

# Community Services Enterprise Funds



**Olde Barnstable  
Fairgrounds & Hyannis  
Golf Courses**



**Hyannis Youth &  
Community Center**



**Public, Educational,  
Governmental Access  
Channel**

## Purpose Statement

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

# Golf Course Enterprise Fund

## Purpose Statement

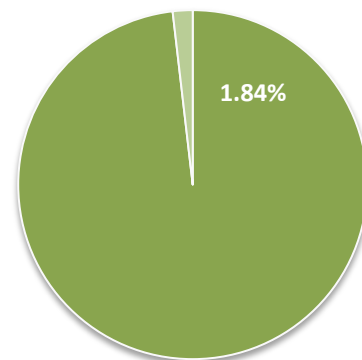
Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement programs for the courses, the buildings, and the equipment. 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.

## Recent Accomplishments

- For the sixth 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) successfully hosted one of the largest and most prestigious women’s golf events in New England. Over 300 women golfers from all over the state competed in the Dolly Sullivan Tournament, a two-day event sanctioned by the Massachusetts Golf Association.
- Completed sand bunker work at both golf courses including a redesigned bunker complex on the 12<sup>th</sup> hole at OBF and reshaping, edging and sand replenishment of 5 bunkers at Hyannis GC.
- The popularity of the Hyannis GC Quota League continues to grow. The 2018 season saw 265 league members play 2,600 rounds competing for over \$40,000 in awarded prizes. Golf Shop sales at Hyannis GC have doubled in three (3) years as a result. Hyannis GC’s PGA Golf Professional, Jesse Schechtman, was nominated for Merchandiser of the Year by the New England PGA.



Percentage of FY20 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.84% of all appropriated funds.

## Additional Recent Accomplishments

- Launched a new website: Barnstable.golf. The new site is easy to navigate, less confusing, with information that is more available. Making a T-time has never been easier.
- Created a post-event questionnaire for groups and outings.
- Replaced the roof on the golf course maintenance building at Hyannis GC.
- Replaced the flooring in the clubhouse building at Olde Barnstable Fairgrounds GC. Upgraded furniture and fixtures.
- Hyannis GC will receive a new fleet of rental golf carts in April.

## Fiscal Year 2020 Goals and Objectives

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

### 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, Economic Development)**
2. 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 13-year-old dump truck that is in poor condition. **(SP: Infrastructure)**
3. Host a rules seminar for Annual Pass Holders and public. The rules of golf have gone through extensive changes, which take effect in 2019. Our Golf Professionals will conduct an in-depth review and explanation of all the rules changes. **(SP: Communication, Education)**
4. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete rehabilitation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. **(SP: Finance, Infrastructure, Economic Development, Public Health and Safety)**
5. 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, increased sunlight and reduced disease incidence. **(SP: Finance, Infrastructure)**
6. Continue to expand and enhance tournament/event offerings; 2019 will see several new events including the "Greenskeeper's Revenge" and a couple's league. **(SP: Communication, Economic Development)**
7. Each golf course will host a MassGolf sanctioned event in 2019. Hyannis GC will host a Mid-Amateur Championship Qualifier and OBF is hosting a Public Links Championship Qualifier. **(SP: Communication, Education, Economic Development)**

**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. 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)**
4. 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)**

**Description of Golf Course Enterprise Fund Services Provided**

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the course of Barnstable Golf.

### Administration Activity

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, 2018, the Golf Division generated \$3,268,171 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. Barnstable Golf paid \$431,153 for principal and interest on debt service and transfers \$267,000 to the General Fund for indirect costs associated 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.



HYANNIS GOLF COURSE PRO SHOP

### Operations Activity

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The Operations activity is responsible for management of the two pro shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA golf professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose. 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. 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.

### Maintenance Activity

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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 Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach concerning applying nitrogen based fertilizers on the golf courses. For the past five years, the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lb. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.

### Golf Course Enterprise Fund Financial Summary

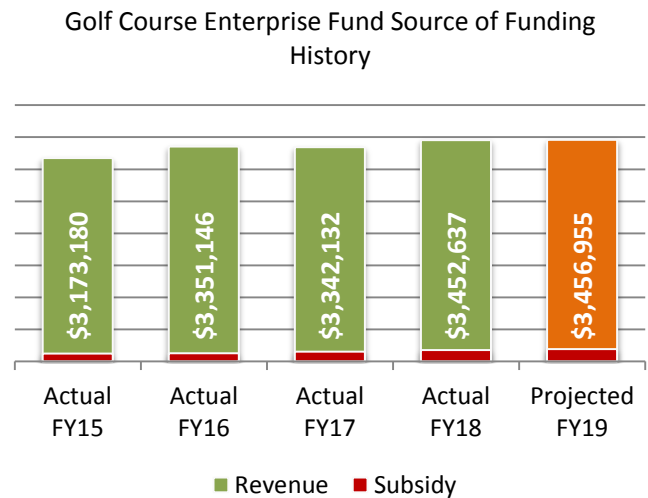
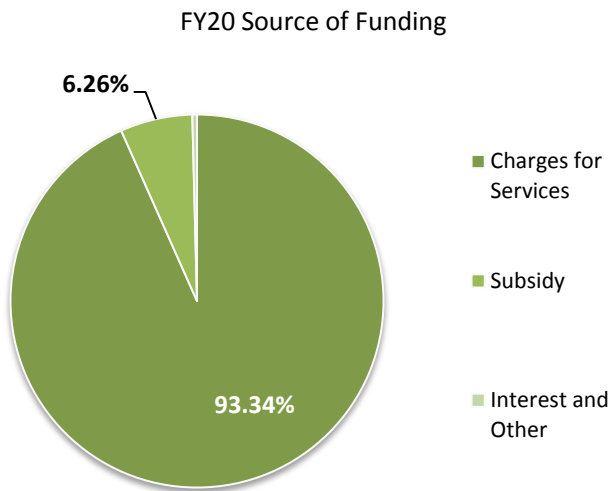
The purchase of the Hyannis Golf Course in FY 2005 provides the Town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other Town divisions to cross-utilize department resources.

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

Total General Fund support for this operation is calculated at \$483,199. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$233,199. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

### Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase then the need to raise rates can be mitigated.

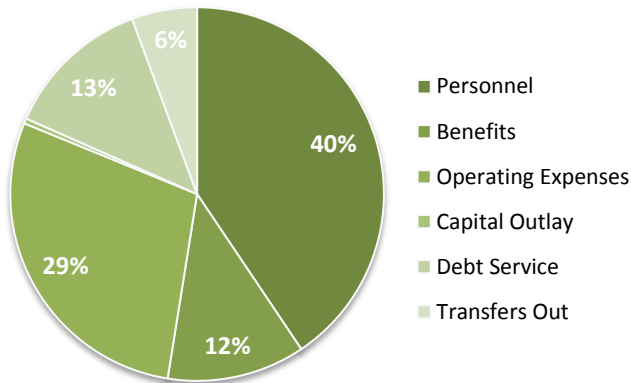


Charges for services are 93.34% of total revenue source, and that annual pass holder’s account for 30% of this. The General Fund subsidy provides 6.26%. The subsidy essentially represents the value of services provided by the Administrative Services Department staff for which the Golf Enterprise Fund does not pay for due to limited resources.

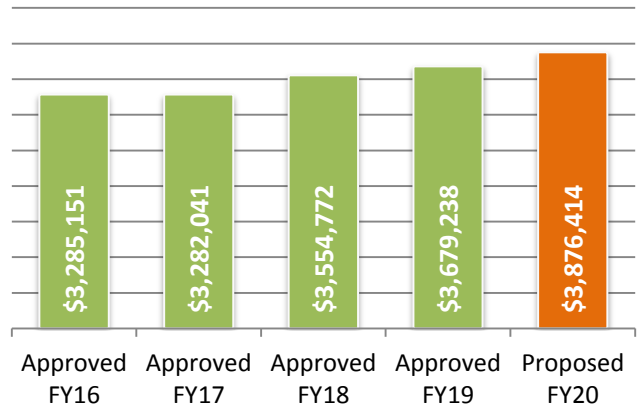
**Factors Affecting Expenses**

No increase in permanent year-round staff is projected over the next few years. State mandatory minimum wage increases will have an impact on operating costs until 2023.

Golf Enterprise Fund  
FY20 Budget By Activity



Golf Enterprise Fund  
Budget History



Personnel and benefits is the largest category within the golf course operation comprising 52% of the total proposed budget. The budget has increased from \$3.3 million in FY16 to \$3.8 million in FY20 over the five-year period, or 3.60% annually. An increase in debt service and personnel costs have contributed to the steady increase in budget.



**HOLE #18 OLDE BARNSTABLE FAIRGROUNDS**



**FISCAL YEAR 2020 BUDGET**

**GOLF COURSE**

**ENTERPRISE FUNDS**

Golf Course Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 175,217	\$ 190,012	\$ 190,012	\$ 233,199	\$ 43,187	22.73%
Charges for Services	3,263,854	3,329,570	3,250,042	3,478,200	148,630	4.46%
Interest and Other	13,567	10,000	16,901	15,000	5,000	50.00%
<b>Total Operating Source of Funding</b>	<b>\$ 3,452,638</b>	<b>\$ 3,529,582</b>	<b>\$ 3,456,955</b>	<b>\$ 3,726,399</b>	<b>\$ 196,817</b>	<b>5.58%</b>
Transfers From Closed Projects	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	0.00%
Borrowing Authorizations	325,000	-	-	414,000	414,000	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 446,000</b>	<b>\$ 446,000</b>	<b>#DIV/0!</b>
<b>Total Source of Funding</b>	<b>\$ 3,777,638</b>	<b>\$ 3,529,582</b>	<b>\$ 3,456,955</b>	<b>\$ 4,172,399</b>	<b>\$ 642,817</b>	<b>18.21%</b>
<b>Expense Category</b>						
Personnel	\$ 1,385,886	\$ 1,485,118	\$ 1,442,056	\$ 1,573,164	\$ 88,046	5.93%
Benefits	375,795	428,795	389,486	462,944	34,149	7.96%
Operating Expenses	986,644	1,092,205	1,027,392	1,110,741	18,536	1.70%
Capital Outlay	26,000	-	-	17,155	17,155	0.00%
Debt Service	431,153	499,986	499,986	493,348	(6,638)	-1.33%
Transfers Out	178,086	173,134	173,134	219,062	45,928	26.53%
<b>Subtotal Operating Budget</b>	<b>\$ 3,383,564</b>	<b>\$ 3,679,238</b>	<b>\$ 3,532,054</b>	<b>\$ 3,876,414</b>	<b>\$ 197,176</b>	<b>5.36%</b>
Capital Improvement Program	\$ 424,758	\$ 116,285	\$ -	\$ 446,000	\$ 329,715	283.54%
<b>Total Capital Expenses</b>	<b>\$ 424,758</b>	<b>\$ 116,285</b>	<b>\$ -</b>	<b>\$ 446,000</b>	<b>\$ 329,715</b>	<b>283.54%</b>
<b>Total Expenses</b>	<b>\$ 3,808,322</b>	<b>\$ 3,795,523</b>	<b>\$ 3,532,054</b>	<b>\$ 4,322,414</b>	<b>\$ 526,891</b>	<b>13.88%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (30,684)</b>	<b>\$ (265,941)</b>	<b>\$ (75,099)</b>	<b>\$ (150,015)</b>	<b>\$ 115,926</b>	
Adjustment to accrual basis	126,239	-	-	-		
Beginning Net Assets per CAFR	4,477,683	4,573,238	4,573,238	4,498,139		
Ending Net Assets per CAFR	4,573,238	<u>\$ 4,307,297</u>	<u>\$ 4,498,139</u>	<u>\$ 4,348,123</u>		
Invested in capital assets, net of related debt (1)	(11,367,202)					
Invested in inventory (1)	(67,843)					
User fees receivable (1)	(39,682)					
Reserved for encumbrances (2)	(3,130)					
Other post employment benefits obligation (3)	3,782,893					
Compensated absences (3)	90,687					
Accrued Interest (3)	42,965					
Net pension liability (3)	3,970,450					
Deferred outflow of resources (4)	(35,351)					
Reserved for continuing appropriations (5)	(262,270)					
Unearned revenue (6)	-					
<b>Net assets available for appropriation (free cash) (7)</b>	<b>\$ 684,755</b>					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

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

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended.

(6) This represents cash in the treasury from the sale of gift certificates not yet redeemed.

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

## Summary of Significant Budget Changes

The Golf Enterprise Fund's FY20 proposed budget is increasing by \$197,176 or 5.36% over the FY19 budget. Personnel and benefit costs are increasing by \$122,195 due to contractual obligations and \$27,000 for the impact of the minimum wage increase. Operating costs are increasing by \$18,536 for proshop inventory items for resale. Indirect costs are increasing \$43,187. Capital Outlay cost of \$17,155 will replace two HVAC units at the Hyannis Golf Course.

### Additional Funding Recommended

#### 1. Increase Overtime **\$12,000 Requested** **\$12,000 Recommended**

The overtime line item expense has not changed since 2007. With the increases in wages from COLA and step increases over the years, there are significantly less funds available for overtime hours. It is becoming increasingly difficult to maintain the golf courses to a high standard with minimal overtime. Each golf course has four (4) full-time maintenance employees and overtime is distributed equally amongst the staff throughout the season.

#### 2. Line Item adjustments **\$48,300 Requested** **\$18,300 Recommended**

To increase several operating budget line items those are no longer funded adequately. Expenses have been increasing annually between 2-5% per year and we have level funded most line items for many years. We are looking to address golf course supplies, pesticides, fertilizer at both courses and merchandise lines at Hyannis Golf Course.

#### 3. HVAC and Hot Water Heater Replacement Program **\$17,155 Requested** **\$17,155 Recommended**

Replace two (2) 4-Ton HVAC units at the Hyannis Golf Course Clubhouse building. One is located in the restaurant/lounge area and the other is located in the basement of the function room. Replace the 75-gallon industrial hot water heater at the Hyannis Golf Course Clubhouse building.

#### 4. Minimum Wage Adjustment **\$27,000 Requested** **\$27,000 Recommended**

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.

**Full-time Equivalent Employees**

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Director of Community Services	-	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	4.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>17.00</b>	<b>17.10</b>	<b>17.10</b>	<b>0.00</b>



**HOLE #9 OLDE BARNSTABLE FAIRGROUNDS**

**FISCAL YEAR 2020 BUDGET**

**GOLF COURSE**

**ENTERPRISE FUNDS**

<b>Olde Barnstable Fairgrounds</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY19 - 20</b>	<b>Change</b>
Charges for Services	\$ 1,777,726	\$ 1,786,352	\$ 1,770,773	\$ 1,902,603	\$ 116,251	6.51%
Interest and Other	13,567	10,000	16,901	15,000	5,000	50.00%
<b>Total Operating Source of Funding</b>	<b>\$ 1,791,293</b>	<b>\$ 1,796,352</b>	<b>\$ 1,787,674</b>	<b>\$ 1,917,603</b>	<b>\$ 121,251</b>	<b>6.75%</b>
<b>Expense Category</b>						
Personnel	\$ 725,907	\$ 793,673	\$ 759,071	\$ 831,792	\$ 38,119	4.80%
Benefits	182,750	220,750	196,588	235,169	14,419	6.53%
Operating Expenses	535,290	599,699	551,191	604,317	4,618	0.77%
Capital Outlay	26,000	-	-	-	-	0.00%
Debt Service	90,510	87,713	87,713	84,713	(3,000)	-3.42%
Transfers Out	89,043	86,557	86,557	87,031	474	0.55%
<b>Subtotal Operating Budget</b>	<b>\$ 1,649,500</b>	<b>\$ 1,788,392</b>	<b>\$ 1,681,120</b>	<b>\$ 1,843,022</b>	<b>\$ 54,630</b>	<b>3.05%</b>
Capital Improvement Program	\$ 34,859	\$ 57,774	\$ -	\$ -	\$ (57,774)	-100.00%
<b>Total Capital Expenses</b>	<b>\$ 34,859</b>	<b>\$ 57,774</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (57,774)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$ 1,684,359</b>	<b>\$ 1,846,166</b>	<b>\$ 1,681,120</b>	<b>\$ 1,843,022</b>	<b>\$ (3,144)</b>	<b>-0.17%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 106,934</b>	<b>\$ (49,814)</b>	<b>\$ 106,554</b>	<b>\$ 74,581</b>	<b>\$ 124,395</b>	

<b>Hyannis Golf Course</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY19 - 20</b>	<b>Change</b>
Taxes	\$ 175,217	\$ 190,012	\$ 190,012	\$ 233,199	\$ 43,187	22.73%
Charges for Services	1,486,128	1,543,218	1,479,269	1,575,597	32,379	2.10%
<b>Total Operating Source of Funding</b>	<b>\$ 1,661,345</b>	<b>\$ 1,733,230</b>	<b>\$ 1,669,281</b>	<b>\$ 1,808,796</b>	<b>\$ 75,566</b>	<b>4.36%</b>
Transfers From Closed Projects	\$ -	\$ -	\$ -	\$ 32,000	\$ 32,000	0.00%
Borrowing Authorizations	325,000	-	-	414,000	414,000	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 446,000</b>	<b>\$ 446,000</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$ 1,986,345</b>	<b>\$ 1,733,230</b>	<b>\$ 1,669,281</b>	<b>\$ 2,254,796</b>	<b>\$ 521,566</b>	<b>30.09%</b>
<b>Expense Category</b>						
Personnel	\$ 659,979	\$ 691,445	\$ 682,985	\$ 741,372	\$ 49,927	7.22%
Benefits	193,045	208,045	192,898	227,775	19,730	9.48%
Operating Expenses	451,354	492,506	476,201	506,424	13,918	2.83%
Capital Outlay	-	-	-	17,155	17,155	0.00%
Debt Service	340,643	412,273	412,273	408,635	(3,638)	-0.88%
Transfers Out	89,043	86,577	86,577	132,031	45,454	52.50%
<b>Subtotal Operating Budget</b>	<b>\$ 1,734,064</b>	<b>\$ 1,890,846</b>	<b>\$ 1,850,935</b>	<b>\$ 2,033,392</b>	<b>\$ 142,546</b>	<b>7.54%</b>
Capital Improvement Program	\$ 389,899	\$ 58,511	\$ -	\$ 446,000	\$ 387,489	662.25%
<b>Total Capital Expenses</b>	<b>\$ 389,899</b>	<b>\$ 58,511</b>	<b>\$ -</b>	<b>\$ 446,000</b>	<b>\$ 387,489</b>	<b>662.25%</b>
<b>Total Expenses</b>	<b>\$ 2,123,963</b>	<b>\$ 1,949,357</b>	<b>\$ 1,850,935</b>	<b>\$ 2,479,392</b>	<b>\$ 530,035</b>	<b>27.19%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (137,618)</b>	<b>\$ (216,127)</b>	<b>\$ (181,654)</b>	<b>\$ (224,596)</b>	<b>\$ (8,469)</b>	

**Performance Measures/Workload Indicators**

Program Name	Program Goal	Program Outcome Measures
Administration/Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.

Activity Name	Budget	End Product	Unit Cost/Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$1,096,786	1,066 pass holders	\$1,029 per pass	Cost of Recovery – %
JUNIOR ANNUAL PASS	\$24,570	135 pass holders	\$182 per pass	Cost of Recovery – %
DAILY FEE PLAY-RESIDENT	\$152,473	3,707 rounds	\$41 per round	Cost of Recovery – %
DAILY FEE PLAY – NON-RESIDENT	\$1,119,711	24,010 rounds	\$47 per round	Cost of Recovery – %
RANGE	\$141,000	13,855 buckets sold	\$7 per bucket	Cost of Recovery – %
GOLF CARTS	\$636,450	37,857 cart rentals	\$17 per cart	Cost of Recovery – %
RENTALS	\$6,675	1,198 pull carts/club rental	\$5.60 per cart/club rental	Cost of Recovery – %
CLUB SERVICES	\$32,500	765 M.G.A handicaps	\$42.50 per person	Cost of Recovery – %
PRO SHOP	\$311,123	70,000 rounds played	\$4.45 per person	Cost of Recovery – %
RESTAURANT	\$34,500	2 concessions rent	\$17,250	Cost of Recovery – %

**Performance Measures/Workload Indicators (Continued)**

Program Name	Program Goal	Program Outcome Measures		
Maintenance	To provide residents and guests with a well-conditioned golf course facility.	To ensure the user’s visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers &amp; piping, pruning and trimming)</p> <p>Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.</p>	<p>\$1,272,184</p>	<p>305 acres aerated                      400 tons sand spread annually                      160 acres maintained daily                      1,300 valve in-head sprinklers and approx. 12 miles of various size PVC pipe                      6,500 trees (holly, oak, pine, birch, beech and small evergreens)                      Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.</p>	<p>\$ Total budget spread throughout maintenance programs</p>	<p>9.79 CSR</p>

# Hyannis Youth & Community Center Enterprise Fund

## Purpose Statement

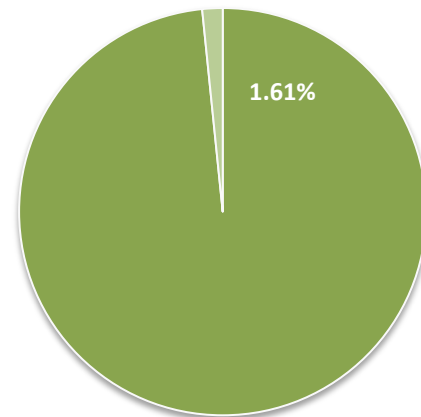
The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to improve our service to the community, our patrons, through creative innovation and teamwork; built upon a solid foundation of values and beliefs in order to achieve our purpose.

## Recent Accomplishments

- Partnered with the Yarmouth Ice Club to host the Cranberry Open Figure Skating Competition in August 2018 with over 400 skaters.
- Partnered with the Bourne Skating Club to host the Cape Cod Synchronized Skating Competition in December 2018 with over 1,000 skaters.
- Community service programs in the facility that included: Four (4) blood drives, Three (3) clothing drives, Two (2) food drives, Three (3) Flu Clinics, One (1) Toy Drive (Toys for Tots) and Twenty-five(25) Christmas Trees Giveaway.
- Receive a \$5,000 grant from the Caroline Fries Foundation to replace, improve, and add many of the games and furniture in the HYCC.
- Successfully provided a FREE After School Program during the school year for Barnstable Intermediate students including a grant for Project Bread to provide a healthy snack.
- Replaced all Rental Skates with a \$15,000 Bilezikian Family Foundation Grant to enhance Public Skating.
- The Barnstable Police Department has a greater presence with a full-time Community Resource Officer stationed at the HYCC.



Percentage of FY20 All Appropriated Funds



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

## Fiscal Year 2020 Goals and Objectives

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

### Short-Term:

1. With a grant from the Barnstable Schools Department, develop and expand the After School Program in collaboration with the Barnstable United Elementary School and Barnstable Schools Transportation to provide students in Grades 4 & 5 with structured after school activities that include gym activities, game room tournaments, homework assistance, and special events. **(SP: Education, Quality of Life)**
2. Celebrate the 10<sup>th</sup> Birthday of the HYCC in September. **(SP: Education, Quality of Life)**
3. 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)**
4. Continue to deliver community service programs to include annual blood, food, and clothing drives. Work with various organizations to provide our youth with needed services. **(SP: Education, Quality of Life)**
5. Work with other Town Departments to implement newly developed Emergency Action Plan for the facility. **(SP: Quality of Life)**

### Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist with both 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 organizations for 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)**



## Description of Hyannis Youth & Community Center Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its tenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2018-2019. 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 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.

### Administration Activity – Ice Facility

The Administration program of the ice component oversees the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn to skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.

### Operations Activity – Ice Facility

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

Ice Facility programs with a brief description are as follows:

- Tournaments - Played on both the Lt. Joseph P. Kennedy Jr. and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments;
- Public Skating – An activity that is available for all ages and abilities; hours for public skating is offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates;
- HYCC Skating School - The Learn-to-Skate Program offered throughout the year and services approximately 500 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows;
- Camps/Clinics - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions; and
- Barnstable Youth Hockey – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites through Bantam age players, as well as House Level Farm and Mini Mite programs.
- 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.
- 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.

### Administration Activity – Youth Center

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

### Operations Activity – Youth Center

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

Youth Center programs with a brief description are as follows:

- Private Gym Rentals – A program that allows Saint John Paul II, Sturgis East, and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court
- Special Events – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable.
- Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, home school gym class.
- The New addition of the Free Intermediate **After-School Program** held daily whenever school is in session has been a way to reach many new youth in the community that need a safe place when parents are working, or when a child needs to be more engaged with peers. Bussing from the school to the HYCC has made this possible and having the BIS guidance counselors and administration identify participants in need of social, emotional help has changed many anxieties these young people were having.
- Adult Programs – Offer 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.
- Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility.

## Hyannis Youth & Community Center Enterprise Fund Financial Summary

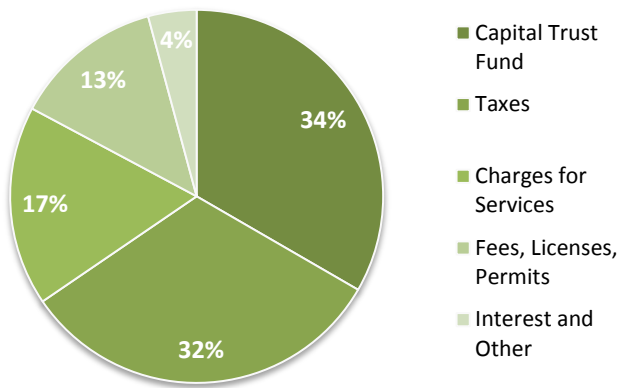
The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a three (3) lane-walking track above it, a snack bar, pro shop, lockers, common areas, and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, roller derby and soccer, and other dry-floor events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency.

The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other Town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund’s operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

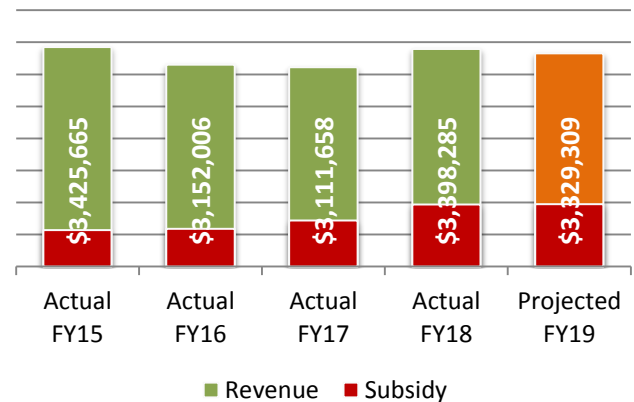
### Factors Affecting Revenues

The main revenue sources for this operation are from ice rental and advertising. The possibility of collaborating with other entities to sell more ice time is always explored. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments, and leagues. 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 available. This is because most of the hours used are during weekends and weeknights as youths are preoccupied during the weekdays.

FY20 Source of Funding



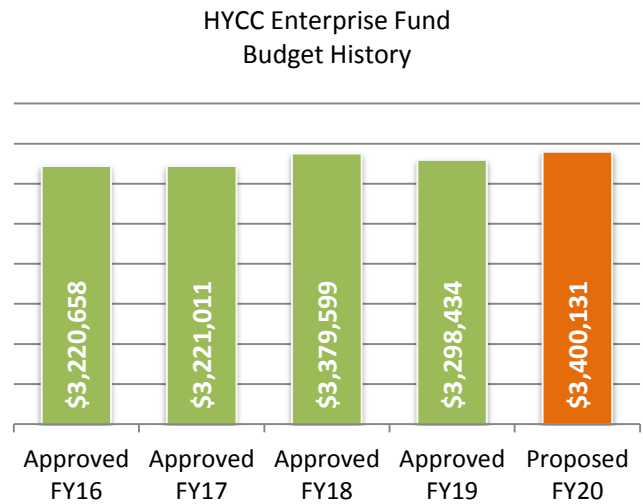
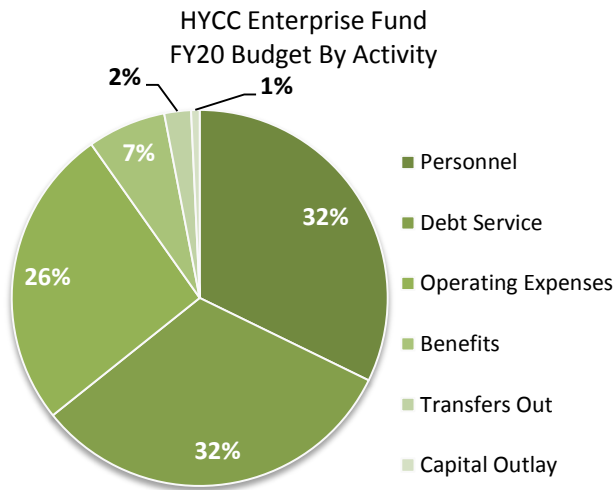
HYCC Enterprise Fund Source of Funding History



The Capital Trust Fund provides 34% of total source of funding for HYCC. This funding directly covers debt service payments for the construction of the facility. The General Fund subsidy is the second largest source of funding at 32%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted. This leaves 34% 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.



Debt service and personnel costs are the largest components of the operating budget. The budget for this operation has increased from \$3.2 million in FY16 to \$3.4 million in FY20 over the five-year period, or 1.11% annually.



**HYCC – HOCKEY**

Hyannis Youth & Community Center	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 971,264	\$ 976,532	\$ 976,532	\$ 1,049,639	\$ 73,107	7.49%
Fees, Licenses, Permits	565,024	489,500	549,449	425,000	(64,500)	-13.18%
Charges for Services	574,992	556,102	572,135	566,102	10,000	1.80%
Interest and Other	116,670	141,000	95,893	137,000	(4,000)	-2.84%
Capital Trust Fund	1,170,335	1,135,300	1,135,300	1,089,550	(45,750)	-4.03%
<b>Total Operating Source of Funding</b>	<b>\$ 3,398,285</b>	<b>\$ 3,298,434</b>	<b>\$ 3,329,309</b>	<b>\$ 3,267,291</b>	<b>\$ (31,143)</b>	<b>-0.94%</b>
<b>Total Sources of Funding</b>	<b>\$ 3,398,285</b>	<b>\$ 3,298,434</b>	<b>\$ 3,329,309</b>	<b>\$ 3,267,291</b>	<b>\$ (31,143)</b>	<b>-0.94%</b>
Expense Category						
Personnel	\$ 909,817	\$ 955,011	\$ 946,833	\$ 1,095,638	\$ 140,627	14.73%
Benefits	198,986	223,819	207,082	229,543	5,724	2.56%
Operating Expenses	823,280	883,592	881,622	882,314	(1,278)	-0.14%
Capital Outlay	72,428	25,000	25,000	25,000	-	0.00%
Debt Service	1,170,335	1,135,300	1,135,300	1,089,550	(45,750)	-4.03%
Transfers Out	102,510	75,712	75,712	78,086	2,374	3.14%
<b>Subtotal Operating Budget</b>	<b>\$ 3,277,356</b>	<b>\$ 3,298,434</b>	<b>\$ 3,271,548</b>	<b>\$ 3,400,131</b>	<b>\$ 101,697</b>	<b>3.08%</b>
<b>Total Expenses</b>	<b>\$ 3,277,356</b>	<b>\$ 3,298,434</b>	<b>\$ 3,271,548</b>	<b>\$ 3,400,131</b>	<b>\$ 101,697</b>	<b>3.08%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 120,929</b>	<b>\$ -</b>	<b>\$ 57,761</b>	<b>\$ (132,840)</b>	<b>\$ (132,840)</b>	
<b>Adjustment to accrual basis</b>	<b>236,874</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>6,948,262</b>	<b>7,306,065</b>	<b>7,306,065</b>	<b>7,363,826</b>		
<b>Ending Net Assets per CAFR</b>	<b>7,306,065</b>	<b>\$ 7,306,065</b>	<b>\$ 7,363,826</b>	<b>\$ 7,230,986</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(10,967,436)</b>					
<b>Reserved for encumbrances (2)</b>	<b>(65,218)</b>					
<b>Deferred revenue (3)</b>	<b>-</b>					
<b>Accrued interest (4)</b>	<b>45,369</b>					
<b>Other post employment benefits obligation (4)</b>	<b>2,388,190</b>					
<b>Compensated absences (4)</b>	<b>26,592</b>					
<b>Net pension liability (4)</b>	<b>2,405,457</b>					
<b>Deferred outflow of resources (5)</b>	<b>(504,209)</b>					
<b>Reserved for subsequent year's budget (6)</b>	<b>-</b>					
<b>Net assets available for appropriation (free cash) (7)</b>	<b>\$ 634,810</b>					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

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

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

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

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

## Summary of Significant Budget Changes

HYCC Enterprise Fund FY20 proposed budget is increasing \$101,697 or 3.08% over FY19 budget. Personnel and benefit costs are increasing by \$146,351 due to contractual obligations, a 0.35 fte reallocation of salary from the General Fund to the Enterprise Fund, \$58,494 for one full-time Facility Supervisor, \$20,000 for seasonal wages and \$25,591 for the impact of the minimum wage increase. Indirect costs are increasing \$14,623. Debt service costs are decreasing \$45,750. Capital Outlay includes \$25,000 for building and mechanical systems upgrades.

**Additional Funding Recommended**

**1. Facility Supervisor**

**\$75,000 Requested**  
**\$58,494 Recommended**

The operations of the HYCC currently have no one greeting users, answering questions, and supervising the entrance and halls in the facility. This position will also supervise all seasonal staff in the building and keep a supervisory status in the facility during weekends and evenings.

**2. Minimum Wage Adjustment**

**\$25,591 Requested**  
**\$25,591 Recommended**

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.

**3. Building and Mechanical Systems Operating Capital**

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

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

**Full-time Equivalent Employees**

Job Title	FY 2018	FY 2019	FY 2020	Change
Asst Dir. Recreation & Leisure	-	-	0.10	0.10
Director of Community Services	-	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	-
<b>Full-time Equivalent Employees</b>	<b>12.50</b>	<b>12.60</b>	<b>13.95</b>	<b>1.35</b>

**Performance Measures/Workload Indicators**

Kennedy Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Estimated	FY20 Projected
Hours Available	5,760	5,840	5,840	5,840
Hours Used	2,511	2,788	2,675	2,788
Hours Unused	3,248	3,051	3,164	3,051
% Hours Used	43.60%	47.74%	45.81%	47.75%

Bulter Rink Usage Hours	FY17 Actual	FY18 Actual	FY19 Estimated	FY20 Projected
Hours Available	5,760	5,840	5,840	5,840
Hours Used	3,261	3,429	3,465	3,466
Hours Unused	2,498	2,411	2,374	2,374
% Hours Used	56.61%	58.72%	59.35%	59.35%

<b>Total % of Hours Used</b>	<b>50.11%</b>	<b>53.23%</b>	<b>52.58%</b>	<b>53.55%</b>
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**HYANNIS YOUTH & COMMUNITY CENTER**



# Public, Educational, and Governmental (PEG) Access Channel Enterprise Fund

## Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents.

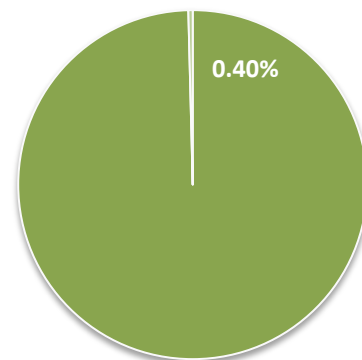
## Recent Accomplishments

Channel 18 strives to keep Barnstable residents up-to-date and informed. Channel 18 staff covered a wide range of events and departments in the Town of Barnstable in 2018:

- Fully staffed as of Fall 2018.
- Upgrades made to TV studio equipment and field equipment.
- Second office space created in basement.
- Agenda Chaptering added to Town Council meetings and some board, committee, and commission meetings.
- Barnstable Today is now LIVE to Facebook every day.
- Channel 18 continues to grow its social media presence.
- Won an award at ACM-NE Awards.



Percentage of FY20 All Appropriated Funds



The Public, Educational, Government (PEG) comprises 0.40% of all appropriated funds.

## Fiscal Year 2020 Goals and Objectives

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

### Short-Term:

1. Channel 18 continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Update Carousel Signage on Channel 18. **(SP: Education, Communication)**
3. Upgrades to Hearing Room and Selectmen's Conference Room. **(SP: Infrastructure, Communication)**
4. Create more Public Service Announcements (PSAs). **(SP: Education, Communication)**
5. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**

### Long-Term:

1. Upgrades to Town Hall TV Studio lighting. **(SP: Education, Infrastructure, Communication)**
2. 100% coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, Communication)**
3. Continue to create high quality and informative content for Channel 18. **(SP: Education, Communication)**
4. Cover more Town events. **(SP: Education, Communication)**

# BARNSTABLE

news  
news  
news

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

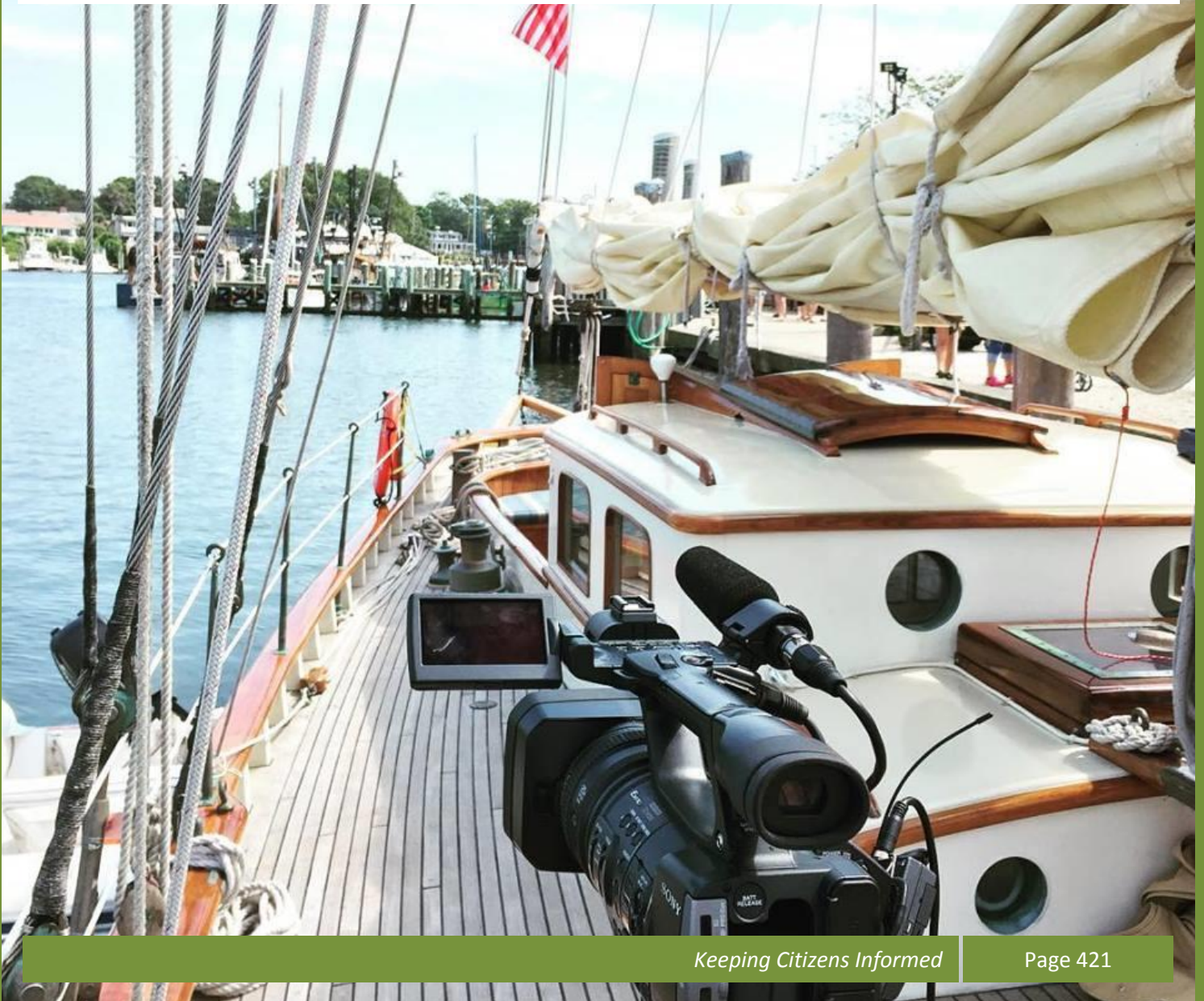
### Administration Activity

*Working to keep government open and transparent.*

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

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

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

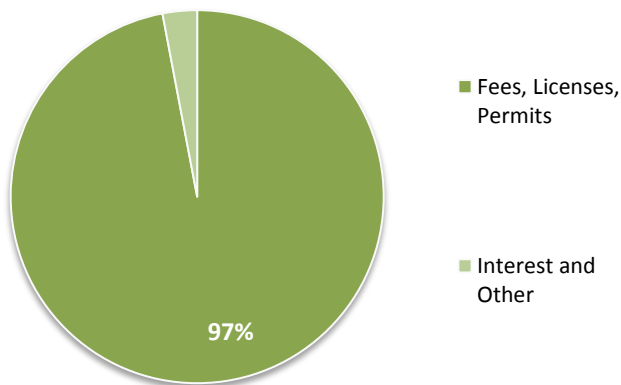


## Public, Educational, Government (PEG) Enterprise Fund Financial Summary

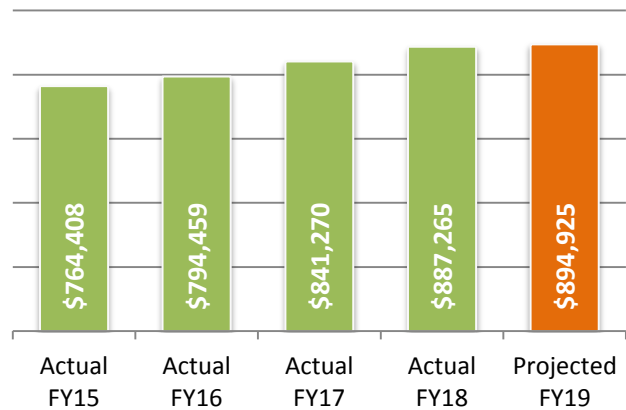
The Town receives over \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22.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

### Factors Affecting Revenues

FY20 Source of Funding

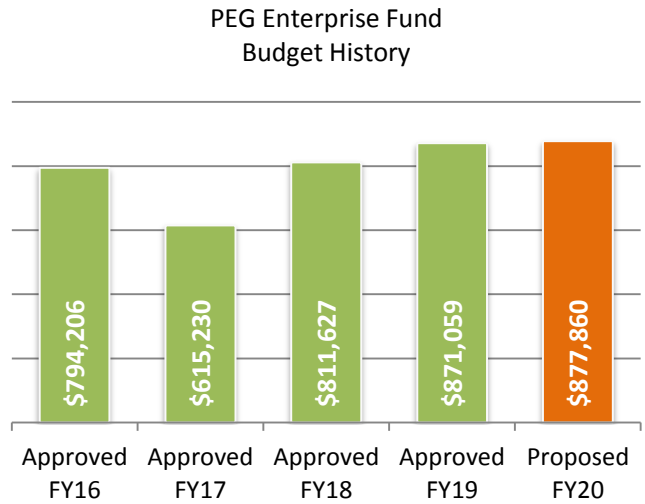
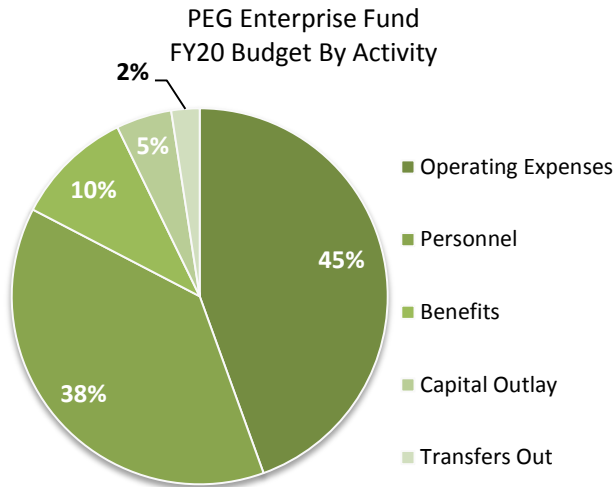


PEG Enterprise Fund Source of Funding History



Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast. After several years of growth this source of revenue is projected to decline in FY19 and FY20 most likely due to subscribers moving to streaming services as an alternative to cable television.

Factors Affecting Expenses



Operating expenses are the largest component at 45%. Personnel and benefits is the second largest area of the budget. The budget for this operation has increased from \$794,206 in FY16 to \$877,860 proposed FY20 budget over the five-year period, or 1.5% annually.



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Public, Educational, Government (PEG)	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Fees, Licenses, Permits	\$ 862,576	\$ 861,059	\$ 863,248	\$ 813,000	\$ (48,059)	-5.58%
Interest and Other	24,689	10,000	31,677	25,000	15,000	150.00%
<b>Total Operating Source of Funding</b>	<b>\$ 887,265</b>	<b>\$ 871,059</b>	<b>\$ 894,925</b>	<b>\$ 838,000</b>	<b>\$ (33,059)</b>	<b>-3.80%</b>
<b>Total Sources of Funding</b>	<b>\$ 887,265</b>	<b>\$ 871,059</b>	<b>\$ 894,925</b>	<b>\$ 838,000</b>	<b>\$ (33,059)</b>	<b>-3.80%</b>
Expenditure Category						
Personnel	\$ 171,132	\$ 293,598	\$ 281,255	\$ 334,809	\$ 41,211	14.04%
Benefits	55,655	79,848	68,908	89,187	9,339	11.70%
Operating Expenses	231,153	389,457	331,136	390,517	1,060	0.27%
Capital Outlay	104,778	85,000	73,073	42,000	(43,000)	-50.59%
Transfers Out	45,872	23,156	23,156	21,347	(1,809)	-7.81%
<b>Subtotal Operating Budget</b>	<b>\$ 608,590</b>	<b>\$ 871,059</b>	<b>\$ 777,528</b>	<b>\$ 877,860</b>	<b>\$ 6,801</b>	<b>0.78%</b>
<b>Total Expenses</b>	<b>\$ 608,590</b>	<b>\$ 871,059</b>	<b>\$ 777,528</b>	<b>\$ 877,860</b>	<b>\$ 6,801</b>	<b>0.78%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 278,675</b>	<b>\$ -</b>	<b>\$ 117,397</b>	<b>\$ (39,860)</b>	<b>\$ (39,860)</b>	
Adjustment to accrual basis	3,439,498	-	-	-		
Beginning Net Assets	(524,668)	3,193,505	3,193,505	3,310,902		
Ending Net Assets	3,193,505	\$ 3,193,505	\$ 3,310,902	\$ 3,271,042		
Invested in capital assets, net of related debt (1)	(1,304,229)					
Reserved for encumbrances (2)	(99,652)					
Deferred revenue (3)	-					
Accrued interest (4)	-					
Other post employment benefits obligation (4)	496,743					
Compensated absences (4)	7,540					
Net pension liability (4)	-					
Deferred outflow of resources (5)	34,812					
Reserved for subsequent year's budget (6)	-					
<b>Net assets available for appropriation (free cash) (7)</b>	<b>\$ 2,328,719</b>					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

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

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

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

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

## Summary of Significant Budget Changes

The Public, Education and Government (PEG) Access Channel Enterprise Fund's FY20 proposed budget is increasing by \$6,801 or 0.785% over the FY19 budget. Personnel costs and benefits are increasing by \$50,550 due to contractual obligations and \$25,000 for a part-time position and a 0.10 fte reallocation of salary from the General Fund to the Enterprise Fund. Operating costs are increasing by \$1,060 due to the indirect cost support by the General Fund. Capital Outlay costs of \$42,000 are for upgrades to studio and lighting infrastructure.

**Additional Funding Recommended**

**1. Update Studio Lighting and Infrastructure**

**\$42,000 Requested  
\$42,000 Recommended**

With the increase in programming and changes to the equipment, it is now time for the lighting to be upgraded as well. We are having difficulty with replacing the lightbulbs that we currently have and they are very expensive. Cape Light Compact has said that our hourly use of the lights would not qualify for their replacement program.

**Full-time Equivalent Employees**

Job Title	FY 2018	FY 2019	FY 2020	Change
Assistant Station Manager	1.00	1.00	1.00	-
Director of Community Services	0.25	0.25	0.25	-
Executive Assistant	-	-	0.10	0.10
Station Manager	1.00	1.00	1.00	-
Video Assistant	1.00	1.00	1.00	-
Video Specialist	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>4.25</b>	<b>4.25</b>	<b>4.35</b>	<b>0.10</b>

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