

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

The purpose of the Marine & Environmental Enterprise Funds is to maintain programmatic oversight of the Town's waterways and waterside marine facilities and Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



Marinas



**Sandy Neck
Beach Park**

MARINA ENTERPRISE FUND

Purpose Statement

The purpose of the Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users, as well as to protect the safety of people and vessels that use our waterways and waterside facilities.

Town Operated Marinas



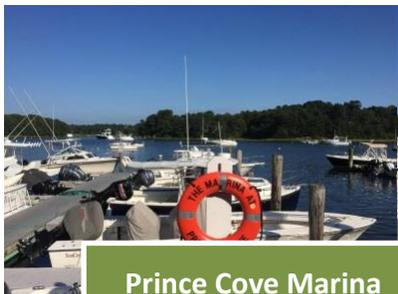
**Barnstable Harbor
Marina**



Bismore Park Marina

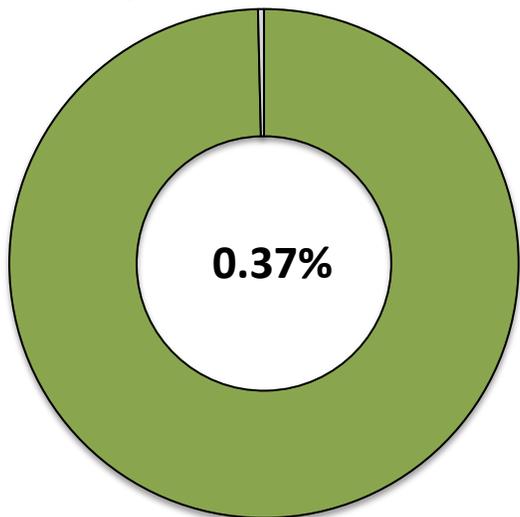


Gateway Marina



Prince Cove Marina

Percentage of FY21 All Appropriated Funds



Marina Enterprise Fund comprises 0.37% of all appropriated funds.

Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY 2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the General Fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review of applications received for contract compliance;
- Award slip agreements (renewal and new);
- Collect seasonal, transient, and winter dockage fees;
- Maintain waiting lists, collect associated fees, and award slips from the lists;
- Collect fees for use of offloading area (Bismore Park) and transient use;
- Collect fees for parking at The Marina at Prince Cove;
- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove;
- Mailing of reminder notices to wait list applicants of deadlines to renew;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc., and;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.



Bismore Park Docks

Recent Accomplishments

- Worked with the Natural Resource Division to install a new North side “FLUPSY” at Barnstable Harbor Marina;
- Continued dock hardware improvements at all Town Marinas;
- Continued to repair all dock and piers as needed;
- Acquired Chapter 91 License for Prince Cove Marina;
- Completed float improvements at Barnstable Harbor Marina by installing new deck boards and connectors in multiple sections;
- Worked with Planning and Development to implement new off load safety measures at Bismore Park Marina, and;
- Created a new online Marina Database to better organize and manage all Town of Barnstable Marinas.

Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication).**
2. Continue with float replacement program and float improvements at all Town owned marinas. **(SP: Infrastructure, Economic Development)**
3. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead. **(SP: Infrastructure).**
4. Continue to improve MEA online database to better serve transient boaters who visit Town of Barnstable Marinas **(SP: Regulatory Process and Performance).**

Long-Term:

1. Replace the Bismore Park Marina Bulkhead. **(SP: Public Health and Safety, Communication, Economic Development)**
2. Survey the west side of Barnstable Harbor Marina riprap stone for repair. **(SP: Public Health and Safety, Economic Development)**
3. Continue with float plan upgrades to all four Town owned marinas. **(SP: Public Health and Safety, Infrastructure, Economic Development)**



Bismore Park Docks

Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Fees, Licenses, Permits	\$696,997	\$525,000	\$682,000	\$528,750	(\$153,250)	-22.47%
Charges for Services	16,130	8,800	13,500	10,000	(3,500)	-25.93%
Interest and Other	16,488	12,000	12,200	10,000	(2,200)	-18.03%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	57,231	55,631	55,631	54,031	(1,600)	-2.88%
Total Operating Source of Funding	\$816,846	\$631,431	\$793,331	\$632,781	(\$160,550)	-20.24%

Expense Category						
Personnel	\$ 225,548	\$ 203,768	\$ 246,149	\$ 244,783	\$ (1,366)	-0.56%
Benefits	31,520	30,291	39,201	39,707	506	1.29%
Operating Expenses	98,588	106,891	107,434	105,019	(2,415)	-2.25%
Capital Outlay	7,757	43,795	50,000	20,000	(30,000)	-60.00%
Debt Service	366,539	355,504	355,504	341,544	(13,960)	-3.93%
Transfers Out	34,786	34,492	34,492	36,924	2,432	7.05%
Total Operating Budget	\$764,738	\$774,741	\$832,780	\$787,977	(\$44,803)	-5.38%
Capital Improvement Program	236	-	-	-	-	0.00%
Total Capital Expenses	\$236	\$0	\$0	\$0	\$0	0.00%
Total Expenses	\$764,974	\$774,741	\$832,780	\$787,977	(\$44,803)	-5.38%

Excess (Deficiency) cash basis	\$51,872	(\$143,310)	(\$39,449)	(\$155,196)	(\$115,747)
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Beginning Certified Free Cash	\$ 848,927		\$ 900,799	\$ 861,350
FY 2020 Projected Excess (Deficiency)			(143,310)	
Ending Projected Certified Free Cash	\$ 900,799		\$ 861,350	\$ 562,844

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	0.20	0.20	0.20	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	0.75	0.75	0.75	-
Principal Dept/Div Assistant	0.20	0.20	0.20	-
Full-time Equivalent Employees	1.30	1.30	1.30	0.00

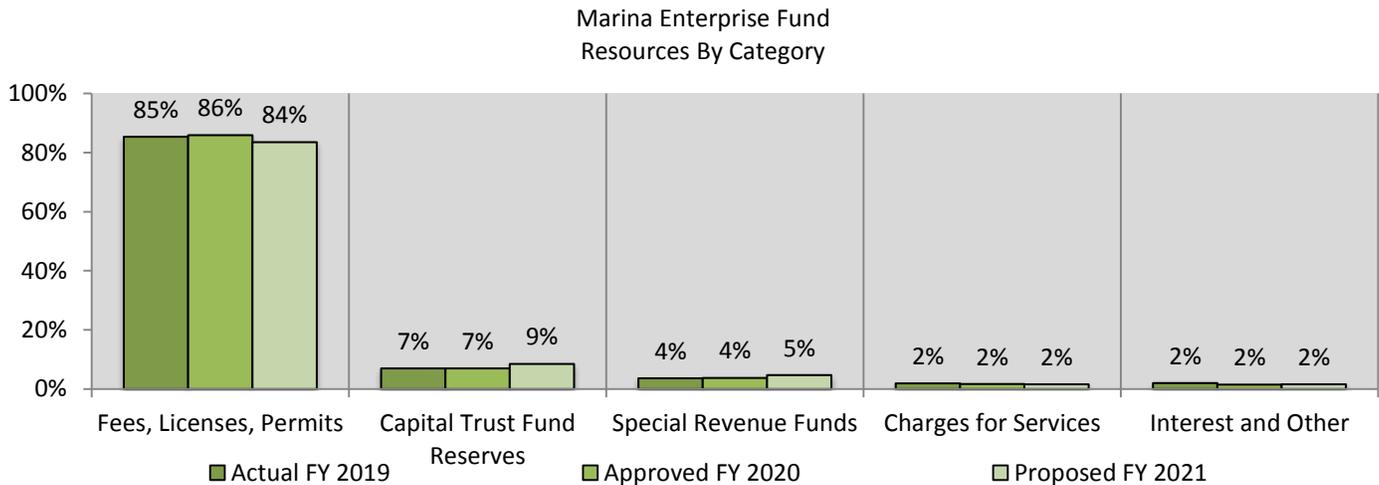
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2020 Approved Budget				\$832,780	
Contractual Obligations Net of Staff Turnover	(1,366)	-	-	(1,366)	-
Change in Indirect Costs	777	2,342	-	3,119	
One-Time Charges	(271)	(13,960)	(30,000)	(44,231)	-
FY 2021 Budget Changes					
1. Advertising Budget Line Item Reduction	-	(500)	-	(500)	-
2. Marine Related Services Budget Reduction	-	(1,825)	-	(1,825)	-
FY 2021 Proposed Budget	(\$860)	(\$13,943)	(\$30,000)	\$787,977	-

Summary of Budget Changes

The Marina Enterprise Fund's proposed FY 2021 budget is decreasing -5.38% from the approved FY 2020 budget. A decrease in debt service costs and a one-time purchase in FY 2020 of \$30,000 for a new vehicle attribute to most of the change. Several budget line items are being reduced and indirect costs are increasing \$3,119.

Enterprise Fund Budget Comparison (Continued)

- Advertising Budget Reduction** – Advertising is being reduced, as operations will focus more on the town’s website for disseminating marina information.
- Marine & Related Service Budget Reduction** – There will be less available funds for marina related items and services.



Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly each year through a combination of activity levels and rate adjustments. Other factors that could affect revenue include weather conditions, economic conditions (fuel costs), state and/or federal regulations, and staffing.

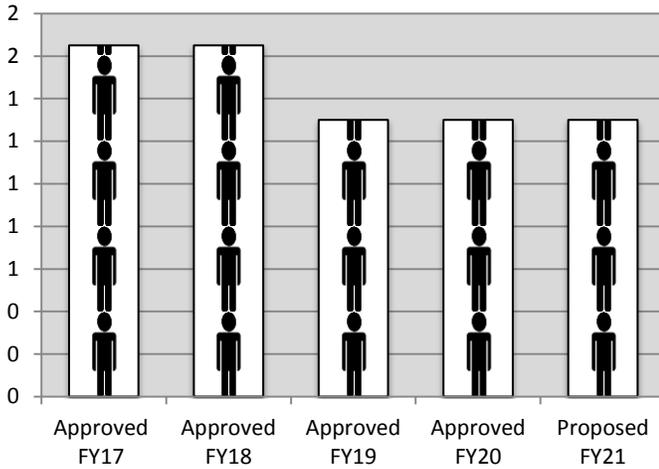
Fees, Licenses, Permits account for 84% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 9% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund.

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY 2016 and FY 2017 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result.

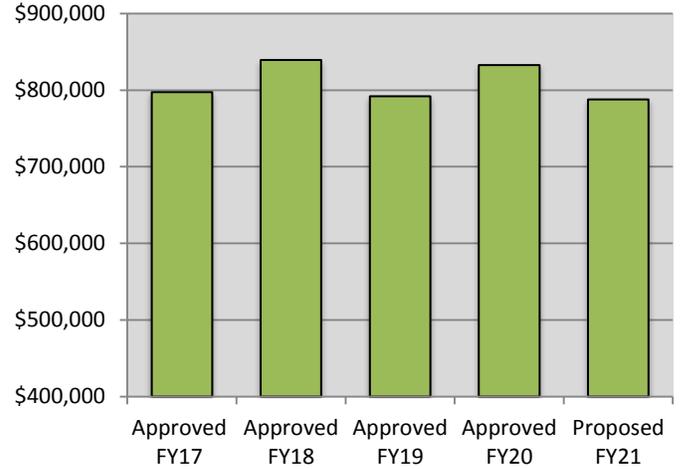
Enterprise Fund Budget History

Marina Enterprise Fund
Full Time Employee History



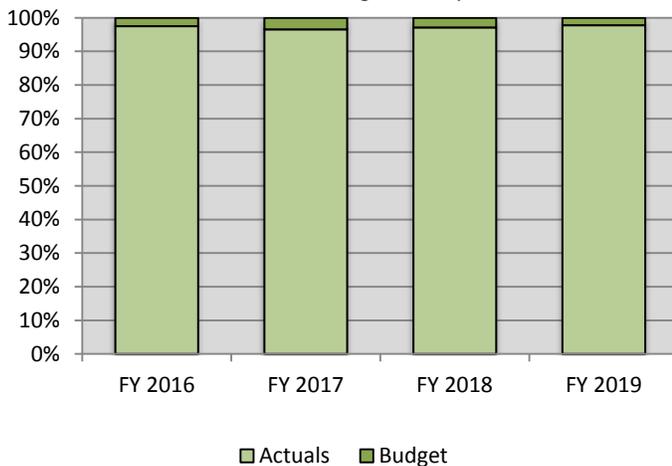
FY 2019 change was the result of a reallocation in permanent salary to the General Fund.

Marina Enterprise Fund
Budget History



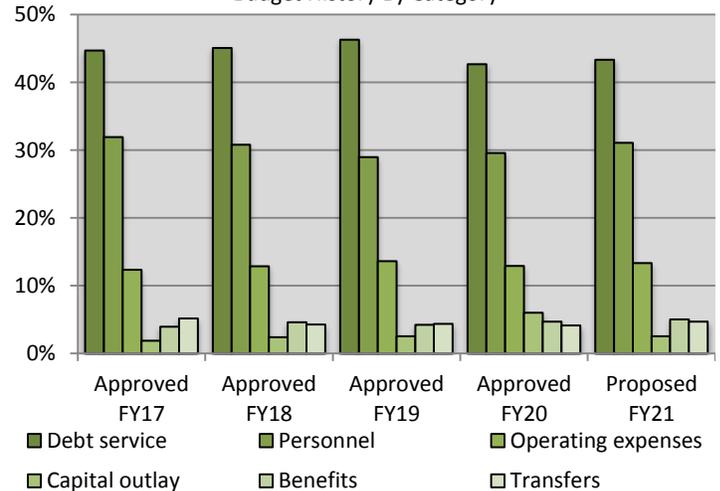
The spike in FY 2016 was due to the reimbursements to the General Fund of \$170,000 for the cost of reinstalling the piles in Barnstable Harbor that were damaged in the FY 2015 winter season. The Marine budget has remained level funded over the five-year period.

Marina Enterprise Fund
Actuals to Budget History



The Marina Enterprise fund actual expenditures range 96% to 98% of annually approved budgets.

Marina Enterprise Fund
Budget History By Category



The proposed FY 2021 budget shows that debt service represents the largest expense category within the Marina operations at 43%, which is due to debt payments for the most recent capital projects such as Gateway dredging, and Prince Cove and Hyannis bulkhead repairs.

SANDY NECK BEACH PARK ENTERPRISE FUND

Purpose Statement

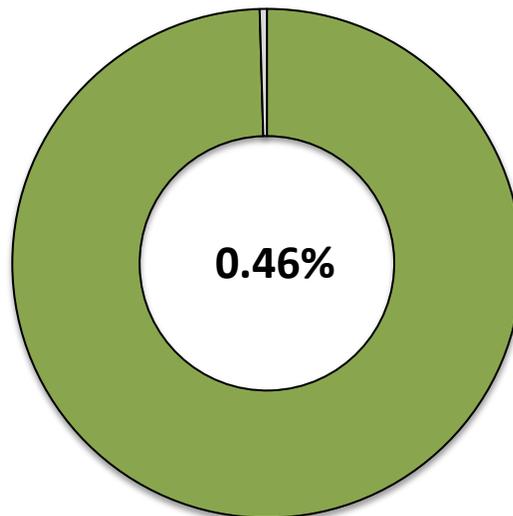
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

Percentage of FY21 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.46% of all appropriated funds.

Enterprise Fund Services Provided

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia); and
- Liaison for all communication including emergencies.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles; and
- Overseeing Sandy Neck hunting activities.



Sandy Neck- Dune

Off Road Beach Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.); and
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals; and
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Educational Program:

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs; and
- Halfway House environmental and educational events.

Recent Accomplishments

- Enhanced response to shark-related sightings and emergencies through new equipment, training and policies including a revised response protocol, flags, signage and stop the bleed kits and training;
- Updated the Sandy Neck Beach Park Regulations;
- Investigated Sandy Neck Safety Solutions to address beach patron and staff safety;
- Hired an additional full-time Natural Resource Officer to assist with continued trend of increased activities and operations at Sandy Neck;
- Installed gates at the Sandy Neck access trail to enhance beach safety and security;
- Implemented new conservation and protection measures for the Diamondback Terrapin; and



Aerial View – Sandy Neck

- Purchased and installed a new beach access mat with handrails to create a new “Handicap assist” access point for the public beach.

Goals and Objectives - Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Fully implement an RFID system for Off-Road Vehicles permits to better enhance tracking, safety, enforcement, processing and statistics for ORV beach use **(SP: Public Health and Safety, Recreation)**.
2. Enhance safety measures through the installation of new speed bumps, and signage **(SP: Public Health and Safety, Recreation)**.
3. Submit updated HCP to the state NHESP to include more coverage and activities in order to enhance our abilities to provide recreational access for patrons while still protecting our endangered species **(SP: Recreation, Environmental and Natural Resources)**.

Long-Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. **(SP: Infrastructure, Education, Environment and Natural Resources, Recreation)**

SANDY NECK BEACH PARK ENTERPRISE FUND

Enterprise Fund Budget Comparison

Sandy Neck Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2019	FY 2020	FY 2020	FY 2021	FY20 - 21	Change
Intergovernmental Aid	\$30,000	\$0	\$0	\$0	\$0	0.00%
Fees, Licenses, Permits	560,747	420,000	595,000	416,000	(179,000)	-30.08%
Charges for Services	251,602	170,000	252,055	169,455	(82,600)	-32.77%
Interest and Other	117,586	95,000	110,000	95,000	(15,000)	-13.64%
Total Operating Source of Funding	\$959,935	\$685,000	\$957,055	\$680,455	(\$276,600)	-28.90%
Gift/Contributions & Donations	676	-	-	-	-	0.00%
Total Capital Source of Funding	\$676	\$0	\$0	\$0	\$0	0.00%
Total Source of Funding	\$960,611	\$685,000	\$957,055	\$680,455	(\$276,600)	-28.90%
Expense Category						
Personnel	\$461,161	\$410,000	\$499,305	\$500,718	\$1,413	0.28%
Benefits	75,922	94,000	95,029	95,758	729	0.77%
Operating Expenses	194,677	175,000	212,961	212,630	(331)	-0.16%
Capital Outlay	85,997	36,000	53,000	12,000	(41,000)	-77.36%
Debt Service	94,981	92,581	92,581	90,181	(2,400)	-2.59%
Transfers Out	100,647	43,583	43,583	50,001	6,418	14.73%
Total Operating Budget	\$1,013,385	\$851,164	\$996,459	\$961,288	(\$35,171)	-3.53%
Capital Improvement Program	212	-	60,000	-	(60,000)	-100.00%
Total Capital Expenses	\$212	\$0	\$60,000	\$0	(\$60,000)	-100.00%
Total Expenses	\$1,013,597	\$851,164	\$1,056,459	\$961,288	(\$95,171)	-9.01%
Excess (Deficiency) cash basis	(\$52,987)	(\$166,164)	(\$99,404)	(\$280,833)	(\$181,429)	

Beginning Certified Free Cash	\$ 1,061,920	\$ 1,008,933	\$ 909,529
FY 2020 Projected Excess (Deficiency)			(166,164)
Ending Projected Certified Free Cash	\$ 1,008,933	\$ 909,529	\$ 462,532

Job Title	FY 2019	FY 2020	FY 2021	Change
Administrative Assistant	0.20	0.20	0.20	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Natural Resource Officer	2.00	2.00	2.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Sandy Neck Park Manager	0.50	0.50	0.50	-
Full-time Equivalent Employees	3.85	3.85	3.85	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2020 Approved Budget				\$ 996,459	
Contractual Obligations Net of Staff Turnover	1,413	-	-	1,413	-
Change in Indirect Costs	2,585	6,087	-	8,672	
One-Time Charges	(1,856)	(2,400)	(3,000)	(7,256)	-
FY 2021 Budget Changes					
1. Sand Stabilization Budget Reduction	-	-	(38,000)	(38,000)	-
FY 2021 Proposed Budget	\$ 2,142	\$ 3,687	\$ (41,000)	\$ 961,288	-

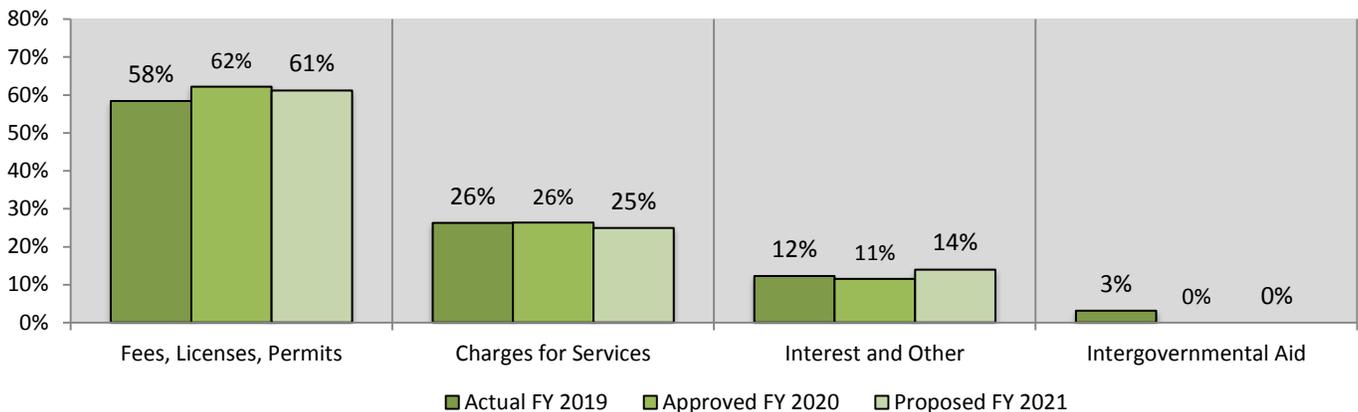
Enterprise Fund Budget Comparison (Continued)

Summary of Budget Changes

Sandy Neck Enterprise Fund proposed FY 2021 operating budget is decreasing -3.53% from the approved FY 2020 budget. Personnel and benefits costs are increasing due to contractual obligations. Indirect Cost for General Fund support is increasing by \$8,672. A reduction to the emergency sand stabilization of \$38,000 is the main factor in the fund budget decrease.

- Sand Stabilization Budget Reduction** - We have used dune nourishment funding in two years. However, if we experience extreme erosion in the winter of 2020/2021, we may need to request surplus funding under an emergency appropriation in order to secure the dune in front of the parking lots.

Sandy Neck Enterprise Fund
Resources By Category



Factors Affecting Revenues

Major sources of revenue for this operation include beach sticker sales, parking revenue, and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. These can affect activity levels at this park. Working with state officials the operation has an approved plan to assist with mitigating the impacts while protecting the species.

Fees, Licenses, Permits represent the largest funding source at 61% and off-road vehicle (ORV) sticker fees provide the largest contribution to this revenue category. The second largest category is Charges for Services at 25% and includes beach stickers and parking lot fees.



Sandy Neck – Turtle Release

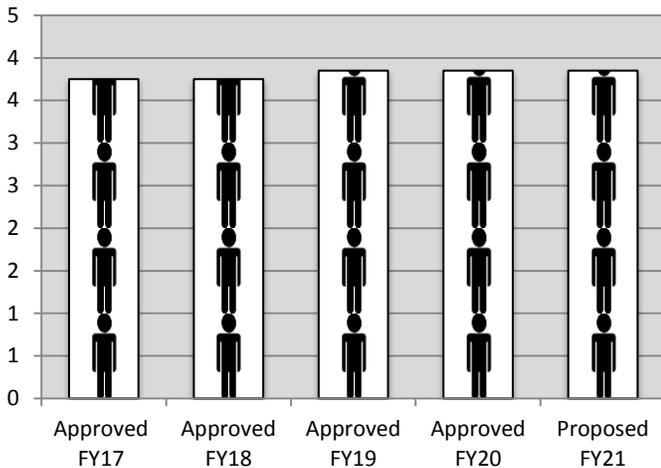
Enterprise Fund Budget Comparison (Continued)

Factors Affecting Expenses

Seasonal staff represents roughly 20% of the entire Enterprise Fund operating budget. Because of this, state mandatory minimum wage increases will have an impact on operations until 2023. Furthermore, Sandy Neck barrier is susceptible to beach erosion due to weather conditions, which could have an impact on operating costs. Weather can be a major contributing factor to Sandy Neck operations.

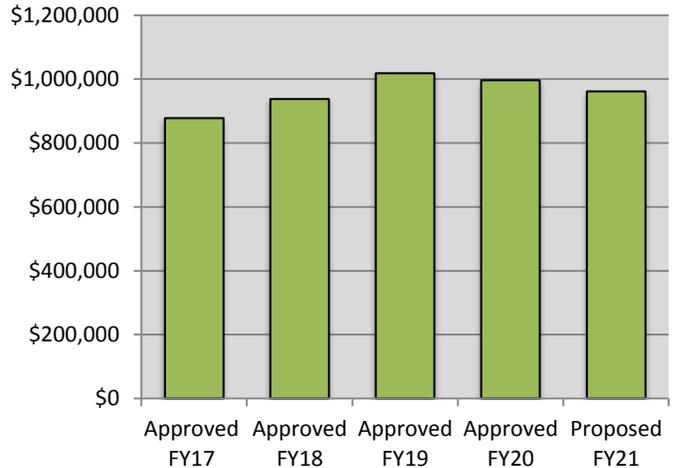
Enterprise Fund Budget History

Sandy Neck Enterprise Fund
Full Time Employee History



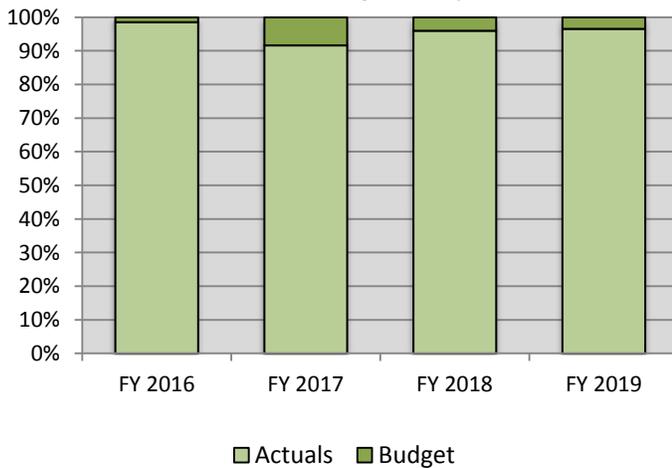
Full-time employees have remained level through the fiscal years. Any change attributes to reallocations of salary between funds.

Sandy Neck Enterprise Fund
Budget History



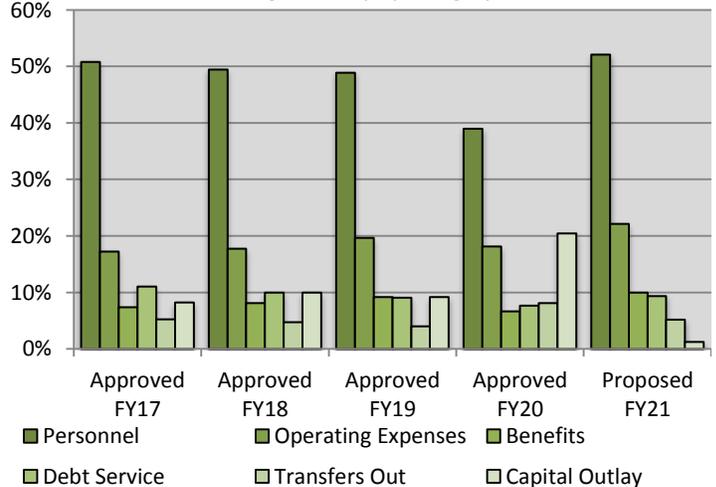
This budget has increased 1.91% annually over the five-year period.

Sandy Neck Enterprise Fund
Actuals to Budget History



Sandy Neck Enterprise Fund actual expenditures range 91% to 98% of annually approved budgets.

Sandy Neck Enterprise Fund
Budget History By Category



Personnel and benefits expenses comprise 62% of all expenditures.

SANDY NECK BEACH PARK ENTERPRISE FUND

Enterprise Fund Workload Indicators

Workload Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	4,770	4,750	3,979	4,000
Total Revenue	\$1,103,234	\$1,017,159	\$929,935	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	32	32	32	30
Overnight Camping (represented in calendar year)	5,976	5,466	5,451	5,400
Merchandise Sales	\$48,715	\$39,179	\$41,102	\$40,000

Description	Historical Trends				Benchmark
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected
Actual Revenue	\$1,073,932	\$1,103,234	\$1,017,161	\$929,935	\$960,000
Estimated Revenue	\$815,717	\$887,998	\$968,462	\$1,065,249	\$957,055
Exceeds Expectations >100%	132%	124%	105%	87%	100%

Due to endangered shorebird nest locations, the off road beach availability has become limited and revenue has been negatively affected. Our goal for FY 2021 and beyond is to bring our revenue projections back in line with our actual revenue. This will be achieved by both reducing our revenue projections and by attempting to increase our beach accessibility to the public during crucial times of the busy summer season. During the winter of 2020, we submitted a State of Massachusetts Habitat Conservation Permit (HCP) that, if approved, could improve our management flexibility of endangered shorebirds while still protecting these important species. Improved beach access can increase revenue via improved off road vehicle permit sales.



Coyote – Sandy Neck Field Station Camera