



Enterprise Funds

"The reason I love living and working in Hampton is because there is so much creative potential here."

Cody Latpakdy

ASSISTANT MANAGER, CHARLES H. TAYLOR VISUAL ARTS CENTER



20. Enterprise Funds

Table of Contents	Page
Enterprise Funds – Expenditure Summary Fiscal Years 2020 – 2023	425
Hampton Coliseum/Arts Commission	427
Hampton Roads Convention Center	433
The Hamptons Golf Course	437
Woodlands Golf Course	441

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.





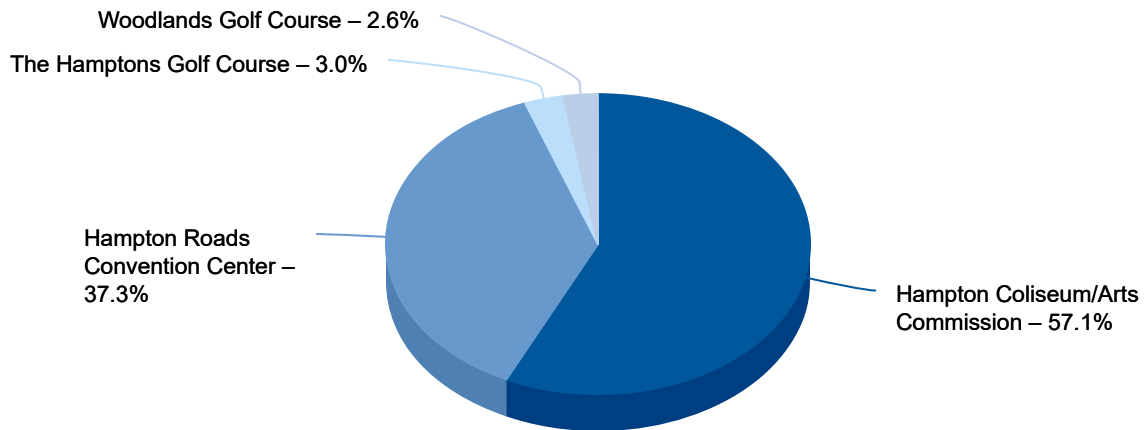
Mission

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

Departmental Breakdown

Departments	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Hampton Coliseum/Arts Commission	11,322,074	3,034,055	8,465,593	8,465,593	15,992,955	7,527,362
Hampton Roads Convention Center	8,792,780	8,187,241	8,521,999	8,521,999	10,453,458	1,931,459
The Hamptons Golf Course	936,903	813,621	823,103	823,103	830,000	6,897
Woodlands Golf Course	666,585	656,530	700,864	700,864	730,700	29,836
Grand Total	21,718,342	12,691,447	18,511,559	18,511,559	28,007,113	9,495,554

Percentage of Team’s FY 2023 Budget



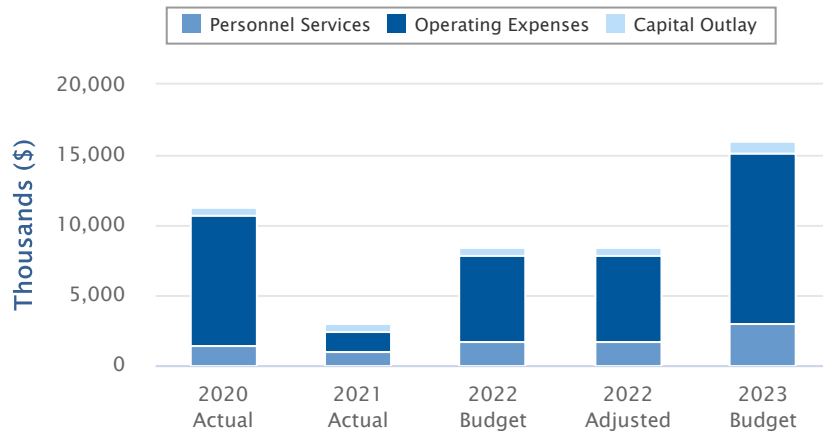




Mission

The mission of the Hampton Coliseum-Arts Commission is to contribute to the City 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 and leisure/entertainment activities; sports events; and 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



	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Personnel Services	1,475,735	1,019,965	1,768,105	1,768,105	3,013,536	1,245,431
Operating Expenses	9,227,399	1,400,962	6,022,488	6,022,488	12,159,419	6,136,931
Capital Outlay	618,939	613,128	675,000	675,000	820,000	145,000
Grand Total	11,322,074	3,034,055	8,465,593	8,465,593	15,992,955	7,527,362

Permanent Full-Time (PFT) Staffing History

	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
PFT Positions	30.0	30.0	30.0	30.0	34.0	4.0

Budget Note

The FY23 budget includes funding for the proposed compensation package and associated fringe benefits costs. The increase in this budget is the result of (1) changing the promoter expenses from a contra-revenue to an operating expense; (2) adding two (2) permanent full-time (PFT) Event Specialist positions and one (1) PFT Operations Manager to support the coordination of new industry standard COVID protocols; (3) adding one (1) PFT Aquatics Administrator and operating funds for the new AquaPlex Center coming on-line in late Summer 2022; (4) the effects of adding new depreciable equipment to the inventory in FY22; and (5) returning to pre-COVID bookings and other contractual activities.



2023 PFT Positions

Position	# of PFT	Position	# of PFT
Account Clerk I	1	Event Specialist	2
Account Clerk II	1	Facility Maint Worker	1
Account Clerk III	1	Finance/administrative Mgr	2
Artistic Director	1	Food & Beverage Mgr	1
Arts Administration Mgr Hc/hac	1	Hampton Arts Asst Edu Mgr	1
Assistant Art Center Mgr	1	Maint Team Leader	1
Assistant Box Office Manager	1	Maintenance Mech	1
Assistant Food & Beverage Mgr	1	Manager Arts Center	1
Assistant Marketing Mgr	2	Marketing Mgr	1
Asst Aquatics Administrator	1	Oper Team Leader	2
Asst Dir/operations-events	1	Operations Manager	1
Asst Director/fin & Admin	1	Performing & Creative Arts Mgr	1
Box Office Manager	1	Production Manager	1
Changeover/housekeeping Mgr	1	Sr Event Production Mgr	1
Director, Coliseum	1	Tech Services Spec/electrician	1
Grand Total:	34		

Performance Indicators

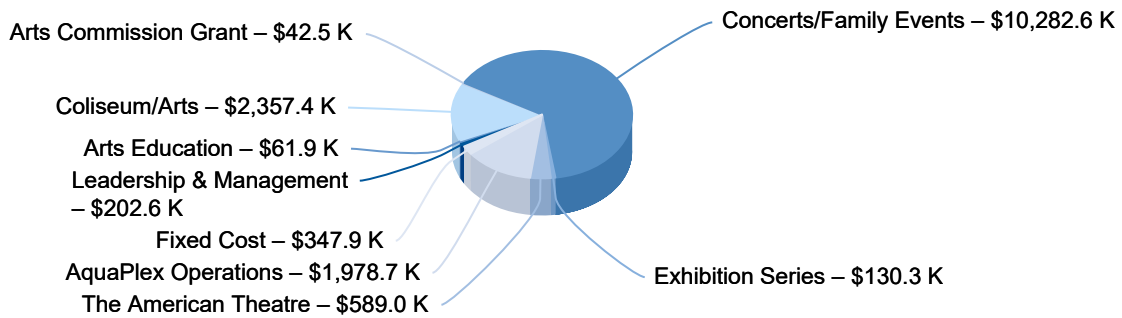
Indicator	Type	2020 Actual	2021 Actual	2022 Estimate	2023 Target
Ratio of Total Operating Revenues to Total Operating Expenses (all three venues)	Efficiency	104%	-93%	105%	105%
The American Theatre - Event Days	Outcome	79	0	100	100
The American Theatre - Operating Revenues	Outcome	312,734	2,370	351,500	343,100
Charles H. Taylor Arts Center - Attendance	Outcome	12,059	668	12,100	8,000
Charles H. Taylor Arts Center - Event Days	Outcome	727	72	750	400
Charles H. Taylor Arts Center - Operating Revenues	Outcome	86,728	17,343	93,941	91,100
Arts Education - Event Days	Outcome	55	0	55	55
Arts Education - Operating Revenues	Outcome	13,376	2,473	35,140	30,140
Hampton Coliseum - Attendance	Outcome	263,300	13,425	300,000	300,000
Hampton Coliseum - Event Days	Outcome	85	33	90	90
Hampton Coliseum - Operating Revenues	Outcome	14,228,718	222,531	7,581,475	7,302,006

*The facilities were closed for half of FY20 and the majority of FY21 due to the COVID-19 pandemic. The FY21 estimates were provided pre-Covid 19 and will be updated with actual numbers in the FY23 budget document.



Services Breakdown and Descriptions

**Total Funding:
\$15,992,955**



Leadership & Management \$202,601

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.

Arts Education \$61,915

Engage children, students and families by fostering creativity through high quality, performing and visual arts experiences including: lectures, instruction and performance. Through this variety of education and enrichment programs, we seek to bring the visual and performing arts to a diverse population within our community.

Coliseum/Arts \$2,357,397

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

Concerts/Family Events \$10,282,576

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.

Exhibition Series \$130,326

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



The American Theatre **\$588,977**

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 and promote cultural awareness.

AquaPlex Operations **\$1,978,743**

Oversee the operations and provision of a variety of aquatic events for the AquaPlex Center, such as "Learn to Swim" programs; competitive sports events, and recreational activities.

Fixed Cost **\$347,920**

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



Revenues Summary						
	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Arts Commission Admissions, Rental, etc.	\$452,091	\$12,568	\$540,000	\$540,000	\$552,750	\$12,750
Arts Commission Parking, Vending, Taxes, etc.	440	0	500	500	500	0
Arts Commission – Concessions	7,779	0	14,000	14,000	14,000	0
Coliseum Admissions, Rental, etc.	7,631,539	2,958,167	5,084,571	5,084,571	12,379,959	7,295,388
Coliseum Concessions	835,632	14,977	980,000	980,000	980,000	0
Coliseum Parking, Vending, Taxes, etc.	477,721	44,624	791,728	791,728	791,728	0
Appropriations from Retained Earnings	0	0	0	0	0	0
Transfer from General Fund	1,052,844	1,052,794	1,052,794	1,052,794	1,272,018	219,224
Commission – American Theatre Incentives	719	0	750	750	750	0
Donations – American Theater/Charles H. Taylor Arts Center	1,048	158	1,250	1,250	1,250	0
Grand Total	\$10,459,813	\$4,083,286	\$8,465,593	\$8,465,593	\$15,992,955	\$7,527,362

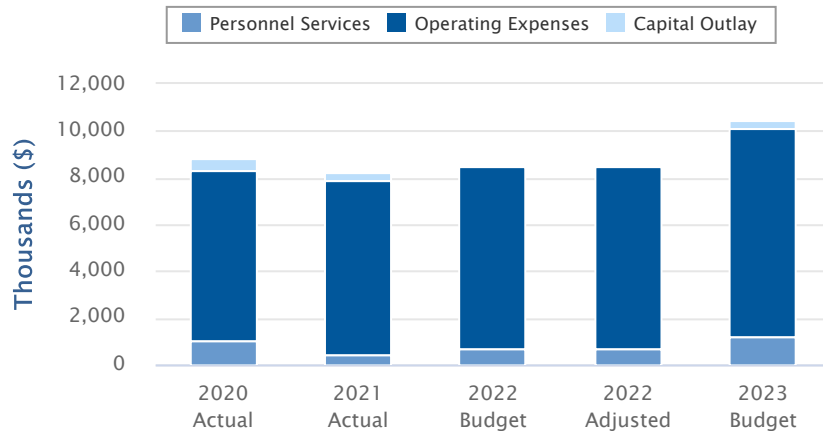




Mission

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 enhance the City’s image nationally, regionally and locally.

Expenditure Summary and History



	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Personnel Services	1,008,546	386,261	681,407	681,407	1,203,134	521,727
Operating Expenses	7,347,912	7,475,624	7,840,592	7,840,592	8,950,324	1,109,732
Capital Outlay	436,322	325,356	0	0	300,000	300,000
Grand Total	8,792,780	8,187,241	8,521,999	8,521,999	10,453,458	1,931,459

Budget Note
The increase in this budget is attributed to the Convention Center returning to pre-COVID level bookings and other contractual activities.



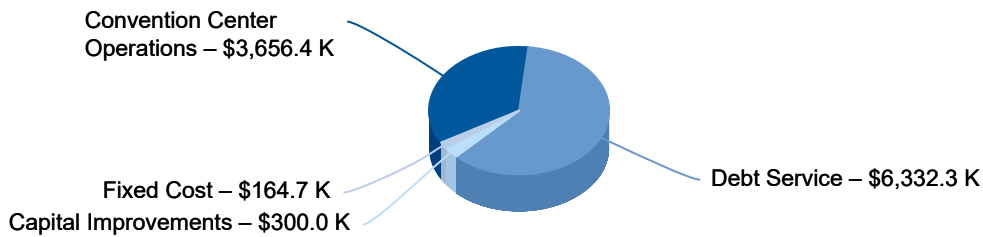
Performance Indicators					
Indicator	Type	2020 Actual	2021 Actual	2022 Estimate	2023 Target
Total Rental Income Dollars	Outcome	\$299,825	\$299,825	\$1,284,289	\$1,284,289
# of Attendees	Output	6,383	6,383	276,845	276,845
# of Event Days	Output	9	9	601	601

*The facility was closed for part of fiscal year 2020 due to the COVID-19 pandemic.



Services Breakdown and Descriptions

**Total Funding:
\$10,453,458**



Convention Center Operations **\$3,656,398**

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 to oversee the general operations and maintenance of the Convention Center.

Debt Service **\$6,332,328**

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).

Capital Improvements **\$300,000**

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Fixed Cost **\$164,732**

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



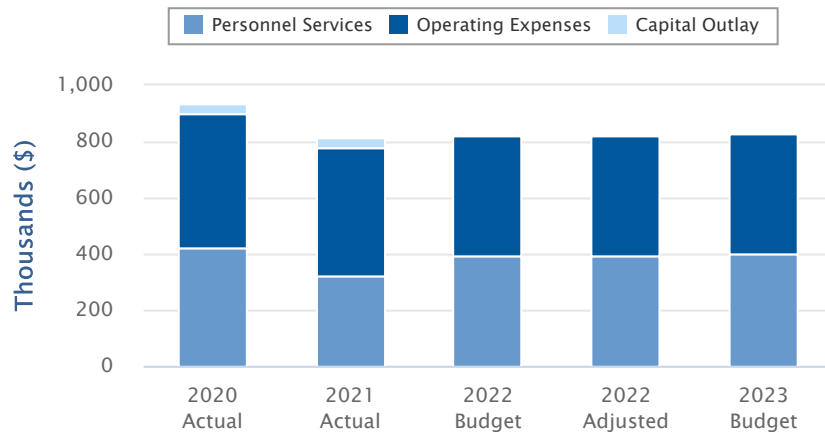
Revenues Summary						
	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Amortization of Premium	\$500,914	\$404,108	\$0	\$0	\$0	\$0
Concession Sales	40,125	0	21,879	21,879	79,913	58,034
Amusement/Meal/State Sales Tax	448,973	120,758	85,000	85,000	227,654	142,654
Event Refunds	200,192	(8,604)	(21,466)	(21,466)	145,091	166,557
Exhibit Hall/Meeting Room Rentals	920,108	299,825	328,550	328,550	1,284,289	955,739
Food & Beverage Commissions	494,128	0	496,170	496,170	473,757	(22,413)
Interest Income	318,893	152,778	151,783	151,783	150,363	(1,420)
Other/Miscellaneous	26,559	6,891	13,836	13,836	28,224	14,388
Transfer from General Fund 2+2 Taxes	6,559,350	6,857,356	6,701,667	6,701,667	7,764,167	1,062,500
Transfer from General Fund for Debt Service/Operations	636,000	300,000	300,000	300,000	300,000	0
Net Unrealized Gain (Loss)	(29,233)	(278,205)	0	0	0	0
Appropriation from Net Position	0	0	444,580	444,580	0	(444,580)
Grand Total	\$10,116,010	\$7,854,906	\$8,521,999	\$8,521,999	\$10,453,458	\$1,931,459



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.

Expenditure Summary and History



	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Personnel Services	419,853	322,583	395,928	395,928	396,485	557
Operating Expenses	481,634	456,167	427,175	427,175	433,515	6,340
Capital Outlay	35,417	34,872	0	0	0	0
Grand Total	936,903	813,621	823,103	823,103	830,000	6,897

Permanent Full-Time (PFT) Staffing History

	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
PFT Positions	7.0	7.0	6.0	6.0	6.0	0.0

Budget Note

The FY23 budget includes funding for the proposed compensation package and associated fringe benefits costs. This is a maintenance level budget.



2023 PFT Positions

Position	# of PFT	Position	# of PFT
Club House Manager	1	Greenskeeper	1
Golf Course Superintendent	1	Greenskeeper - Senior	1
Golf Equip Mech	1	Parks Senior Technician	1
Grand Total:	6		

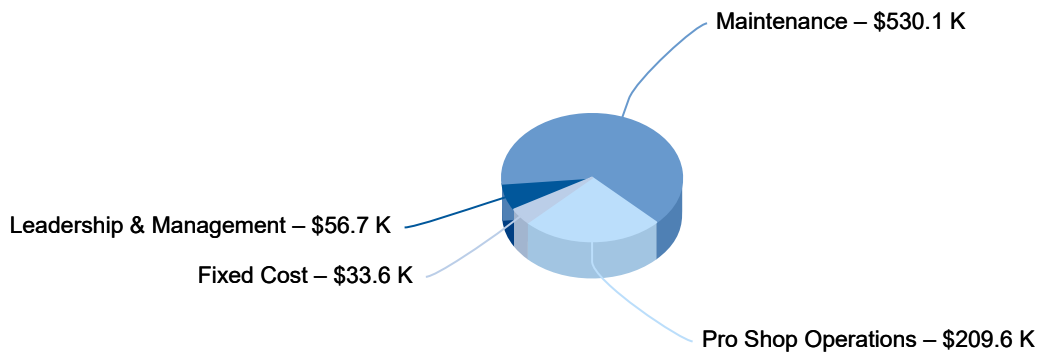
Performance Indicators

Indicator	Type	2020 Actual	2021 Actual	2022 Estimate	2023 Target
Merchandise Sales - Revenue	Outcome	\$23,349	\$22,487	\$45,000	\$40,000
Rounds of Golf Play	Output	21,907	22,199	40,000	30,000
Total # of Tournaments Held	Output	21	0	32	32



Services Breakdown and Descriptions

**Total Funding:
\$830,000**



Leadership & Management	\$56,672
Create a beautiful environment for customers to participate in recreational activities by providing services, products and learning opportunities to enhance customer and promote customer satisfaction.	
Maintenance	\$530,125
Achieve and maintain excellent course condition for the 27 holes and grounds appearance which include renovating and/or restoring isolated areas of the course.	
Pro Shop Operations	\$209,649
Provide quality customer service which include monitoring the flow of play; maintaining the condition of equipment; and providing information and direction for safe play.	
Fixed Cost	\$33,554
This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.	



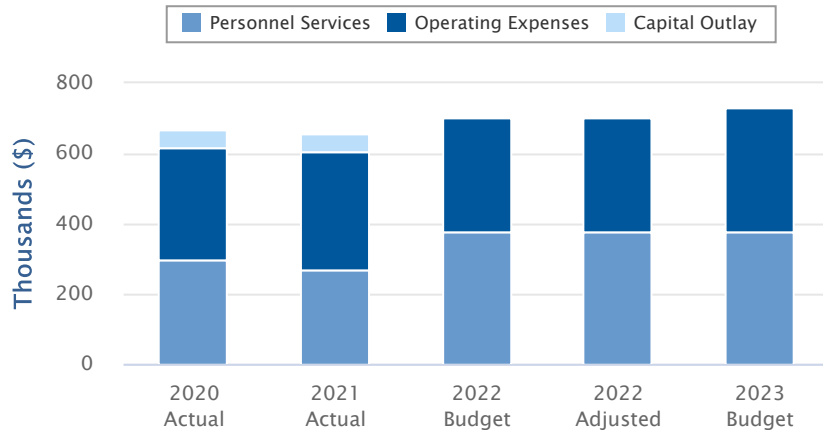
Revenues Summary						
	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Commissions – Snack Bar	0	0	11,710	11,710	11,710	0
Driving Range Fees	2,343	0	0	0	0	0
Gift Certificates Income	0	0	0	0	0	0
Golf Tournament Fees	51	0	0	0	0	0
Green Fees	272,428	415,968	516,354	516,354	516,354	0
Merchandise Sales	18,289	34,037	45,021	45,021	45,021	0
Miscellaneous Revenue	78	9	1,000	1,000	7,897	6,897
Over or Short – Revenues	(180)	(469)	0	0	0	0
Rental Fees – Electric Cart	127,430	191,390	249,018	249,018	249,018	0
Rental Fees – Golf Clubs	1,210	190	0	0	0	0
Rental Fees – Hand Carts	513	881	0	0	0	0
Rental of Property	0	0	0	0	0	0
Grand Total	422,163	642,006	823,103	823,103	830,000	6,897



Mission

The mission of the Woodlands Golf Course is to provide a well-conditioned, 18-hole regulation course.

Expenditure Summary and History



	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Personnel Services	295,902	266,150	378,009	378,009	376,237	(1,772)
Operating Expenses	321,770	342,177	322,855	322,855	354,463	31,608
Capital Outlay	48,913	48,203	0	0	0	0
Grand Total	666,585	656,530	700,864	700,864	730,700	29,836

Permanent Full-Time (PFT) Staffing History

	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
PFT Positions	6.0	6.0	6.0	6.0	6.0	0.0

Budget Note

The FY23 budget includes funding for the proposed compensation package and associated fringe benefits costs. The net increase in this budget is attributed to an increase in fixed cost and other contractual services.



2023 PFT Positions

Position	# of PFT	Position	# of PFT
Club House Mgr/wdlns Gc	1	Greenskeeper	1
Golf Course Superintendent	1	Greenskeeper - Senior	1
Golf Equip Mech	1	Parks Senior Technician	1
Grand Total:	6		

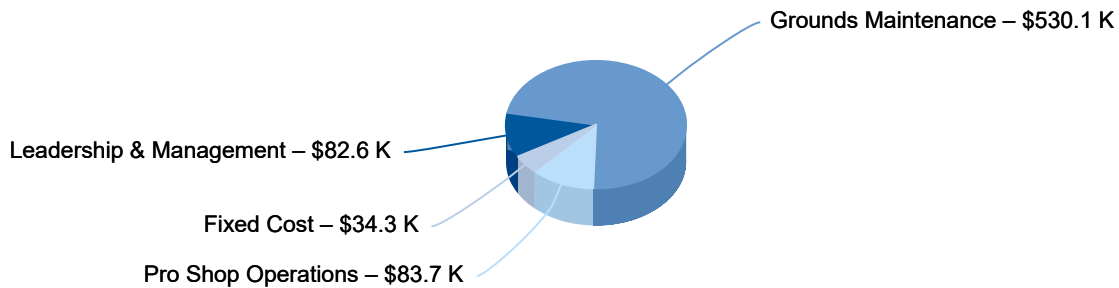
Performance Indicators

Indicator	Type	2020 Actual	2021 Actual	2022 Estimate	2023 Target
Merchandise Sales Revenue	Outcome	\$35,890	\$22,417	\$42,000	\$36,000
# of Rounds of Golf	Output	27,757	22,050	40,000	40,000
# of Tournaments held	Output	19	7	31	31



Services Breakdown and Descriptions

**Total Funding:
\$730,700**



Leadership & Management	\$82,646
Create a beautiful environment for customers to participate in recreational activities by providing services, products and learning opportunities to enhance customer and promote customer satisfaction.	
Grounds Maintenance	\$530,114
Achieve and maintain excellent course conditions and grounds appearance which include activities such as replenishing sand and maintaining bunker edges throughout the golf course, mitigating drainage problems, and leveling tees.	
Pro Shop Operations	\$83,685
Provide quality customer service which include monitoring the flow of play; maintaining the condition of equipment; providing information and direction for safe play and the opportunity to participate in professional golf leagues and tournaments, i.e. "Family Fun Nights."	
Fixed Cost	\$34,255
This service accounts for various fixed costs for the department, including auto/fleet, IT, and risk management costs.	



Revenues Summary						
	2020 Actual	2021 Actual	2022 Budget	2022 Adjusted	2023 Budget	Increase / (Decrease)
Commissions – Snack Bar	0	0	8,300	8,300	0	(8,300)
Gift Certificates Income	0	0	2,000	2,000	1,000	(1,000)
Golf Tournament Fees	2,369	5,671	0	0	0	0
Green Fees	274,554	426,752	477,200	477,200	450,000	(27,200)
Merchandise Sales	23,064	37,692	26,107	26,107	42,000	15,893
Miscellaneous Revenue	13	629	0	0	0	0
Over or Short – Revenues	(385)	(314)	0	0	0	0
Rental Fees – Electric Cart	111,657	209,979	183,000	183,000	235,000	52,000
Rental Fees – Golf Clubs	3,004	0	0	0	0	0
Rental Fees – Hand Carts	444	257	2,700	2,700	2,700	0
Rental of Property	600	1,003	1,557	1,557	0	(1,557)
Grand Total	415,320	681,668	700,864	700,864	730,700	29,836