Station, Back Pack Drive with the Hyannis Kiwanis, Shoe Drive with the Hyannis Kiwanis;
- Partnered with Town of Barnstable Youth Commission to host a youth focused Job Fair in the HYCC Gymnasium; and
- Successfully provided a Free After School Program during the school year for Barnstable Intermediate and Barnstable United students that included a grant for Project Bread to provide a healthy snack.

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

Short-Term:

1. Re-apply for continuation of the Barnstable School Department After School Program in collaboration with the Barnstable United Elementary School and Barnstable Schools Transportation that provides students in grades 4 & 5 with structured after school activities that include gym activities, game room tournaments, homework assistance, additional emotional and social educational activities 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 A.L.I.C.E training and Stop the Bleed Training to all staff that is employed at the HYCC **(SP: Safety, Education, Quality of Life)**
6. Improved the speed of public skate lines during busy public skating sessions. **(SP: Finance, Quality of Life)**

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, 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 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)**



HYCC – Family Fun Night

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Enterprise Fund Budget Comparison

Hyannis Youth & Community Center	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Taxes	\$0	\$1,049,639	\$1,140,639	1,391,458	\$250,819	21.99%
Fees, Licenses, Permits	494,291	405,000	425,000	393,600	(31,400)	-7.39%
Charges for Services	638,734	425,000	566,102	404,200	(161,902)	-28.60%
Interest and Other	102,788	70,000	137,000	44,000	(93,000)	-67.88%
Capital Trust Fund	2,111,832	1,089,550	1,089,550	1,119,137	29,587	2.72%
Total Operating Source of Funding	\$3,347,645	\$3,039,189	\$3,358,291	\$3,352,395	(\$5,896)	-0.18%
Borrowing Authorizations	-	-	-	756,000	756,000	0.00%
Total Capital Source of Funding	\$0	\$0	\$0	\$756,000	\$756,000	0.00%
Total Sources of Funding	\$3,347,645	\$3,039,189	\$3,358,291	\$4,108,395	\$750,104	22.34%
Expense Category						
Personnel	\$979,254	\$1,045,000	\$1,095,638	\$1,067,614	(\$28,024)	-2.56%
Benefits	205,275	215,186	229,543	230,066	523	0.23%
Operating Expenses	810,754	815,000	882,314	831,738	(50,576)	-5.73%
Capital Outlay	19,960	116,000	116,000	25,000	(91,000)	-78.45%
Debt Service	1,135,300	1,089,550	1,089,550	1,119,137	29,587	2.72%
Transfers Out	75,712	78,086	78,086	78,840	754	0.97%
Total Operating Budget	\$3,226,255	\$3,358,822	\$3,491,131	\$3,352,395	(\$138,736)	-3.97%
Capital Program	-	-	-	756,000	756,000	0.00%
Total Capital Expenses	\$0	\$0	\$0	\$756,000	\$756,000	0.00%
Total Expenses	\$3,226,255	\$3,358,822	\$3,491,131	\$4,108,395	\$617,264	17.68%
Excess (Deficiency) Cash Basis	\$121,390	(\$319,633)	(\$132,840)	\$0	\$132,840	
Beginning Certified Free Cash	\$ 605,271			\$ 726,661	\$ 593,821	
FY 2020 Projected Excess (Deficiency)					(319,633)	
Ending Projected Certified Free Cash	\$ 726,661			\$ 593,821	\$ 274,188	

Job Title	FY 2019	FY 2020	FY 2021	Change
Asst Dir. Recreation & Leisure	-	0.10	0.10	-
Director of Community Services	0.10	0.10	0.10	-
Director of Recreation	-	0.25	0.25	-
Facility Manager	1.00	1.00	1.00	-
Facility Supervisor	-	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	1.00	-
Lead Zamboni Operator	1.00	1.00	1.00	-
Maintenance Custodian	5.00	5.00	5.00	-
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	12.60	13.95	13.95	0.00

Enterprise Fund Budget Comparison (Continued)

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2020 Approved Budget				\$3,491,131	
Contractual Obligations Net of Staff Turnover	(13,108)	-	-	(13,108)	-
Change in Indirect Costs	(126)	978	-	852	
One-Time Charges	648	29,587	(91,000)	(60,765)	-
FY 2021 Budget Changes					
1. Temporary Positions Budget Reduction	(1,796)	-	-	(1,796)	-
2. Delayed Hiring Rink Supervisor	(13,120)	-	-	(13,120)	-
3. Utility Savings	-	(15,000)	-	(15,000)	-
4. Specialized Contractors	-	(12,000)	-	(12,000)	-
5. HVAC and Mechanical Equipment Repair	-	(2,500)	-	(2,500)	-
6. Police Detail	-	(3,000)	-	(3,000)	-
7. Advertising Budget Reduction	-	(6,000)	-	(6,000)	-
8. Recreation Supplies Budget Reduction	-	(7,000)	-	(7,000)	-
9. Various Budget Line Item Reductions	-	(5,300)	-	(5,300)	-
FY 2021 Proposed Budget	(\$27,502)	(\$20,235)	(\$91,000)	\$3,352,394	-

Summary of Budget Changes

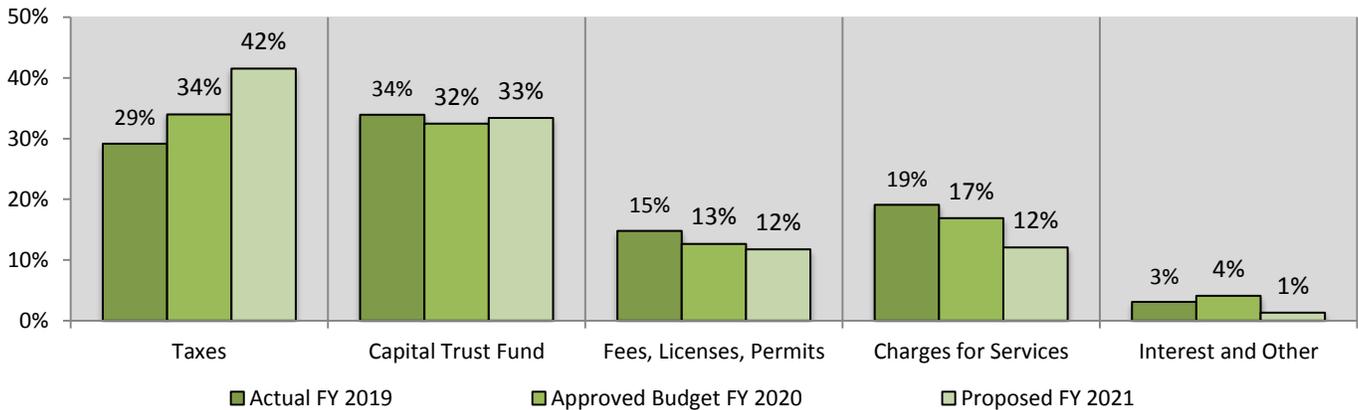
HYCC Enterprise Fund proposed budget is decreasing -3.97% from the approved FY 2020 budget. A one-time charge in the approved FY 2020 budget for \$91,000 replace an evaporative condense is not being repeated. Furthermore, several comprehensive evaluations regarding the maintenance of the HYCC facility has allowed for some operating cost savings.

- 1. Temporary Positions Budget Reduction-** Temp in the HYCC Rink Operations. This will be achieved by reducing the hours of public programming in the rinks (i.e. Public Skate and Walk On hours offered during the week). This will allow the staff hours for Rink Supervisors and Recreation Assistants to be reduced.
- 2. Delayed Hiring Rink Supervisor** – Waiting until September 2020 (10 weeks) to fill the HYCC Rink Supervisor position will provide a cost savings for the operation. The position has been vacant since December 2019 and the duties have been handled by existing Recreation Staff.
- 3. Utility Savings** – The Structures & Ground Division (S&G) is responsible for paying the energy costs associated with the HYCC facility. The division has just completed a comprehensive energy efficiency upgrade through the Cape Light Compact and should realize utility savings covering this proposed reduction.
- 4. Specialized Contractors** – The Structures and Grounds (S&G) Division utilizes these funds to hire contractors for various maintenance and repair services for the facility. The division now employs a full time Tech apprentice reducing the need for contracted services.
- 5. HVAC and Mechanical Equipment Repair** – The Structures and Grounds (S&G) division utilizes these funds to hire specialized service contractors for the rink cooling plant maintenance. Through the hiring and training of a dedicated HVAC Technician and Rink Operations Foreman the division will be able to accomplish a portion of these preventive maintenance functions with in-house staff.
- 6. Police Detail** –There is currently a Barnstable Police Officer working in the facility 40 hours per week and an additional police officer is provided by Barnstable High School to cover their hockey games.

Enterprise Fund Budget Comparison (Continued)

- 7. **Advertising Budget Reduction** – The reduction will come from the savings realized from the printer for our quarterly brochure printing and the sign company for facility signage (dasher boards and gym banners). All additional miscellaneous advertising spending will be focused on only essential items necessary for the day to day operation of the facility.
- 8. **Recreation Supplies Budget Reduction** – The reduction will come from limiting recreation supply expenses. The purchases will be focused on only essential items necessary for the day to day operation of the facility.
- 9. **Various Budget Line Item Reductions** - A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that were adjusted and not consider as detrimental to services.

HYCC Enterprise Fund
Resources By Category



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. Revenues are anticipated to remain soft for the near future because all revenue sources are highly dependent on leagues and tournaments to generate foot traffic into the facility. The ice rinks hours used are currently at 53% of total available hours. This is because most of the hours used are during weekends and weeknights as youths are preoccupied during the weekdays.

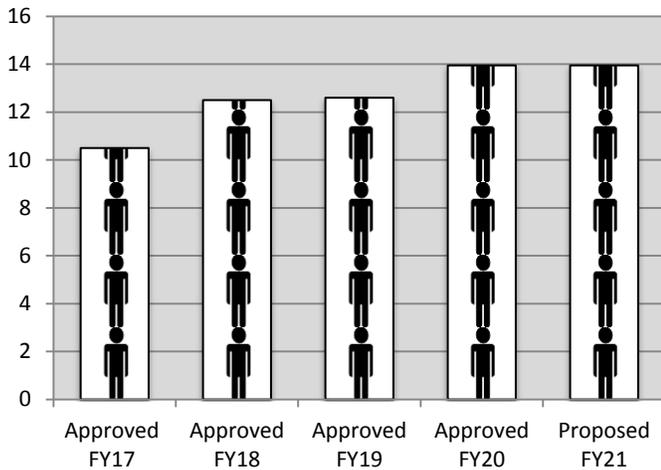
The General Fund subsidy is the largest source of funding at 42%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted. The Capital Trust Fund provides 33% of total source of funding for HYCC. This funding directly covers debt service payments for the construction of the facility. This leaves 25% of the operating budget covered by revenue generated at the facility.

Factors Affecting Expenses

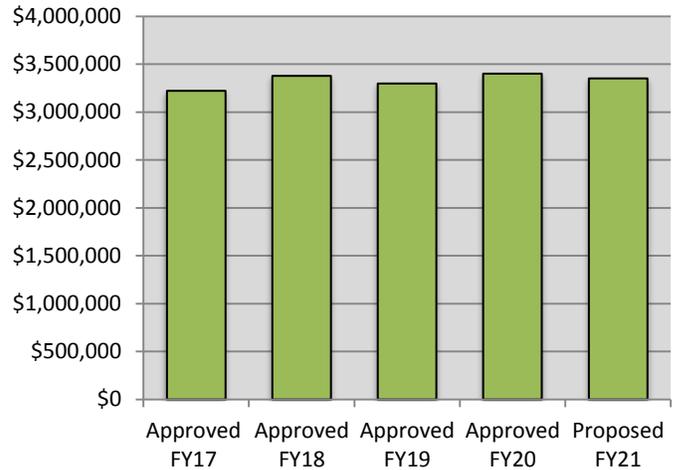
State mandatory minimum wage increases will affect operating costs until 2023. Debt service costs should still continue to decline as bonds for the construction of the facility mature, however, the facility is ten years old. Mechanical systems are beginning to reach their useful lives and may need replacement and the various components of the roof structure are in need of replacement.

Enterprise Fund Budget History

HYCC Enterprise Fund
Full Time Employee History



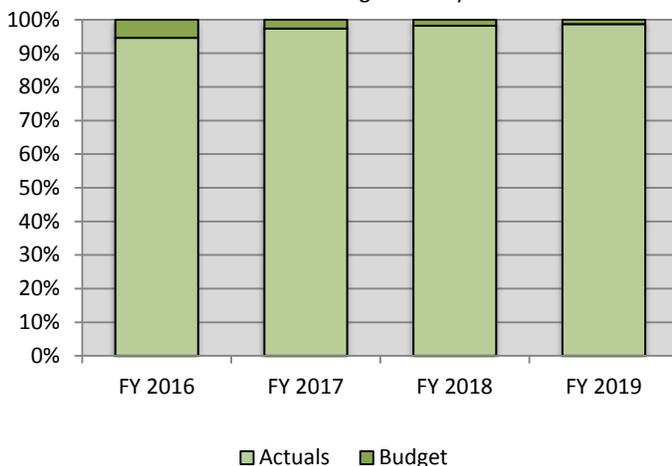
HYCC Enterprise Fund
Budget History



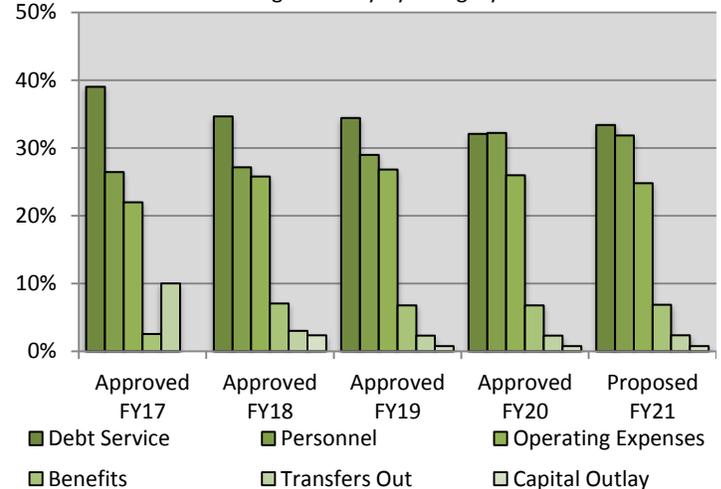
FY 2020 includes an additional (1.35) fte's resulted from reallocation of salary from the General Fund as well as the new Rink Supervisor position.

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

HYCC Enterprise Fund
Actuals to Budget History



HYCC Enterprise Fund
Budget History By Category



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

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

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projected
Hours Available	5,760	5,840	5,792	5,760
Hours Used	2,511	2,788	2,760	2,788
Hours Unused	3,248	3,051	3,031	2,971
% Hours Used	43.60%	47.74%	47.66%	48,.41%
Bulter Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projected
Hours Available	5,760	5,840	5,792	5,760
Hours Used	3,261	3,429	3,453	3,466
Hours Unused	2,498	2,411	2,338	22,94
% Hours Used	56.61%	58.72%	59.63%	60.17%
Total % of Hours Used	50.11%	53.23%	53.65%	54.29%

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