

# COMMUNITY SERVICES DEPARTMENT

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## 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**

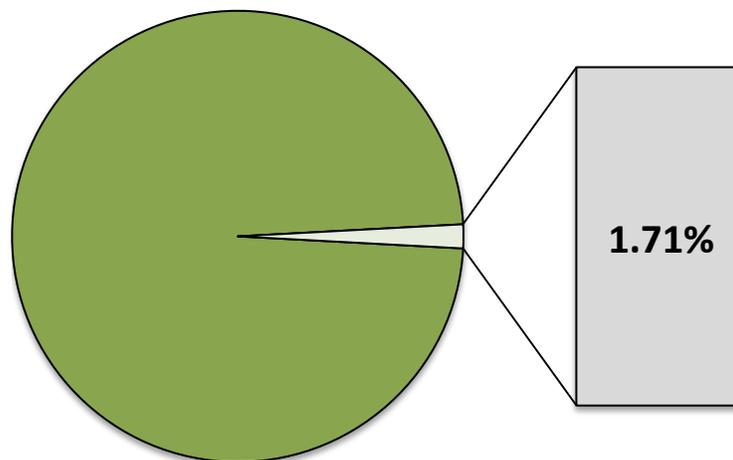
# GOLF COURSE ENTERPRISE FUND

## 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 2023 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

## Golf Enterprise Fund Services Provided

<https://www.barnstable.golf/>

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



*Olde Barnstable 9<sup>th</sup> Green*

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 courses of Barnstable Golf.

### **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 are budgeted. 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.



*Hyannis Golf Course – Clubhouse Deck*

### **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.

## Golf Enterprise Fund Services Provided (Continued)

### Operations Activity (Continued)

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 80,000 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.



*Gimmy's Tavern Hyannis 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 staff in Maintenance are responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects, and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The 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. 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- 16<sup>th</sup> Hole*

## Golf Enterprise Fund Recent Accomplishments

- ✓ Secured a Food & Beverage provider at Hyannis Golf Course – The Massachusetts Military Support Foundation, doing business as “Jimmy’s Tavern”, has provided a much needed “facelift” to our food and beverage operation.
- ✓ Extended / amended cart fleet lease at Hyannis Golf Course, allowing for \$12K in savings and alignment of cart fleet leases at both facilities moving forward.
- ✓ Booked a MassGolf regional qualifier event (Senior Amateur Championship). This state sanctioned event will bring some of the best senior golfers in the state to OBFGC to compete for a chance to play for the state championship.



*Olde Barnstable Clubhouse*

- ✓ Appointed a new Director of Golf – Jesse Schechtman, PGA. This followed the retirement of Bruce McIntyre.
- ✓ Appointed a new Head Golf Professional for Hyannis Golf Course – Thomas Rourke, PGA.
- ✓ Worked closely with Eversource to allow for the successful completion of the Barnstable Reliability Project.
- ✓ Hosted a record number of rounds, by far, at over 83,500 between the two courses. Annual passholder numbers are also at an all-time high with over 1,300.
- ✓ Saw continued growth and success in the Monday Quota League. The league’s 300+ members played over 3,100 rounds and generated over \$65,000 in revenue.
- ✓ Continued the environmentally sustainable golf course management plan, forgoing the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.

## Golf Enterprise Fund Goals and Objectives

*- Town Council’s Quality of Life Strategic Plan (SP)*

### Short-Term:

1. Secure a Food & Beverage vendor at Olde Barnstable Fairgrounds Golf Course. The current lessee (“Tavern on the Green”) is on the final year of their contract. **(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)**
3. Secure a dual-facility cart fleet lease for the 2023 – 2027 golf seasons. Going out to bid for both facilities at once gives us tremendous buying power and should come with significant savings. **(SP: Infrastructure & Assets, Economic Development)**

## Golf Enterprise Fund Goals and Objectives (Continued)

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

4. Complete the OBF Turf Maintenance Equipment replacement project. Getting the equipment delivered has been a challenge. **(SP: Infrastructure & Assets, Environment & Natural Resources)**
5. Phase 2 of 2 remote well pulling projects. We will remove, inspect, repair or replace necessary components of well #2 at OBFGC. The well is 30 years old and is responsible for supplying water for irrigating the golf course. **(SP: Infrastructure & Assets)**
6. Replacement and/or repair of existing cart paths at Hyannis Golf Course. The existing paths are uncomfortable and in some cases unsafe. This project will not only mitigate those issues, but will create for healthier turf in previously high traffic areas. **(SP: Infrastructure & Assets, Public Health & Safety)**



*Hyannis Golf Course Clubhouse*

7. Host an educational session for passholders and customers on a variety of topics, including but not limited to upcoming facility projects/initiatives, usage of the online Chelsea tee time reservation system, the GHIN handicap system, and the USGA Rule of Golf. **(SP: Education, Communications)**

### 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. Complete Turf Maintenance Equipment replacement project at Hyannis Golf Course. 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)**
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 Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	3,559,227	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285	14,592	10,000	10,000	-	0.00%
Special Revenue Funds	289,600	286,500	286,500	288,200	1,700	0.59%
<b>Total Operating Sources</b>	<b>\$5,104,701</b>	<b>\$3,860,319</b>	<b>\$3,720,361</b>	<b>\$3,803,861</b>	<b>\$83,500</b>	<b>2.24%</b>
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
<b>Total Capital Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$5,104,701</b>	<b>\$3,860,319</b>	<b>\$4,265,540</b>	<b>\$3,803,861</b>	<b>(\$461,679)</b>	<b>-10.82%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	28,000	30,000	-	(30,000)	-100.00%
Debt Service	441,588	440,668	440,668	503,875	63,207	14.34%
<b>Total Direct Operating Expenses</b>	<b>\$3,029,934</b>	<b>\$3,219,680</b>	<b>\$3,368,382</b>	<b>\$3,469,498</b>	<b>\$101,116</b>	<b>3.00%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,602	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Property, Casualty, Liability Insur.	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
<b>Total Indirect Operating Expenses</b>	<b>\$477,242</b>	<b>\$443,401</b>	<b>\$443,401</b>	<b>\$485,840</b>	<b>\$42,439</b>	<b>9.57%</b>
<b>Total Operating Expenses</b>	<b>\$3,507,176</b>	<b>\$3,663,081</b>	<b>\$3,811,784</b>	<b>\$3,955,338</b>	<b>\$143,555</b>	<b>3.77%</b>
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
<b>Total Capital Expenses</b>	<b>\$50,558</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$3,557,734</b>	<b>\$3,663,081</b>	<b>\$4,356,963</b>	<b>\$3,955,338</b>	<b>(\$401,624)</b>	<b>-9.22%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$1,546,967</b>	<b>\$197,238</b>	<b>(\$91,423)</b>	<b>(\$151,477)</b>	<b>(\$60,055)</b>	
<b>Beginning Certified Free Cash</b>	<b>\$446,400</b>		<b>\$1,993,367</b>	<b>\$1,901,944</b>		
<b>FY22 Projected Excess (Deficiency)</b>				<b>197,238</b>		
<b>Ending Proj. Certified Free Cash</b>	<b>\$1,993,367</b>		<b>\$1,901,944</b>	<b>\$1,947,705</b>		

### Summary of Budget Changes

The direct operating Golf Enterprise Fund's proposed FY 2023 budget increased by \$101,116, or 3.00% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, minimum wage increases, elimination of the Admin/Marketing Coordinator (1.00)fte, and partial salary from the new Assist Director of Community Services 0.10fte position. Operating budget change includes upgrade the phone systems and restaurant deck awning furniture.

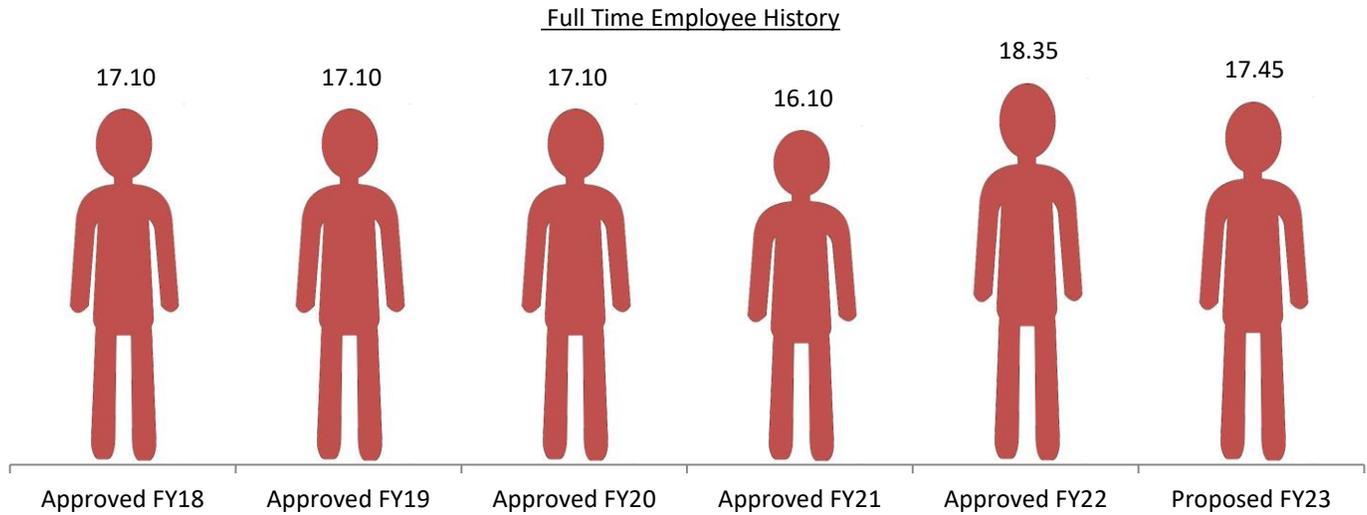
## Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021		FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00		1.00	-	(1.00)
Assistant Dir. of Community Services	-		-	0.10	0.10
Assistant Golf Course Supervisor	2.00		2.00	2.00	-
Budget/Financial Manager	-		0.25	0.25	-
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	-
Golf Superintendent	-		1.00	1.00	-
Laborer/Greens Person	2.00		2.00	2.00	-
Principal Dept/Div Assistant	2.00		3.00	3.00	-
Working Foreman Irrigation Technician	2.00		2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>16.10</b>		<b>18.35</b>	<b>17.45</b>	<b>(0.90)</b>

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2022 Approved Budget</b>				<b>\$3,811,784</b>	
Contractual Obligations Net of Staff Turnover	75,175	-	-	<b>75,175</b>	-
Change in Indirect Costs	8,475.42	33,963	-	<b>42,439</b>	
One-Time Charges	-	(6,645)	(30,000)	<b>(36,645)</b>	-
Debt Service Cost	-	63,207	-	<b>63,207</b>	
<b>FY 2023 Budget Changes</b>					
1. Eliminate Admin Assist./Marketing Coordinator	(63,315)	-	-	<b>(63,315)</b>	(1.00)
2. Assistant Dir. of Community Services	9,694	-	-	<b>9,694</b>	0.10
3. Seasonal Pay Increase	18,000	-	-	<b>18,000</b>	-
4. Upgrade Phone System	-	20,000	-	<b>20,000</b>	-
5. Restaurant Deck Awning	-	15,000	-	<b>15,000</b>	-
<b>FY 2023 Proposed Budget</b>	<b>\$48,030</b>	<b>\$125,526</b>	<b>(\$30,000)</b>	<b>\$3,955,339</b>	<b>(0.90)</b>

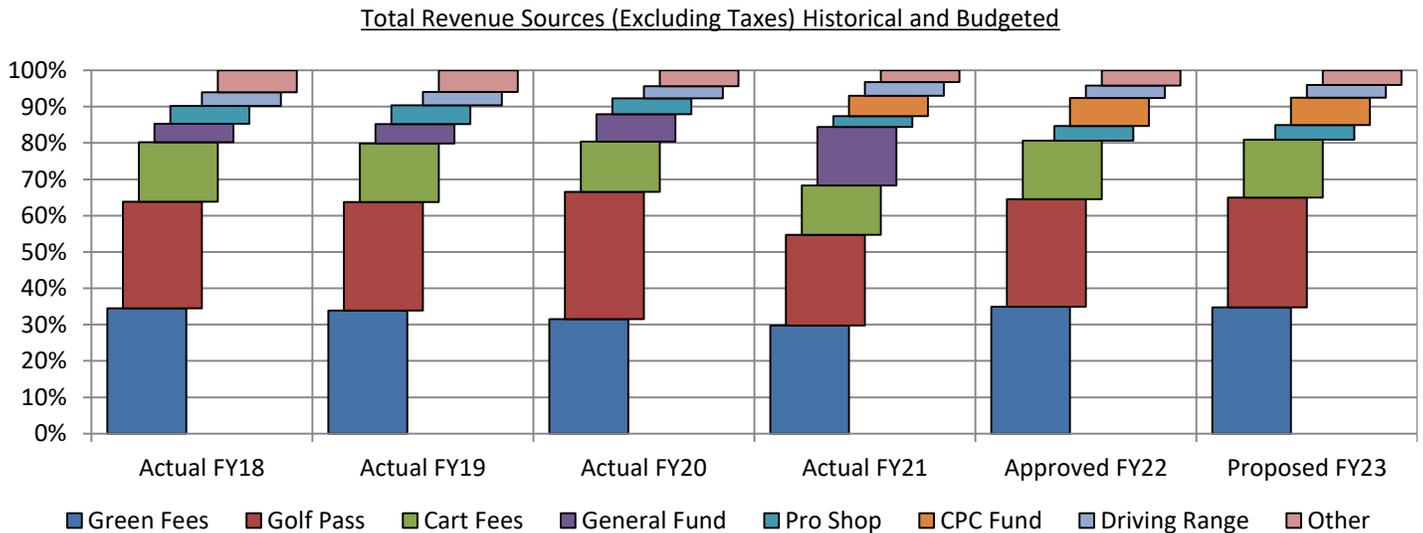
- 1. Eliminate Admin Assist/Marketing Coordinator-** This position is being eliminated.
- 2. Assistant Director of Community Services** - This position will support the Director of Community Services and the department operations.
- 3. Seasonal Pay Increases** - The Massachusetts Minimum Wage Act gradually 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.
- 4. Upgrade Phone System** - Upgrade of the phone system (hardware included) at both golf course facilities. The ability to quickly transfer calls to alternate locations / departments is key. Also, an easily updated opening message with simple, convenient prompts – getting the customer the information and/or point of contact they need as quickly and easily as possible. The telephone system is the front door to (potential) customers. The professional handling of a call can make all the difference in securing a satisfied, repeat customer, or one who calls our competition. Our current phones are over 14 years old.
- 5. Restaurant Deck Awning** - Replace current large custom awning that protects customers on the back deck of the clubhouse from the weather elements. The current awning is ripped and tattered. It has already been patched several times and is worn very thin. We are hoping it will last through the 2022 season, hence this request to be able to have a new one made and installed in time for the spring of 2023.

## Golf Enterprise Fund Budget Factors Affecting FTE's



The golf course eliminated the vacant Division Assistant position in FY 2021 budget; however, it was reinstated in FY 2022. FY 2023 includes the elimination of the Assistant/Marketing Coordinator (1.00)fte, but includes a partial salary of 0.10fte for the Assistant Community Services Director position.

## Golf Enterprise Fund Budget Factors Affecting Revenues

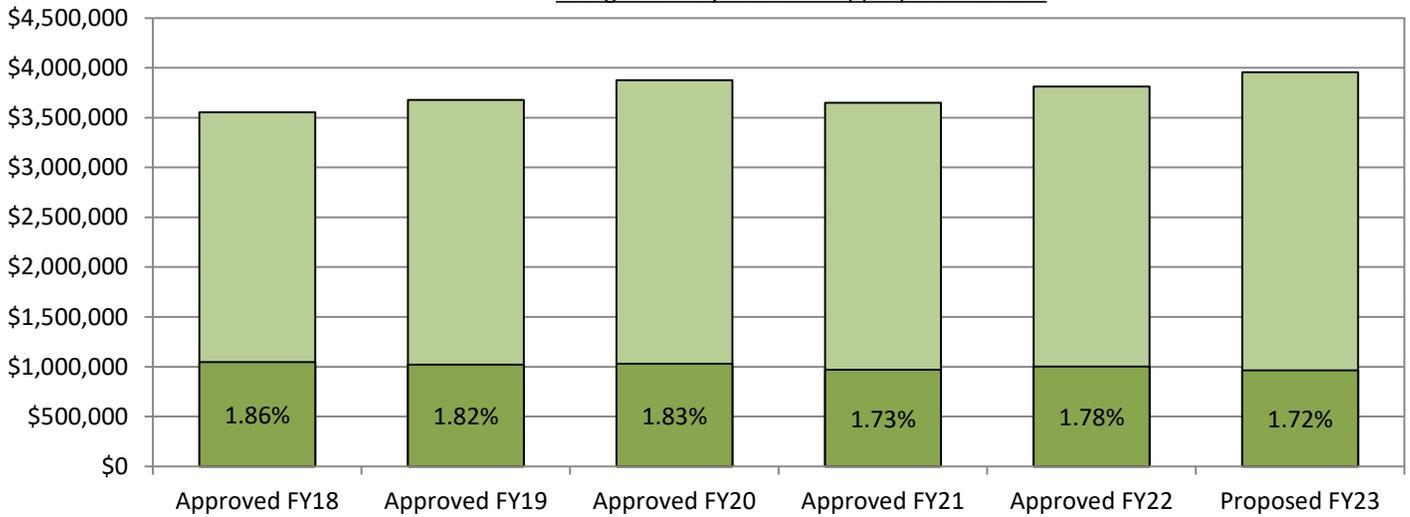


Golf's popularity has surged during the "COVID era", leading to an increase of approximately 20% more rounds played. However, the golf courses will still be challenged due to competition from other courses on Cape Cod. It is projected that the combined revenue for the two golf courses will grow slightly due to increases in activity levels and rate adjustments, or both. 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. Green fees account for 35% of total revenue sources generated at the golf courses and the annual membership pass accounts for 30%. This Enterprise Fund has received several subsidies from the General Fund and Community Preservation Fund over the past few fiscal year.

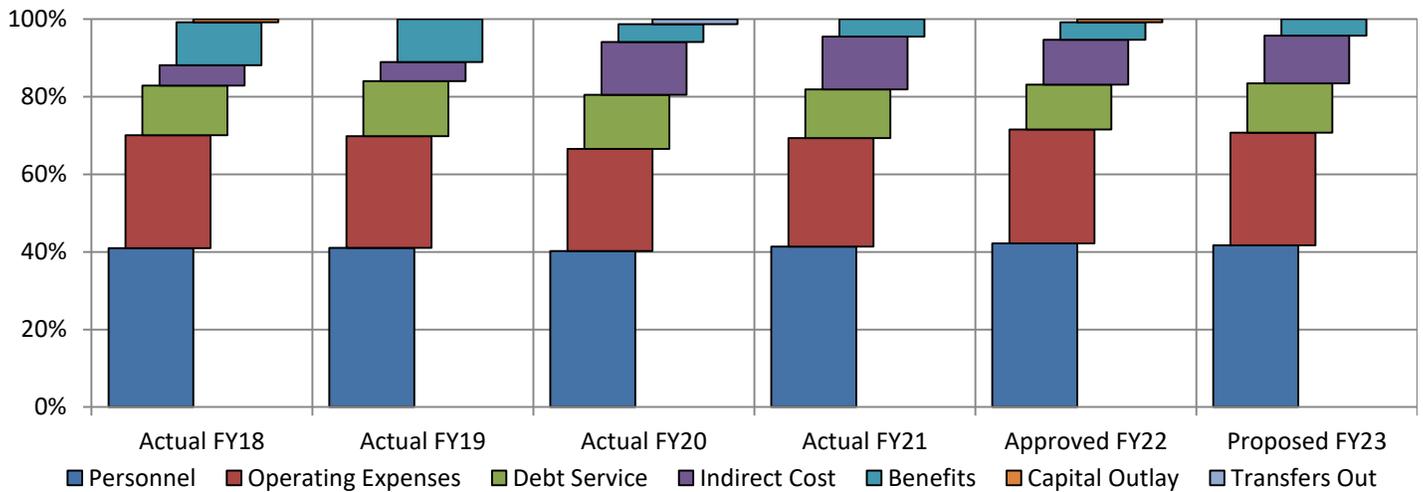
# Golf Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 1.88% annually on average over a six-year period. State minimum wage and the capital program contribute most to the budget increases. This budget has decreased from 1.86% to 1.72% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



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

State minimum wage increases, capital program needs, and environmental initiatives have had the greatest 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.

## Budget by Golf Course

Olde Barnstable Fairgrounds						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Charges for Services	\$2,134,212	\$1,908,823	\$1,845,397	\$1,875,397	\$30,000	1.63%
Interest and Other	11,832	12,793	10,000	10,000	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$2,146,044</b>	<b>\$1,921,615</b>	<b>\$1,855,397</b>	<b>\$1,885,397</b>	<b>\$30,000</b>	<b>1.62%</b>
Borrowing Authorizations	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$2,146,044</b>	<b>\$1,921,615</b>	<b>\$2,400,576</b>	<b>\$1,885,397</b>	<b>(\$515,179)</b>	<b>-21.46%</b>
Expense Category						
Personnel	\$732,883	\$777,381	\$801,053	\$871,465	\$70,413	8.79%
Benefits	224,416	194,298	220,814	232,542	11,728	5.31%
Operating Expenses	508,050	585,113	612,558	620,961	8,403	1.37%
Capital Outlay	-	28,000	30,000	-	(30,000)	-100.00%
Debt Service	41,913	45,713	45,713	114,000	68,287	149.38%
Transfers Out	88,813	75,446	75,446	91,133	15,687	20.79%
<b>Total Operating Budget</b>	<b>\$1,596,075</b>	<b>\$1,705,951</b>	<b>\$1,785,583</b>	<b>\$1,930,101</b>	<b>\$144,518</b>	<b>8.09%</b>
Capital Improvement Program	\$35,643	\$0	\$545,179	\$0	(\$545,179)	-100.00%
<b>Total Capital Expenses</b>	<b>\$35,643</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$1,631,718</b>	<b>\$1,705,951</b>	<b>\$2,330,762</b>	<b>\$1,930,101</b>	<b>(\$400,661)</b>	<b>-17.19%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$514,326</b>	<b>\$215,665</b>	<b>\$69,814</b>	<b>(\$44,704)</b>	<b>(\$114,518)</b>	

Hyannis Golf Course						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	1,845,687	1,650,405	1,578,464	1,630,264	51,800	3.28%
Interest and Other	453	1,799	-	-	-	0.00%
Special Revenue Funds	289,600	286,500	286,500	288,200	1,700	0.59%
<b>Total Operating Sources</b>	<b>\$2,958,657</b>	<b>\$1,938,704</b>	<b>\$1,864,964</b>	<b>\$1,918,464</b>	<b>\$53,500</b>	<b>2.87%</b>
<b>Total Source of Funding</b>	<b>\$2,958,657</b>	<b>\$1,938,704</b>	<b>\$1,864,964</b>	<b>\$1,918,464</b>	<b>\$53,500</b>	<b>2.87%</b>
Expense Category						
Personnel	\$719,483	\$783,742	\$806,360	\$779,079	(\$27,281)	-3.38%
Benefits	211,824	194,878	220,638	213,807	(6,831)	-3.10%
Operating Expenses	491,307	508,109	528,802	551,343	22,542	4.26%
Debt Service	399,675	394,955	394,955	389,875	(5,080)	-1.29%
Transfers Out	88,813	75,446	75,446	91,133	15,687	20.79%
<b>Total Operating Budget</b>	<b>\$1,911,101</b>	<b>\$1,957,130</b>	<b>\$2,026,200</b>	<b>\$2,025,237</b>	<b>(\$963)</b>	<b>-0.05%</b>
Capital Improvement Program	\$14,915	\$-	\$-	\$-	\$-	0.00%
<b>Total Capital Expenses</b>	<b>\$14,915</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$1,926,016</b>	<b>\$1,957,130</b>	<b>\$2,026,200</b>	<b>\$2,025,237</b>	<b>(\$963)</b>	<b>-0.05%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$1,032,641</b>	<b>(\$18,427)</b>	<b>(\$161,236)</b>	<b>(\$106,773)</b>	<b>\$54,463</b>	

## Golf 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	\$1,259,390	1,089 pass holders	\$1,156 per pass	Cost of Recovery -%
Junior Annual Pass	\$15,158	106 pass holders	\$143 per pass	Cost of Recovery -%
Daily Fee Play-Resident	\$103,665	3,169 rounds	\$32 per round	Cost of Recovery -%
Daily Fee Play-Non-Resident	\$1,420,436	29,235 rounds	\$48 per round	Cost of Recovery -%
Range	\$189,484	20,926 buckets sold	\$9 per bucket	Cost of Recovery -%
Golf Carts	\$691,767	41,549 cart rentals	\$16 per cart	Cost of Recovery -%
Rentals	\$5,607	936 pull carts/club rental	\$5 per cart/club rental	Cost of Recovery -%
Club Services	\$30,545	685 M.G.A handicaps	\$44 per person	Cost of Recovery -%
Pro Shop	\$241,773	83,520 rounds played	\$2.90 per round	Cost of Recovery -%
Restaurant	\$22,576	2 concessions rent	\$11,288	Cost of Recovery -%

# HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

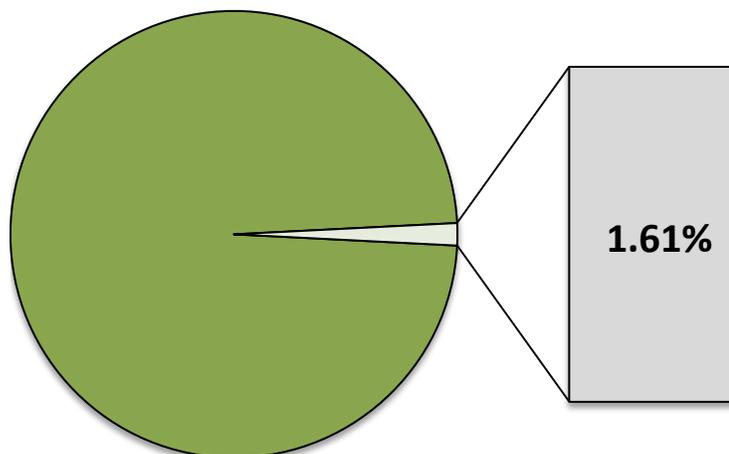
## Purpose Statement

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 2023 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.61% of all appropriated funds.

## HYCC Enterprise Fund Services Provided

<https://townofbarnstable.us/hycc>

The Hyannis Youth and Community Center (HYCC) are now in its thirteenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2021-2022. 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

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



### **Administration**

The Administration program of the ice component oversees *HYCC – Family Fun Night* 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.

## HYCC 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 both weekdays and weekends as the schedule allows. Skate rentals are available for those who do not bring 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 is offered throughout the year and services over 200 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are multiple sessions offered throughout the year.
- **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.
- **Seahawks Youth Hockey** – A hockey organization that fields teams of a number of different age levels from Mites through Bantams and beyond. Total Athletics hosts hockey practices, games, and clinics in the building throughout the year.



*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.

### Youth Center Administration Program

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

## HYCC 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.



**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.

**Special Events** – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable.

**Youth Programs** – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, home school gym class and the SOAR Program.

**Adult Programs** – Year round fitness programs include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels.

**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 activities and the game room.

## HYCC Enterprise Fund Recent Accomplishments

- ✓ Implementation and roll out of new Rec Trac software that handles program registrations, facility reservations and memberships.
- ✓ Continued partnership with Barnstable Public Schools to serve as the home for the BPS Family Engagement Center.
- ✓ Renewed partnership with Cape Cod YMCA Achievers Program to serve as host site for their weekly meetings.
- ✓ Filled the HYCC Rink Program Supervisor position with a qualified internal candidate.
- ✓ Continued community service programs in the facility that included: Food Distribution, Thanksgiving Dinner Distribution, Toys for Tots, Christmas Tree Distribution.

# HYCC Enterprise Fund 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)**



HYCC – Father Daughter Dance

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. Evaluate the Kennedy Rink sound system. Refurbish and/or replace speakers and identify any system equipment that needs to be replaced. These upgrades will allow the facility to continue to add value to the high quality programs that take place in the Kennedy Rink. **(SP: Safety, Education, Quality of Life)**
5. Provide “Stop the Bleed” and “De-Escalation” training for all staff that is 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)**



Holiday Skating Show

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 Enterprise Fund Budget Comparison

Hyannis Youth & Community Center						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY2 - 23	Change
Taxes (General Fund Support)	\$1,391,458	\$1,391,458	\$1,391,458	\$1,391,458	\$0	0.00%
Fees, Licenses, Permits	164,614	394,813	230,000	278,000	48,000	20.87%
Charges for Services	285,963	489,969	237,154	350,000	112,846	47.58%
Interest and Other	44,372	81,819	39,000	58,000	19,000	48.72%
Capital Trust Fund	1,119,137	1,145,401	1,145,401	1,234,875	89,474	7.81%
<b>Total Operating Sources</b>	<b>\$3,005,544</b>	<b>\$3,503,460</b>	<b>\$3,043,013</b>	<b>\$3,312,333</b>	<b>\$269,320</b>	<b>8.85%</b>
Donations	\$1,000	\$-	\$-	\$-	\$-	0.00%
Borrowing Authorizations	756,000	-	1,644,600	1,770,000	125,400	7.62%
<b>Total Capital Sources</b>	<b>\$757,000</b>	<b>\$0</b>	<b>\$1,644,600</b>	<b>\$1,770,000</b>	<b>\$125,400</b>	<b>7.62%</b>
<b>Total Sources of Funding</b>	<b>\$3,762,544</b>	<b>\$3,503,460</b>	<b>\$4,687,613</b>	<b>\$5,082,333</b>	<b>\$394,720</b>	<b>8.42%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$787,416	\$1,021,095	\$1,082,993	\$1,121,726	\$38,733	3.58%
Benefits	43,148	42,497	45,409	51,116	5,707	12.57%
Operating Expenses	488,081	729,551	542,743	879,393	336,650	62.03%
Capital Outlay	27,758	75,000	75,000	75,000	-	0.00%
Debt Service	1,119,137	1,145,401	1,145,401	1,234,875	89,474	7.81%
<b>Total Direct Operating Expenses</b>	<b>\$2,465,539</b>	<b>\$3,013,544</b>	<b>\$2,891,546</b>	<b>\$3,362,110</b>	<b>\$470,564</b>	<b>16.27%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$70,076	\$60,372	\$60,372	\$59,936	(\$436)	-0.72%
Pensions	160,088	163,025	163,025	175,254	12,229	7.50%
Audit & Software Costs	8,764	8,825	8,825	9,256	431	4.89%
Property, Casualty, Liability Insur.	93,995	106,066	106,066	118,397	12,331	11.63%
<b>Total Indirect Operating Expenses</b>	<b>\$332,923</b>	<b>\$338,288</b>	<b>\$338,288</b>	<b>\$362,843</b>	<b>\$24,555</b>	<b>7.26%</b>
<b>Total Operating Expenses</b>	<b>\$2,798,462</b>	<b>\$3,351,832</b>	<b>\$3,229,834</b>	<b>\$3,724,953</b>	<b>\$495,119</b>	<b>15.33%</b>
Capital Program	667,057	-	1,644,600	1,770,000	125,400	7.62%
<b>Total Capital Expenses</b>	<b>\$667,057</b>	<b>\$0</b>	<b>\$1,644,600</b>	<b>\$1,770,000</b>	<b>\$125,400</b>	<b>7.62%</b>
<b>Total Expenses</b>	<b>\$3,465,520</b>	<b>\$3,351,832</b>	<b>\$4,874,434</b>	<b>\$5,494,953</b>	<b>\$620,519</b>	<b>12.73%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$297,025</b>	<b>\$151,628</b>	<b>(\$186,821)</b>	<b>(\$412,620)</b>	<b>(\$225,799)</b>	
<b>Beginning Certified Free Cash</b>	<b>\$553,287</b>		<b>\$850,311</b>	<b>\$663,490</b>		
<b>FY22 Projected Excess (Deficiency)</b>				<b>151,628</b>		
<b>Ending Proj. Certified Free Cash</b>	<b>\$850,311</b>		<b>\$663,490</b>	<b>\$402,498</b>		

## Summary of Budget Changes

The direct operating Hyannis Youth & Community Center Enterprise Fund's proposed FY 2023 budget increased by \$470,564, or 16.27% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, seasonal pay increases, and partial salary for the Assistant Director of Community Services 0.25fte. Operating budget change includes increased line items for materials, natural gas, and electricity. Capital outlay includes the annual mechanical maintenance program.

## HYCC Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Assistant Dir. of Community Services	-
Assistant Dir. Recreation & Leisure	0.10
Budget/Financial Manager	0.50
Community Services Director	0.10
Custodian	5.00
Director of Recreation	0.25
HYCC Operations Foreman	1.00
HYCC Manager	1.00
Facility Supervisor	1.00
Lead Custodian	1.00
Maintenance Custodian	1.00
Program Coordinator	1.00
Program Supervisor	1.00
Youth Center Manager	1.00
<b>Full-time Equivalent Employees</b>	<b>13.95</b>

FY 2022	FY 2023	Change
-	0.25	0.25
0.10	0.10	-
0.25	0.25	-
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	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
<b>13.70</b>	<b>13.95</b>	<b>0.25</b>

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2022 Approved Budget</b>				<b>\$3,229,834</b>	
Contractual Obligations Net of Staff Turnover	2,277	-	-	<b>2,277</b>	-
Change in Indirect Costs	11,793	12,763	-	<b>24,555</b>	-
One-Time Charges	-	-	(75,000)	<b>(75,000)</b>	-
Debt Service	-	89,474	-	<b>89,474</b>	-
<b>FY 2023 Budget Changes</b>					
1. Assistant Dir. of Community Services	24,236	-	-	<b>24,236</b>	0.25
2. Seasonal Pay Increase	17,927	-	-	<b>17,927</b>	-
3. Preventative Maintenance Agreements	-	11,450	-	<b>11,450</b>	-
4. Materials Cost Increase	-	5,200	-	<b>5,200</b>	-
5. Electricity and Natural Gas Increase	-	320,000	-	<b>320,000</b>	-
6. Mechanical Operating Capital	-	-	75,000	<b>75,000</b>	-
<b>FY 2023 Proposed Budget</b>	<b>\$56,232</b>	<b>\$438,887</b>	<b>\$0</b>	<b>\$3,724,953</b>	<b>0.25</b>

- Assistant Director of Community Services** - This position will support the Director of Community Services and the department operations.
- Seasonal Pay Increases** - 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.
- Preventative Maintenance Agreements** - The HYCC has two Munters industrial combined temperature and humidity control systems that regulate the climate, temperature, and humidity of the Kennedy and Butler ice rinks. In addition, the HYCC also has an Alerton automated building energy management system. These systems do not have preventative maintenance service contracts. The Munters Corporation performance test and inspection service agreement is for a two-visit twelve-month plan. The Alerton preventative maintenance agreement is for a four-visit twelve-month plan.
- Electricity and Natural Gas Increases** - Increase the gas utility line item due to contractual fee increases.
- Materials Cost Increase** - Increase in the cost of materials that has not been adjusted. Structures & Grounds Division has experienced an increase in the cost of building materials, electrical, HVAC, plumbing and custodial supplies. These price increases are negatively affecting the ability to make repairs at the HYCC facility.

## HYCC Enterprise Fund Budget Reconciliation (Continued)

**6. Mechanical Operating Capital** – The HVAC systems that support this facility consist of three large roof top 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 and replacement program to ensure reliability of our systems and control annual maintenance and operating costs.

## HYCC Enterprise Fund Factors Affecting FTE's

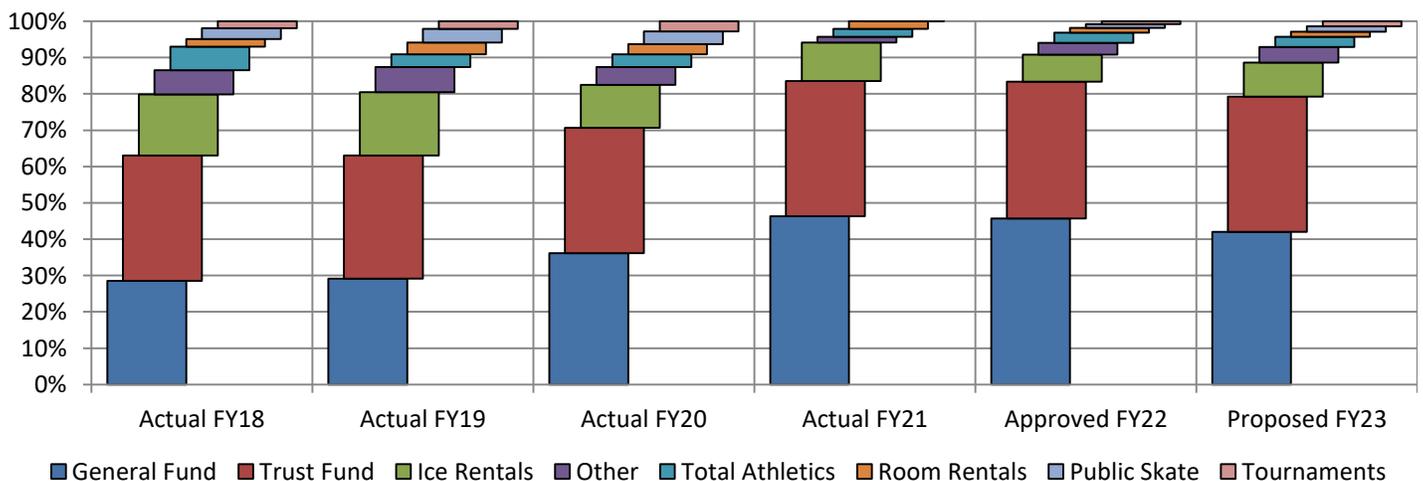
Full Time Employee History



FY 2020 includes an additional 1.35fte resulting from a reallocation of salary from the General Fund and a new Rink Supervisor position. FY 2023 includes a partial salary for the Assistant Director of Community Services 0.25fte.

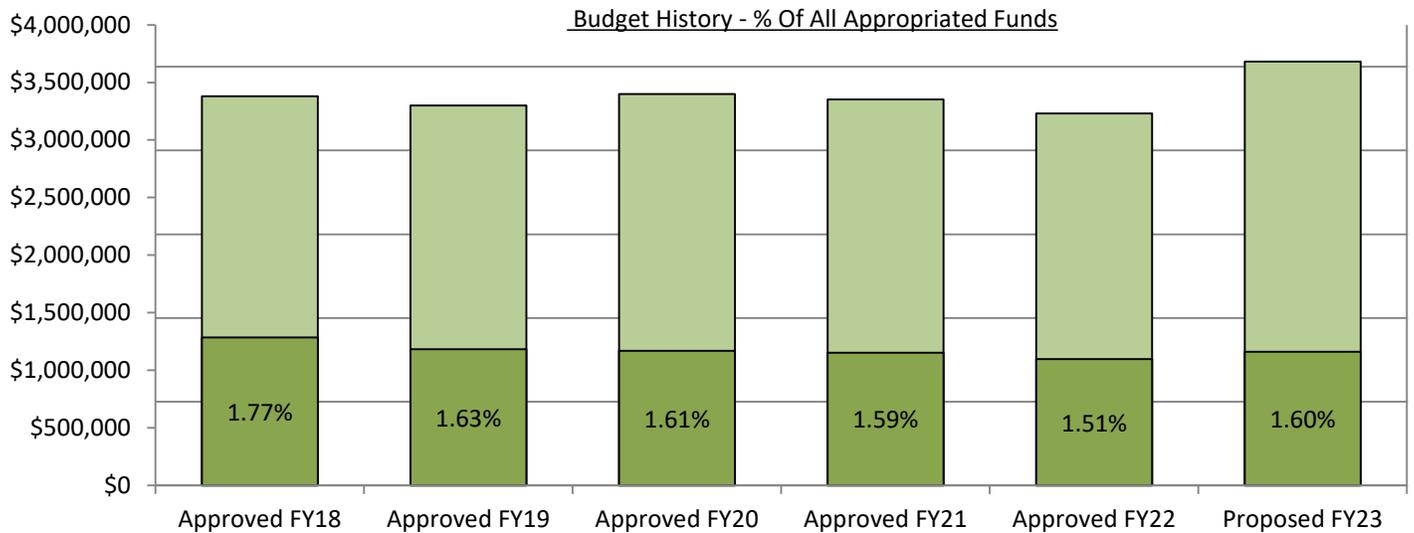
## HYCC Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

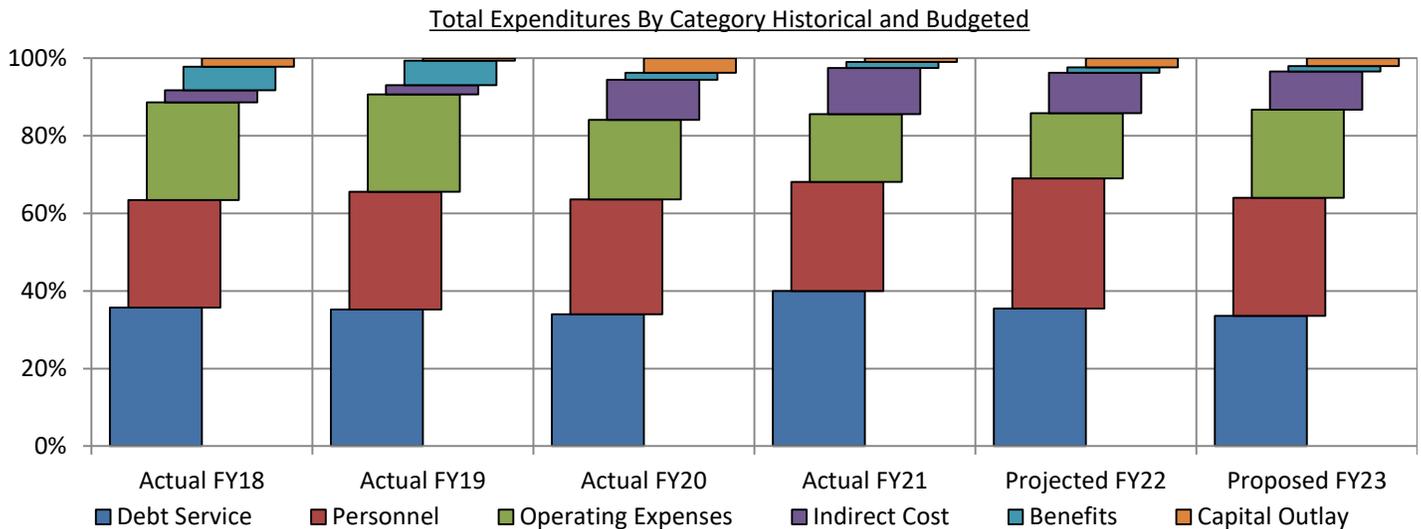


The General Fund subsidy is the largest source of funding at 46% to cover the excess cost from operating the facility after all revenues are exhausted. Capital Trust Fund provides 38% to cover debt service payments for the construction and maintenance of the facility. The next largest revenue source is ice rentals at 7%.

# HYCC Enterprise Fund Factors Affecting Expenses



The budget for this operation has increased 1.48% annually on average over a six-year period. This budget has also decreased from 1.77% to 1.60% of all appropriated funds.



State minimum wage increases will affect operating costs until 2023. With the current capital program request for improvements at the facility, debt service costs should increase based on the bonds needed to fund the projects. The facility is over ten years old and mechanical systems are beginning to reach their useful life and may need replacement. Debt service cost accounts for 34% of the HYCC operations. Personnel and benefits accounts for 31%, operating cost 23%, and capital outlay 2%.

## HYCC Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
Hours Available	5,792	4,128	2,786	2,982
Hours Used	2,760	2,031	579	1,161
Hours Unused	3,032	2,097	2,207	1,821
<b>% Hours Used</b>	<b>47.65%</b>	<b>49.20%</b>	<b>20.78%</b>	<b>38.93%</b>
Bulter Rink Usage Hours	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
Hours Available	5,792	4,128	3,864	4,128
Hours Used	3,453	2,532	656	2,275
Hours Unused	2,339	1,596	3,208	1,853
<b>% Hours Used</b>	<b>59.62%</b>	<b>61.34%</b>	<b>16.98%</b>	<b>55.11%</b>
<b>Total % of Hours Used</b>	<b>53.63%</b>	<b>55.27%</b>	<b>18.57%</b>	<b>48.33%</b>

HYCC Facility was significantly impacted due to COVID restrictions during the fiscal year 2021.