



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



21. Enterprise Funds

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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.





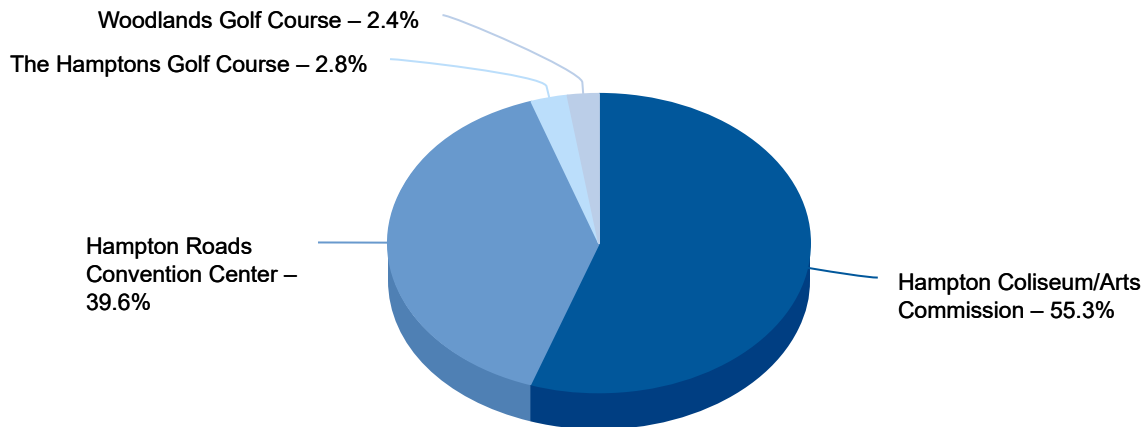
Mission

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	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Hampton Coliseum/Arts Commission	3,034,055	11,980,489	15,992,955	15,992,955	17,248,373	1,255,418
Hampton Roads Convention Center	8,187,241	7,239,254	10,453,458	10,453,458	12,342,702	1,889,244
The Hamptons Golf Course	813,621	864,188	830,000	830,000	872,580	42,580
Woodlands Golf Course	656,530	717,804	730,700	730,700	742,789	12,089
Grand Total	12,691,446	20,801,735	28,007,113	28,007,113	31,206,444	3,199,331

Percentage of Team’s FY 2024 Budget



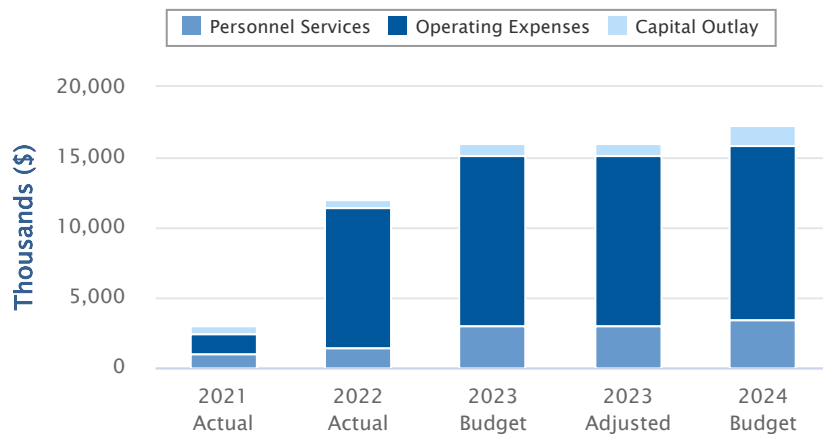




Mission

The mission of the Hampton Coliseum/Arts Commission/Hampton VA Aquaplex is to contribute to the City by providing exceptional management to Hampton Coliseum, the American Theatre, the Charles H. Taylor Visual Arts Center, and the Hampton VA Aquaplex 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



	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Personnel Services	1,019,965	1,458,025	3,013,536	3,013,536	3,357,598	344,062
Operating Expenses	1,400,962	9,923,944	12,159,419	12,159,419	12,479,775	320,356
Capital Outlay	613,128	598,520	820,000	820,000	1,411,000	591,000
Grand Total	3,034,055	11,980,489	15,992,955	15,992,955	17,248,373	1,255,418

Permanent Full-Time (PFT) Staffing History

	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
PFT Positions	30.0	30.0	34.0	34.0	35.0	1.0

Budget Note

The FY24 budget includes funding for the proposed compensation package and associated fringe benefits costs. The increase in this budget is attributed to the mid-year addition of a permanent full-time (PFT) Assistant Box Office Manager; and, the facility returning to pre-COVID bookings and other contractual activities.



2024 PFT Positions

Position	# of PFT	Position	# of PFT
Account Clerk I	1	Director, Coliseum	1
Account Clerk II	1	Event Coordinator	1
Account Clerk III	1	Facility Maint Worker	1
Aquatics Administrator	1	Finance/Administrative Mgr	2
Artistic Director	1	Food & Beverage Mgr	1
Arts Administration Mgr Hc/Hac	1	Hampton Arts Asst Edu Mgr	1
Arts Education Manager	1	Maint Team Leader	1
Assistant Art Center Mgr	1	Maintenance Mech	1
Assistant Box Office Manager	2	Manager Arts Center	1
Assistant Food & Beverage Mgr	1	Marketing Manager	1
Assistant Marketing Mgr	2	Oper Team Leader	2
Asst Dir Of Fac Oper/Security	1	Operations Manager-Coliseum	1
Asst Director/Fin & Admin	1	Production Manager	1
Box Office Manager	1	Sr Event Production Mgr	1
Changeover/Housekeeping Mgr	1	Tech Services Spec/Electrcian	1
Deputy Director	1		
Grand Total:	35		



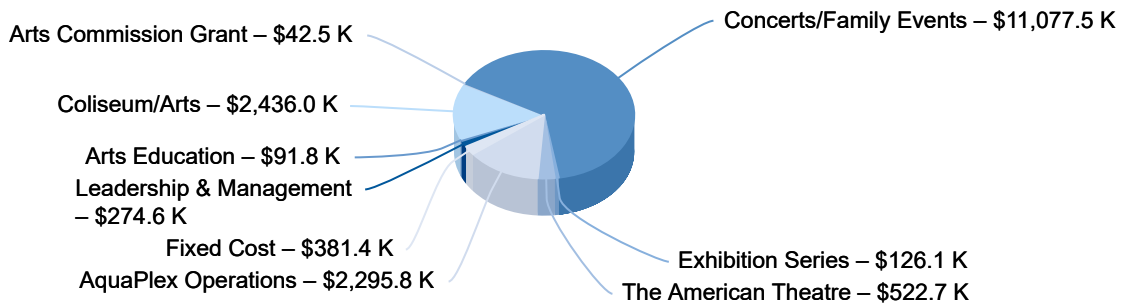
Performance Indicators

Indicator	Type	2021 Actual	2022 Actual	2023 Estimate	2024 Target
Ratio of Total Operating Revenues to Total Operating Expenses (all three venues)	Efficiency	-93%	150%	105%	105%
The American Theatre - Attendance	Outcome	0	1,235	10,000	10,000
The American Theatre - Event Days	Outcome	0	20	100	100
The American Theatre - Operating Revenues	Outcome	2,370	33,303	343,100	375,100
Charles H. Taylor Arts Center - Attendance	Outcome	668	2,302	8,000	8,000
Charles H. Taylor Arts Center - Event Days	Outcome	72	278	400	400
Charles H. Taylor Arts Center - Operating Revenues	Outcome	17,343	15,897	91,100	81,100
Arts Education - Event Days	Outcome	0	0	55	55
Arts Education - Attendance	Outcome	0	126	3,500	3,500
Arts Education - Operating Revenues	Outcome	2,473	0	30,140	30,140
Hampton Coliseum - Attendance	Outcome	13,425	221,972	300,000	300,000
Hampton Coliseum - Event Days	Outcome	33	110	90	95
Hampton Coliseum - Operating Revenues	Outcome	222,531	16,555,309	7,302,006	12,920,839



Services Breakdown and Descriptions

**Total Funding:
\$17,248,373**



Leadership & Management \$274,642

Provide managerial oversight, set goals, objectives and strategies, and provide office administration for the department 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 \$91,849

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 \$2,435,994

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 \$11,077,459

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 \$126,058

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 **\$522,700**

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 **\$2,295,812**

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 **\$381,359**

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



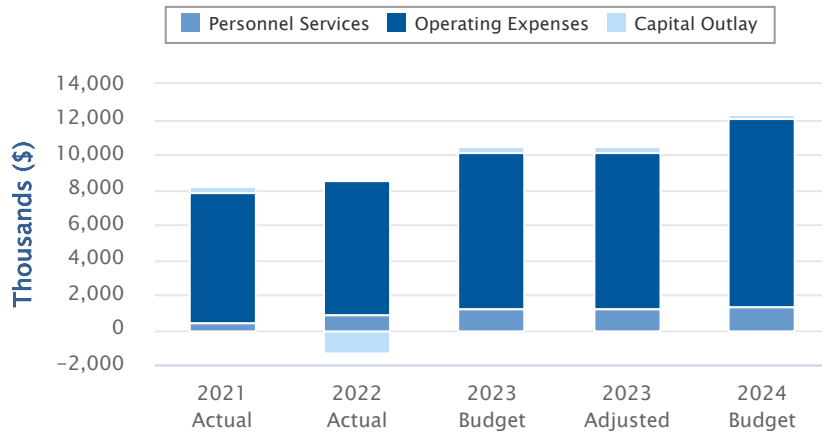
Revenues Summary						
	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Arts Commission Admissions, Rental, etc.	12,568	667,710	540,000	540,000	552,750	12,750
Arts Commission Parking, Vending, Taxes, etc.	0	34	500	500	500	0
Arts Commission – Concessions	0	8,468	14,000	14,000	20,000	6,000
Coliseum Admissions, Rental, etc.	2,958,167	13,937,612	12,392,709	12,392,709	12,909,592	516,883
Coliseum Concessions	14,977	1,293,792	980,000	980,000	1,180,000	200,000
Coliseum Parking, Vending, Taxes, etc.	44,624	705,498	791,728	791,728	811,513	19,785
Appropriations from Retained Earnings	0	0	0	0	500,000	500,000
Transfer from General Fund	1,052,794	1,102,508	1,272,018	1,272,018	1,272,018	0
Commission – American Theatre Incentives	0	0	750	750	750	0
Donations – American Theatre/Charles H. Taylor Arts Center	158	4,119	1,250	1,250	1,250	0
Grand Total	4,083,288	17,719,743	15,992,955	15,992,955	17,248,373	1,255,418



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



	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Personnel Services	386,261	902,836	1,203,134	1,203,134	1,323,327	120,193
Operating Expenses	7,475,624	7,629,157	8,950,324	8,950,324	10,719,375	1,769,051
Capital Outlay	325,356	(1,292,739)	300,000	300,000	300,000	0
Grand Total	8,187,241	7,239,254	10,453,458	10,453,458	12,342,702	1,889,244

Permanent Full-Time (PFT) Staffing History

	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
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This entity is managed externally. All associated positions are that of the management company.

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

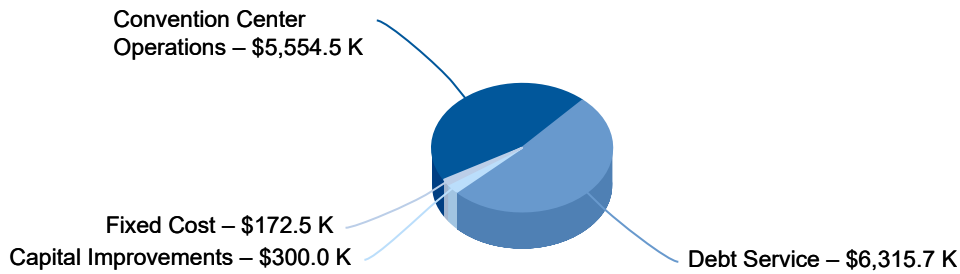
Indicator	Type	2021 Actual	2022 Actual	2023 Estimate	2024 Target
Total Rental Income Dollars	Outcome	299,825	1,124,569	1,284,289	1,478,439
# of Attendees	Output	6,383	192,294	276,845	283,642
# of Event Days	Output	9	382	601	539

* The facility was closed for part of fiscal year 2021 due to the COVID-19 pandemic.



Services Breakdown and Descriptions

**Total Funding:
\$12,342,702**



Convention Center Operations **\$5,554,541**

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. Hampton Roads Convention Center is under contract to oversee the general operations and maintenance of the Convention Center.

Debt Service **\$6,315,654**

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**

Required maintenance and repairs to keep the facility in optimal condition.

Fixed Cost **\$172,507**

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



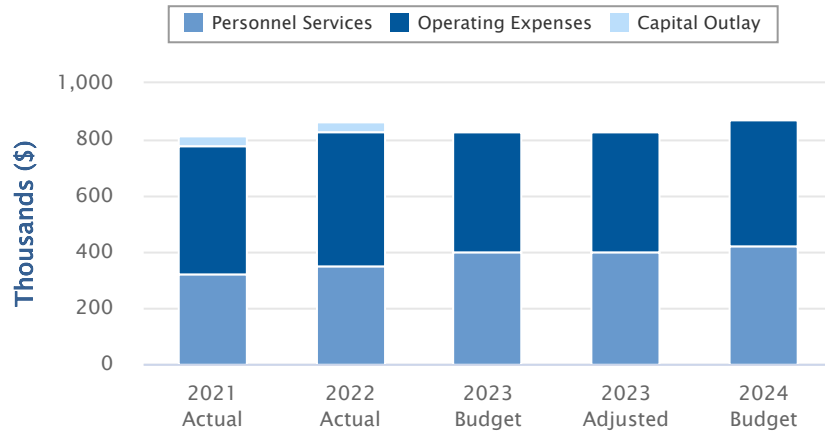
Revenues Summary						
	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Amortization of Premium	404,108	404,108	0	0	0	0
Concession Sales	0	54,802	79,913	79,913	93,547	13,634
Amusement/Meal/State Sales Tax	120,758	391,909	227,654	227,654	681,360	453,706
Event Refunds	(8,604)	(107,696)	145,091	145,091	204,302	59,211
Exhibit Hall/Meeting Room Rentals	299,825	1,084,164	1,284,289	1,284,289	1,478,439	194,150
Food & Beverage Commissions	0	328,353	473,757	473,757	462,803	(10,954)
Interest Income	152,778	152,812	150,363	150,363	150,364	1
Other/Miscellaneous	6,891	20,417	28,224	28,224	27,148	(1,076)
Transfer from General Fund 2+2 Taxes	6,857,356	8,269,583	7,764,167	7,764,167	8,944,739	1,180,572
Transfer from General Fund for Debt Service/Operations	300,000	300,000	300,000	300,000	300,000	0
Net Unrealized Gain (Loss)	(278,205)	(1,472,198)	0	0	0	0
Appropriation from Net Position	0	0	0	0	0	0
Grand Total	7,854,906	9,426,254	10,453,458	10,453,458	12,342,702	1,889,244



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



	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Personnel Services	322,583	350,861	396,485	396,485	423,285	26,800
Operating Expenses	456,167	478,594	433,515	433,515	449,295	15,780
Capital Outlay	34,872	34,733	0	0	0	0
Grand Total	813,621	864,188	830,000	830,000	872,580	42,580

Permanent Full-Time (PFT) Staffing History

	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
PFT Positions	7.0	6.0	6.0	6.0	6.0	0.0

Budget Note

The FY24 budget includes funding for the proposed compensation package and associated fringe benefits costs. This is a maintenance level budget.



2024 PFT Positions

Position	# of PFT	Position	# of PFT
Clubhouse Manager	1	Greenskeeper	2
Golf Course Superintendent	1	Greenskeeper - Senior	1
Golf Equip Mech	1		
Grand Total:	6		

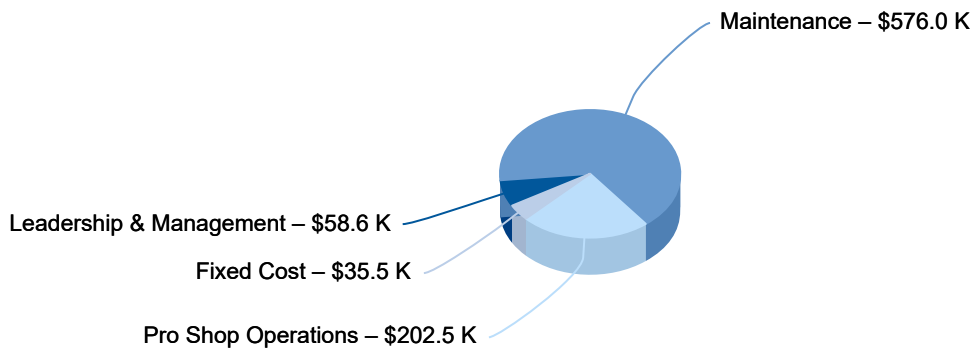
Performance Indicators

Indicator	Type	2021 Actual	2022 Actual	2023 Estimate	2024 Target
Merchandise Sales - Revenue	Outcome	22,487	31,987	40,000	40,000
Rounds of Golf Play	Output	22,199	26,944	30,000	30,000
Total # of Tournaments Held	Output	0	21	32	28



Services Breakdown and Descriptions

**Total Funding:
\$872,580**



Leadership & Management **\$58,645**

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 **\$575,974**

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 **\$202,498**

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 **\$35,463**

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



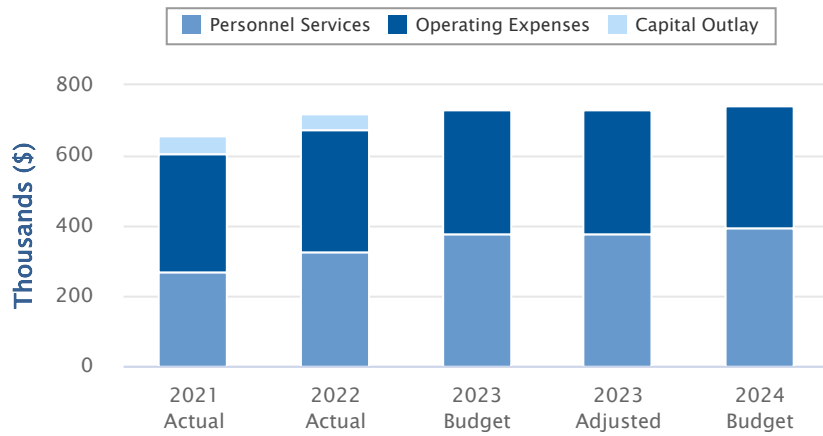
Revenues Summary						
	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Commissions – Snack Bar	0	0	11,710	11,710	11,710	0
Driving Range Fees	0	2,550	0	0	0	0
Gift Certificates Income	0	0	0	0	0	0
Golf Tournament Fees	0	0	0	0	0	0
Green Fees	415,968	339,819	516,354	516,354	537,644	21,290
Merchandise Sales	34,037	31,987	45,021	45,021	45,021	0
Miscellaneous Revenue	9	0	7,897	7,897	7,897	0
Over or Short – Revenues	(469)	(339)	0	0	0	0
Rental Fees – Electric Cart	191,390	155,110	249,018	249,018	270,308	21,290
Rental Fees – Golf Clubs	190	2,490	0	0	0	0
Rental Fees – Hand Carts	881	575	0	0	0	0
Rental of Property	0	0	0	0	0	0
Transfer from General Fund	0	316,066	0	0	0	0
Grand Total	642,006	848,258	830,000	830,000	872,580	42,580



Mission

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

Expenditure Summary and History



	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Personnel Services	266,150	326,287	376,237	376,237	396,177	19,940
Operating Expenses	342,177	350,628	354,463	354,463	346,612	(7,851)
Capital Outlay	48,203	40,889	0	0	0	0
Grand Total	656,530	717,804	730,700	730,700	742,789	12,089

Permanent Full-Time (PFT) Staffing History

	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
PFT Positions	6.0	6.0	6.0	6.0	6.0	0.0

Budget Note

The FY24 budget includes funding for the proposed compensation package and associated fringe benefits costs. This is a maintenance level budget.



2024 PFT Positions

Position	# of PFT	Position	# of PFT
Clubhouse Manager	1	Greenskeeper	2
Golf Course Superintendent	1	Greenskeeper - Senior	1
Golf Equip Mech	1		
Grand Total:	6		

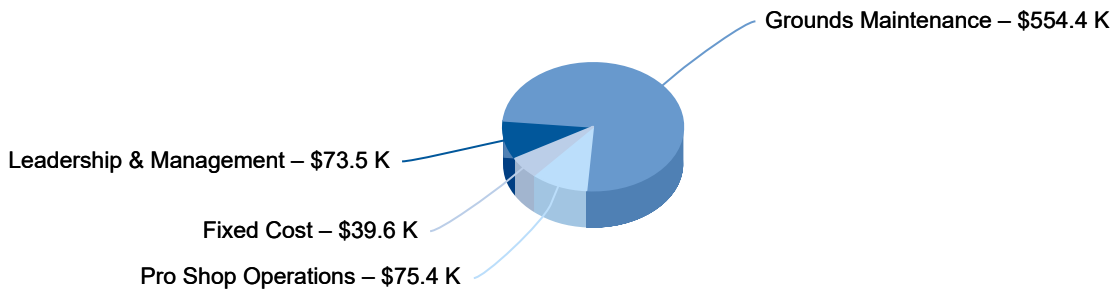
Performance Indicators

Indicator	Type	2021 Actual	2022 Actual	2023 Estimate	2024 Target
Merchandise Sales Revenue	Outcome	22,417	37,033	36,000	40,000
# of Rounds of Golf	Output	22,050	30,784	40,000	35,000
# of Tournaments held	Output	7	19	31	22



Services Breakdown and Descriptions

**Total Funding:
\$742,789**



Leadership & Management **\$73,452**

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 **\$554,379**

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 **\$75,400**

Provide quality customer services 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, e.g. "Family Fun Nights".

Fixed Cost **\$39,558**

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



Revenues Summary

	2021 Actual	2022 Actual	2023 Budget	2023 Adjusted	2024 Budget	Increase / (Decrease)
Commissions – Snack Bar	0	0	0	0	0	0
Gift Certificates Income	0	(350)	1,000	1,000	1,000	0
Golf Tournament Fees	5,671	3,300	0	0	0	0
Green Fees	426,752	387,797	450,000	450,000	456,045	6,045
Merchandise Sales	37,692	37,034	42,000	42,000	42,000	0
Miscellaneous Revenue	629	0	0	0	0	0
Over or Short – Revenues	(314)	174	0	0	0	0
Rental Fees – Electric Cart	209,979	201,098	235,000	235,000	241,044	6,044
Rental Fees – Golf Clubs	0	0	0	0	0	0
Rental Fees – Hand Carts	257	81	2,700	2,700	2,700	0
Rental of Property	1,003	0	0	0	0	0
Transfer from General Fund	0	92,360	0	0	0	0
Grand Total	681,668	721,494	730,700	730,700	742,789	12,089