

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

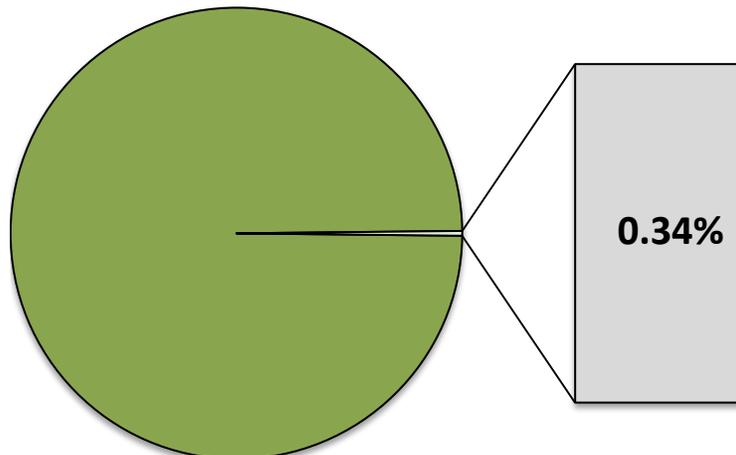


Gateway Marina



Prince Cove Marina

% of FY 2023 All Appropriated Funds



Marina Enterprise Fund comprises 0.34% of all appropriated funds.

Marina Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY2006 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.



Prince Cove Slips

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 and management of applications received for slip contracts;
- Filled vacancies from established waiting lists and slips;
- Conduct dock/hardware improvements at all Town Marinas;
- Collect fees for use of recreational transient dockage, commercial transient dockage;
- Collect fees for parking;



Bismore Park Docks

- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina;
- 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.

Marina Enterprise Fund Recent Accomplishments

- ✓ Continued dock hardware improvements at all Town Marinas, replaced 4 floating docks at Barnstable Harbor,
- ✓ Removed dead trees providing addition parking and updated signage at Prince Cove Marina;
- ✓ Filled vacancies from established waiting lists, filled 3 slips;
- ✓ Install Wifi for transient dockage and slip holders at Prince Cove Marina and Barnstable Harbor Marina;
- ✓ Worked with Department of Public Works to apply for Seaport Economic Development Grant and received \$465,600 for design and permitting;
- ✓ Replaced pilings at Bismore Park commercial offload zone;
- ✓ Created a burgee for Barnstable Harbor, sold to public;
- ✓ Created clothing merchandise for Prince Cove Marina and Barnstable Harbor, sold to public;
- ✓ Purchase and installed fire extinguishers and holders outside on outside buildings at Prince Cove Marina and Barnstable Harbor, and;
- ✓ Conducted structural repairs to Bismore Park commercial fixed piers.

Marina Enterprise Fund 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 Barnstable Harbor Marina. **(SP: Infrastructure, Economic Development)**
3. Continue to implement plans for bulkhead repair and upgrades at Bismore Park Bulkhead. **(SP: Infrastructure).**
4. Update Marina Regulations **(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)**



Barnstable Harbor Marina

Marina Enterprise Fund Budget Comparison

Marina Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fees, Licenses, Permits	\$780,334	\$808,948	\$687,250	\$696,500	9,250	1.35%
Charges for Services	22,175	20,302	15,000	14,000	(1,000)	-6.67%
Interest and Other	10,140	21,071	10,000	11,000	1,000	10.00%
Special Revenue	30,000	-	-	-	-	0.00%
Capital Trust Fund Reserves	54,031	46,981	46,981	45,400	(1,581)	-3.37%
Transfer In	27,465	30,000	30,000	30,000	-	0.00%
Total Operating Sources	\$924,145	\$927,302	\$789,231	\$796,900	\$7,669	0.97%
Borrowing Authorizations	-	-	375,000	-	(375,000)	-100.00%
Total Capital Sources	\$0	\$0	\$375,000	\$0	(\$375,000)	-100.00%
Total Source of Funding	\$924,145	\$927,302	\$1,164,231	\$796,900	(\$367,331)	-31.55%
Direct Operating Expenses						
Personnel	\$215,339	\$240,253	\$249,416	\$275,592	\$26,176	10.49%
Benefits	10,084	11,792	11,599	14,018	2,419	20.86%
Operating Expenses	78,740	97,168	103,145	112,145	9,000	8.73%
Capital Outlay	47,469	54,500	55,000	50,000	(5,000)	-9.09%
Debt Service	341,544	295,426	295,426	333,688	38,262	12.95%
Transfers Out	-	27,465	27,465	-	(27,465)	-100.00%
Total Direct Operating Expenses	\$693,176	\$726,604	\$742,051	\$785,442	\$43,392	5.85%
Indirect Operating Costs						
General Fund Staff	\$32,280	\$28,373	\$28,373	\$38,253	\$9,880	34.82%
Pensions	25,343	20,292	20,292	26,253	5,961	29.37%
Audit & Software Costs	4,644	4,989	4,989	6,008	1,019	20.43%
Property, Casualty, Liability Insur.	8,695	4,416	4,416	5,625	1,209	27.38%
Total Indirect Operating Expenses	\$70,962	\$58,069	\$58,069	\$76,138	\$18,069	31.12%
Total Operating Expenses	\$764,138	\$784,673	\$800,120	\$861,581	\$61,461	7.68%
Capital Improvement Program	9,797	-	375,000	-	(375,000)	-100.00%
Total Capital Expenses	\$9,797	\$0	\$375,000	\$0	(\$375,000)	-100.00%
Total Expenses	\$773,935	\$784,673	\$1,175,120	\$861,581	(\$313,539)	-26.68%
Excess (Deficiency) cash basis	\$150,210	\$142,629	(\$10,889)	(\$64,681)	(\$53,792)	
Beginning Certified Free Cash	\$995,460		\$1,145,670	\$1,134,781		
FY22 Projected Excess (Deficiency)				142,629		
Ending Proj. Certified Free Cash	\$1,145,670		\$1,134,781	\$1,212,729		

Summary of Budget Changes

The direct operating Marina Enterprise Fund's proposed FY 2023 budget increased by \$43,392, or 5.85% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, 0.10fte for the Assistant Harbormaster position, and seasonal pay increases. Operating budget change includes increases to various line items. Capital outlay includes the annual dock replacement program.

Marina Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Administrative Assistant	0.20
Assistant Harbormaster Pumpout Boat Ops.	-
Assistant Harbormaster	-
Director Marine & Environmental Affairs	0.15
Supervisor Harbor Master	0.75
Office Manager	0.10
Full-time Equivalent Employees	1.20

FY 2022	FY 2023	Change
0.20	0.20	-
0.10	0.10	-
-	0.10	0.10
0.15	0.15	-
0.75	0.75	-
0.10	0.10	-
1.30	1.40	0.10

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$800,120	
Contractual Obligations Net of Staff Turnover	11,069	-	-	11,069	-
Change in Indirect Costs	5,961	12,109	-	18,069	
One-Time Charges	-	(27,465)	-	(27,465)	-
Debt Service	-	38,262	-	38,262	-
FY 2023 Budget Changes					
1. Seasonal Pay Increases	11,440	-	-	11,440	-
2. Assistant Harbormaster	6,086	-	-	6,086	0.10
3. Various Line Item Increases	-	9,000	-	9,000	-
4. Dock Repair & Replacement	-	-	(5,000)	(5,000)	-
FY 2023 Proposed Budget	\$34,556	\$31,905	(\$5,000)	\$861,581	0.10

1. Seasonal Pay Increases - Proposal is to fund the increase in the hourly pay rate of all Seasonal Marina Staff Positions by \$.75 cents an hour. This proposal is also a request to increase rate of pay for existing positions based on job descriptions.

2. Assistant Harbormaster Position - Requesting funding for a new Assistant Harbormaster position. Over the last two years, the Harbormaster Division has added two new programs: Small Vessel Decal Program and the Transient Mooring Program. These programs continue to expand and thus creating a need for additional oversight. Recreational boating activity also continues to be at an all-time high. This growth has created an increase in calls for service, which requires staff assistance 24/7.

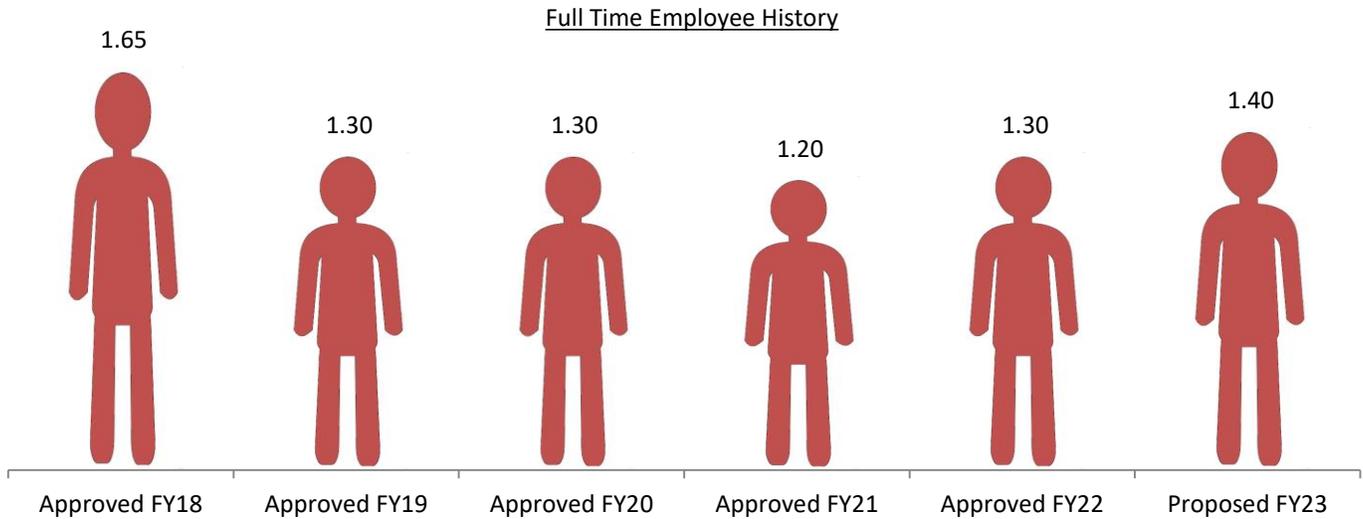
3. Operations Line Items Increase - Due to the increase in cost of services/utilities the Marina Enterprise Program is requesting additional funding for Water, Electricity, Postage, Internet Access, Cell Phone Services, and Solid Waste. In addition, in 2021, the Marina Enterprise Program created clothing and nautical merchandise for resale. Due to its popularity, funding is requested to expand this new line of business.

4. Dock Replacement and Maintenance - Continuation of capital funds for the replacement/maintenance of marina docks, floats, hardware, and gangways. Due to outdoor elements and use, the docks/floats and gangways have become safety hazards for the public use. Ongoing replacement and maintenance is mandatory for use of the marina facilities in a safe manner.



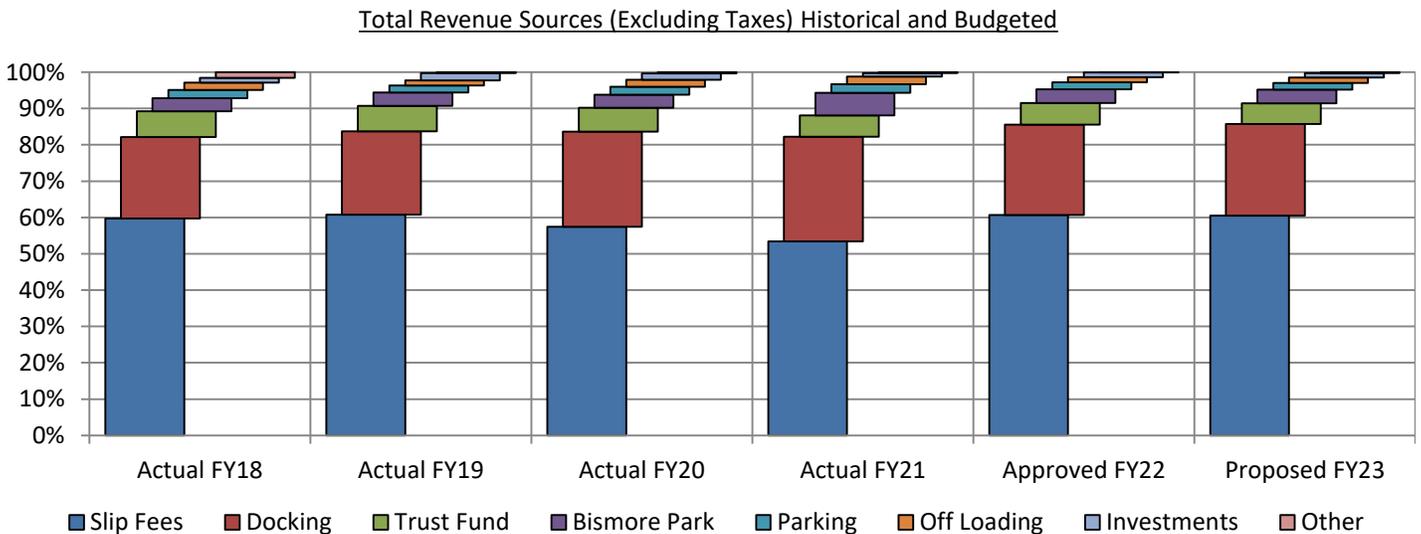
Prince Cove Staff Shed

Marina Enterprise Fund Factors Affecting FTE's



Any change before FY 2023 is the result of a reallocation of permanent salary to the General Fund. FY 2023 includes 0.10fte for the Assistant Harbormaster position.

Marina Enterprise Fund Factors Affecting Revenues

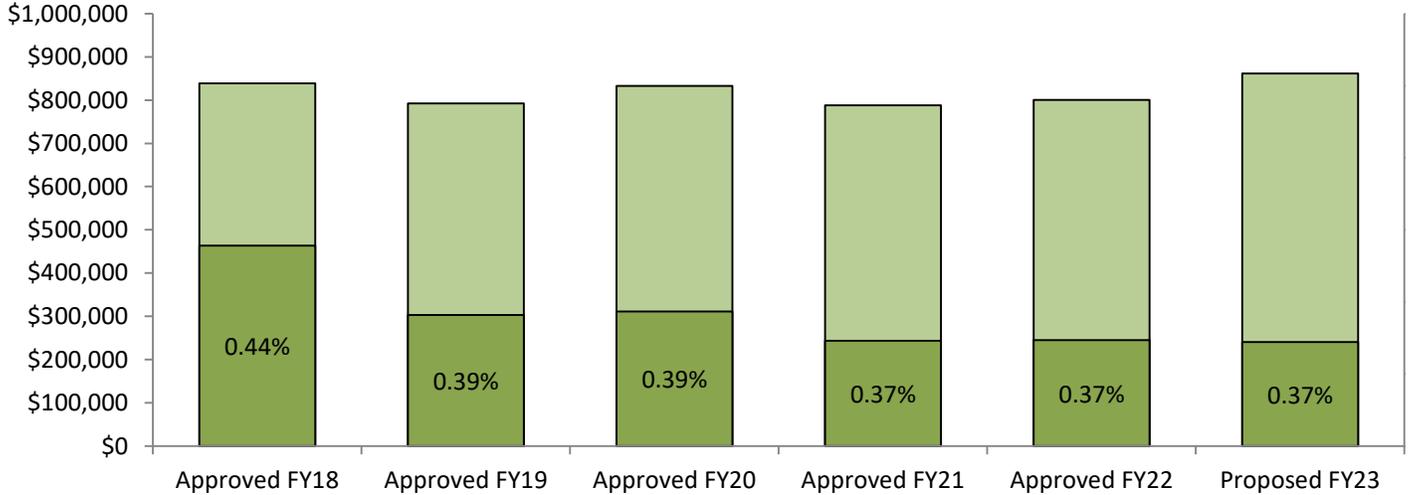


Fees, Licenses, Permits account for 87% of all Marina Enterprise Fund revenues, which includes docking and slip fees.

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. Barnstable Harbor accounts for the majority of slip fee revenue for the fund followed by Prince Cove and Bismore. The Enterprise Fund also receives trust fund support to cover debt service for a marina bulkhead project. The fund also receives funds to cover electrical costs associated with the Bismore Park harbormaster building.

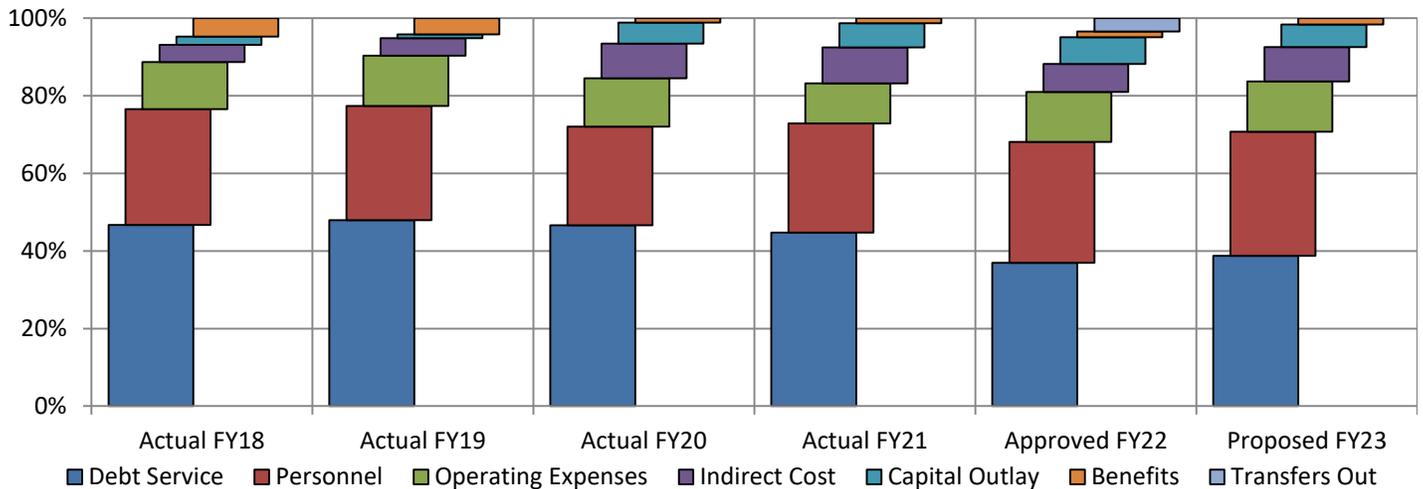
Marina Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has remained flat over a six-year period. The budget has ranged 0.44% to 0.37% of all appropriated funds. One-time capital outlay requests account for the budget spikes.

Total Expenditures By Category Historical and Budgeted



Debt service represents the largest expense category within the Marina operations at 38%. The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a bond. 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. Furthermore, a new request includes the design and construction for a new bulkhead at Bismore Marina.

SANDY NECK BEACH PARK ENTERPRISE FUND

Purpose Statement

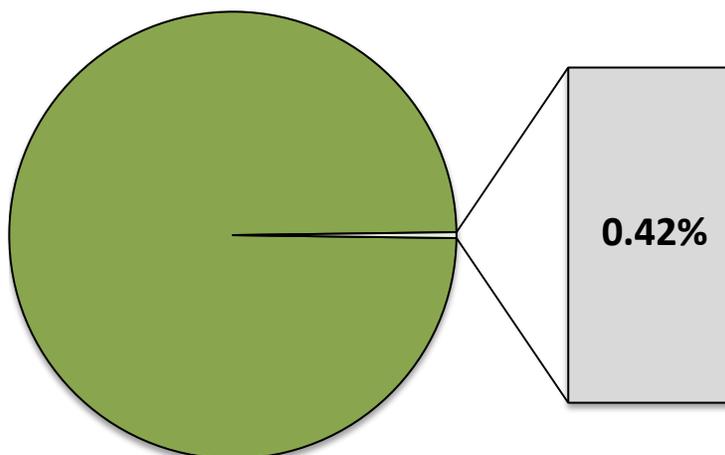
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

% of FY 2023 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.42% of all appropriated funds.

Sandy Neck Beach Park 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 Coyote

Off Road Vehicle (ORV) 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.

Sandy Neck Beach Park Enterprise Fund Recent Accomplishments

- ✓ Continued to adapt to the revolving guidelines surrounding the Covid-19 pandemic while allowing as many recreational opportunities as possible to the public and ensuring both staff and patron safety;
- ✓ Implemented the use of a town-wide online permitting, incident tracking, and a reservation system for campers on the Off Road Vehicle (ORV) beach;
- ✓ Executed additional deterrent measures covered in the updated Habitat Conservation Plan (HCP) to the state NHESP allowing greater recreational access for patrons while still protecting our endangered species;
- ✓ Created an educational video to inform ORV permit holders how to access the beach safely;
- ✓ Ramped-up our Sandy Neck merchandise program which resulted in a record breaking year for sales;
- ✓ Executed educational outreach about our HCP program so that the public had a better understanding of plover protections and actions taken by the town to improve ORV beach access;
- ✓ Updated Sandy Neck Beach Park Regulations to address new issues and enhance public safety, and;
- ✓ Provided the public with self-guided nature tours so that environmental education could continue during the pandemic.

Sandy Neck Beach Park Enterprise Fund Goals and Objectives

- Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Improve and streamline Endangered Species monitoring through the implementation of a new digital data recording system **(SP: Recreation, Environmental and Natural Resources)**.
2. Continue to adjust and respond to the on-going Covid-19 pandemic to ensure both staff/patron safety while adhering to state guidelines and providing recreational opportunities at Sandy Neck **(SP: Public Health and Safety, Recreation)**.



Sandy Neck Lighthouse

3. Streamline Gatehouse procedures to improve staff efficacy and reduce customer wait-times **(SP: Recreation)**.
4. Update our formal staff orientation training procedures and create monthly in-service training **(SP: Public Health and Safety, Recreation)**.
5. Convert our tenting and special permit reservations to our online format **(SP: Recreation)**.

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 Budget Comparison

Sandy Neck Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fees, Licenses, Permits	\$735,147	\$629,936	\$491,000	\$625,000	\$134,000	27.29%
Charges for Services	331,021	242,407	250,957	258,256	7,299	2.91%
Interest and Other	100,651	142,269	95,000	105,000	10,000	10.53%
Transfer In	108,000	-	-	-	-	0.00%
Total Operating Sources	\$1,274,819	\$1,014,612	\$836,957	\$988,256	\$151,299	18.08%
Gift/Contributions & Donations	781	-	-	-	-	0.00%
Total Capital Sources	\$781	\$0	\$0	\$0	\$0	0.00%
Total Source of Funding	\$1,275,600	\$1,014,612	\$836,957	\$988,256	\$151,299	18.08%
Direct Operating Expenses						
Personnel	\$480,822	\$506,026	\$524,984	\$573,151	\$48,167	9.17%
Benefits	28,958	26,366	35,845	49,367	13,522	37.72%
Operating Expenses	150,004	207,085	216,900	224,900	8,000	3.69%
Capital Outlay	80,488	13,916	15,000	45,500	30,500	203.33%
Debt Service	90,181	84,083	84,083	80,285	(3,798)	-4.52%
Transfers Out	-	108,000	108,000	-	(108,000)	-100.00%
Total Direct Operating Expenses	\$830,453	\$945,476	\$984,812	\$973,203	(\$11,609)	-1.18%
Indirect Operating Costs						
General Fund Staff	\$44,632	\$35,250	\$35,250	\$42,470	\$7,220	20.48%
Pensions	59,376	59,621	59,621	63,963	4,342	7.28%
Audit & Software Costs	5,369	5,670	5,670	6,638	968	17.07%
Property, Casualty, Liability Insur.	7,230	8,028	8,028	9,000	971	12.10%
Total Indirect Operating Expenses	\$116,607	\$108,570	\$108,570	\$122,071	\$13,501	12.44%
Total Operating Expenses	\$947,060	\$1,054,045	\$1,093,381	\$1,095,273	\$1,892	0.17%
Capital Improvement Program	786	-	225,000	-	(225,000)	-100.00%
Total Capital Expenses	\$786	\$0	\$225,000	\$0	(\$225,000)	-100.00%
Total Expenses	\$947,846	\$1,054,045	\$1,318,381	\$1,095,273	(\$223,108)	-16.92%
Excess (Deficiency) cash basis	\$327,753	(\$39,433)	(\$481,424)	(\$107,017)	\$374,407	
Beginning Certified Free Cash	\$1,083,229		\$1,410,982	\$929,558		
FY22 Projected Excess (Deficiency)				(39,433)		
Ending Proj. Certified Free Cash	\$1,410,982		\$929,558	\$783,108		

Summary of Budget Changes

The direct operating Sandy Neck Enterprise Fund's proposed FY 2023 budget decreased by (\$11,609), or (1.18%) from the approved FY 2022 budget. Personnel budget change includes contractual obligations, 1.50fte's for an Assistant Park Manager and Facility Maintenance Laborer, and seasonal pay increases. Operating budget change includes well water testing and rapid response vessel equipment. Capital outlay includes a one-time vehicle and rapid response vessel purchases.

Sandy Neck Beach Park Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Administrative Assistant	0.10
Asst. Sandy Neck Park Manager	-
Director Marine & Environmental Affairs	0.15
Facility Maintenance Laborer	-
Natural Resource Officer	2.00
NRO-Aquaculture Specialist	-
Operations Supervisor	1.00
Office Manager	0.10
Dir. NR/SN Park Manager	0.50
Full-time Equivalent Employees	3.85

FY 2022	FY 2023	Change
0.10	0.10	-
-	1.00	1.00
0.15	0.15	-
-	0.50	0.50
1.10	1.10	-
0.15	0.15	-
1.00	1.00	-
0.10	0.10	-
0.50	0.50	-
3.10	4.60	1.50

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,093,381	
Contractual Obligations Net of Staff Turnover	(30,381)	-	-	(30,381)	-
Change in Indirect Costs	4,342	9,159	-	13,501	
One-Time Charges	-	-	(123,000)	(123,000)	-
Debt Service	-	(3,798)	-	(3,798)	-
FY 2023 Budget Changes					
1. Asst. Sandy Neck Park Manager	70,983	3,000	-	73,983	1.00
2. Facility Maintenance Laborer	11,087	-	-	11,087	0.50
3. Seasonal Pay Increases	10,000	-	-	10,000	-
4. Well Water Testing	-	2,000	-	2,000	-
5. Rapid Rescue/Response Vessel	-	3,000	22,000	25,000	-
6. Vehicle Replacement	-	-	23,500	23,500	-
FY 2023 Proposed Budget	\$66,031	\$13,361	\$(77,500)	\$1,095,273	1.50



Double Rainbow at Sandy Neck Beach Park

1. New Assistant Park Manager Position - The Assistant Park Manager is needed for to fill the supervisory and management role when the Park Manager is not available. With increases in responsibilities and expectations the Park Manager/Director of Natural Resources is often pulled away from Sandy Neck in order to address a myriad of other natural resources issues. This leaves daily oversight of the park lax especially as recreational activities continue to increase.

2. New Permanent Part-Time Facilities Maintenance Laborer Position - This proposal is for a permanent part-time position: Facilities Maintenance Laborer starting hourly rate of pay would be \$25.08 (comparable to a Grade 7). Tasks include running the 4X4 beach portable toilet program, maintaining Sandy Neck facilities, grounds and

custodial duties for the comfort station. By moving this position to permanent part-time, from a seasonal position it is hoped to ensure staffing during a changing workforce on Cape Cod.

3. Seasonal Employee Pay Increase (\$0.75 per hour) - Proposal is to fund the mandated increase in the hourly pay rate of all Seasonal Marina Staff Positions by \$.75 cents an hour. This proposal is also a request to increase rate of pay for existing positions based on job descriptions. Positions include Seasonal Dock Master/Assistant Harbormaster(s), Seasonal Security Officer/Assistant Harbormaster, and Seasonal Marina Facilities Maintenance Laborer.

Sandy Neck Beach Park Enterprise Fund Budget Reconciliation (Continued)

- 4. Well Water Testing** - Sandy Neck Beach Park is considered a public drinking water supply due to the number of people visiting the park and using the well water. As such, Sandy Neck Park is held to MassDEP regulatory monitoring standards that have recently changed to include PFAS sampling. This additional sampling is outside the current scope of work with our contractor and it is anticipated that monitoring costs will increase in order to stay in compliance with MassDEP.
- 5. Rapid Rescue/Response Vessel** - The Sandy Neck Program proposes to enhance the town's ability to safely and effectively conduct marine rescue operations from the beach by purchasing and operating a rescue/response vessel. The vessel will serve the Town of Barnstable on Sandy Neck Beach, providing coverage for over 7 miles of coastline, from the Barnstable town line all the way to Beach Point and around if necessary. In addition, the vessel will be able to provide for a higher level of visibility on the waterways and aid in response to any incidents related to the duties carried out by Natural Resource Officers. We propose the purchase of an appropriate response vessel and launch trailer, along with the necessary communications and rescue/safety equipment.
- 6. Vehicle Replacement** - Requesting to purchase a used patrol vehicle (possible from the Natural Resources General Fund) to replace an aging Sandy Neck Beach patrol vehicle. Rotating the oldest vehicles out and replacing with newer ones is needed in order to have a working fleet for our staff.



*Snowy Owl release Donna Bragg Sandy Neck
Operations Supervisor*

Sandy Neck Beach Park Enterprise Fund Factors Affecting FTE's

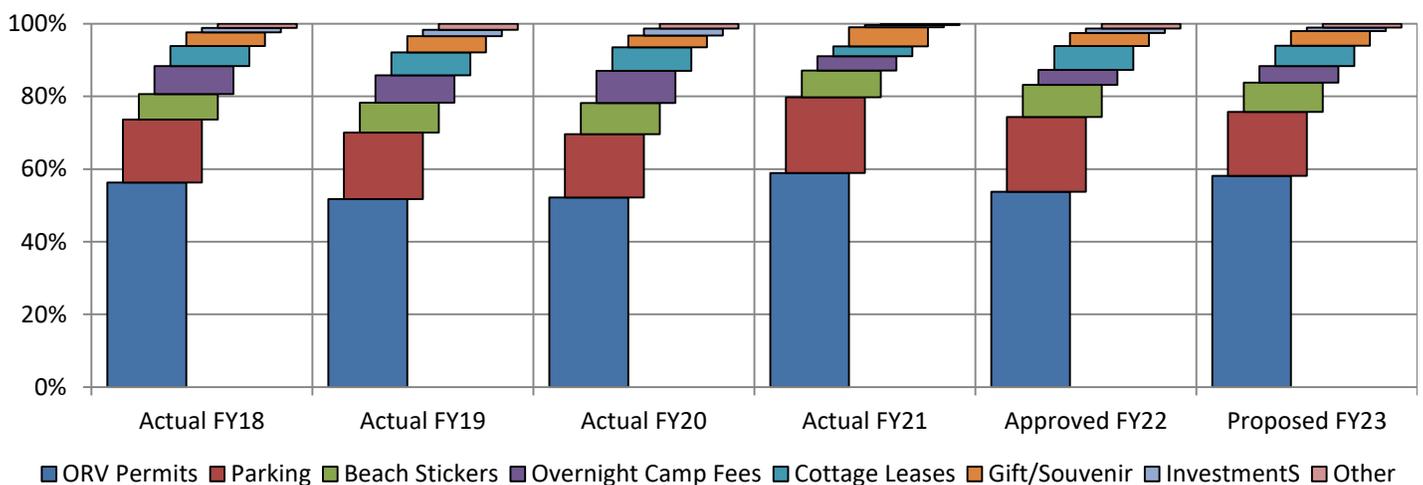
Full Time Employee History



Full-time employees have remained level through the fiscal years. Any change attributes to reallocations of salary between General and Enterprise Fund with the exception of the Assistant Park Manager and Facility Maintenance Laborer positions added in FY 2023.

Sandy Neck Beach Park Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



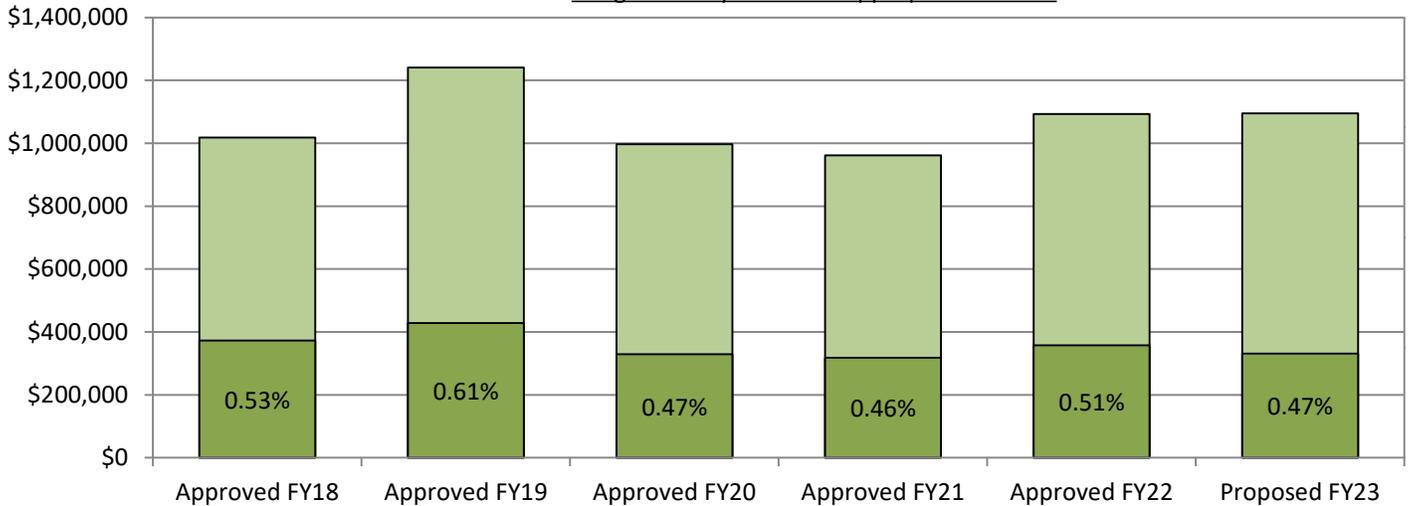
Fees, Licenses, Permits represent the largest funding source at 59%, which includes off-road vehicle (ORV) stickers.

Major sources of revenue for this operation include beach sticker sales, daily parking revenue, and off-road vehicle sticker sales. Weather plays a significant role in the revenue generated at this park as approximately 20% to 25% of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. This can affect activity levels at the off-road portion of the beach and corresponding sticker sales. Staff continues to work with state officials to mitigate the impacts while protecting these species.

ORV Permits account for 58% of total revenues generated at Sandy Neck Park. Parking provides 17% and Beach Stickers 8%.

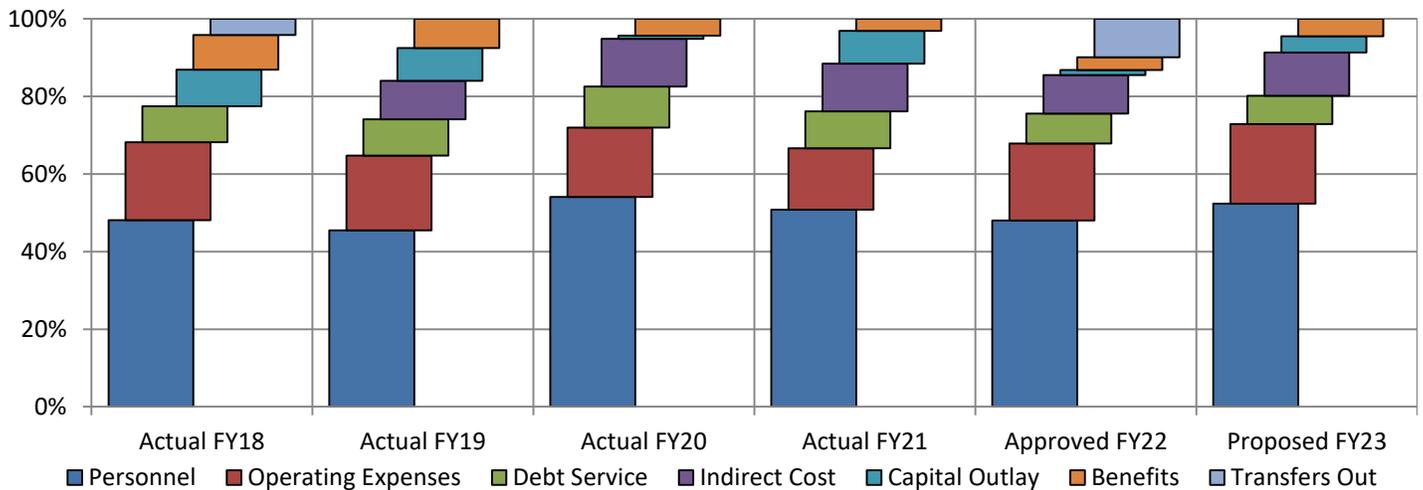
Sandy Neck Beach Park Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has increased 1.26% annually on average over a six-year period. This budget has also remained in the 0.50% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



The state's mandatory minimum wage increases and sand nourishment have had the greatest effect on expenses. Sand nourishment required is directly related to winter storms. Any significant storm that causes shoreline erosion will cost the operations in terms of sand replenishment and dune repairs.

Future cost considerations include the embankment in front of the main parking lot by the bathhouse beach area, which continues to be an area of major concern for this operation. Storms out of the Northeast can cause severe erosion to this embankment. A capital improvement plan for a long-term solution is being evaluated and will most likely impact fees charged by this operation in order to finance it.

Sandy Neck Beach Park Enterprise Fund Workload Indicators

Workload Indicator	FY 2019 Actual	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	3,979	3,217	4,584	4,500
Total Revenue	\$929,935	\$847,991	\$1,291,620	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	32	0	3 self-guided	0
Overnight Camping (represented in calendar year)	5,451	2,976	4,001	4,000
Merchandise Sales	\$41,102	\$27,941	\$60,774	\$50,000

Description	Historical Trends				Benchmark
	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
Actual Revenue	\$1,017,161	\$929,935	\$847,991	\$1,291,620	\$1,000,000
Estimated Revenue	\$968,462	\$1,065,249	\$957,055	\$680,500	\$836,957
Exceeds Expectations >100%	105%	87%	89%	190%	119%

Due to endangered shorebird nest locations, the off road beach (ORV) availability has become limited and revenue was negatively affected in FY2019 and FY2020. Our goal for FY2023 and beyond is to continue to bring our revenue projections back in line with our actual revenue. This will be achieved by setting conservative revenue projections and by increasing our beach accessibility to the public during crucial times of the busy summer season. During the winter of 2020, we received a new State of Massachusetts Habitat Conservation Permit (HCP). In the summer of 2021, using our HCP, we were able to keep the ORV beach open for the full season. In July 2021, beach availability was reduced to 0.4 miles but we were fully opened again in August. This was more beach availability than the other Cape Cod ORV beaches and, although patrons were not fully satisfied, we consider the season to be a success. We will continue to prioritize our efforts to improved beach access so that patron satisfaction is achieved and so that we continue to experience robust ORV permit sales.



Sandy Neck Park Manager Nina with Logger

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