



## 20. Enterprise Funds

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Enterprise Funds - Expenditure Summary

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The Enterprise Funds include those city departments that charge a fee to users of their services. These departments operate as a business, and the city expects that the revenues collected will offset the expenses related to running the department. The exception to the above is the Hamptons Golf Course, which requires a subsidy from the General Fund to help meet its debt service obligation.



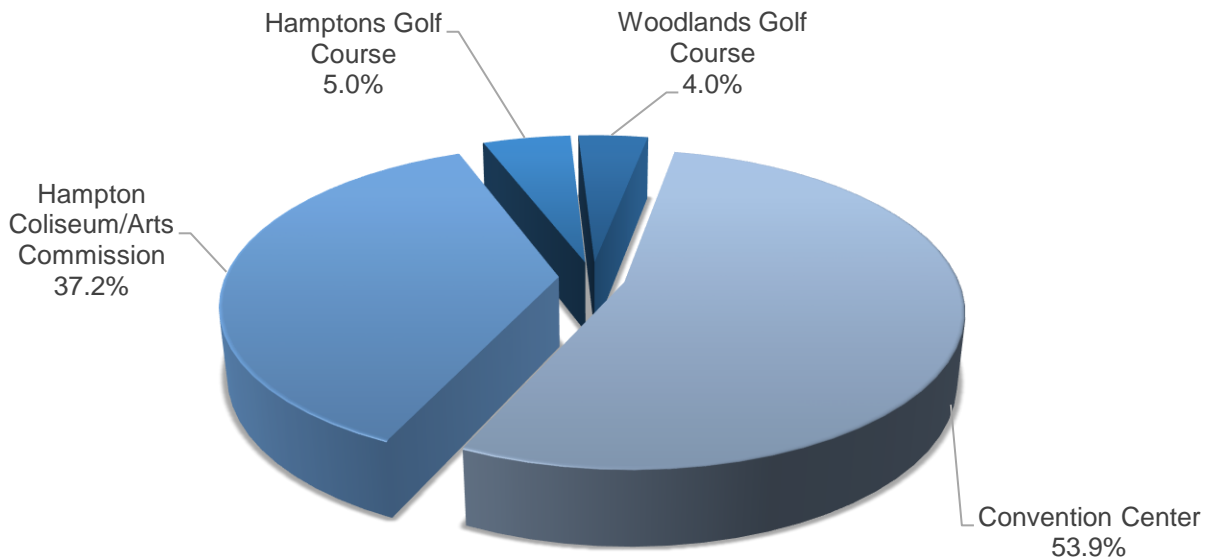
## Mission

The "Enterprise Funds" team is composed of departments that generate their own revenue and are meant to be run more like a business.

## Departmental Breakdown

Departments	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase/ (Decrease)
Convention Center	10,192,807	10,270,927	10,071,532	10,071,532	10,220,450	148,918
Hampton Coliseum/Arts Commission	10,308,395	10,542,803	6,799,163	6,799,163	7,051,554	252,391
Hamptons Golf Course	984,097	993,733	1,073,103	1,073,103	949,349	(123,754)
Woodlands Golf Course	639,569	878,318	836,107	836,107	749,411	(86,696)
<b>Grand Total</b>	<b>22,124,868</b>	<b>22,685,781</b>	<b>18,779,905</b>	<b>18,779,905</b>	<b>18,970,764</b>	<b>190,859</b>

## Percentage of Team's FY 2019 Budget



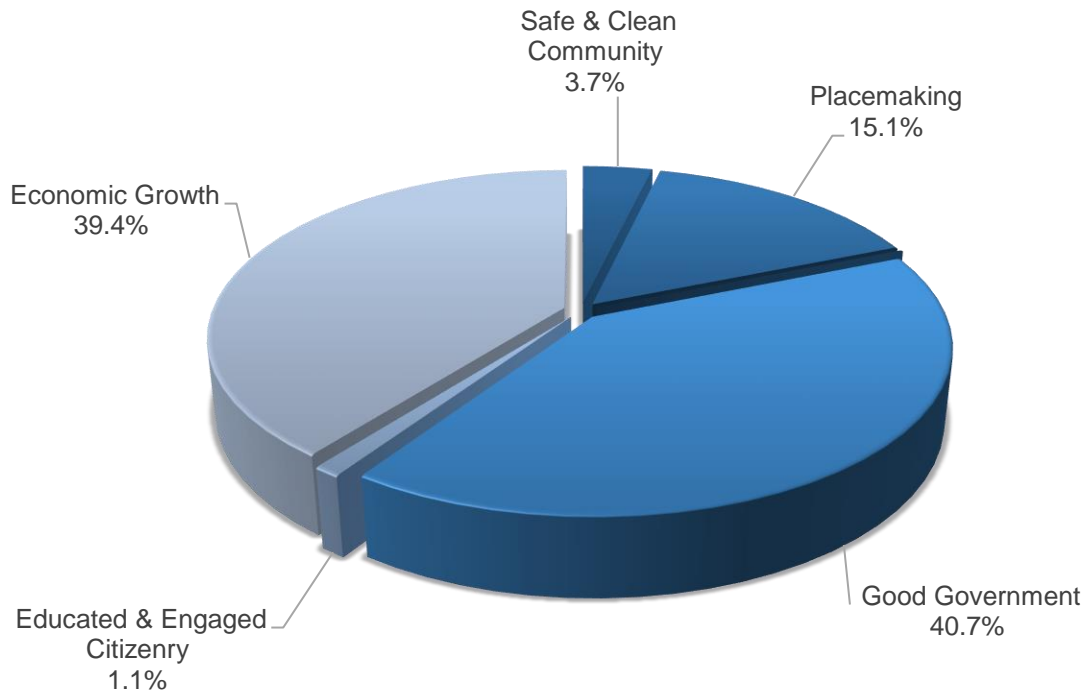


## Council Priorities Breakdown

The entire business team's budget is spent across the following council strategic priorities, in the following amounts:

Council Priorities	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase/ (Decrease)
Economic Growth	9,759,990	10,039,105	7,367,088	7,367,088	7,480,615	113,527
Placemaking	4,632,781	4,576,823	2,719,513	2,719,513	2,867,820	148,307
Living with Water	0	0	0	0	0	0
Educated & Engaged Citizenry	163,233	194,946	234,707	234,707	201,973	(32,735)
Safe & Clean Community	742,811	824,214	780,433	780,433	706,169	(74,264)
Good Government	6,826,053	7,050,694	7,678,164	7,678,164	7,714,188	36,023
Family Resilience & Economic Empowerment	0	0	0	0	0	0
<b>Grand Total</b>	<b>22,124,868</b>	<b>22,685,781</b>	<b>18,779,905</b>	<b>18,779,905</b>	<b>18,970,764</b>	<b>190,859</b>

### Percentage of Team's FY 2019 Budget

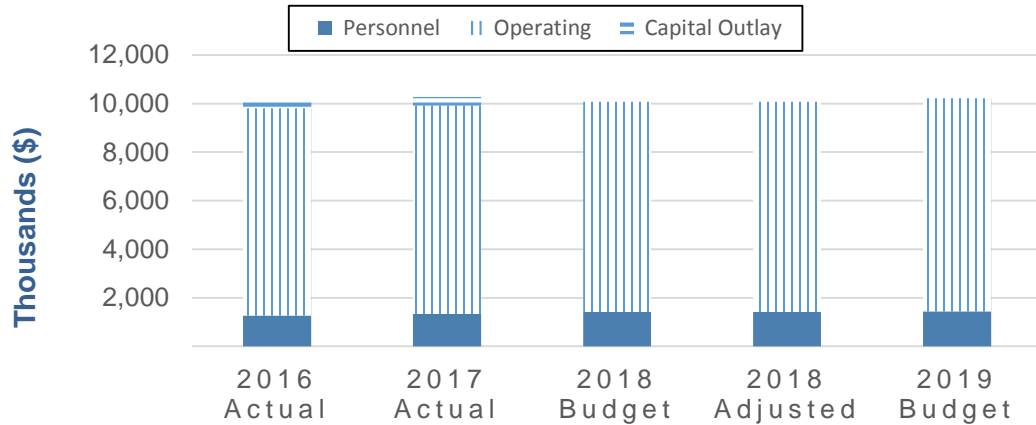




## Mission

The mission of the Hampton Roads Convention Center (HRCC) is to serve as a generator of meeting/convention-related revenue for the economic benefit of the City of Hampton and to act as an enhancer of the City's image nationally, regionally and locally.

## Expenditure Summary and History



	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Personnel Services	1,270,711	1,331,729	1,421,611	1,421,611	1,446,274	24,663
Operating Expenses	2,098,896	2,143,602	2,175,233	2,175,233	2,299,442	124,209
Capital Outlay	377,533	350,542	0	0	0	0
Debt Service	6,445,667	6,445,054	6,474,688	6,474,688	6,474,734	46
<b>Grand Total</b>	<b>10,192,807</b>	<b>10,270,927</b>	<b>10,071,532</b>	<b>10,071,532</b>	<b>10,220,450</b>	<b>148,918</b>

### Budget Note

The increase in this budget is attributed to implementing a pay scale adjustment for hourly operator positions and increased utility and maintenance costs. The decrease in the City's General Fund subsidy is due to an increase in the dedicated 2% meals and 2% lodging taxes for the Hampton Roads Convention Center.

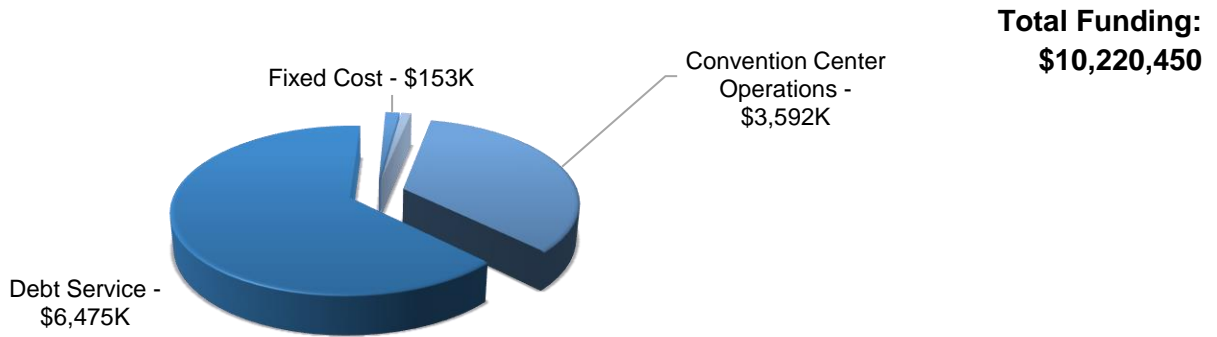


**Performance Indicators**

<b>Indicator</b>	<b>Type</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimate</b>	<b>2019 Target</b>
Total Rental Income Dollars	Outcome	\$1,094,918	\$1,201,068	\$1,242,342	\$1,224,368
# of Attendees	Output	245,885	278,286	303,815	287,985
# of Event Days	Output	553	595	691	638



## Services Breakdown and Descriptions



<b>Convention Center Operations</b>	<b>\$3,592,477</b>
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Increase rental sales of the Convention Center's exhibit hall and meeting room space utilizing the skill set of highly experienced staff. Provide high-quality equipment and technical services capable of meeting the needs of our customers. HRCC is under contract with SMG to oversee the general operations and maintenance of the Convention Center.

<b>Debt Service</b>	<b>\$6,474,734</b>
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Debt service requirement to pay the interest on the Convention Center Revenue Bond Series 2002, a portion of which was refunded on June 13, 2012 (Convention Center Refunding Revenue Bonds Series 2012A).

<b>Fixed Cost</b>	<b>\$153,239</b>
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This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.



**Revenues Summary**

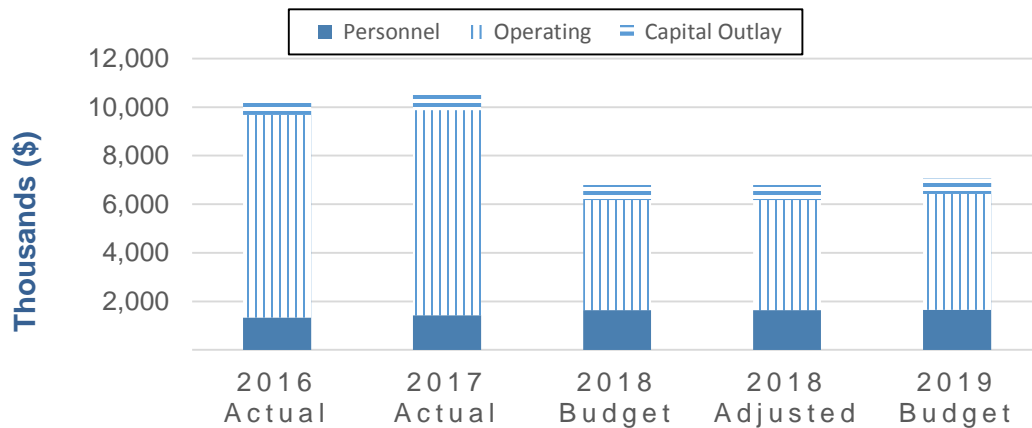
	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Amortization of Premium	653,040	653,040	0	0	0	0
Amusement tax revenue - Enterprise funds	111,102	0	0	0	0	0
Concession Sales	62,475	61,913	66,946	66,946	66,506	(440)
Amusement/ Meal/ State Sales Tax	435,447	555,745	550,447	550,447	542,123	(8,324)
Event Refunds	198,200	294,760	306,783	306,783	359,479	52,696
Exhibit Hall / Meeting Room Rentals	1,094,918	1,201,068	1,242,342	1,242,342	1,224,368	(17,974)
Food & Beverage Commissions	532,432	534,431	552,631	552,631	587,202	34,571
Interest Income	149,201	162,559	144,807	144,807	152,989	8,182
Other/ Miscellaneous	36,757	32,963	37,435	37,435	37,567	132
Transfer from General Fund 2+2 Taxes	6,159,653	6,258,177	6,320,141	6,320,141	6,500,216	180,075
Transfer from General Fund for Debt Service/ Operations	1,100,000	1,100,000	850,000	850,000	750,000	(100,000)
Net Unrealized Gain (Loss)	74,071	(49,490)	0	0	0	0
<b>Grand Total</b>	<b>10,607,296</b>	<b>10,805,166</b>	<b>10,071,532</b>	<b>10,071,532</b>	<b>10,220,450</b>	<b>148,918</b>



**Mission**

Hampton Coliseum-Hampton Arts Commission contributes to the City's mission by providing exceptional management to Hampton Coliseum, The American Theatre and The Charles H Taylor Arts Center for the presentation of quality arts (performing, visual and educational), cultural, leisure/entertainment activities, sports events, conventions/conferences and civic/community events in a safe and enjoyable environment that will enhance the quality of life for the community's diverse residents and visitors; and add to the economic vitality of the city.

**Expenditure Summary and History**



	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Personnel Services	1,335,558	1,424,475	1,635,681	1,635,681	1,648,069	12,388
Operating Expenses	8,336,671	8,451,468	4,535,825	4,535,825	4,772,952	237,127
Capital Outlay	636,166	666,860	627,657	627,657	630,533	2,876
<b>Grand Total</b>	<b>10,308,395</b>	<b>10,542,803</b>	<b>6,799,163</b>	<b>6,799,163</b>	<b>7,051,554</b>	<b>252,391</b>

**Permanent Full-Time (PFT) Staffing History**

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
PFT Positions	32.0	26.0	28.0	28.0	30.0	2.0

**Budget Note**

The FY19 budget includes a 2% GWI for full-time and a 2% GWI for part-time personnel. The Coliseum/Arts Commission is adding two positions which were moved from the Performing & Creative Arts Center (PAC). The funds for these positions, however, will be allocated at the beginning of FY2019 out of Nondepartmental. Operating Expenses are increasing because of higher vendor contract rates, heightened security, higher maintenance expenses due to an aging building, and higher advertising costs for events.





**2019 PFT Positions**

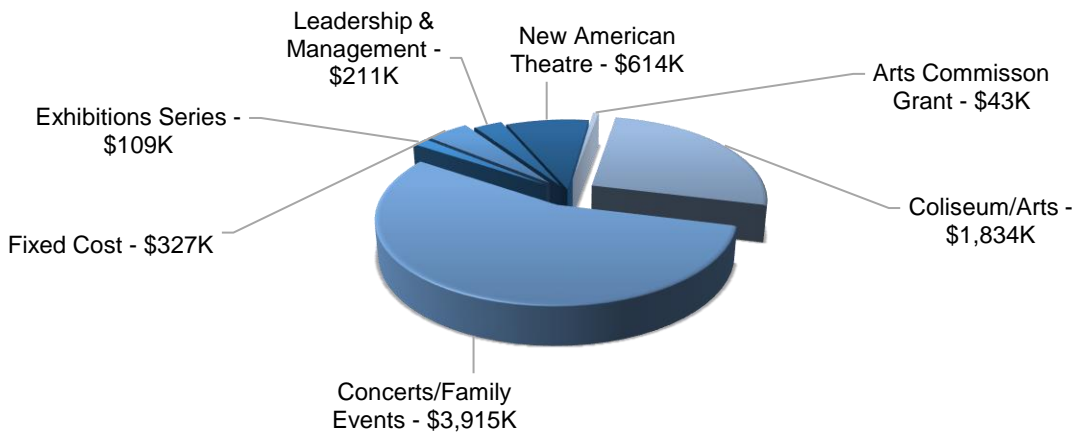
Position	# of PFT	Position	# of PFT
ASSISTANT BOX OFFICE MANAGER	1	ASST DIR/OPERATIONS-EVENTS	1
ACCOUNT CLERK III	1	ACCOUNT CLERK II	1
HAMPTON ARTS ASSIST MGR	1	ACCOUNT CLERK I	1
MARKETING MGR	1	OPER TEAM LEADER	2
ASSISTANT MARKETING MGR	2	MAINT TEAM LEADER	2
ARTISTIC DIRECTOR	1	CHANGEOVER/HOUSEKEEPING MGR	1
ASST DIRECTOR/FIN & ADMIN	1	PRODUCTION MANAGER	1
FINANCE/ADMINISTRATIVE MGR	2	FOOD & BEVERAGE MGR	1
SR EVENT PRODUCTION MGR	1	BOX OFFICE MANAGER	1
COLISEUM PROMO/SPEC PROJ MGR	1	MANAGER ARTS CENTER	1
DIRECTOR, COLISEUM	1	MAINTENANCE MECH	1
FACILITY MAINT WORKER	1	PERFORMING & CREATIVE ARTS MGR	1
ELECTRICIAN-SENIOR	1	SENIOR RECREATION PROFESSIONAL	1
<b>Grand Total:</b>	<b>30</b>		

**Performance Indicators**

Indicator	Type	2016 Actual	2017 Actual	2018 Estimate	2019 Target
American Theatre - Attendance	Outcome	10,872	9,583	9,500	9,500
American Theatre - Event Days	Outcome	182	147	140	140
American Theatre - Operating Revenues	Outcome	313,045	295,680	275,000	300,000
Charles H Taylor Arts Center - Attendance	Outcome	11,023	11,682	11,500	11,500
Charles H Taylor Arts Center - Event Days	Outcome	609	760	680	680
Charles H Taylor Arts Center - Operating Revenues	Outcome	88,397	98,012	95,000	95,000
Hampton Coliseum - Attendance	Outcome	268,464	310,939	290,000	290,000
Hampton Coliseum - Event Days	Outcome	85	91	85	85
Hampton Coliseum - Operating Revenues	Outcome	9,282,532	8,651,560	8,900,000	8,950,000
Ratio of Total Operating Revenues to Total Operating Expenses (all three venues)	Efficiency	105%	96%	105%	105%



**Services Breakdown and Descriptions**



**Total Funding:  
\$7,051,554**

**Leadership & Management** **\$210,699**

Provide managerial oversight, set goals, objectives and strategies and provide office administration for the department in order to ensure the provision of attractive and varied entertainment, athletic, cultural, religious and educational events for area residents and visitors and ensure excellent service to patrons.

**Arts Commission Grant** **\$42,500**

Allocate funds as determined by Hampton Arts Commission. Annual allocation is competitive and shared by a large number of outside art agencies.

**Coliseum/Arts** **\$1,833,874**

Provide financial, administrative, box office, food and beverage, marketing, event production, mechanical, maintenance and custodial staff for the Hampton Coliseum, The American Theatre, and the Charles H. Taylor Art Center.

**Concerts/ Family Events** **\$3,914,960**

Offer balanced event programming that addresses an expressed community need for events such as concerts, family shows, consumer shows, etc. Add to the economic vitality of the City by hosting convention and meeting types of events in order to generate visitation and visitor spending in Hampton. Provide a place of large public assembly for Hampton community events such as high school graduations, public service functions, town hall meetings, etc.

**Exhibitions Series** **\$108,529**

Educate and inspire teachers, students and life-long learners to embrace the arts through exhibitions, art classes, lectures, critiques and gallery talks.

**New American Theatre** **\$614,362**

Maintain an enviable reputation as one of Hampton Roads' favorite venues for the performing arts by presenting and producing world-class caliber performing arts that appeal to a diverse citizenry, promoting cultural awareness.

**Fixed Cost** **\$326,630**

This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.



**Revenues Summary**

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Arts Commission Admissions, Rental, etc.	370,502	368,237	456,950	456,950	386,500	(70,450)
Arts Commission Parking, Vending, Taxes, etc.	519	320	150	150	150	0
Arts Commission- Concessions	9,287	5,537	8,000	8,000	390	(7,610)
Coliseum Admissions, Rental, etc.	7,670,307	7,173,022	3,983,961	3,983,961	4,268,612	284,651
Coliseum Concessions	879,519	805,798	900,000	900,000	862,000	(38,000)
Coliseum Parking, Vending, Taxes, etc.	732,709	694,005	624,000	624,000	707,800	83,800
Transfer from General Fund	926,102	826,102	826,102	826,102	826,102	0
<b>Grand Total</b>	<b>10,588,945</b>	<b>9,873,021</b>	<b>6,799,163</b>	<b>6,799,163</b>	<b>7,051,554</b>	<b>252,391</b>

Note on Revenues:

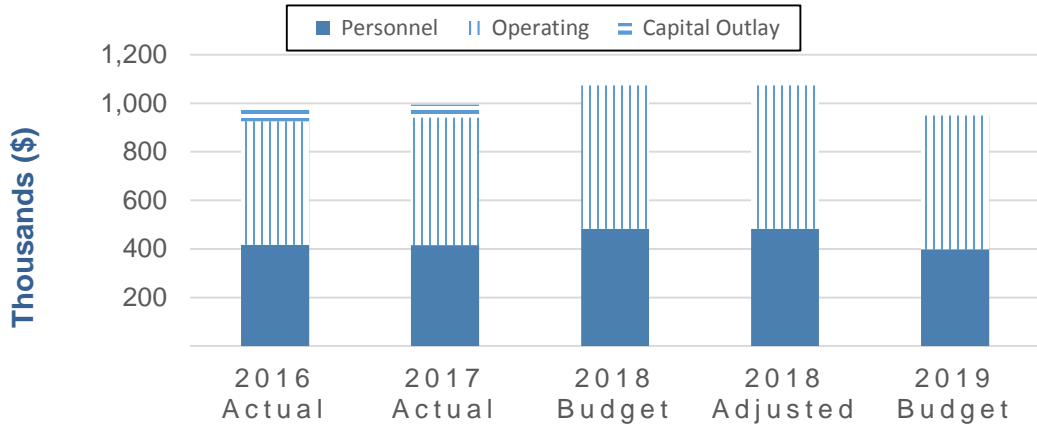
Higher revenues are expected from Coliseum events.



**Mission**

The mission of The Hamptons Golf Course is to provide a well-conditioned, 27-hole regulation course with a practice range and putting green. Revenues for the golf course come from greens fees, equipment rentals, driving range, merchandise sales, and a contribution from the General Fund.

**Expenditure Summary and History**



	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Personnel Services	417,533	415,520	482,745	482,745	398,148	(84,597)
Operating Expenses	508,213	525,550	590,358	590,358	551,201	(39,157)
Capital Outlay	58,351	52,663	0	0	0	0
<b>Grand Total</b>	<b>984,097</b>	<b>993,733</b>	<b>1,073,103</b>	<b>1,073,103</b>	<b>949,349</b>	<b>(123,754)</b>

**Permanent Full-Time (PFT) Staffing History**

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
PFT Positions	7.0	7.0	7.0	7.0	7.0	0.0

Budget Note

The decrease in this budget is attributed to reorganizing staff into work teams that can service both the Hamptons Golf Course as well as the Woodlands Golf Course. No permanent full-time positions will be affected. The restructuring will highlight off-season maintenance and will centralize purchases and the use of equipment.



**2019 PFT Positions**

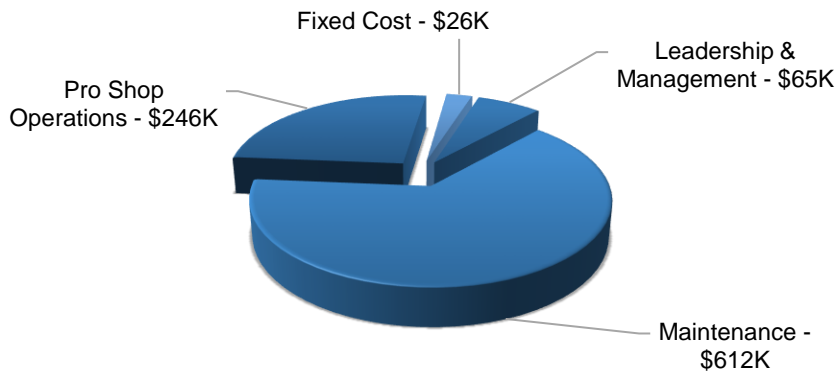
Position	# of PFT	Position	# of PFT
GOLF PROFESSIONAL	1	GREENSKEEPER - SENIOR	1
GOLF EQUIP MECH	1	CLUB HOUSE MANAGER	1
GREENSKEEPER	1	GOLF COURSE SUPERINTENDENT	1
		PARKS SENIOR TECHNICIAN	1
<b>Grand Total:</b>	<b>7</b>		

**Performance Indicators**

Indicator	Type	2016 Actual	2017 Actual	2018 Estimate	2019 Target
Merchandise Sales - Revenue	Outcome	42,225	32,285	42,000	25,300
Rounds of Golf Play	Output	35,165	29,368	50,000	43,000
Total # of Tournaments Held	Output	36	41	46	51



**Services Breakdown and Descriptions**



**Total Funding:**  
**\$949,349**

**Leadership & Management** **\$65,191**

To create a beautiful environment for customers to participate in recreational activities; provide services and products to support customers; provide learning opportunities for all ages to pursue goals; to promote healthy customer delight, healthy business, growth and development of youth.

**Maintenance** **\$612,204**

The goal of the maintenance staff is to achieve and maintain excellent course condition and grounds appearance. The first priority is the area "in play" where customers play their rounds of golf. There is a constant need to renovate and/or restore isolated areas of the course, in addition to maintaining and grooming the 27 holes and the surrounding property.

**Pro Shop Operations** **\$246,010**

The goal of the Pro Shop staff is to provide a high quality customer service at the golf course. They will provide direction, information, and support for visitors and customers, and are responsible for taking payments and balancing the daily receipts. They monitor the flow of play, general safety on the course and premises, and maintain and ensure good condition of City equipment and property. Every effort is made to create customer delight and a high-quality golf experience for all customers.

**Fixed Cost** **\$25,944**

This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.



**Revenues Summary**

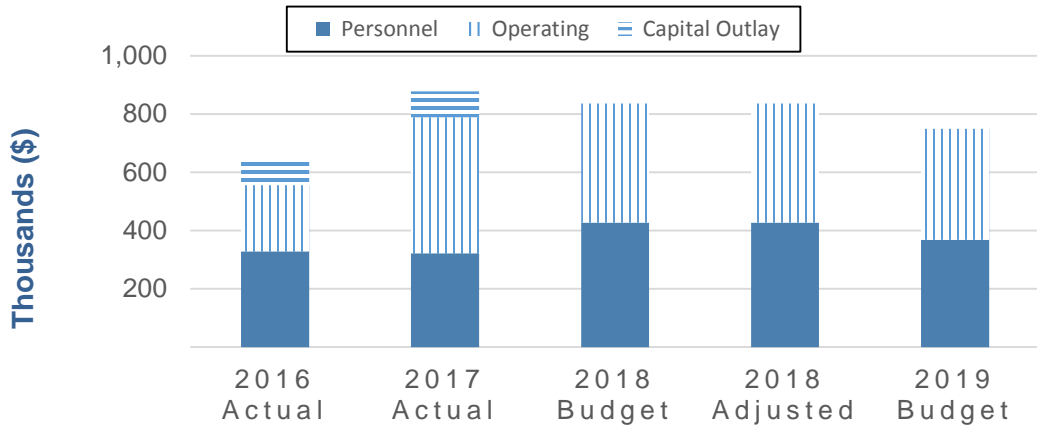
	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Cap.Contributions- NonCash	383,625	0	0	0	0	0
Commissions-Snack Bar	4,112	0	14,115	14,115	13,849	(266)
Driving Range Fees	3,576	2,965	8,000	8,000	8,000	0
Gift Certificates Income	0	60	5,890	5,890	5,000	(890)
Golf Tournament Fees	75	0	28,398	28,398	0	(28,398)
Green Fees	484,216	371,125	670,000	670,000	600,000	(70,000)
Merchandise Sales	42,225	35,286	42,000	42,000	26,000	(16,000)
Miscellaneous Revenue	405	654	0	0	2,500	2,500
Over or Short-Revenues	224	38	0	0	0	0
Rental Fees-Electric Cart	220,641	172,514	298,000	298,000	281,300	(16,700)
Rental Fees-Golf Clubs	2,670	2,619	3,600	3,600	3,600	0
Rental Fees-Hand Carts	1,121	871	3,100	3,100	3,100	0
Rental of Property	5,000	0	0	0	6,000	6,000
Transferred From Gen Fund	11,000	0	0	0	0	0
<b>Grand Total</b>	<b>1,158,890</b>	<b>586,132</b>	<b>1,073,103</b>	<b>1,073,103</b>	<b>949,349</b>	<b>(123,754)</b>



**Mission**

The Woodlands Golf Course provides a well-conditioned, 18-hole regulation course. Revenues for the facility come from greens fees, equipment rentals, and pro shop sales.

**Expenditure Summary and History**



	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Personnel Services	329,220	322,675	427,900	427,900	368,422	(59,478)
Operating Expenses	227,101	465,779	408,207	408,207	380,989	(27,218)
Capital Outlay	83,248	89,864	0	0	0	0
<b>Grand Total</b>	<b>639,569</b>	<b>878,318</b>	<b>836,107</b>	<b>836,107</b>	<b>749,411</b>	<b>(86,696)</b>

**Permanent Full-Time (PFT) Staffing History**

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
PFT Positions	6.0	6.0	6.0	6.0	6.0	0.0

Budget Note

The decrease in this budget is attributed to reorganizing staff into work teams that can service both the Woodlands Golf Course as well as the Hamptons Golf Course. No permanent full-time positions will be affected. The restructuring will highlight off-season maintenance and will centralize purchases and the use of equipment.





**2019 PFT Positions**

Position	# of PFT	Position	# of PFT
GOLF PROGRAM MANAGER	1	GREENSKEEPER - SENIOR	1
GOLF EQUIP MECH	1	GOLF COURSE SUPERINTENDENT	1
GREENSKEEPER	1	PARKS SENIOR TECHNICIAN	1
<b>Grand Total:</b>	<b>6</b>		

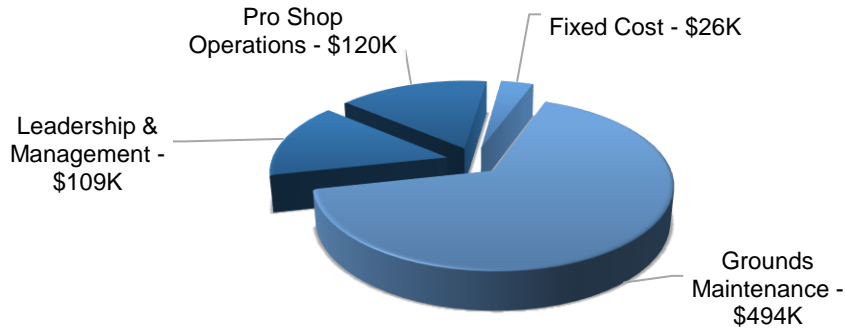
**Performance Indicators**

Indicator	Type	2016 Actual	2017 Actual	2018 Estimate	2019 Target
Merchandise Sales Revenue	Outcome	43,883	38,274	48,360	26,100
# of Rounds of Golf	Output	45,413	34,411	50,000	46,000
# of Tournaments held	Output	26	34	36	42



**Services Breakdown and Descriptions**

**Total Funding:  
\$749,411**



**Leadership & Management** **\$109,342**

To create a beautiful environment for customers to participate in recreational activities; provide services and products to support customers; provide learning opportunities for all ages to pursue goals; to promote healthy customer delight, healthy business, growth and development of youth.

**Grounds Maintenance** **\$494,032**

The goal of the Maintenance staff is to achieve and maintain excellent course conditions and grounds appearance. The first priority is the area "in play" where the customers play their rounds of golf. Replenish sand and maintain edges of the bunkers throughout the golf course; work various projects that include fixing drainage problems; amending and leveling tees, paint and staining projects.

**Pro Shop Operations** **\$120,224**

The goal of the Pro Shop staff is to provide high quality customer service at the golf course. Reaching out to virtually every part of the community, we will offer professional leagues, forming a couples league, Family Fun Nights, a tournament venue for many diverse local charities and other organizations for fund-raising initiatives as well as competitive golf, hosting at least 51 tournaments and sponsoring "The Hampton Amateur", Mixed Team Tournament and "The Daily Press Holiday Tournament."

**Fixed Cost** **\$25,813**

This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.



**Revenues Summary**

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2019 Budget	Increase / (Decrease)
Cap.Contributions- NonCash	126,192	0	0	0	0	0
Commissions-Snack Bar	6,290	0	28,322	28,322	14,240	(14,082)
Gift Certificates Income	0	0	1,000	1,000	1,779	779
Golf Tournament Fees	4,496	12,068	27,600	27,600	31,000	3,400
Green Fees	433,395	376,601	455,225	455,225	460,000	4,775
Merchandise Sales	41,883	38,274	48,360	48,360	26,100	(22,260)
Miscellaneous Revenue	2,975	1,074	5,000	5,000	2,500	(2,500)
Over or Short-Revenues	185	476	0	0	0	0
Rental Fees-Electric Cart	146,470	135,621	260,000	260,000	203,192	(56,808)
Rental Fees-Golf Clubs	1,651	0	0	0	0	0
Rental Fees-Hand Carts	1,845	942	4,000	4,000	4,000	0
Rental of Property	6,100	600	6,600	6,600	6,600	0
<b>Grand Total</b>	<b>771,482</b>	<b>565,656</b>	<b>836,107</b>	<b>836,107</b>	<b>749,411</b>	<b>(86,696)</b>