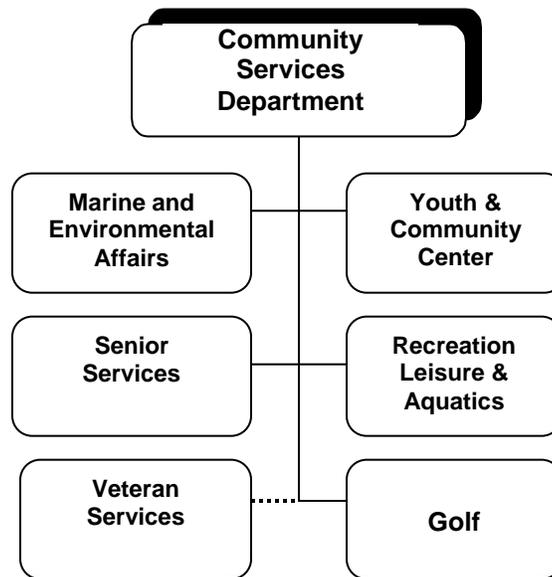
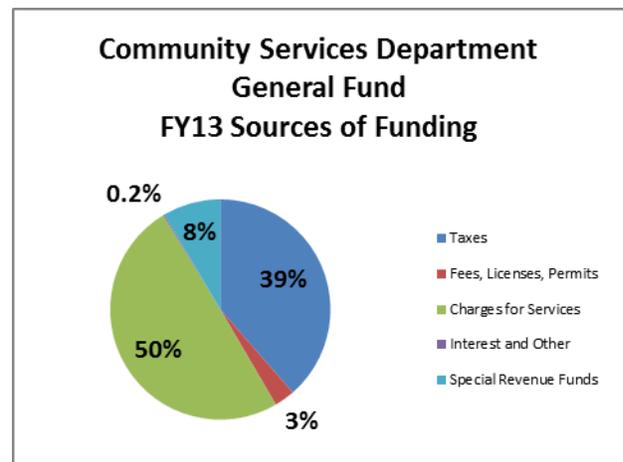
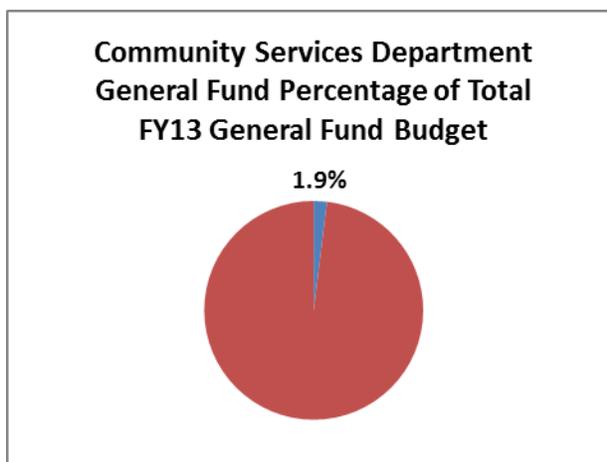


# COMMUNITY SERVICES DEPARTMENT

The mission of the Community Services Department is to maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.



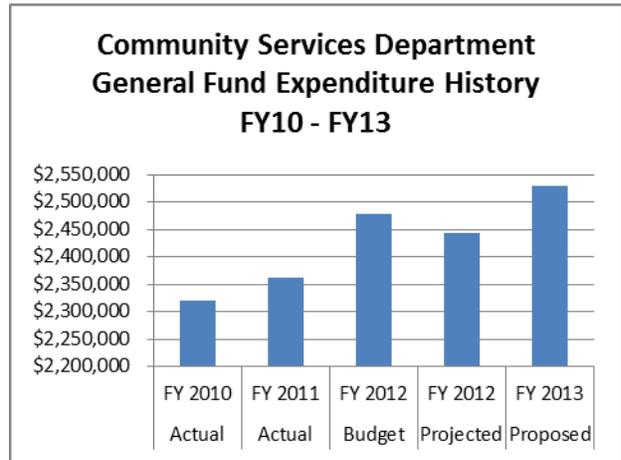
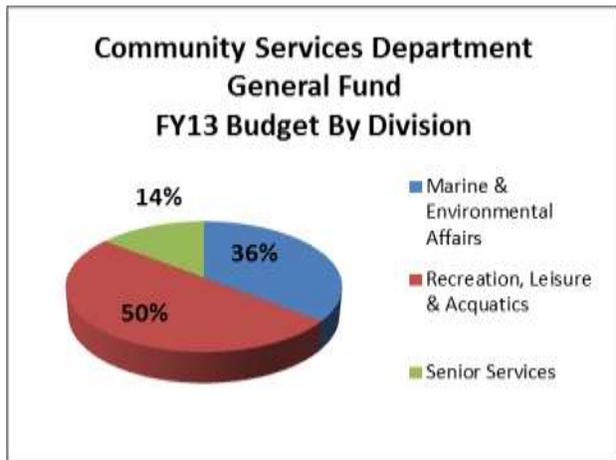
## FY 2013 DEPARTMENT FINANCIAL DATA



The Community Services Department represents 1.9% of the overall general fund operating budget. Thirty-nine percent of the budget is funded through taxes with 61% coming from various fees that are charged by the operations. The 8% of funding through the special revenue funds is from the Waterways Improvement Fund which is where all mooring fees collected are credited.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES Community Services Department (General Fund Only)**

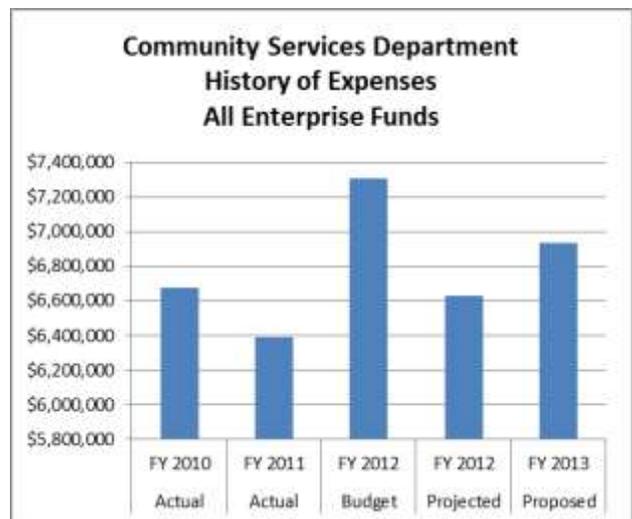
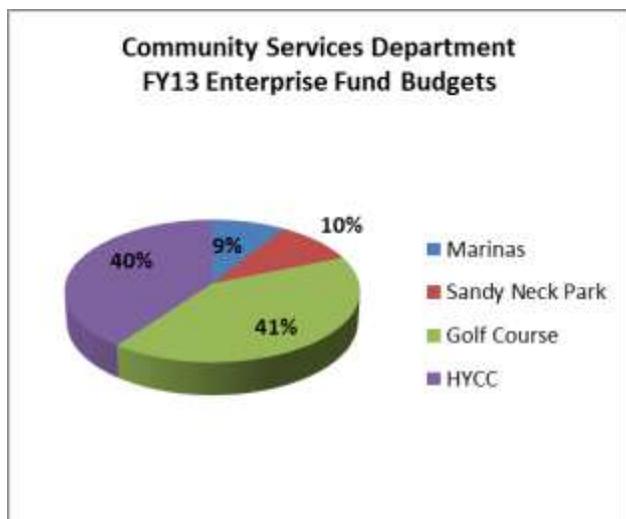
Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY12-13	Change
Salaries and Wages	\$ 2,030,045	\$ 2,058,902	\$ 2,114,900	\$ 2,086,350	\$ 2,129,824	\$ 14,924	0.71%
Operating Expenses	263,298	300,060	338,440	331,700	341,365	2,925	0.86%
Operating Capital	25,850	3,933	25,000	25,000	58,800	33,800	135.20%
<b>Total Expenditures</b>	<b>\$ 2,319,193</b>	<b>\$ 2,362,895</b>	<b>\$ 2,478,340</b>	<b>\$ 2,443,050</b>	<b>\$ 2,529,989</b>	<b>\$ 51,649</b>	<b>2.08%</b>
<b>Permanent full-time equivalent employees</b>	<b>25.76</b>	<b>24.61</b>	<b>24.20</b>		<b>23.70</b>	<b>(0.50)</b>	
<b>Sources of Funds</b>							
Taxes	\$ 772,772	\$ 659,202	\$ 1,035,102	\$ 913,912	\$ 975,908	\$(59,194)	-5.72%
Fees, Licenses, Permits	76,696	85,152	76,100	71,000	76,100	-	0.00%
Charges for Services	1,264,083	1,416,268	1,159,000	1,250,000	1,259,000	100,000	8.63%
Interest and Other	5,910	4,135	5,000	5,000	5,000	-	0.00%
Special Revenue Funds	190,000	198,138	203,138	203,138	213,981	10,843	5.34%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 2,319,193</b>	<b>\$ 2,362,895</b>	<b>\$ 2,478,340</b>	<b>\$ 2,443,050</b>	<b>\$ 2,529,989</b>	<b>\$ 51,649</b>	<b>2.08%</b>



The Recreation, Leisure & Aquatics division is the largest area of the Community Services Department general fund operations. Total expenditures for this department have increased from \$2,319,000 in FY10 to \$2,530,000 in FY13 or 9% over the 4 year period.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES**  
**(Enterprise Funds Only – Golf Courses, Marinas, Sandy Neck Park and HYCC Combined)**

Expense Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY12-13	Change
Personnel	\$ 2,315,478	\$ 2,181,160	\$ 2,610,420	\$ 2,309,000	\$ 2,545,950	\$ (64,470)	-2.47%
Operating Expenses	1,683,695	1,684,268	1,918,378	1,706,000	1,862,926	(55,452)	-2.89%
Operating Capital	50,967	168,574	181,500	120,100	63,500	(118,000)	-65.01%
Debt Service	2,309,930	2,029,614	2,176,373	2,073,940	2,091,292	(85,081)	-3.91%
Transfers Out	314,283	329,465	423,120	423,120	374,418	(48,702)	-11.51%
<b>Subtotal Operating Budget</b>	<b>6,674,353</b>	<b>6,393,081</b>	<b>7,309,791</b>	<b>6,632,160</b>	<b>6,938,086</b>	<b>(371,705)</b>	<b>-5.09%</b>
Capital Program	86,577	3,812,817	110,000	340,000	80,000	(237,922)	-216.29%
<b>Total Expenses</b>	<b>6,760,930</b>	<b>10,205,898</b>	<b>7,419,791</b>	<b>6,972,160</b>	<b>7,018,086</b>	<b>(609,627)</b>	<b>-8.22%</b>
<b>Permanent full-time equivalent employees</b>	<b>30.77</b>	<b>29.50</b>	<b>28.90</b>		<b>29.45</b>	<b>0.55</b>	
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	100.00%
Intergovernmental Aid	200,436	1,965,196	-	190,000	-	-	0.00%
Fees, Licenses, Permits	1,268,086	1,353,095	1,532,400	1,316,000	1,353,068	(179,332)	-11.70%
Charges for Services	3,745,493	3,774,417	4,159,158	3,727,000	3,724,981	(434,177)	-10.44%
Interest and Other	265,390	371,539	301,000	394,281	270,860	(30,140)	-10.01%
Special Revenue Funds	-	24,000	24,000	24,000	24,000	-	0.00%
Trust Funds	1,526,030	1,241,270	1,208,529	1,208,529	1,425,988	217,459	17.99%
Borrowing Authorizations	-	1,790,000	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 7,005,435</b>	<b>\$ 10,519,517</b>	<b>\$ 7,255,087</b>	<b>\$ 6,889,810</b>	<b>\$ 6,858,897</b>	<b>\$ (396,190)</b>	<b>-5.46%</b>
<b>Excess (Deficiency) cash basis</b>	<b>244,505</b>	<b>313,619</b>	<b>(164,704)</b>	<b>(82,350)</b>	<b>(159,189)</b>		
<b>Adjustment to accrual basis</b>	<b>9,370,191</b>	<b>2,354,255</b>	<b>-</b>	<b>710,000</b>	<b>-</b>		
<b>Beginning Net Assets</b>	<b>12,820,666</b>	<b>22,435,362</b>	<b>25,103,236</b>	<b>25,103,236</b>	<b>25,730,886</b>		
<b>Ending Net Assets</b>	<b>\$ 22,435,362</b>	<b>\$ 25,103,236</b>	<b>\$ 24,938,532</b>	<b>\$ 25,730,886</b>	<b>\$ 25,571,697</b>		



The golf course and HYCC operations encompass a majority of the total enterprise operations of the Community Services Department representing 81% of the total FY13 budget. Expenditures have increased from \$6.674 million in FY10 to \$6.938 in FY11; a 4% increase over this 4 year period.

## SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT

### **General Fund Operations:**

The Community Services Department general fund budget is increasing \$51,649 in FY13, or 2.1%. Personnel costs are increasing \$14,924 and there is a reduction of one-half of a full-time equivalent position. The Recreation Director's position was eliminated and pieces of administrative positions are transferred from the HYCC enterprise fund to more accurately reflect where the employees have been allocating their time. This results in a reduction of 0.5 full-time equivalents. Operating expenses are increasing \$2,925 and operating capital is increasing \$33,800 to \$58,500. This will be used for the replacement of one vehicle, new boards for lifeguards and picnic area improvements at the Veteran's Beach space. Tax support is decreasing \$59,194 for this operation as the estimate for charges for services is increasing due to increased usage as well as funding from special revenue funds.

### **Golf Course Enterprise Fund:**

The golf course operations are decreasing \$230,883 for FY13 or 7.5%. A decrease in play which correlates into declining revenue of this amount results in the budget reduction. Reductions have been made to full-time equivalents (0.1), seasonal wages and overtime resulting in a personnel cost decrease for FY13 of \$74,966. Operating expenses have been reduced by \$18,717, operating capital by \$88,000 and the transfer to the general fund is reduced \$50,000. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

### **Marina Enterprise Fund:**

The FY13 Marina Enterprise Fund operating budget is decreasing \$35,512 or 5.4%. The reduction is a result of a decrease in debt service and operating capital. \$20,000 has been provided in the FY13 budget to continue a dock replacement program. The operating expense increase of \$29,307 includes \$27,907 in depreciation. A capital program of \$80,000 in FY13 for the permitting of a dredging project has already been approved by the Town Council. This will be funded from the enterprise fund's reserves. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

### **Sandy Neck Enterprise Fund:**

The FY13 Sandy Neck Enterprise Fund operating budget is increasing \$25,750 or 3.9%. Personnel costs are increasing \$34,624 as additional funds are provided for new seasonal positions and an increase in pay for other seasonal positions. This is offset by a reduction of \$11,700 in debt service. Estimated revenue for FY13 is increasing to \$676,900. A small amount of enterprise fund reserves are used to balance the budget (\$7,542). This is \$25,150 less than the amount used to balance the FY12 budget.

### **Hyannis Youth & Community Center Enterprise Fund:**

The FY13 operating budget for the HYCC is decreasing \$131,060 or 4.5%. Declining revenue estimates result in the lower proposed budget. To offset the decline in revenue personnel costs are budgeted \$29,877 less in FY13 and operating expenses have been reduced by \$68,542. Also contributing to the reduced budget is a decrease in the debt service of \$32,641. The estimated revenue for FY13 includes an increase in the amount of meals and rooms tax of \$30,000, a reduction of \$450,166 in estimated user charges and an increase of \$217,459 in the amount of the transfer from the Capital Trust Fund to pay the construction loans. A total of \$71,647 of enterprise fund reserves is being used to balance the operating budget.

## **FY2013 DEPARTMENTAL GOALS**

### **Short Term Goals**

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (Strategic Plan Priority: Infrastructure)
2. Continue with the float replacement program at The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
3. Continue to assist and implement the Barnstable Harbor parking and landscape plans. (Strategic Plan Priority: Environment and Natural Resources)
4. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (Strategic Plan Priority: Infrastructure)
5. Contract to have The Marina at Prince Cove bulkhead repair conducted. (Strategic Plan Priority: Infrastructure)
6. Continue to research the need for added security at all marina facilities. (Strategic Plan Priority: Infrastructure)
7. Begin process to allow for dredging at Gateway Marina and Barnstable Harbor Marina Basin. (Strategic Plan Priority: Infrastructure)
8. Construct a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot. (Strategic Plan Priority: Recreation, Infrastructure)
9. Install a Sandy Neck map kiosk adjacent to the paved walkway. (Strategic Plan Priority: Quality of Life, Recreation).
10. Repair the Marsh Trail (just west of Trail 5 where water pooling is significant) in order to provide improved access to cottage owners. (Strategic Plan Priority: Environment and Natural Resources)
11. Develop a maintenance strategy for the Recreation Vehicles with the Department of Public Works. (Strategic Plan Priority: Infrastructure)
12. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (i.e. fencing, knitting, progressive swim). (Strategic Plan Priority: Quality of Life)
13. Re-certify 95% of the Recreation Staff including lifeguards, gate staff, supervisors, and leisure program counselors, recreation assistants in Professional Rescuer CPR, Community CPR and AED Certifications as well as First Aid as required for initial hire. (Strategic Plan Priority: Quality of Life)
14. Actively pursue available grant-funding to help sustain our services and offset program costs. (Strategic Plan Priority: Finance)
15. Continue to enhance our volunteer recruitment to attract new volunteers to support the Beach Sticker sales and youth programs. (Strategic Plan Priority: Quality of Life)
16. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (Strategic Plan Priorities: Finance, Infrastructure, Communication, Quality of Life)
17. Identify specific areas of potential growth within the gym and ice, and work towards filling those areas with new programs and events to attract more users to the facility. (Strategic Plan Priorities: Finance, Quality of Life)
18. Implement the following activities by December 31, 2012: develop a summer college hockey league, develop an annual College Hockey Tournament. (Strategic Plan Priorities: Finance, Quality of Life)
19. Implement additional community service programs to include annual blood, food and clothing drives. (Strategic Plan Priorities: Education, Quality of Life).
20. Review and update the marketing plan for Olde Barnstable Fairgrounds and Hyannis Golf Courses to make Barnstable Golf a true golf destination. By using e-mail, social media, radio, promotional guides, magazine and newspaper advertising to increase exposure will be distributed locally and regionally. Generate sufficient revenue to cover all direct and indirect costs with respect to the overall golf program. (Strategic Plan Priorities: Finance, Communications, Quality of Life)
21. Hire a PGA Golf Professional for Hyannis golf course. We will once again have a pro at each course. It will be the responsibility of the golf pro to oversee the pro shop and golf operations at Hyannis. The pro will bring much needed professionalism to the Hyannis operation which will improve customer service, merchandise offerings, employee training, productivity, and morale. (Strategic Plan Priorities: Finance, Quality of Life)

22. Aggressively pursue group outings and tournaments at both courses through our marketing plan which includes working closely together with the concessionaires at each course. Outings benefit all aspects of the facility. All inclusive packages to entice groups to play at our facilities will be offered. (Strategic Plan Priorities: Finance, Quality of Life)
23. Continue to implement teaching programs that are tailored to the needs and desires of our annual pass holders and guests of the facilities. These programs will help maximize the use of the facilities and will provide benefits that offer the highest level of customer service for our residents and guests. These are important to receive repeat business from our customers. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
24. Continue outreach efforts throughout the community to increase awareness of the important programs and services of the Barnstable Senior Center. (Strategic Plan Priority: Communications)
25. Continue to offer more diverse evening programming to attract boomers, working seniors and other members of our community. (Strategic Plan Priority: Quality of Life)
26. Actively pursue available grant-funding to help sustain our services and offset program costs, including our caregiver and transportation programs. (Strategic Plan Priority: Economic Development)
27. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (Strategic Plan Priority: Quality of Life, Economic Development)
28. Support the Supporting Our Youth Task Force through the Voices of the Village and the Greater Hyannis Civic Association. (Strategic Plan Priorities: Education, Quality of Life)
29. Support the Barnstable Youth Commission and its activities including "Youth at Mall Nights" (YAM'N) activities. (Strategic Plan Priority: Quality of Life)

### **Long Term Goals**

1. Continue with the float plan upgrades to The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
2. Upgrades to the Barnstable Harbor and Gateway Float plans and utilities as needed. (Strategic Plan Priority: Infrastructure)
3. Surveys to the West side of Barnstable Harbor Marina rip-rap stone for repair. (Strategic Plan Priority: Infrastructure).
4. 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. (Strategic Plan Priority: Infrastructure, Education, Quality of Life).
5. Cross train Natural Resources Officers in all aspects of Town environmental duties. (Strategic Plan Priority Environment and Natural Resources).
6. Work cooperatively with the Department of Public Works, Osterville Civic Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds. (Strategic Plan Priorities: Infrastructure)
7. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Communication, Education, Quality of Life)
8. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, and Town athletic facilities. (Strategic Plan Priorities: Infrastructure, Quality of Life)
9. Work on a Request for determination of Applicability with the Department of Environmental Protection to replenish the sand of Hathaway's Pond with the Conservation Division and DPW. (Strategic Plan Priorities: Infrastructure, Quality of Life)
10. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
11. Develop and identify the sport organizations that will assist both with the process and the funding program. (Strategic Plan Priorities: Finance, Infrastructure, Environment and Natural Resources, Quality of Life)
12. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Finance, Quality of Life)

13. Continue to work closely with the Barnstable Schools and Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center. (Strategic Plan Priorities: Finance, Education, Quality of Life)
14. Continue to develop golf related services to maximize the use of Olde Barnstable Fairgrounds and Hyannis Golf Courses for residents and guests. Strive to provide the best customer service possible to all customers. Train staff and emphasize putting the customer first in every aspect of the operation, including the pro shop, starters, rangers, and the maintenance staff. This helps maximize repeat business and strong word-of-mouth marketing creating more desirable facilities for our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)
15. Continue implementing improvement projects at Olde Barnstable Fairgrounds and Hyannis Golf Courses to ensure complying with the mission of providing facilities that are self-supporting, attractive and affordable to our residents and non-residents. Maintain a focus on the bottom line to maintain and improve assets for the future. Future capital improvements and enhancements include: replacing outdated and worn maintenance equipment, bunker improvements, and facility improvements to the clubhouse, maintenance and cart barn. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
16. Maintain an active marketing program to constantly look for ways to increase revenue at the courses in order to meet our 5-year plan. This includes increased membership, attracting outside players with tournaments, outings, etc., promoting the use of the driving ranges, and sales of merchandise. Constantly monitor our competitors in relation to pricing and course conditions to help improve our competitive position. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
17. Develop a comprehensive long range capital improvement plan for Olde Barnstable Fairgrounds to include buildings, equipment, course infrastructure (bunkers, etc.), course construction/ renovation improvements and new tees and greens. After nearly 20 years of wear and tear, Olde Barnstable Fairgrounds is in need of modernization to be able to compete with surrounding public and municipal courses. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
18. Continue to develop strategies to improve the lives of Barnstable's senior population through enhanced case management, respite services, mental health counseling, informational forums and advocacy to ensure that programs that help seniors age in place are maintained. (Strategic Plan Priority: Quality of Life)
19. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. (Strategic Plan Priority: Quality of Life)
20. Maintain commitment to monthly cable TV shows and newsletter and continue to develop innovative marketing strategies. (Strategic Plan Priority: Communications)
21. Work with the Friends of the Barnstable Council on Aging to advocate and develop plans and for a green building to be situated next to the Barnstable Senior Center to expand and enhance the Adult Supportive Day program. (Strategic Plan Priority: Quality of Life)
22. Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, suicide, anti-bullying education, and related activities. (Strategic Plan Priority: Education, Quality of Life)
23. Skills Education includes job and professional training, and promoting interaction with the public and local businesses. (Strategic Plan Priority: Education, Quality of Life)
24. Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission. (Strategic Plan Priority: Quality of Life)
25. Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth. (Strategic Plan Priority: Education, Quality of Life)

## **DESCRIPTION OF SERVICE PRIORITY PACKAGES**

### **ENTERPRISE FUNDS**

#### **SANDY NECK ENTERPRISE FUND**

##### **1. New seasonal field positions at Sandy Neck Beach**

**\$9,000 Requested**

**\$9,000 Recommended**

Three new Sandy Neck positions: Senior Seasonal Shorebird Specialist, Senior Seasonal Natural Resource Officer and Senior Turtle Monitor. The seasonal field staff positions fill a complex and diverse role at Sandy

Neck Beach. They are called upon to deal with situations that range from natural resource and endangered species protection to responding to medical and enforcement emergencies. The current pay rate is not sufficient to draw qualified staff or to attract staff to return after the first year of service. In addition, the Sandy Neck Program has taken on shorebird monitoring responsibilities for Dowses, Kalmus and Long Beaches. These extra duties have intensified the need for a full compliment of well qualified staff. We are requesting three new job descriptions that provide senior positions. These positions would have a requirement of a full season of field experience and they would correspondingly have a pay rate of \$12.50 per/hour. We feel that this would improve our ability to attract qualified staff as well as improve seasonal staff return rates. The Seasonal Natural Resource Officers have not had a pay raise since 2004 and we are presently having trouble keeping these positions filled. In 2008, we were only fully staffed for four weeks (July 14th to August 14th). In 2009, we were never fully staffed. In 2011, we had two staff members resign in July as they had found higher paying positions elsewhere. Legal ramifications and possible beach closures could occur if we continue with this trend because:

- Natural Resource Officers work under Order of Conditions along with requirements from MA Fish & Wildlife, and U.S. Fish & Wildlife with regard to endangered species protection along Sandy Neck Beach.
- Under a Memorandum of Understanding with Sandy Neck cottage owners, Natural Resource Officers are required to provide escorts for beach access and egress.
- The Sandy Neck program is now charged with plover and tern monitoring on three additional Barnstable beaches. These shorebirds are protected under the State and Federal Endangered Species Acts.
- There has been a 40% increase in off-road vehicle use in the last 8 years. This has resulted in a rise in the number (and complexity) of enforcement and medical incidents on the beach.

**2. New seasonal maintenance position at Sandy Neck Beach** **\$12,000 Requested**  
**\$12,000 Recommended**

One new Sandy Neck position: Sandy Neck Facilities Maintenance Laborer. This proposed new position would be responsible for facilities maintenance of the Bathhouse, Gatehouse, Garage, Halfway House and Air Compressor Shack. In addition, the staff member would be addressing our portable toilet pump-out needs, thus eliminating an existing seasonal part-time position. There is a phrase “build it and they will come” and they have. People are flocking to our new bathhouse and improved park amenities. We have also increased the concession stand hours to include dinner and Sandy Neck is now a popular evening destination. We need staff to offset this increased use in order to maintain our facilities at the improved standard that is expected. We are requesting that this new position be for 25 weeks of the year at a pay rate of \$16.00 per/hour. We feel that this would improve our ability to provide the public with safe and clean facilities at Sandy Neck Beach Park.

**3. Sandy Neck Equipment Capital Improvement** **\$8,000 Requested**  
**\$8,000 Recommended**

Continuation of the Sandy Neck equipment improvement program. Equipment improvement is imperative in order to continue safe and effective management of Sandy Neck Beach Park. During FY13, we propose to utilize equipment improvement appropriations to purchase a truck from the Natural Resources Program which will be utilized for beach patrol. In addition, we would like funding to purchase video and surveillance equipment. Sandy Neck is considered an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for the management of the Park. Natural Resource Officers are charged with patrolling six miles of beach and 4,500 acres of dune and marsh lands. In addition, staff must monitor the breeding populations of four endangered species. These many duties are handled by three seasonal Natural Resource Officer, three biologists and a full time Park Manager. We maintain four vehicles and four ATVs and we need to continue to replace the oldest vehicles in order to have working fleet for our staff. The Sandy Neck Program is seeking to continue this annual capital appropriation.

## **MARINA ENTERPRISE FUND**

### **1. Dock Replacement**

**\$20,000 Requested**

**\$20,000 Recommended**

Continuation of Capital funds for the replacement/maintenance of marina floats. Due to age, outdoor elements and use, the docks/floats have become a safety hazard for public use. On-going replacement and maintenance is mandatory for use of the marina facilities. Public safety could be jeopardized, loss of property, damage to Town and private property.

## **GOLF ENTERPRISE FUND**

### **1. Replace Greens Mowers at Olde Barnstable Fairgrounds Course \$22,000 Requested**

**\$22,000 Recommended**

Replace two 2002 Toro triplex greens mowers at Olde Barnstable Fairgrounds with two new mowers under a three year lease/purchase contract. The mowers are used to maintain 3.25 acres of putting green turf (OBF). The units are used seven days a week throughout the golfing season. It takes each mower 2-3 hours each day to groom the greens prior to the commencement of play each day. It is an industry standard that two mowers are needed to properly maintain the greens at the average 18-hole golf course. The greens are the single most important aspect at any golf course and thus they need to be given the highest priority in terms of maintenance. The quality of our greens is our reputation and probably the single most important criteria used to determine when deciding to play a particular golf course. As they say "drive for show, putt for dough." Simply put, the game of golf is played out on the putting greens. The two greens mowers at OBF are entering their 11<sup>th</sup> year of service and each unit has over 2,500 hours of use on them. We are experiencing quality of cut issues in terms of consistency, power output decline on the engines due to high usage, and an increase in repair and maintenance costs associated with keeping the mowers in top working condition for use on putting greens. Our greens are our bread and butter, and we must take every step possible to ensure we exceed the expectations of our members and guests when it comes to the quality and consistency of these vitally important turf areas.

## **GENERAL FUND**

### **1. Beach Equipment Capital Improvement**

**\$28,000 Requested**

**\$28,000 Recommended**

Replacement of worn equipment at Town beaches including surfboards, grills and picnic tables. Equipment improvement is imperative in order to continue safe and effective management of Town beaches. During FY13, we propose to replace ten (10) surfboards utilized by lifeguard staff in their daily duties of protecting users of the Town beaches. Equipment improvement is needed to address the run down condition of grills and picnic tables at Veterans Beach and other areas. The Town's beaches are one of its largest natural assets. Tens of thousands of people use the facilities on an annual basis. The current condition of the grills and picnic tables at Veterans Beach is poor due to a lack of an annual replacement policy.

### **2. Overtime**

**\$9,000 Requested**

**\$4,500 Recommended**

Request for funding overtime activities. Funds that had previously been allocated for overtime have shrunk over the years due to cost of living and contractual raises, thereby reducing the hours available to respond to emergency/non-scheduled events and consumer complaints. Many of our functions/response activities are also at the request of other agencies (i.e. Police Department) and are necessary to ensure public safety. With reduced police presence, an increase in near-shore boating activities/emergencies calls for MEA assistance have increased. We also have been asked to assist outside (Town) agencies with emergencies as we have specialized equipment that can be useful. Other activities that involve MEA participation include storm events, shellfish enforcement, response to complaints, Fourth of July events, as well as numerous requests to attend outside meetings.

**3. Increase in Shellfish Technician's staff time**

**\$3,750 Requested**

**\$3,750 Recommended**

Increase the Shellfish Technician position from 9 to 10 months a year. (March through December). To properly address the shellfish propagation enhancement program more staff time is needed and is paramount to the program's success. With the increase of \$100,000 in funding for shellfish stock from the Town Manager, the Shellfish Technician workload has increased substantially and requires more time to plant shell stock in late fall/early winter. The Shellfish Committee has reviewed and supports the proposal. The funding would come out of the shellfish special revenue revolving fund which is a dedicated shellfish account derived from the various shellfish permit fees.

**4. Increase Nurse's Hourly Salary - Revolving Fund**

**\$600 Requested**

**\$600 Recommended**

Within the Barnstable Recreation revolving fund program, the leisure activity requires a nurse to be on-site for the purpose of issuing medications to certain participants. The nurse must be certified and licensed. In comparing this position with other nurse positions in Town, the Recreation Division determines the present compensation of \$ 13.00 per hour is considerably on the low side. The Barnstable Recreation has a difficult time in hiring a qualified nurse. The proposal will increase the hourly compensation from \$ 13.00 to \$ 15.00 per hour. There will be no impact to the Town as the Leisure Activity is budgeted through the Recreation special revenue revolving fund. The user's registration dollars pays the nurse's salary. The Recreation Division's leisure program serves approximately 350 boys and girls during the summer months. Many of these children must take medications during the day. The Recreation Division must hire a nurse to distribute the medications to the respective children. Currently, the nurse position receives \$ 13.00 per hour. The nurse not only distributes medication but oversees all of the physical accidents which occur during the program and assists the special needs administrator in delivering services to our SPED individuals.

**5. Increase Seasonal Shellfish Assistant's Hourly Rate**

**\$7,000 Requested**

**\$7,000 Recommended**

Increase Seasonal Shellfish Assistants' hourly rate from \$10.00 to \$12.50 an hour. The Seasonal Shellfish Assistant position plays an important roll in the overall success of our shellfish propagation efforts. The Shellfish Assistants operates trailers and launch our shellfish program boats in many areas of town. The assistants work on the water in very adverse weather conditions daily - very hot, windy, snow and ice. The seasonal staff is appointed Deputy Shellfish Constables to assist with enforcement, monitoring and regulation compliance. The funding would come out of the shellfish special revenue revolving fund which is a dedicated shellfish account derived from the various shellfish permit fees. The Shellfish Committee has reviewed the proposal and supports our request.

**6. Extend length of service for Seasonal Mooring Officer position**

**\$5,000 Requested**

**\$5,000 Recommended**

Extend the existing seasonal mooring officer position from three months to five months. This will allow the seasonal position to assist in the processing of new and renewal mooring permits, as well as waiting lists. In 2011, we moved ahead the time frame of when we filled open spaces. Though advantageous to boaters, it also comes at one of our busiest times. This creates delays in customer service and reduces time for the mooring officer to tend to other duties (i.e. managing moorings and public safety activities). The demand for moorings continues to increase. In 2011, we were able to add 142 new moorings from the waiting lists. This increase in processing and oversight overwhelmed the mooring office. This request will assist the mooring officer to continue efficiently issuing permits and getting more people on the water. This request would be funded entirely with additional revenues received from the new mooring permits. This will free up some of the additional recordkeeping activities from the mooring officer to allow for better management of the mooring program.

**7. Harbor/Ramp Attendants.**

**\$13,000 Requested**

**\$13,000 Recommended**

Request funding to provide for additional harbor/ramp attendants in the Barnstable Harbor area. Current (FY12) funding supports one seasonal position at the Blish Point boat ramp, providing a service level equivalent of 5 days/week, 8 hours/day - for approximately 11 weeks. The request is for \$13,000 for 12-13

weeks during the boating season. Two summers ago, because of the anticipated problems related to the Barnstable Bulkhead reconstruction project, the Division hired additional staff. This was made possible because of the grant funding associated with the project. The main objective for additional staffing was to address issues related to parking, traffic, ramp congestion, and confusion – as well as to support overall ramp and harbor operations. MEA believes that the additional staff around the Harbor helped ease the difficult conditions harbor users faced, and allayed the anxiety attributed to the construction activity. MEA believes the same level of support would be beneficial to the harbor users and stakeholders in the area. Whether or not a construction project exists, Barnstable Harbor is extremely busy with many uses and many users. The additional staffing level could continue to help mitigate attendant harbor issues and problems.

**8. Vehicle Replacement**

**\$25,000 Requested**  
**\$25,000 Recommended**

Continuation of the capital replacement program. MEA/Natural Resources plans to sell a 2008 Chevrolet pickup truck to the Sandy Neck Enterprise Account, and replace it with a new vehicle. The general fund request is for \$25,000. An additional \$12,000 from the Sandy Neck account would make \$37,000 available for the purchase and equipping of a new truck. MEA vehicles are used for many purposes including patrol and enforcement activities in conservation lands, on Sandy Neck, and along the shoreline; to launch and retrieve boats, answering animal control complaints, and assisting other divisions/agencies in emergency response. Our continued plan is to rotate the vehicles through a program after three years and make a vehicle available to the Sandy Neck Program for fair market value.

**9. Dinghy removal**

**\$7,000 Requested**  
**\$7,000 Recommended**

The Town Manager approved a regulation prohibiting off-season storage of vessels at the Ropes Beach Area in December of 2008, and implementation of the regulation was put into effect in 2009. The Division expected to see an immediate visual improvement to the area, as well as environmental and safety improvements, and this expectation materialized. As a result of this action, the Division has received numerous requests to expand the program to other areas of Town. Funding for this initiative was made available through CAP funds and was a one-time funding source. To continue with this initiative, funding will be needed for signage, postage/printing of regulation including legal ads, handling of boats, labor, disposal of boats, etc. This initial funding of \$7,000 will allow us to expand upon the Ropes Beach regulation to a few other areas in Town, based upon a priority need.

**10. Purchase and Maintenance of Automated External Defibrillators \$8,725 Requested**

**\$8,725 Recommended**

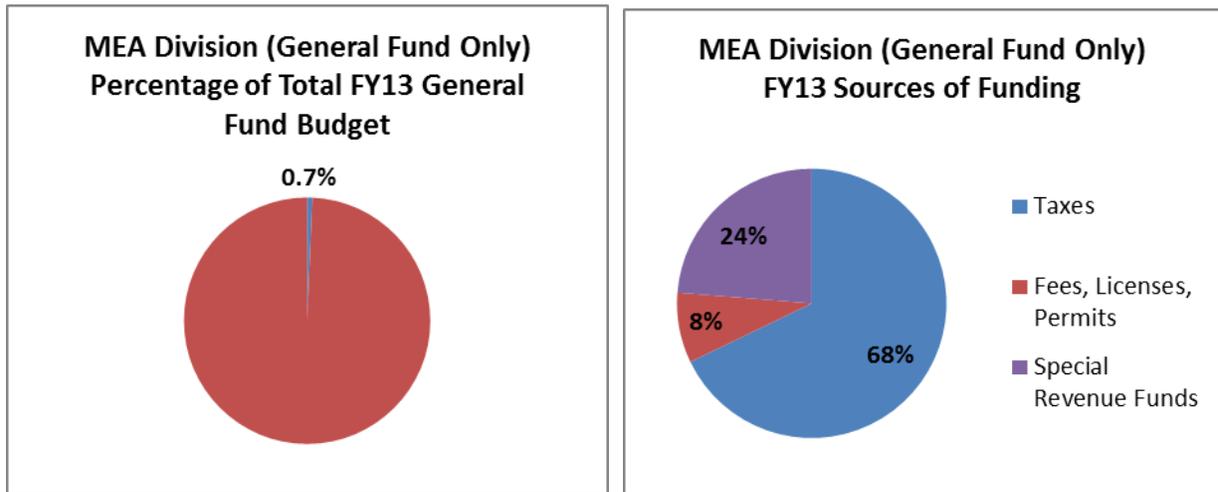
Purchase and maintenance of three AEDs and related medical equipment for our two patrol boats, as well as one to be placed at our main office at Phinney's Lane. Maintenance costs include replacement batteries and consumable pads. This will provide a necessary life saving tool. While on the water, we often operate away from where traditional medical assistance is readily available and includes locations such as Egg Island, Sampson's Island or Sandy Neck. Harbormaster personnel are currently required to maintain CPR/First Aid certifications - so training will be minimal. The request also is to include funding for an AED to be placed at our main office where the public is invited. This provides access to basic life saving equipment.

# MARINE AND ENVIRONMENTAL AFFAIRS DIVISION

## MISSION STATEMENT

The mission of the Marine and Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.

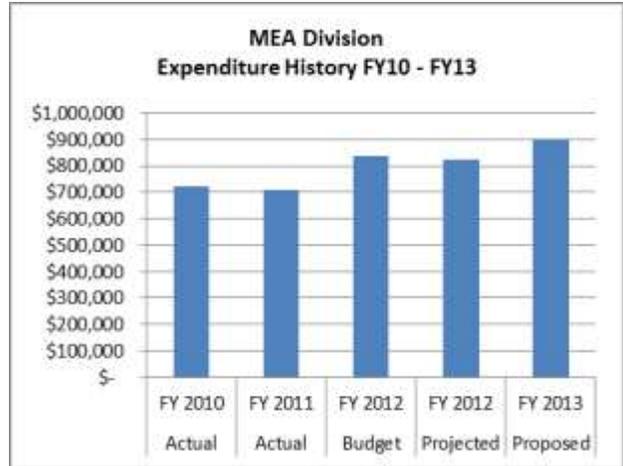
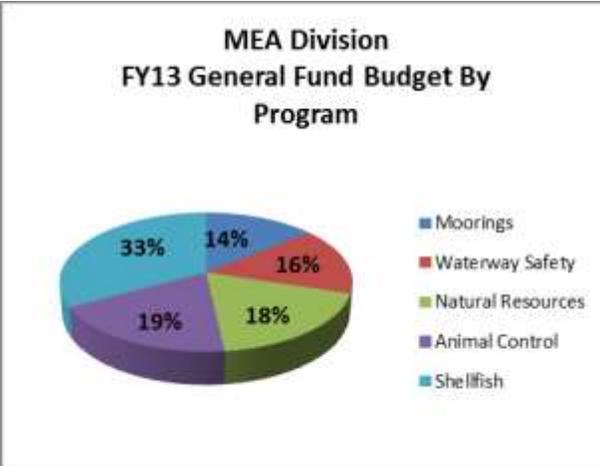
## FY 2013 DIVISION FINANCIAL DATA



This division represents 0.7% of the total general fund budget. 68% of the operations budget for FY13 is provided from tax support. The remaining 32% is derived from fees. The funding from the special revenue funds is from the mooring fees charged which must be credited to the special revenue fund.

## SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES (General Fund Only)

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Salaries and Wages	\$ 559,121	\$ 557,128	\$ 609,779	\$ 599,000	\$ 663,933	\$ 54,154	8.88%
Operating Expenses	137,842	147,564	204,340	200,000	207,265	2,925	1.43%
Operating Capital	25,850	3,933	25,000	25,000	30,800	5,800	23.20%
<b>Total Expenditures</b>	<b>\$ 722,813</b>	<b>\$ 708,625</b>	<b>\$ 839,119</b>	<b>\$ 824,000</b>	<b>\$ 901,998</b>	<b>\$ 62,879</b>	<b>7.49%</b>
<b>Permanent full-time equivalent employees</b>	<b>10.20</b>	<b>9.65</b>	<b>9.65</b>		<b>9.65</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 455,987	\$ 425,335	\$ 559,881	\$ 549,862	\$ 611,917	\$ 52,036	9.29%
Fees, Licenses, Permits	76,696	85,152	76,100	71,000	76,100	-	0.00%
Interest and Other	130	-	-	-	-	-	0.00%
Special Revenue Funds	190,000	198,138	203,138	203,138	213,981	10,843	5.34%
<b>Total Sources</b>	<b>\$ 722,813</b>	<b>\$ 708,625</b>	<b>\$ 839,119</b>	<b>\$ 824,000</b>	<b>\$ 901,998</b>	<b>\$ 62,879</b>	<b>7.49%</b>



The Shellfish Program is the largest program within this division representing 33% of all expenditures. Total expenditures for the division have increased from \$723,000 in FY10 to \$902,000 in FY13 or 25%. A significant factor in the increase has been a larger commitment to funding a shellfish propagation program.

**SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION**

Additional funding is provided in the FY13 budget for overtime (\$4,500) and seasonal wages for attendants at the Blish Point boat ramp (\$13,000). Additional funds are also provided for a dinghy removal program (\$7,000) and the purchase of 3 AED's for the Harbormaster vessels and main office which is visited by many residents throughout the year.

**FY 2013 DEPARTMENT GOALS**

**Short Term Goals:**

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (Strategic Plan Priority: Infrastructure)
2. Continue with the float replacement program at The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
3. Continue to assist and implement the Barnstable Harbor parking and landscape plans. (Strategic Plan Priority: Environment and Natural Resources)
4. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (Strategic Plan Priority: Infrastructure)
5. Contract to have The Marina at Prince Cove bulkhead repair conducted. (Strategic Plan Priority: Infrastructure)
6. Continue to research the need for added security at all marina facilities. (Strategic Plan Priority: Infrastructure)
7. Begin process to allow for dredging at Gateway Marina and Barnstable Harbor Marina Basin. (Strategic Plan Priority: Infrastructure)
8. Construct a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot. (Strategic Plan Priority: Recreation, Infrastructure)
9. Install a Sandy Neck map kiosk adjacent to the paved walkway. (Strategic Plan Priority: Quality of Life, Recreation)
10. Repair the Marsh Trail, just west of Trail 5 where water pooling is significant, in order to provide improved access to cottage owners. (Strategic Plan Priority: Environment and Natural Resources)
11. Continue to provide educational outreach to school groups with regard to the Sandy Neck diamondback terrapin headstart program. (Strategic Plan Priority: Environment and Natural Resources, Recreation, Education)

12. Continue to remove invasive species from Sandy Neck wetlands. (Strategic Plan Priority: Environment and Natural Resources)
13. Begin repair/reconstruction of Marstons Mills herring run (Strategic Plan Priority: Environment and Natural Resources)
14. Continue GIS pinpointing of all moorings in Town to determine mooring regulation compliance. (Strategic Plan: Regulatory Access & Accountability)
15. Pursue grant opportunities to support the division's needs. (Strategic Plan: Public Health and Safety/Finance)

### **Long Term Goals**

1. Continue with the float plan upgrades to The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
2. Upgrades to the Barnstable Harbor and Gateway Float plans and utilities as needed. (Strategic Plan Priority: Infrastructure)
3. Surveys to the west-side of Barnstable Harbor Marina rip-rap stone for repair. (Strategic Plan Priority: Infrastructure)
4. 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. (Strategic Plan Priority: Infrastructure, Education, Quality of Life)
5. Cross train Natural Resources Officers in all aspects of Town environmental duties. (Strategic Plan Priority Environment and Natural Resources)
6. Expand educational turtle outreach program to include more schools. (Strategic Plan Priority: Environment and Natural Resources, Recreation, Education)
7. Work on and establish a relationship with Mashpee Wampanoag Tribe i.e. shellfish issues. (Strategic Plan Priority: Economic Development)
8. Eel grass restoration project. (Strategic Plan Priority: Environment and Natural Resources).
9. Continue to use internet/web for mooring information. (Strategic Plan: Regulatory Access & Accountability)
10. Better mooring enforcement through public information. (Strategic Plan: Communication)
11. Improve communication and oversight of the licensed mooring services. (Strategic Plan: Regulatory Access & Accountability)
12. Pursue capability to enforcement mooring regulations via in-house illegal mooring removal. (Strategic Plan: Infrastructure)
13. Continue remote setting of oysters and cultchless oysters on the Northside. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
14. Propagate cultchless oysters in the Three Bays Area. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
15. Continue quahog seed propagation in the Three Bays Area and resume quahog seed propagation at the Scudder Lane Recreational Shellfishing Area. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
16. Continue enhancement of quahog populations throughout the Town of Barnstable via In-Town and Out-of-Town contaminated quahog relays. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)

## **PROGRAMS**

### **NATURAL RESOURCES PROGRAMS AND SERVICES**

**Program Description.** The Natural Resource Program is responsible for the protection and enhancement of the Town's natural resources, enforcement of various laws relating to fish and game, marine and recreational use, land management and the environment. Natural Resources provides support for over-sand operations at Sandy Neck, including environmental functions associated with endangered species and overall resource management. Natural Resources provides enforcement, control and maintenance of all herring runs, also protection and enhancement of the Town's shellfish resources and all private aquaculture

grants. It further assists with nuisance animal control and the enforcement of laws relative to control of dogs within the Town of Barnstable. The maintenance and enforcement of the Town shooting range is the responsibility of Natural Resources.

Some of the specific services provided by the Marine and Environmental Affairs Division Natural Resources Program include:

### **Land Management**

- Enforce regulations, maintenance, and repair of all herring runs.
- Enforce all Land Use Regulations in Town Conservation Areas and maintenance of all roads and trails in 6,000+ acres of Town conservation lands, and assist staff at Sandy Neck Barrier Beach.
- Maintenance of erosion control projects at Sandy Neck upper lot for recreational purposes.
- Overseeing all contracted maintenance in Town conservation properties.
- Enforcement of all regulations and maintenance of the shooting range.

### **Fish and Game**

- Monitoring fin fishing activities in-season, overseeing hunting programs Town-wide.
- Pheasant stocking and monitoring of all hunting areas.
- Responding to rabid, sick, injured and nuisance wild animal calls.
- Regulation compliance of all migratory bird hunting in Barnstable.

### **Patrol**

- Assisting Federal, State and Town agencies as needed during Town-wide emergencies.
- Patrolling conservation lands, Town landings, Sandy Neck Barrier Beach and waterways regarding shellfishing enforcement, resource violations, compliance with various rules and regulations, boating safety violations, and fish and game compliance.
- Assisting Animal Control officer with calls/patrols as needed.
- Monitoring herring runs for regulation compliance.
- Boat and landings patrols to oversee all aquaculture grant operations and commercial & recreational public shellfishery throughout the Town.

### **Education**

- Providing interpretive programs to the public related to natural resource issues.
- Coordinating volunteers and school groups with resource related projects.
- Maintaining educational links with local school systems.
- Instituted a very popular educational outreach headstart turtle program for many school systems and community groups (i.e. Barnstable Senior Center).

### **Shellfishery Management**

- Managing and performing shellfish propagation projects for select species of economically and recreationally important shellfish.
- Assisting the Massachusetts Division of Marine Fisheries with constant water quality monitoring of local classified areas and instituting management protocols for the areas.
- Assessing coastal zone projects and performing surveys and reports for such projects.
- Performing shellfish surveys for resource management purposes.
- Water quality testing and shellfishery management, for areas used for the public consumption of shellfish, as mandated by the Federal Food and Drug Administration's National Shellfish Sanitation Program.
- Formulating, integrating, disseminating and maintaining shellfishery management information for the general public.
- Interacting with federal, state and local authorities, agencies and groups regarding shellfish management, regulatory, enforcement, educational and private shellfish aquaculture issues.
- Report, grant and contract writing.
- Comprehensive review studies including GIS/GPS mapping.

**The Labor Components consists of:**

- Program supervisor
- One full-time shellfish biologist
- Two full-time natural resource officers
- One shellfish technician, (for 9 months)
- Two seasonal shellfish assistants, depending on funding
- Various educational interns and public volunteers

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
NATURAL RESOURCE AND SHELLFISH PROGRAMS**

<b>Expenditure Category</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Budget FY 2012</b>	<b>Projected FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change FY12-13</b>	<b>Percent Change</b>
Personnel	\$ 285,019	\$ 264,097	\$ 285,623	\$ 280,000	\$ 295,756	\$ 10,133	3.55%
Operating Expenses	93,208	103,439	142,150	140,000	142,150	-	0.00%
Operating Capital	25,850	3,933	25,000	25,000	25,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 404,077</b>	<b>\$ 371,469</b>	<b>\$ 452,773</b>	<b>\$ 445,000</b>	<b>\$ 462,906</b>	<b>\$ 10,133</b>	<b>2.24%</b>
<b>Sources of Funds</b>							
Taxes	\$ 369,115	\$ 329,991	\$ 422,673	\$ 415,000	\$ 432,806	\$ 10,133	2.40%
Fees, Licenses, Permits	34,832	41,478	30,100	30,000	30,100	-	0.00%
Interest and Other	130	-	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 404,077</b>	<b>\$ 371,469</b>	<b>\$ 452,773</b>	<b>\$ 445,000</b>	<b>\$ 462,906</b>	<b>\$ 10,133</b>	<b>2.24%</b>

***ANIMAL CONTROL PROGRAM***

**Program Description.** Animal control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community-at-large complain, the government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can, and do, pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal control officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control.

The program includes, but is not limited to:

- Impoundment of dogs found running unleashed and at-large.
- Investigation of animal bites to both humans and animals.
- Emergency service for sick and/or injured animals including both domestic and wildlife.
- Enforcement and education of the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes and Federal Statutes.
- Identification and return of lost pets.
- Quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies.
- Aid in the control of animal diseases including rabies control.
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors.
- Investigation of animal cruelty and neglect complaints.
- Provide humane education and domestic pet care information.
- Provide group presentations on various subjects pertaining to animals.

- Return of wild indigenous animals to their natural environment as regulated by state statutes.
- Euthanasia for sick and/or injured animals through assigned and authorized persons.
- Assist Police and Fire with animal related issues.
- Maintain accurate records and forms for all animal-related issues.

Animal Control responded to 4,261 calls for assistance from January 1 through December 12, 2011 which includes both domestic and wildlife.

As of December 12, 2011, the Town Clerk's Office issued 2,654 dog licenses for the 2010/2011 license period with six additional months left in this period.

### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ANIMAL CONTROL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 117,014	\$ 130,864	\$ 136,663	\$ 135,000	\$ 143,154	\$ 6,491	4.75%
Operating Expenses	17,980	16,354	27,100	27,000	27,100	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 134,994</b>	<b>\$ 147,218</b>	<b>\$ 163,763</b>	<b>\$ 162,000</b>	<b>\$ 170,254</b>	<b>\$ 6,491</b>	<b>3.96%</b>
<b>Sources of Funds</b>							
Taxes	\$ 128,180	\$ 140,893	\$ 157,763	\$ 156,000	\$ 164,254	\$ 6,491	4.11%
Fees, Licenses, Permits	6,814	6,325	6,000	6,000	6,000	-	0.00%
<b>Total Sources</b>	<b>\$ 134,994</b>	<b>\$ 147,218</b>	<b>\$ 163,763</b>	<b>\$ 162,000</b>	<b>\$ 170,254</b>	<b>\$ 6,491</b>	<b>3.96%</b>

### WATERWAYS SAFETY PROGRAM



**Program Description.** The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conducting land patrol activities with an eye towards the improper use of Town ways to water, boat ramps and other marine facilities and for violations of town ordinances.

- Conducting marine on the water patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to provide assistance to area boaters.
- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, reported oil spills, and rescue response with other agencies.
- Providing emergency response during severe weather conditions including hurricanes and heavy snow storms.
- Maintaining Town-owned equipment including boats, trailers, vehicles, winches, booms and other similar items.
- Placing, hauling and maintaining approximately 200 aids to navigation, channel markers, regulatory buoys and signs, and breakwater lights which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed.
- Provide pumpout service in the Three Bays Area by boat, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shoreside facility. Since the start of this service, water quality has improved.
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and payover of fees.
- Assisting DPW with maintenance projects for various marine facilities and dredging projects.
- Complaint resolution.
- Providing educational/informative services, civic groups, schools, etc..
- Providing staff assistance to the Waterways Committee.

Fees collected at the Blish Point boat ramp during the summer of 2011 totaled \$12,106.

Harbormasters are mandated to enforce various Mass General Laws, including MGL Ch 90B (Motorboat Laws), Ch 91 Sec 10A with respect to moorings, Ch 91 Sec 10C concerning docking of commercial vessels, MGL Sec. 17 - 28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances - Ch 3 Articles 14 and 33 (Use of waterways and houseboats).

### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES WATERWAYS SAFETY PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 65,612	\$ 65,259	\$ 84,386	\$ 82,000	\$ 112,073	\$ 27,687	32.81%
Operating Expenses	14,226	16,114	21,300	20,000	24,225	2,925	13.73%
Operating Capital	-	-	-	-	5,800	5,800	0.00%
<b>Total Expenditures</b>	<b>\$ 79,838</b>	<b>\$ 81,373</b>	<b>\$ 105,686</b>	<b>\$ 102,000</b>	<b>\$ 142,098</b>	<b>\$ 36,412</b>	<b>34.45%</b>
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 14,857	\$ 14,857	0.00%
Fees, Licenses, Permits	35,050	37,349	40,000	35,000	40,000	-	0.00%
Special Revenue Funds	86,096	89,573	86,241	86,241	87,241	1,000	1.16%
<b>Total Sources</b>	<b>\$ 121,146</b>	<b>\$ 126,922</b>	<b>\$ 126,241</b>	<b>\$ 121,241</b>	<b>\$ 142,098</b>	<b>\$ 15,857</b>	<b>12.56%</b>

## ***MARINA PROGRAM (Enterprise Fund)***

**Program Description.** 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 a total of 188 boat slips available, the program generates an annual income of more than \$652,500. The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by 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 from the users of the marinas and that no funds are required from the General Fund. As the Marina Fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds.
- Monitors 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.
- Mailing of renewal applications.
- Award slip agreements (renewal and new).
- Collect seasonal, transient, and winter dockage fees.
- Records and maintains all pertinent data.
- Provides payovers to the Treasurer's office of all fees collected.
- Maintain lengthy waiting lists, collects associated fees, and awards slips from the lists.
- 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.
- Work with DPW on maintenance projects at the Marinas.
- Contract with vessel owners for dry winter storage at The Marina at Prince Cove.
- Collect fees for use of offloading area (Bismore Park) and transient use.
- Collect fees for parking at The Marina at Prince Cove.
- Oversee the lease of the marina building at The Marina at Prince Cove.
- Cleanup of Marina grounds.
- Provide pumpout service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove.
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergency situations.

Additional revenue for the Town is generated through the boat excise tax information which is gathered through slip agreements.

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water, pumpout availability, and trash removal. Each marina is different in configuration and the services that are available.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
MARINA PROGRAM (Enterprise Fund)**

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 192,032	\$ 193,360	\$ 207,727	\$ 205,000	\$ 213,476	\$ 5,749	2.77%
Operating Expenses	87,115	89,097	110,150	107,000	139,457	29,307	26.61%
Operating Capital	-	37,150	50,000	48,000	20,000	(30,000)	-60.00%
Debt Service	161,933	157,933	229,933	172,000	188,393	(41,540)	-18.07%
Transfers Out	43,857	47,413	54,702	54,702	55,674	972	1.78%
<b>Subtotal Operating Budget</b>	<b>484,937</b>	<b>524,953</b>	<b>652,512</b>	<b>586,702</b>	<b>617,000</b>	<b>(35,512)</b>	<b>-5.44%</b>
Capital Program	48,503	2,464,671	110,000	340,000	80,000	(30,000)	-27.27%
<b>Total Expenses</b>	<b>533,440</b>	<b>2,989,624</b>	<b>762,512</b>	<b>926,702</b>	<b>697,000</b>	<b>(65,512)</b>	<b>-8.59%</b>
<b>Permanent full-time equivalent employees</b>	<b>1.40</b>	<b>1.45</b>	<b>1.45</b>		<b>1.45</b>	<b>-</b>	
<b>Sources of Funds</b>							
Intergovernmental Aid	-	1,965,196	-	190,000	-	-	0.00%
Fees, Licenses, Permits	505,014	577,743	563,000	570,000	563,500	500	0.09%
Charges for Services	11,516	8,847	10,500	12,000	7,500	(3,000)	-28.57%
Interest and Other	44,378	70,891	33,000	40,000	22,000	(11,000)	-33.33%
Special Revenue Funds	-	24,000	24,000	24,000	24,000	-	0.00%
Borrowing Authorizations	-	525,000	-	-	-	-	0.00%
<b>Total Sources</b>	<b>560,908</b>	<b>3,171,677</b>	<b>630,500</b>	<b>836,000</b>	<b>617,000</b>	<b>(13,500)</b>	<b>-2.14%</b>
<b>Excess (Deficiency) cash basis</b>	<b>27,468</b>	<b>182,053</b>	<b>(132,012)</b>	<b>(90,702)</b>	<b>(80,000)</b>	<b>\$ 52,012</b>	
<b>Adjustment to accrual basis</b>	<b>(14,275)</b>	<b>1,851,441</b>	<b>-</b>	<b>300,000</b>	<b>-</b>		
<b>Beginning Net Assets</b>	<b>2,176,541</b>	<b>2,189,734</b>	<b>4,223,228</b>	<b>4,223,228</b>	<b>4,432,526</b>		
<b>Ending Net Assets</b>	<b>\$ 2,189,734</b>	<b>\$ 4,223,228</b>	<b>\$ 4,091,216</b>	<b>\$ 4,432,526</b>	<b>\$ 4,352,526</b>		

**MOORING PROGRAM**

**Program Description.** Under MGL Ch 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary. In keeping with the spirit and intent of this law, a mooring program has been established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

The mooring process is a complex process involving:

- Regulation review and promulgation.
- Fee collection and making payments to Town Treasurer.
- Annual issuance of permits, stickers and tags.
- Oversight of mooring inspections and placement.
- Renewal by mail program.
- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws.
- Data entry and update.
- Mooring enforcement.
- Mooring wait list fee collection and administration.
- Oversight and monitoring of licensed mooring servicers.
- Removal of illegal and abandoned moorings.

The program oversees the placement and permitting of over 2,500 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our 22 mooring areas have been established, and we now have over 1,300 entries on 22 waiting lists.

Revenue generated from this program for calendar year 2011 was approximately \$210,000.

### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES MOORING PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Salaries and Wages	\$ 91,476	\$ 96,908	\$ 103,107	\$ 102,000	\$ 112,950	\$ 9,843	9.55%
Operating Expenses	12,428	11,657	13,790	13,000	13,790	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 103,904</b>	<b>\$ 108,565</b>	<b>\$ 116,897</b>	<b>\$ 115,000</b>	<b>\$ 126,740</b>	<b>\$ 9,843</b>	<b>8.42%</b>
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Special Revenue Funds	103,904	108,565	116,897	116,897	126,740	9,843	8.42%
<b>Total Sources</b>	<b>\$ 103,904</b>	<b>\$ 108,565</b>	<b>\$ 116,897</b>	<b>\$ 116,897</b>	<b>\$ 126,740</b>	<b>\$ 9,843</b>	<b>8.42%</b>

### ***SANDY NECK PROGRAM (Enterprise Fund)***

**Program Description.** The mission 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 and lifeguard functions:

- public safety and emergency response
- collection of fees
- traffic control
- providing information to the public

Patrolling the beach checking for:

- beach user safety and emergency response
- off road vehicle (ORV) speeding
- driving off of marked trails
- driving to endanger the public safety
- driving without a valid ORV sticker
- unsafe fires
- curfew violations
- parking violations

Endangered species protection

- installation of six miles of symbolic fencing
- erecting exclosures and fencing around plover, least tern and diamondback terrapin nests
- monitoring/recording/global positioning of piping plover, least tern and diamond back terrapin nests
- daily patrols to keep beach users and their dogs from interfering with endangered species

Educational program

- professionally lead informative nature hikes
- Junior Ranger Program
- diamondback terrapin headstart and outreach program
- coordination with local schools for Sandy Neck educational activities

- nature trails with educational kiosks
- bi-monthly newsletter

Management duties

- coordinating with Town, State and Federal agencies
- applying for grants/permitting for special projects
- attending monthly Sandy Neck Board Meetings
- training/scheduling/supervising Gate Attendants, Natural Resource Officers and Lifeguards

Labor Components:

- Sandy Neck Park Manager
- one full-time Natural Resource Officer
- four seasonal Natural Resource Officers
- two seasonal Shorebird Specialists
- one seasonal Turtle Monitor
- seasonal Gate Attendants
- seasonal Lifeguards

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
SANDY NECK PROGRAM (Enterprise Fund)**

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change	
Personnel	\$ 351,614	\$ 358,548	\$ 367,324	\$ 365,000	\$ 401,948	\$ 34,624	9.43%	
Operating Expenses	74,961	105,054	95,250	90,000	97,750	2,500	2.62%	
Operating Capital	22,967	26,115	21,500	21,000	21,500	-	0.00%	
Debt Service	22,000	-	106,200	111,700	94,500	(11,700)	-11.02%	
Transfers Out	45,426	57,052	68,418	68,418	68,744	326	0.48%	
<b>Subtotal Operating Budget</b>	<b>516,968</b>	<b>546,769</b>	<b>658,692</b>	<b>656,118</b>	<b>684,442</b>	<b>25,750</b>	<b>3.91%</b>	
Capital Program	38,074	1,348,146	-	-	-	-	0.00%	
<b>Total Expenses</b>	<b>555,042</b>	<b>1,894,915</b>	<b>658,692</b>	<b>656,118</b>	<b>684,442</b>	<b>25,750</b>	<b>3.91%</b>	
<b>Permanent full-time equivalent employees</b>	<b>2.75</b>		<b>2.70</b>		<b>2.70</b>		<b>0.05</b>	
<b>Sources of Funds</b>								
Fees, Licenses, Permits	386,512	379,827	375,000	390,000	410,000	35,000	9.33%	
Charges for Services	174,768	194,835	187,500	190,000	203,400	15,900	8.48%	
Interest and Other	54,824	119,210	63,500	63,000	63,500	-	0.00%	
Borrowing Authorizations	-	1,265,000	-	-	-	-	0.00%	
<b>Total Sources</b>	<b>616,104</b>	<b>1,958,872</b>	<b>626,000</b>	<b>643,000</b>	<b>676,900</b>	<b>50,900</b>	<b>8.13%</b>	
<b>Excess (Deficiency) cash basis</b>	<b>61,062</b>	<b>63,957</b>	<b>(32,692)</b>	<b>(13,118)</b>	<b>(7,542)</b>	<b>\$ 25,150</b>		
<b>Adjustment to accrual basis</b>	<b>38,724</b>	<b>56,900</b>	<b>-</b>	<b>60,000</b>	<b>-</b>			
<b>Beginning Net Assets</b>	<b>461,424</b>	<b>561,210</b>	<b>682,067</b>	<b>682,067</b>	<b>728,949</b>			
<b>Ending Net Assets</b>	<b>\$ 561,210</b>	<b>\$ 682,067</b>	<b>\$ 649,375</b>	<b>\$ 728,949</b>	<b>\$ 721,407</b>			

**FY 2011- 2012 MAJOR ACCOMPLISHMENTS:**

1. Replaced five finger floats at Barnstable Harbor Marina to complete the upgrades to the float plan.
2. Continued with the implementation of the parking plan for the Barnstable Harbor Marina area.
3. Completed the Barnstable Harbor Marina Bulkhead re-building project.
4. Replaced the west-side gangway at the Barnstable Harbor Marina.
5. Replaced eleven finger floats at The Marina at Prince Cove.
6. Continued with the "Fluspy" program at The Marina at Prince Cove.
7. Installed web/security cameras at the Marina at Prince Cove and in the Barnstable Harbor area.
8. Added twenty-five names to each Marina wait list through a lottery.

9. Worked with Growth Management and the Greater Hyannis Civic Association on the Winter Harbor Lighting in Hyannis.
10. Purchased and installed a dockmaster shed at Barnstable Harbor Marina – made available through a donation.
11. Worked with Conservation and DPW to improve safety at the shooting range.
12. Held two kids clamming classes which were very well attended.
13. Secured funding for Middle Pond Herring Run restoration.
14. Assisted Town Council in the water sheet zoning issue (i.e. docks and piers).
15. Worked with GIS to detail and colorize shellfish maps for public use.
16. Doubled the remote set oyster propagation efforts on the south side.
17. Brushed and cleared debris from all Town herring runs.
18. Conducted Centerville River shellfish relays with volunteers.
19. Constructed a new Sandy Neck bathhouse and garage.
20. Installed a new paved walkway from the Sandy Neck Gatehouse to the public beach.
21. Provided educational outreach to school groups with regard to the Sandy Neck diamondback terrapin headstart program.
22. Repaired the Sandy Neck Marsh Trail in order to provide improved access to cottage owners.
23. Oral Rabies Bait received and distributed throughout the Town. Vaccine provided by USDA.
24. Streamlined the mooring waiting list placement process that allowed for 142 applicants, from several of the waiting lists, to get new mooring permits.
25. Conducted the first ever mooring waiting list lottery to add names to the Centerville River, Cotuit Bay Shores, East Bay and North Bay waiting lists.
26. Through grant funding upgraded departmental communications system.
27. Applied for and received a FEMA Port Security Grant for \$61,200.
28. Acquired 400,000 quahog seed and approx. 200,000 oyster seed from public and private agencies and cultured and/or free-planted them in the Town's estuaries for planting in select shellfish habitats for enhancement purposes.
29. Performed Out-of-Town Contaminated Quahog Relays (2,842 eighty pound bushels) to designated sites in Cotuit Bay, North Bay, West Bay, Barnstable Harbor and Outer Hyannis Harbor.
30. Performed In-Town Contaminated Quahog Relays (336 tote baskets) to the Bay Street Relay Area.

**PERFORMANCE MEASURES**

Department Name		Department Mission		
Community Services		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs (MEA)		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.		
Program Name		Program Goal		Program Outcome Measures
Sandy Neck Program		Protect and preserve Sandy Neck natural resources and provide recreational opportunities to the public.		Maximizing beach revenue while still protecting endangered shorebird nesting activities.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Use of the Off Road Vehicle (ORV) beach	\$379,827 (revenue FY11)	Calendar year 2011 3,538 permits sold 20,590 vehicular visits to the beach	\$18.45/visit	87% efficient: in 2011 we achieved a 1.30% plover productivity rate*.
Use of the Parking Lot	\$180,335 (revenue FY11)	Calendar year 2011 16,370 vehicles parked during business hours**	\$11.02/visit	87% efficient: in 2011 we achieved a 1.30% plover productivity rate*.

**Explanatory Data:**

\*State and federal agencies has targeted 1.5 chicks fledged per pair as the goal for piping plover reproductive success.

\*\* Business hours: Memorial Day through Labor Day 8:00AM until 3:30PM (everyday of the week with the exception of the first three weeks in June when business hours only occur on the weekends and holiday)

Department Name		Department Mission		
Community Services Department		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs (MEA)		To provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities.		
Program Name		Program Goal		Program Outcome Measures
Marina Enterprise Program		To operate the Marina Program without General Fund input		To exceed revenue projections and assist the slip offering program.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Wait List	\$ 1,095	219 Applicants	\$ 5.00	100%

**Explanatory Data:**

The four Town marina waiting lists are renewed annually by March 15th. However new applications are added through a lottery system for fairness. The wait lists support the slip assignment process, it keeps the fairness applicants on the wait list in a chronological order, thus when offering a slip we ask the applicants at the top of the list first and work our way down the list as vacancies fill.

<b>Department Name</b>		<b>Department Mission</b>		
Community Services Department		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
<b>Division Name</b>		<b>Division Goal</b>		
Marine & Environmental Affairs (MEA)		To enhance local shellfish populations for public consumption, commercial livelihood and water quality improvements		
<b>Program Name</b>		<b>Program Goal</b>		<b>Program Outcome Measures</b>
Natural Resources Program		To plant shell stock		Number of shellfish planted
<b>Activity Name (What)</b>	<b>Budget (Input)</b>	<b>End Product (Output)</b>	<b>Unit Cost / Productivity (Efficiency)</b>	<b>Service Quality (Effectiveness)</b>
<u>Shellfish Propagation:</u> Oyster Seed 1-2mm bags Oyster Seed 6mm singles Oyster Seed 1-2mm singles Oyster Seed 1-2mm bags Quahog Seed 1.5mm Quahog Seed 15+mm Quahog Seed 1.5mm	\$3,450 \$4,320 \$2,000 \$0 (county funded) \$1,640 \$6,000 \$0 (county funded)	300 shellfish bags 180,000 singles 200,000 singles 200 shellfish bags 205,000 seed 150,000 seed 195,000 seed	\$11.50/shellfish bag \$24.00/1,000 singles \$10.00/1,000 singles \$11.50/shellfish bag \$8.00/1,000 seed \$40.00/1,000 seed \$8.00/1,000 seed	<u>Total # Oysters Planted:</u> 500 shellfish bags 380,000 singles  <u>Total # Quahogs Planted:</u> 550,000 quahog seed
Out of Town Relays	\$62,450	3,600 bushels of quahogs	\$17.00/bushel - \$18.25/bushel	3,600 bushels of quahogs
In Town Relays	\$13,400	335 bushels of quahogs	\$40.00/bushel	335 bushels of quahogs
	\$93,260	Detailed in #'s Above	Detailed in #'s Above	Detailed in #'s Above

<b>Department Name</b>		<b>Department Mission</b>		
Community Services		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
<b>Division Name</b>		<b>Division Goal</b>		
Marine & Environmental Affairs		To provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities.		
<b>Program Name</b>		<b>Program Goal</b>		<b>Program Outcome Measures</b>
Mooring Program		Increase Harbor Patrol/Staff ability		Percent permits issued by May 1 <sup>st</sup>
<b>Activity Name (What)</b>	<b>Budget (Input)</b>	<b>End Product (Output)</b>	<b>Unit Cost / Productivity (Efficiency)</b>	<b>Service Quality (Effectiveness)</b>
Mooring Permitting	\$ 195,000 (Revenue)	2550/permits	\$ 76.47/permit	95%
Waiting Lists	\$ 13,000	1300/permits	\$10.00/permit	95%

**Explanatory Data:**

Increase Harbor Patrol and Staff ability during active boating season from Memorial Day through Columbus Day. This is achieved by increasing efficiency in processing permit renewals. The goal is to process 95% of the mooring permits received by March 31st by May 1st. This will allow for three harbor patrols/week.

Waiting Lists are renewed annually by March 15th. However new applications are accepted throughout the year.

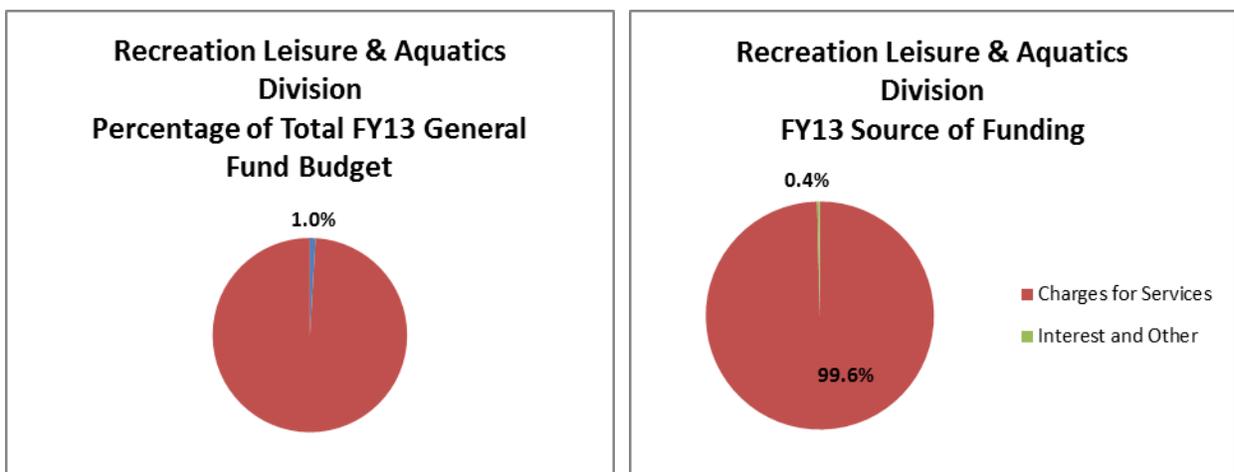
## RECREATION, LEISURE & AQUATICS DIVISION



### MISSION STATEMENT

The Recreation-Leisure, Aquatics and Youth Services Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

### FY 2013 DIVISION FINANCIAL DATA



This division represents 1% of the overall general fund budget and is funded almost entirely by charges for services. A majority of the revenue comes from beach sticker sales and beach parking charges.

**SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES (General Fund Only)  
RECREATION, LEISURE & AQUATICS DIVISION**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 1,134,421	\$ 1,166,725	\$ 1,188,400	\$ 1,178,350	\$ 1,134,370	\$ (54,030)	-4.55%
Operating Expenses	99,881	117,340	101,700	100,700	101,700	-	0.00%
Operating Capital	-	-	-	-	28,000	28,000	0.00%
<b>Total Expenditures</b>	<b>\$ 1,234,302</b>	<b>\$ 1,284,065</b>	<b>\$ 1,290,100</b>	<b>\$ 1,279,050</b>	<b>\$ 1,264,070</b>	<b>\$ (26,030)</b>	<b>-2.02%</b>
<b>Permanent full-time equivalent employees</b>	<b>7.35</b>	<b>7.35</b>	<b>8.20</b>		<b>7.70</b>	<b>(0.50)</b>	
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ 126,100	\$ 24,050	\$ 70	\$(126,030)	-99.94%
Charges for Services	1,264,083	1,416,268	1,159,000	1,250,000	1,259,000	100,000	8.63%
Interest and Other	5,780	4,135	5,000	5,000	5,000	-	0.00%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,279,595</b>	<b>\$ 1,420,403</b>	<b>\$ 1,290,100</b>	<b>\$ 1,279,050</b>	<b>\$ 1,264,070</b>	<b>\$ (26,030)</b>	<b>-2.02%</b>

**SUMMARY OF SIGNIFICANT CHANGES FOR DIVISION**

The Recreation Director position has been eliminated and has been replaced by the General Manager position for the Hyannis Youth & Community Center (HYCC). The General Manager position is budgeted entirely within the HYCC enterprise fund. This results in a reduction of one FTE in this area which is offset by the transfer of 0.5 equivalent FTE's transferred from the HYCC for other positions which results in a net decrease of 0.5 FTE's for this division in FY13. Additional funding is being provided for operating capital to replace lifeguard boards as well as picnic tables and grills for the Veteran's Park area. The FY13 charges for services are projected to increase by \$100,000 due to an increase in activity which essentially eliminates any tax support needed to fund this operation.

**FY 2013 GOALS**

**Short Term Goals (Activity, Aquatic, Youth Services and Revolving)**

1. Develop a maintenance strategy for the Recreation Vehicles with the Department of Public Works.
2. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (i.e. fencing, knitting, progressive swim).
3. Re-certify 95% of the Recreation Staff including lifeguards, gate staff, supervisors, and leisure program counselors, recreation assistants in Professional Rescuer CPR, Community CPR and AED Certifications as well as First Aid as required for initial hire.
4. Actively pursue available grant-funding to help sustain our services and offset program costs.
5. Continue to enhance our volunteer recruitment to attract new volunteers to support Beach Sticker sales and youth programs.
6. Support the Supporting Our Youth Task Force through the Voices of the Village and the Greater Hyannis Civic Association.
7. Support the Barnstable Youth Commission and its activities including "Youth at Mall Nights" (YAM'N) activities. (Strategic Plan Priority: Quality of Life)
8. Encourage youth to become leaders through participation in the Barnstable Immediate School Enrichment Clusters.
9. Continue to bring new programming for youth, like the Youth Education and Support (YES) Group to the Hyannis Youth and Community Center. (Strategic Plan Priority: Quality of Life)
10. Continue to participate with the Cape & Islands Suicide Prevention Coalition. (Strategic Plan Priority: Education, Quality of Life)
11. Continue to encourage and support Barnstable's designation as a "No Place for Hate" Town. (Strategic Plan Priority: Quality of Life)

### **Long Term Goals (Activity, Aquatic, Youth Services and Revolving)**

1. Work cooperatively with the Department of Public Works, Osterville Civic Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds.
2. Through Town of Barnstable Resources, provide educational outreach to our residents and taxpayers regarding all recreational opportunities.
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, and Town athletic facilities.
4. Work on a Request for Determination of Applicability with the Department of Environmental Protection to replenish the sand of Hathaway's Pond with the Conservation Division and DPW
5. Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, suicide, anti-bullying education, and related activities. (Strategic Plan Priority: Education, Quality of Life)
6. Skills Education includes job and professional training, and promoting interaction with the public and local businesses. (Strategic Plan Priority: Education, Quality of Life)
7. Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission. (Strategic Plan Priority: Quality of Life)
8. Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth. (Strategic Plan Priority: Education, Quality of Life).

## **PROGRAMS**

The Recreation Leisure, Aquatic & Youth Services Division is comprised of two general fund programs and one revolving fund program. The general fund programs are: Activities and Aquatics. Also, within these programs, expansion and additional innovative activities take place through the Division's Revolving Programs.

### **ACTIVITIES PROGRAM**

**Program Description.** The purpose of the Activities Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. Under the Town Manager's directive, the programs must recover 30% of the total costs. In FY 2011, the percentage recovered within the Activity Program was 30%. The division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses and overhead. The division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

The **General Fund Programs** along with a brief description are listed below:

- **Summer Leisure Program Site 1** – is a general fund budgeted summer program for boys and girls who are entering first grade through fourth grade. The leisure activity services approximately 65 children. The leisure activity is generally held at an elementary school that is available.
- **Friday Night Social** – is a special needs adult activity. There are approximately 45 Barnstable Residents who meet every Friday Night for the entire year. The activities vary depending on the requests of the participants. This program is focused on socializing appropriately in public settings and provides respite care for many families on Friday Night. Transportation is provided to and from home at an additional fee.
- **Saturday Sunshine Program** – is a special needs adult activity similar to the Friday Night Social Program and includes the Special Olympic Bowling Competition each year. Programs vary

depending on the participants requests. Transportation to and from home is provided for an additional fee.

- **Grades 4-7 Basketball** – Both boys and girls meet after dismissal to learn the basic skills and play the game in an in-house program. This provides not only a physical activity, but a social educational activity. With no transportation needed, the program meets demands of working parents.
- **Summer 10 & Under Tennis Program** – This is a six-week program that meets twice a week. The goal of this program is to get children playing the game as quickly as possible so they can enjoy the experience of hitting balls back and forth over the net. Each session incorporates tactics, skills, and rules.
- **Grades 4-7 Volleyball Program** – This is an 8-week program that meets directly after school providing a healthy physical activity and provides a positive environment where they can socialize as well as be educated in a lifelong activity.
- **Grades 4-7 Field Hockey** – This is no longer just a girls program. It is an 8-week program which meets directly after school providing physical activity as well as social and educational opportunities. The Barnstable High School girls' team adds to this program by providing free weekend clinics which enhance the program and give the participants an opportunity to meet and get to know the leaders in the sport.
- **Grades 4-7 Bowling** – Boys and girls are transported to Ryan Family Amusement Center and participate in two strings of bowling at a reduced rate. They are given instruction and have an in-house competition weekly with the High Scorer of the league being awarded at the end of 8-week session.
- **Summer Gymnastics** – With no facilities available here in the Town of Barnstable, this is a 6-week summer program offered at Gym Port in Yarmouth. This is an introductory program, which gives our kids between Grades 1 and 8 and opportunity to try these skills before entering a year-round program. The program features tumbling, parallel bars, horse, trampoline and the balance beam.
- **Summer Dance Program** – This is an introductory dance program that is 6-weeks long, once a week, and instructed and operated out of the Beth Walsh Dance Centre. We offer three levels with tots, jazz, and intro to a number of types of dance.
- **Outdoor Adventure** – This is a fall program that gives the participants an opportunity to experience numerous activities including fishing, kayaking, hiking, as well as visits to the Cape Cod Museum of Natural History and the Wampanoag Museum and Duck Boat tour. The program is educational, social, and can be physical.
- **Creative Arts and Clay Summer Program** – This program uses a variety of artistic mediums. Children are encouraged to explore their creativity and expand their imagination. This program meets once a week at the West Barnstable Community Building. For ages 3-8.
- **Grades 4-7 Lacrosse Program** – This program meets at the school after dismissal and provides kids with an opportunity to learn the skills and basic strategies. This program provides physical activity as well as social and educational aspects gained by being part of a team.
- **Holiday Decorations and Creative Arts** – This is a four-week winter program that gives children an opportunity to explore their creative side with products that will be part of their holiday traditions forever. These activities encourage socializing and creative exploration.
- **Building Leases** - The West Barnstable Community Building, Centerville Recreation Building and the Osterville Community Building are all permitted to a variety of groups and residents. Property is leased for a nominal fee to both for-profit and not-for-profit groups.
- **Special Events** – There are a variety of Special Activities that are one day events to celebrate special days or activities. They are available for large groups and encourage us all to celebrate as a community, providing memories that are positive and make living in the Town of Barnstable special.

***Revolving Fund Activities*** with a brief description are listed below:

- **Jr. League Baseball** – is an activity offered to boys and girls Grade K-2 as an opportunity to learn the basic fundamentals of baseball with the sport being modified to provide positive reinforcement of skills. Everyone bats, everyone plays in the field. This program has volunteer coaches who

pitch and run a practice and game each week from April School Vacation to the end of school. Participants get a uniform that is provided by a sponsor.

- **Leisure Scholarships** – Money is raised through different venues to help needy families to afford the \$700 fee for the Summer Leisure Program.
- **Leisure Programs 2-6** - This is a 7-week program offered for \$700 Monday through Friday 8:30 a.m. to 4:30 p.m. for those entering grades 1 to 7. Each week they go to our local beaches and a field trip once a week as part of this program. The kids do arts and crafts, sports, board games, summer reading and a variety of programs that make for a fun, social, and exciting summer.
- **Red Cross Babysitting** – This is offered at the Barnstable Intermediate School each season. The program gives participants the safety skills and confidence needed to become a great babysitter. This is an American Red Cross Certified program and our instructor is trained by the Red Cross.
- **Summer Volleyball and Summer Skills and Drills** – Both of these programs are offered for one week during the summer and have the Barnstable High School Coaches and players overseeing them. They learn specific skills needed to continue to excel in these sports.
- **Fencing** – This is an after-school program at the Horace Mann 4-5 Building, introducing the basic techniques of fencing. This is instructed by Jim Rose of the Buzzards Bay Fencing Club. This is a very popular program that became in demand after the Olympics. The Club provides all the gear for participants.
- **Half Day Play** – The schools have half days of school and parents struggle with providing supervision for those that are in-between ages, so we take the kids out to lunch and do an activity such as laser tag, bowling, a movie, and mini-golf. We are always open to activity suggestions.
- **Vacation Program** – During school vacation, we offer to grades 1-5 a short one week program from 8:30 a.m. - 4:30 p.m. that is similar to our Summer Leisure program. The participants do daily arts and crafts, cooking, games, as well as local field trips that have included, depending on the time of year, skating, bowling, movies, mini-golf, and sledding.
- **Program Scholarships** – The Adam Prentice Swim-a-thon, held every other year, raises funds for program scholarships. Swim lesson participants are encouraged to participate. Participants swim laps and raise money for needy families to be able to receive scholarships to revolving fund programs. Prizes and awards are given for different levels of money raised.
- **Archery**- This program is held after school in the Spring and Saturdays in the Fall for grades 4-7. The certified instructors use proven techniques that give a positive result in this sport. This has become increasingly popular and made possible due to a grant purchasing the initial equipment.
- **Knitting** – This is an after school winter program. This activity used to be taught in home economics which is no longer in schools or in the home. Participants learn to make a scarf by the end of the program, and the more advanced participant may make hats and learn more advanced techniques.

#### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ACTIVITIES PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 334,052	\$ 388,397	\$ 388,446	\$ 385,000	\$ 378,801	\$ (9,645)	-2.48%
Operating Expenses	46,630	67,380	53,715	53,000	53,215	(500)	-0.93%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 380,682</b>	<b>\$ 455,777</b>	<b>\$ 442,161</b>	<b>\$ 438,000</b>	<b>\$ 432,016</b>	<b>\$ (10,145)</b>	<b>-2.29%</b>
<b>Sources of Funds</b>							
Taxes	\$ 309,996	\$ 365,699	\$ 380,161	\$ 383,000	\$ 370,016	\$ (10,145)	-2.67%
Charges for Services	55,174	85,943	57,000	50,000	57,000	-	0.00%
Interest and Other	5,780	4,135	5,000	5,000	5,000	-	0.00%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 380,682</b>	<b>\$ 455,777</b>	<b>\$ 442,161</b>	<b>\$ 438,000</b>	<b>\$ 432,016</b>	<b>\$ (10,145)</b>	<b>-2.29%</b>

## **AQUATICS PROGRAM**

**Program Description.** The purpose of the Aquatic Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various town beaches, ponds and lakes. The program provides and maintains aquatic services at 16 Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. It should be noted that the Recreation Leisure & Aquatic Division continues to assist the Marine & Environmental Affairs Division with the water safety component of Sandy Neck. The Recreation Division has a directive from the Town Manager to recover 100% of the total costs within the Aquatic Program. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.

**General Fund Activities** with a brief description are listed below:

- **Swim Lessons and Lifeguard Training** – The Town of Barnstable offers swim lessons from the age of 6 months to adult. The lessons are in partnership with the American Red Cross Basics 1-6 and Waterfront Lifeguard Training. The Town of Barnstable has added its own programs to supplement this program where there are gaps with the Progressive Swim Program and Jr. Lifesaving Class. These are all 6-week programs meeting two days a week with varying number of hours depending on the program. Included outside of the swim instruction are two special events: an inter-beach swim meet where we are able to physically observe and evaluate our entire program and a water carnival that is held for each beach one full day to celebrate conclusion of the program and summer.
- **JFK Memorial Sailing Program** – This is a six-week program that gives kids 10-13 an opportunity to learn how to sail in a safe and controlled atmosphere. This program would not be possible without the consistent financial support of the John F. Kennedy Memorial Trust Fund defraying the cost of boats and maintenance. Participants must be able to pass a Level 5 Red Cross swim class to be eligible.
- **Waterfront Supervision** – is an activity that includes many of the lifeguards watching the water and providing first aid to those who require treatment. The lifeguard staff is responsible for the water from 9 a.m. – 5 p.m. The lifeguard staff performs first aid on approximately 350 individuals annually. The Recreation Leisure & Aquatic Division prides itself in having its entire Aquatic staff always currently certified.
- **Beach Operations / Parking Lots** – is the activity involving the gate staff and beach supervisor managing daily parking fees at beach gates. The gates are staffed from 9 a.m. – 3:45 p.m. daily. Gate staff must be certified in standard first aid.
- **Recreation Parking Permits** – is the activity where two full-time paid seasonal workers and 36 volunteer paid positions are selling recreation parking permits/beach stickers. Approximately 22,000 parking permits are sold annually.
- **Kennedy Memorial** – is the activity involving paid seasonal staff monitoring the Kennedy Memorial Pool. The Memorial is extremely popular and approximately \$6,500 is recorded from the donations taken from the pool. The pool donation dollars are directed toward sponsorship of the Kennedy Sailing Activity.
- **Beach Concession** – is an activity of monitoring the various beach concessions. The concession contracts are awarded for a three-year term. There are seven concessions within the Town.

**Revolving Activities** with a brief description are listed below:

- **Extended Youth John F. Kennedy Sailing** – This is a six-week program that meets once a week and provides those between the ages of 14 to 18 an opportunity to learn to sail. This is a novice program, developed because of demand for this age group. The program is offered in the evening after the program for ages 10-13 is completed.
- **Special Events** – is an activity that includes various special events held at Town beach sites. Some of the events include: windsurfing, beach volleyball, triathlons and road races.
- **Beach Outings** – is an activity involving the Barnstable Public Schools. Many of the Barnstable Schools permit use of a beach site and require a lifeguard to watch the children. The schools are

charged only for the lifeguard to be on-site. Restrooms are available for the children during these outings that are held in late spring.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
AQUATICS PROGRAM**

<b>Expenditure Category</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Budget FY 2012</b>	<b>Projected FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change FY12-13</b>	<b>Percent Change</b>
Personnel	\$ 755,915	\$ 731,639	\$ 750,873	\$ 745,000	\$ 704,243	\$ (46,630)	-6.21%
Operating Expenses	52,498	48,824	45,235	45,000	45,735	500	1.11%
Operating Capital	-	-	-	-	28,000	28,000	0.00%
<b>Total Expenditures</b>	<b>\$ 808,413</b>	<b>\$ 780,463</b>	<b>\$ 796,108</b>	<b>\$ 790,000</b>	<b>\$ 777,978</b>	<b>\$ (18,130)</b>	<b>-2.28%</b>
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Charges for Services	1,208,909	1,330,325	1,102,000	1,200,000	1,202,000	100,000	9.07%
<b>Total Sources</b>	<b>\$ 1,208,909</b>	<b>\$ 1,330,325</b>	<b>\$ 1,102,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,202,000</b>	<b>\$ 100,000</b>	<b>9.07%</b>

**YOUTH SERVICES PROGRAM**

**Program Description.** The purpose of the Youth Services Program is dedicated to creating successful youth and family services programs through the Hyannis Youth and Community Center and other municipal and school buildings. These programs include the Youth Commission and its Youth Advisory Group, and five committees: Prevention, Skills Education, Youth Center, Caring Adults, and Service Learning.

- Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, anti-bullying education, and related activities.
- Skills Education includes job and professional training, and promoting interaction with the public and local businesses.
- Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission.
- Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth.
- Service Learning includes working with the Barnstable schools and Cape Cod Community College to establish programs whereby young people can contribute to the welfare of the community through civic, historic and other educational projects.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
YOUTH SERVICES PROGRAM**

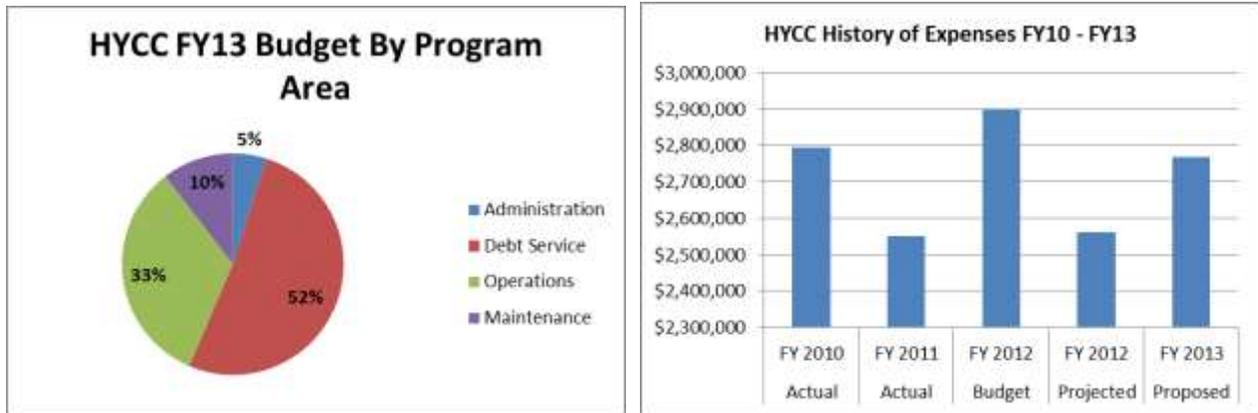
<b>Expenditure Category</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Budget FY 2012</b>	<b>Projected FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change FY12-13</b>	<b>Percent Change</b>
Personnel	\$ 44,454	\$ 46,689	\$ 49,081	\$ 48,350	\$ 51,326	\$ 2,245	4.57%
Operating Expenses	753	1,136	2,750	2,700	2,750	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 45,207</b>	<b>\$ 47,825</b>	<b>\$ 51,831</b>	<b>\$ 51,050</b>	<b>\$ 54,076</b>	<b>\$ 2,245</b>	<b>4.33%</b>
<b>Permanent full-time equivalent employees</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>		<b>0.90</b>	<b>0.10</b>	
<b>Sources of Funds</b>							
Taxes	\$ 45,207	\$ 47,825	\$ 51,831	\$ 51,050	\$ 54,076	\$ 2,245	4.33%
<b>Total Sources</b>	<b>\$ 45,207</b>	<b>\$ 47,825</b>	<b>\$ 51,831</b>	<b>\$ 51,050</b>	<b>\$ 54,076</b>	<b>\$ 2,245</b>	<b>4.33%</b>

## HYANNIS YOUTH AND COMMUNITY CENTER DIVISION (Enterprise Fund)

### MISSION STATEMENT

The Hyannis Youth and Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to constantly improve our service to the community, our patrons, through creative innovation and teamwork; built-upon a solid foundation of values and beliefs in order to achieve our mission.

### FY 2013 DIVISION FINANCIAL DATA



Debt Service encompasses more than one-half of the entire HYCC budget at 52% of total expenses. Total expenses have decreased from almost \$2.8 million in FY10 to \$2.76 million in FY13.

### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 614,175	\$ 489,565	\$ 751,789	\$ 564,000	\$ 721,912	\$ (29,877)	-3.97%
Operating Expenses	654,363	569,567	687,286	589,000	618,744	(68,542)	-9.97%
Debt Service	1,526,030	1,491,270	1,458,629	1,408,629	1,425,988	(32,641)	-2.24%
<b>Total Expenses</b>	<b>2,794,568</b>	<b>2,550,402</b>	<b>2,897,704</b>	<b>2,561,629</b>	<b>2,766,644</b>	<b>(131,060)</b>	<b>-4.52%</b>
<b>Permanent full-time equivalent employees</b>	<b>8.27</b>	<b>9.50</b>	<b>8.90</b>		<b>9.50</b>	<b>0.60</b>	
<b>Source of Funding</b>							
Taxes	-	-	30,000	30,000	60,000	30,000	100.00%
Intergovernmental Aid	200,436	-	-	-	-	-	0.00%
Fees, Licenses, Permits	376,560	395,525	594,400	356,000	379,568	(214,832)	-36.14%
Charges for Services	668,528	758,119	862,275	685,000	650,081	(212,194)	-24.61%
Interest and Other	163,570	174,664	202,500	285,281	179,360	(23,140)	-11.43%
Trust Funds	1,526,030	1,241,270	1,208,529	1,208,529	1,425,988	217,459	17.99%
<b>Total Sources</b>	<b>2,935,124</b>	<b>2,569,578</b>	<b>2,897,704</b>	<b>2,564,810</b>	<b>2,694,997</b>	<b>(202,707)</b>	<b>-7.00%</b>
<b>Excess (Deficiency) cash basis</b>	<b>140,556</b>	<b>19,176</b>	<b>-</b>	<b>3,181</b>	<b>(71,647)</b>	<b>\$ (71,647)</b>	
<b>Adjustment to accrual basis</b>	<b>9,125,742</b>	<b>287,416</b>	<b>-</b>	<b>250,000</b>	<b>-</b>		
<b>Beginning Net Assets</b>	<b>-</b>	<b>9,266,298</b>	<b>9,572,890</b>	<b>9,572,890</b>	<b>9,826,071</b>		
<b>Ending Net Assets</b>	<b>\$ 9,266,298</b>	<b>\$ 9,572,890</b>	<b>\$ 9,572,890</b>	<b>\$ 9,826,071</b>	<b>\$ 9,754,424</b>		

## **SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION**

The FY13 operating budget for the HYCC is decreasing \$131,060 or 4.5%. Declining revenue estimates result in the lower proposed budget. To offset the decline in revenue personnel costs are budgeted \$29,877 less in FY13 and operating expenses have been reduced by \$68,542. Also contributing to the reduced budget is a decrease in the debt service of \$32,641. The estimated revenue for FY13 includes an increase in the amount of meals and rooms tax of \$30,000, a reduction of \$450,166 in estimated user charges and an increase of \$217,459 in the amount of the transfer from the Capital Trust Fund to pay the construction loans. A total of \$71,647 of enterprise fund reserves is being used to balance the operating budget.

## **FY 2013 GOALS**

### **Short Term (HYCC)**

1. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. (Strategic Plan Priorities: Finance, Quality of Life)
3. Implement the following activities by December 31, 2012: develop a summer college hockey league, develop an annual College Hockey Tournament. (Strategic Plan Priorities: Finance, Quality of Life)
4. Implement additional community service programs to include annual blood, food and clothing drives. (Strategic Plan Priorities: Education, Quality of Life)
5. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by April 1, 2013. (Strategic Plan Priorities: Education, Quality of Life)
6. Expand the advertisement program to reach \$200,000 by June 30, 2013. (Strategic Plan Priorities: Finance, Infrastructure)
7. Implement an annual dry floor program on the Butler Rink for the summer months to expand program offerings. (Strategic Plan Priorities: Finance, Quality of Life)

### **Long Term**

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
2. Develop and identify the sport organizations that will assist both with the process and the funding program. (Strategic Plan Priorities: Finance, Infrastructure, Environment and Natural Resources, Quality of Life)
3. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Finance, Quality of Life)
4. Continue to work closely with the Barnstable Public Schools and the Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center. (Strategic Plan Priorities: Finance, Education, Quality of Life)
5. Strategize and continue to develop green initiatives at the Hyannis Youth and Community Center so as to minimize costs to our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)

## **PROGRAM**

### ***HYANNIS YOUTH AND COMMUNITY CENTER***

**Program Description.** The Hyannis Youth and Community Center is now in its third year of operation. The HYCC continued to showcase its attractive facilities and provide some variations in alternative uses

throughout 2011. From December through March, traditional hockey games were presented in the rinks while the Barnstable Youth Hockey Association (BYHA) enjoyed the ability to showcase their new home. The HYCC partnered with the Cape Cod Chamber of Commerce to bring several high profile events to the facility including: Men's Division I Hockey, a Division III Holiday Tournament and the Women's Hockey East Championship. The gymnasium allowed two high school teams practice and play time while several AAU tournaments called the space their premier court. Public skating and recreational programming were offered with expansive programs for both residents and non-residents. Some of the ongoing programs to note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. Hundreds of club, Town and organizational meetings, private birthday parties and other functions took place in the Shepley Community Room.

The Center consists of:

- Two NHL regulation ice rinks with seating capacity of 2,100 combined
- Six indoor Basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 650 sq. ft. United Cultures Resource Room
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, home team locker rooms, first aid room, figure skating locker room, rink supervisor's office and a sitting area with a fireplace.

The program consists of the following Activities:

### **Administration Activity – Ice Facility**

**Activity Description.** The Administration activity oversees the activities of the facility to make sure service and rink conditions are at the highest level. A quality tournament schedule is being developed that includes something for all levels of competition. Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, offer and teach a variety of ice-related programs to include figure skating, learn-to-skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

### **Operations Activity – Ice Facility**

**Activity Description.** The Operations Activity provides a wide variety of programs for our Residents. USFSA trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that attract residents, hockey players and figure skaters. By providing outstanding customer service in every aspect of the ice facility, we hope to achieve our goal. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees and providing necessary information. Customer relations and education are a major objective for Operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of phone calls daily providing a wide variety of information to customers.

Operations offers the following:

- **Tournaments** – are played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. From youth tournaments through Division I college tournaments.
- **Public Skating** - is the activity involving all ages during open skating on the Butler Rink. The hours available for public skating are: Monday - Friday - 9:30 a.m. - 2:00 p.m., Saturday and Sunday from 2:00 p.m. - 4:00 p.m. Skate rentals are available for those who do not own their own skates.
- **Figure Skate Clinic** - is the Learn-to-Skate Program offered three times a year that services approximately 400 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows.
- **Camps/Clinics** - ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions.
- **Barnstable Youth Hockey** – is a non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing team work and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites – Bantam age players as well as House Level Farm and Mini Mite programs.
- **Barnstable High School Hockey** - The Hyannis Youth and Community Center is home to The Barnstable High School Hockey Program. The program consists of Boys Varsity/JV and Girls Varsity/JV. The HYCC receives the fee for the ice rental as well as the gate receipt for home games.
- **Rink Concession** – is operated under a bid process for a three-year term. The current vendor is Ardeo's. There is a full concession on the main floor and an additional mini-concession on the lower rink level so skating patrons have access to snacks and drinks. There is monitoring of this operation by the full-time staff.

### **Maintenance Activity – Ice Facility**

**Activity Description.** The maintenance staff oversees the daily operations of the ice. Its primary goal is to provide a highly efficient, top-quality ice arena at the Hyannis Youth and Community Center. This includes cleaning the offices, locker rooms and cafe, overseeing Zamboni operations, and monitoring the water treatment system. With the ice facility being a year-round operation, the maintenance staff plays a key role in maintaining a smooth, efficient operation in the ice facility. Additionally, the staff is responsible for the general upkeep of the grounds in and around the ice facility.

### **Administration Activity – Youth Center**

**Activity Description.** The Administration Activity at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. Our program coordinators work hard to plan programs that will benefit the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. One of the goals of the Youth Center is to improve youth's quality of life issues through exceptional programs and services. A comprehensive marketing plan has been developed to attract more activities from a resident and non-resident level. This Activity oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The staff oversees the registration process for each program to ensure that each participant is placed properly within a desired program and is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The staff will continue to further their knowledge by attending workshops and conferences, which keeps them up-to-date on program ideas. Further, Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

## Operations Activity – Youth Center

**Activity Description.** The Operations Activity provides a wide variety of programs for our residents. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, a computer center and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The staff is always available to greet the public, relay information and answer questions covering a wide variety of information to our customers and oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem and respect. The Youth Center offers an array of intellectual, social and physical opportunities to the youth and adults in the Town of Barnstable that enhance their lifestyles through positive experiences.

Operations offer the following programs:

- **Private Gym Rentals** – is a program that allows Pope John Paul II and Sturgis Public Charter to rent the gym for basketball. The basketball program for each school includes both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court.
- **Special Events** – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interests and appeal to a wide range of residents and visitors to Barnstable.
- **Basketball** – is a ten-week program for girls and boys in grades K–3 that teaches the proper fundamentals of basketball. The first six weeks consist of one hour of instruction on the skills of passing, dribbling, defense and teamwork. The last four weeks will consist of team practices and scrimmages.
- **Youth Programs** – we offer a variety of programs for kids of all ages, from tots through school age kids. The gym is utilized for a wide variety of activities including balls of all sizes, tumbling, tennis, soccer and read & move.
- **Adult Programs** – are year round fitness programs that include Zumba, Walking Group, Tai Chi, Personal Training, High-Low Fitness, Boot Camp and Yoga. Each activity is unique and offers a variety of fitness bliss.
- **Barnstable Skate Park** - located adjacent to the HYCC. The facility is extremely unique as skateboards, in-line skates, and bicycles are allowed in the park. There is no charge for admission and required safety equipment is available to rent for a nominal fee. There is supervision present during all open times. This facility is recognized as a leader in the business.
- **Membership** - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until noon when school is in session. The game room offers air hockey, pool, ping pong and other games. Membership allows participants access to the walking track, Open Gym activities, the Teen Center, the computer lab, and the Wii room. A monthly schedule is laid out for each specific program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

## Maintenance Activity – Youth Center

**Activity Description.** The Youth Center’s Maintenance Activity’s mission is to provide and maintain a high quality, top-notch Youth Center. The focus is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility to residents and non-residents. Their day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center and surrounding offices. The staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are shoveled and treated so that the public can safely enter and exit the building. The staff also will be responsible for the general upkeep of the grounds in and around the Youth Center.

**PERFORMANCE MEASURES**

Division Name		Division Goal		
RECREATION – HYCC - Ice Facility		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
		Program Outcome Measures		
ACTIVITY – Enterprise		To allow the Recreation Division the ability to cover 100% of the direct costs of the instructors and related expenses for each program. A needs assessment program is developed annually to determine the accuracy of the comprehensive program.		Continue to operate enterprise programs at 100% direct cost recovery rate by maintaining maximum participation, use, and monitoring fees. Recreation obtained a 9.6% Customer Satisfaction Rating, exceeding the annual goal of 9.2. (CSR program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)& Customer Satisfaction Rating
TOURNAMENTS/ SPECIAL EVENTS	\$65,200	5,000 participants	\$35 per participant	Cost of Recovery - 38% CSR – 9.6
PUBLIC SKATING	\$148,124	27,000 participants	\$8 per participant	Cost of Recovery - 67% CSR – 9.7
FIGURE SKATING	\$43,320	800 participants	\$173 per participant	Cost of Recovery - 31% CSR – 9.6
CAMPS, CLINICS AND SCHOOL RENTALS	\$106,917	1,000 participants	\$165 per participant	Cost of Recovery - 65% CSR - 9.9
BARNSTABLE YOUTH HOCKEY PROGRAM	\$293,815	500 players	\$380 per player	Cost of Recovery - 155% CSR – 9.2
BARNSTABLE HIGH SCHOOL HOCKEY	\$46,769	80 players	\$1,960 per player	Cost of Recovery - 30% CSR – 10

Division Name		Division Goal		
RECREATION – HYCC – Youth Center Activity		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
		Program Outcome Measures		
ACTIVITY – Enterprise		To allow the Recreation Division the ability to cover 100% of the direct costs of the instructors and related expenses for each program. A needs assessment program is developed annually to determine the accuracy of the comprehensive program.		Continue to operate enterprise programs at 100% direct cost recovery rate by maintaining maximum participation, use, and monitoring fees. Recreation obtained a 9.4% Customer Satisfaction Rating, exceeding the annual goal of 9.2. (CSR program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)& Customer Satisfaction Rating
MEMBERSHIP FEES	\$58,697	7,800 participants	\$14 per participant	Cost of Recovery - 53% CSR – 9.7
PRIVATE SCHOOL GYM RENTALS	\$28,720	20 teams	\$5,993 per team	Cost of Recovery - 24% CSR – 9.9
SPECIAL EVENTS/TRADE SHOWS	\$9,880	10 events	\$14,694 per event	Cost of Recovery - 7% CSR – 9.4
SKATE PARK DAILY	\$1,479	3,000 participants	\$38 per participant	Cost of Recovery - 1% CSR - 9.9
ADULT LEAGUE BASKETBALL	\$7,530	100 participants	\$1,166 per participant	Cost of Recovery - 6% CSR - 9.9
YOUTH PROGRAMS	\$25,428	4,000 participants	\$40 per participant	Cost of Recovery - 16% CSR – 10
ADULT PROGRAMS	\$14,348	3,500 participants	\$38 per participant	Cost of Recovery – 11% CSR – 9



**HYCC Activities**

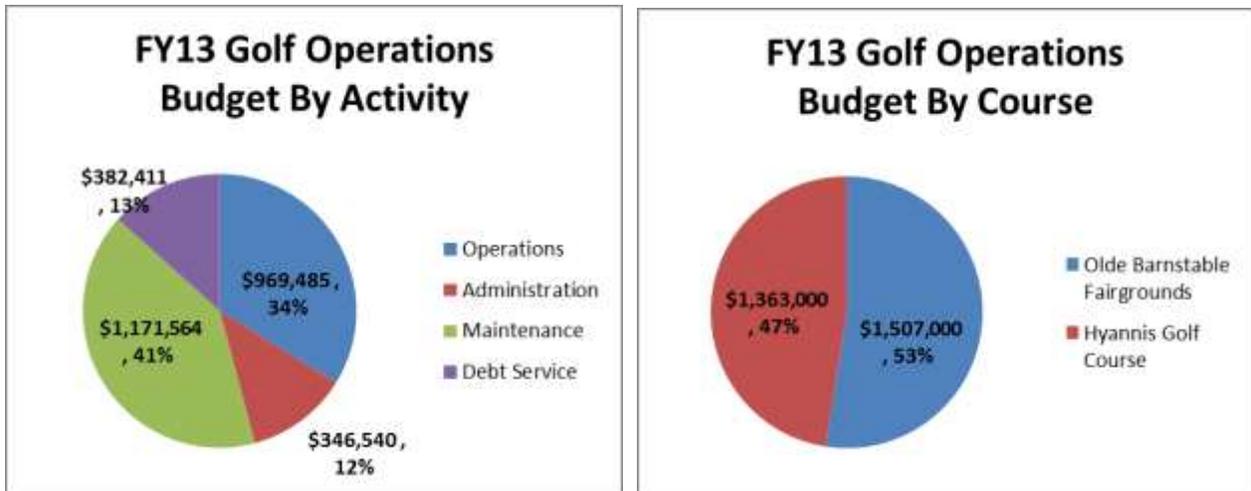
## GOLF DIVISION (Enterprise Fund)



### MISSION STATEMENT

Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational opportunities, while being fiscally responsible to the Residents and Taxpayers of the Town of Barnstable.

### FY 2013 DIVISION FINANCIAL DATA



## SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 1,157,657	\$ 1,139,687	\$ 1,283,580	\$ 1,175,000	\$ 1,208,614	\$ (74,966)	-5.84%
Operating Expenses	867,256	920,550	1,025,692	920,000	1,006,975	(18,717)	-1.82%
Operating Capital	28,000	105,309	110,000	51,100	22,000	(88,000)	-80.00%
Debt Service	599,967	380,411	381,611	381,611	382,411	800	0.21%
Transfers Out	225,000	225,000	300,000	300,000	250,000	(50,000)	-16.67%
<b>Total Expenditures</b>	<b>2,877,880</b>	<b>2,770,957</b>	<b>3,100,883</b>	<b>2,827,711</b>	<b>2,870,000</b>	<b>(230,883)</b>	<b>-7.45%</b>
<b>Permanent full-time equivalent employees</b>	<b>18.35</b>	<b>15.85</b>	<b>15.85</b>		<b>15.75</b>	<b>(0.10)</b>	
<b>Sources of Funds</b>							
Charges for Services	2,890,681	2,812,616	3,098,883	2,840,000	2,864,000	(234,883)	-7.58%
Interest and Other	2,618	6,774	2,000	6,000	6,000	4,000	200.00%
<b>Total Sources</b>	<b>2,893,299</b>	<b>2,819,390</b>	<b>3,100,883</b>	<b>2,846,000</b>	<b>2,870,000</b>	<b>(230,883)</b>	<b>-7.45%</b>
<b>Excess (Deficiency) cash basis</b>	<b>15,419</b>	<b>48,433</b>	<b>-</b>	<b>18,289</b>	<b>-</b>	<b>\$ -</b>	
<b>Adjustment to accrual basis</b>	<b>220,000</b>	<b>158,498</b>	<b>-</b>	<b>100,000</b>	<b>-</b>		
<b>Beginning Net Assets</b>	<b>10,182,701</b>	<b>10,418,120</b>	<b>10,625,051</b>	<b>10,625,051</b>	<b>10,743,340</b>		
<b>Ending Net Assets</b>	<b>\$ 10,418,120</b>	<b>\$ 10,625,051</b>	<b>\$ 10,625,051</b>	<b>\$ 10,743,340</b>	<b>\$ 10,743,340</b>		

## SUMMARY OF SIGNIFICANT CHANGES FOR THE DIVISION

The golf course operations are decreasing \$230,883 for FY13 or 7.5%. A decrease in play which correlates into declining revenue of this amount results in the budget reduction. Reductions have been made to full-time equivalents (0.1), seasonal wages and overtime resulting in a personnel cost decrease for FY13 of \$74,966. Operating expenses have been reduced by \$18,717, operating capital by \$88,000 and the transfer to the general fund is reduced \$50,000. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

## FY 2013 GOALS

### Short Term Goals

1. Review and update the marketing plan for Olde Barnstable Fairgrounds and Hyannis Golf Courses to make Barnstable Golf a true golf destination. By using e-mail, social media, radio, promotional guides, magazine and newspaper advertising to increase exposure will be distributed locally and regionally. Generate sufficient revenue to cover all direct and indirect costs with respect to the overall golf program. (Strategic Plan Priorities: Finance, Communication, Quality of Life)
2. Hire a PGA Golf Professional for Hyannis Golf Course. We will once again have a pro at each course. It will be the responsibility of the golf pro to oversee the pro shop and golf operations at Hyannis. The pro will bring much needed professionalism to the Hyannis operation which will improve customer service, merchandise offerings, employee training, productivity, and morale. (Strategic Plan Priorities: Finance, Quality of Life)
3. Aggressively pursue group outings and tournaments at both courses through our marketing plan which includes working closely together with the concessionaires at each course. Outings benefit all aspects of the facility. All inclusive packages to entice groups to play at our facilities will be offered. (Strategic Plan Priorities: Finance, Communication, Quality of Life)
4. Continue to implement teaching programs that are tailored to the needs and desires of our annual pass holders and guests of the facilities. These programs will help maximize the use of the facilities and will provide benefits that offer the highest level of customer service for our residents and guests. These are important to receive repeat business from our customers. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
5. Maintain the First Tee Program of Massachusetts at Hyannis Golf Course to teach the life skills and lessons of the program and to create a schedule that incorporates higher levels of learning into the

program. Continue to utilize The First Tee National School Program as a feeder system to select local youth participants for the golf course's program. The First Tee Program involves area youth in a program that incorporates golf with life skills at no charge to the participant. (Strategic Plan Priorities: Finance, Education, Quality of Life)

6. Continue to edge, reshape and replenish sand in bunkers at both courses. Over 500 tons of material, between both courses on greenside and fairway bunkers will be added by spring of 2013. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
7. Improve course conditions at both courses with the continuation of sound horticultural practices such as aeration, topdressing, weed, insect, and disease control, as well as a fertility program based on soil report data as the budget allows. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)

### **Long Term Goals**

1. Continue to develop golf related services to maximize the use of Olde Barnstable Fairgrounds and Hyannis Golf Courses for residents and guests. Strive to provide the best customer service possible to all customers. Train staff and emphasize putting the customer first in every aspect of the operation, including the pro shop, starters, rangers, and the maintenance staff. This helps maximize repeat business and strong word-of-mouth marketing, creating more desirable facilities for our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)
2. Continue implementing improvement projects at Olde Barnstable Fairgrounds and Hyannis Golf Courses to ensure complying with the mission of providing facilities that are self-supporting, attractive and affordable to our residents and non-residents. Maintain a focus on the bottom line to maintain and improve assets for the future. Future capital improvements and enhancements include: replacing outdated and worn maintenance equipment, bunker improvements, and facility improvements to the clubhouse, maintenance and cart barn. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
3. Maintain an active marketing program to constantly look for ways to increase revenue at the courses in order to meet our 5-year plan. This includes increased membership, attracting outside players with tournaments, outings, etc., promoting the use of the driving ranges, and sales of merchandise. Constantly monitor our competitors in relation to pricing and course conditions to help improve our competitive position. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
4. Develop a comprehensive long range capital improvement plan for Olde Barnstable Fairgrounds to include buildings, equipment, course infrastructure (bunkers, etc.), course construction/ renovation improvements and new tees and greens. After nearly 20 years of wear and tear, Olde Barnstable Fairgrounds is in need of modernization to be able to compete with surrounding public and municipal courses. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)

## **PROGRAM**

**Program Description.** The Olde Barnstable Fairground and Hyannis Golf Courses, is an enterprise account-funded program, under the Community Services Department. Barnstable Golf has been operating two full service 18-hole championship golf courses since 2007 and, as such, offers more playing opportunities for residents and guests of the Town on two distinctly different courses. The management and staff have put together a comprehensive plan for the successful operation of both Golf Courses. The courses continues to host such events as the Cape Cod Open, Cape Cod Senior Open, NEPGA events, and the Gary Philbrick Memorial Scholarship Golf Tournament, which will award scholarships to area youth in pursuit of a career in the golfing industry. The tournament schedule reflects a balance of member and guest play, allowing the most from the facility.

**Administration Activity Description.** The Administration activity of the golf course oversees the activities of the facilities to make sure service and conditions are at the highest level. A quality tournament schedule is developed that includes something for all levels of competition. We have Club Championships, Member-Guests, Member-Members, weekly Men's and Ladies' Clubs and a summer series for juniors. A comprehensive marketing plan has been developed to attract more non-resident play and will make Barnstable a true golf destination. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The rules and regulations of the golf course are enforced by the Administration and are published yearly at the golf course and are available on the golf course websites: [www.obfgolf.com](http://www.obfgolf.com) , [www.hyannisgc.com](http://www.hyannisgc.com), and [www.barnstablegolf.com](http://www.barnstablegolf.com). The Administration will oversee the following capital purchases this year, which are: two greens mowers for Olde Barnstable to replace the existing 2002 models. This Maintenance equipment is responsible for grooming the putting greens seven days a week. The putting greens are the single most important areas on the golf course. High quality putting greens are essential to the success of our golf operations. Projects to be undertaken at the facility include replacing the second phase of exterior railings of the deck on the restaurant side of the clubhouse, and power-washing and painting the exterior of the clubhouse. Projects and purchases like these keep the course in excellent condition and protect the future of the facility.

**Operations Activity Description.** The Operations activity provides a wide variety of programs for our Annual pass holders and non-residents. PGA trained professionals provide individual and/or group instruction. We strive to provide player development programs that target seniors, women, juniors and the physically challenged. Our goal is to provide an affordable, quality golf course that will attract players from near and far. By providing outstanding customer service in every aspect of the golf experience, we hope to achieve our goal. The staff is responsible for answering phone calls, greeting the customer at the bag drop/golf cart staging area, organizing games if necessary, effectively and efficiently collecting fees and providing player information. Customer relations and education is a major objective for Operations. The operations staff is responsible for keeping the fleet of 66 golf carts clean, gassed weekly and stored daily. With over 14,000 cart rounds annually, all carts must be brought to the staging area daily during peak months. The Pro Shop is the central point of all activity. Greens fees, cart fees, annual pass cards, and range fees are collected at the front desk. Our staff answers hundreds of phone calls daily providing a wide variety of information to customers. The Pro Shop has the latest styles of clothing and equipment available for sale and provides club rentals, club repair, lessons and golf handicaps.

**Maintenance Activity Description.** Providing a highly conditioned, top-quality golf course at Olde Barnstable Fairgrounds (OBF) and Hyannis Golf Course (HGC) is the mission of the Maintenance Activity. With over fourteen employees in peak season at OBF, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs, and raking bunkers. Daily inspection of all turf areas to ensure disease, insect, and weed infestations are identified and addressed before major turf loss occurs. Operation, maintenance, and repairs to the irrigation system and pump station are ongoing daily throughout the season. All maintenance equipment is serviced and maintained daily to ensure consistent conditioning standards are met. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are over seeded to fill in divots and keep the golf course in top condition. Ongoing projects include bunker edging and renovations,

cart paths, and tree planting and pruning. Identification of equipment, material, and infrastructure needs for both short and long range planning are ongoing activities of the maintenance program. Basic building maintenance and repair work, monitoring of fuel storage tanks, and hazardous material storage and disposal are also functions of the maintenance activity. We will be replacing the chemical room doors and two windows on the exterior of the building this year for a more efficient operation. Continued work on the irrigation pump station will ensure proper water coverage for the golf facility.

The focus of the Maintenance program at HGC is to improve golf course conditions, enhance playability, and elevate standards to equal that of OBF. Each course has different characteristics that require individual maintenance and cultural practice activities. The maintenance staff is carefully assessing areas of need and will work within the budget to improve these areas. The golf course is over 40 years old with mature turf and soil. It also has an aging infrastructure (cart paths, irrigation, bunkers, buildings, and equipment) that will need to be addressed in the future. With over twelve employees in peak season, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs and raking bunkers. Irrigation system operation and upkeep is ongoing daily in season. Daily equipment maintenance and adjusting is necessary to ensure proper operation and provide consistent playing conditions. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are over-seeded to fill in divots and keep the golf course in top condition. Additional ongoing projects include bunker edging and renovations, cart paths, and tree planting and pruning.



**18<sup>th</sup> Hole Olde Barnstable Fairgrounds**



**9<sup>th</sup> Hole Hyannis Golf Course**

## **FY 2011-2012 MAJOR ACCOMPLISHMENTS**

1. Replaced two 2002 fairway mowers at OBF. This will allow the maintenance staff to continue to produce high quality fairway turf and keep the course in top condition. Golfers will notice and appreciate the fairway improvements.
2. Replaced one 1999 out front rotary small area rough mower at OBF. This mower is responsible for maintaining all "outside the lines" areas fringes, and in between the golf holes.
3. Replaced one 1999 leaf and debris blower at OBF. This machine is responsible for removing leaves, pine needles, debris and litter from the entire course property. It plays a huge role in spring and fall course cleanup as well as the green, tee, and fairway aerification process.
4. Continued new membership incentive program that allows people to sign up for the following year beginning in October and receiving the months of October through March at no charge. This program resulted in over 40 new members for the golf courses and allowed us to compete with other area courses in the pursuit of new members.
5. Implemented a new non-resident youth/student membership category. Barnstable Golf is home to several high school golf teams including some private schools with non-resident students who wish to play our courses all year long but have to pay a much higher rate to do so. The non-resident youth/student membership allows them the opportunity to play at a reasonable rate. These members are the members of the future for Barnstable Golf.
6. Had OBF Golf Course re-rated by the Mass Golf Association which will help to keep handicaps/abilities equitable from all sets of tees.
7. Rebuilt the blue tee box on the 11<sup>th</sup> hole at OBF. This tee has suffered from shade and size issues. The new tee box is larger and was sodded with a shade tolerant turf. Also constructed a new forward tee box on the 18<sup>th</sup> hole at OBF.
8. Edged, reshaped, and replenish sand in 25 bunkers at OBF and 8 bunkers at Hyannis. Utilized over 300 tons of bunker sand. The bunkers at both courses are in need of complete renovation but until that time, we will continue with this annual process to keep the bunkers playable for our golfers.
9. Successfully completed yearly task of drainage and soil improvements on the greens at both courses with the core aeration process. Adding more sand to the green soil profile and improving drainage will allow the greens to dry faster and will help reduce disease incidence.
10. Continued to improve playing conditions with enhancements to the irrigation system (repaired and upgraded heads), bunkers (200 tons of sand), and re-seeded fairways and greens.
11. Applied 30 tons of dolomitic limestone to tees, fairways, and roughs at both courses to address calcium deficiencies identified by soil tests.
12. Continued with tree work at both golf courses. Over 150 trees were pruned and removed adjacent to and surrounding some of the green complexes for the purpose of enhancing turf and allowing for better circulation of air in those areas. This will be an ongoing project for several years during the winter months.
13. Groundup over 200 tree stumps at Hyannis and 75 tree stumps at OBF. Filled holes with loam and overseeded.
14. Continued with winter schedule that includes closing one golf course for a period of three months and the restructuring of employees to maximize the efficiency of operations while reducing expenses.

## PERFORMANCE MEASURES

Division Name		Division Goal		
RECREATION		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Program Name		Program Goal		Program Outcome Measures
GOLF – Administration		To continually maintain and improve the Town's golf facilities.		To ensure outstanding service, superior conditions and innovative programs which will promote customer loyalty. Must strive to be 100% self supporting to include all expenses – direct and indirect.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$218,159	136 pass holders	\$1,604 per pass	Cost of Recovery – 42%
JUNIOR ANNUAL PASS	\$77,625	117 pass holders	\$663 per pass	Cost of Recovery - 35%
DAILY FEE PLAY-RESIDENT	\$278,956	3,946 rounds	\$71 per round	Cost of Recovery - 57%
DAILY FEE PLAY – NON-RESIDENT	\$662,148	23,706 rounds	\$28 per round	Cost of Recovery – 153%
RANGE	\$121,851	17,259 buckets sold	\$7 per bucket	Cost of Recovery – 113%
GOLF CARTS	\$231,835	17,853 carts	\$13 per cart	Cost of Recovery – 232%
RENTALS	\$2,512	1,004 pull carts/ club rental	\$3 per cart/ club rental	Cost of Recovery – 319%
CLUB SERVICES	\$24,482	739 M.G.A handicaps	\$33 per person	Cost of Recovery – 109%
PRO SHOP	\$171,119	-	\$1	Cost of Recovery – 120%
RESTAURANT	\$18,594	2	\$9,297	Cost of Recovery – 193%

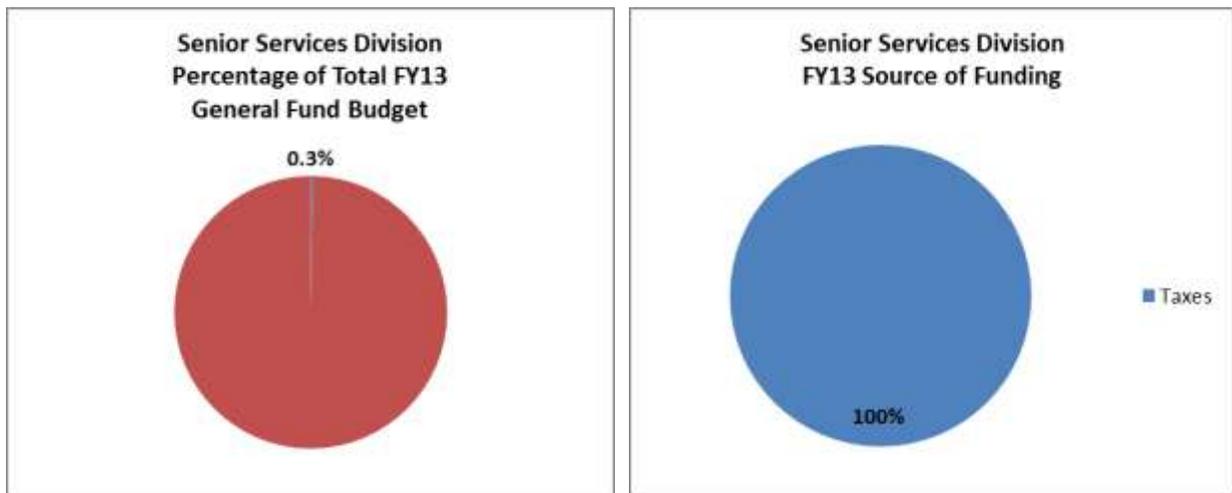
Division Name		Division Goal		
RECREATION		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Program Name		Program Goal		Program Outcome Measures
GOLF – Maintenance		To provide residents and guests with a well conditioned golf course facility.		To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming) Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.	\$1,347,185	305 acres aerated 200 tons sand spread annually 160 acres maintained daily 1,300 valve in-head sprinklers and approx 12 miles of various size PVC pipe 6,500 trees (holly, oak, pine, birch, beech and small evergreens) Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.	\$ Total budget spread throughout maintenance programs	9.79 CSR

# SENIOR SERVICES DIVISION

## MISSION STATEMENT

The Barnstable Senior Services Division seeks to improve the quality of life for elders in our community through the design and implementation of needed activities, programs and services. From advocacy and education to transportation and the Adult Supportive Day Program, and continued learning and wellness activities, the Barnstable Senior Services Division provides a wide array of opportunities for interaction and assistance.

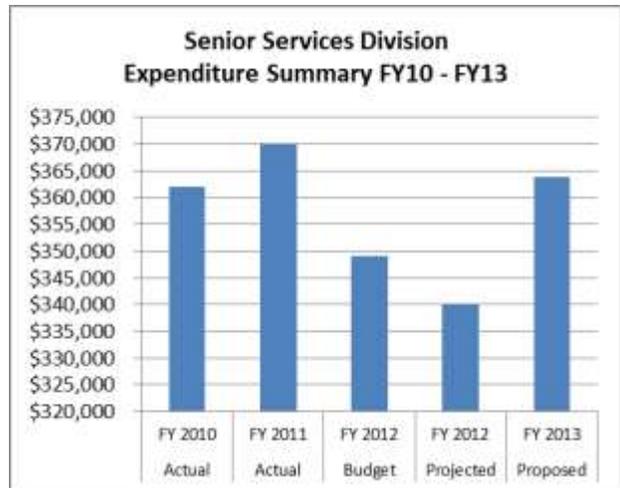
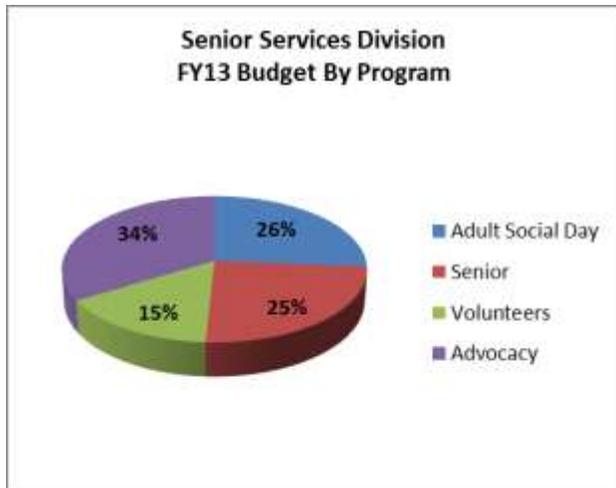
## FY 2013 DIVISION FINANCIAL DATA



The Senior Services division represents 0.3% of the overall general fund budget. The general fund portion of the operation is funded entirely from taxes.

## SUMMARY OF DIVISION EXPENDITURES FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 336,503	\$ 335,049	\$ 316,721	\$ 309,000	\$ 331,521	\$ 14,800	4.67%
Operating Expenses	25,575	35,156	32,400	31,000	32,400	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 362,078</b>	<b>\$ 370,205</b>	<b>\$ 349,121</b>	<b>\$ 340,000</b>	<b>\$ 363,921</b>	<b>\$ 14,800</b>	<b>4.24%</b>
<b>Permanent full-time equivalent employees</b>	<b>8.21</b>	<b>7.61</b>	<b>6.35</b>		<b>6.35</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 362,078	\$ 370,205	\$ 349,121	\$ 340,000	\$ 363,921	\$ 14,800	4.24%
<b>Total Sources</b>	<b>\$ 362,078</b>	<b>\$ 370,205</b>	<b>\$ 349,121</b>	<b>\$ 340,000</b>	<b>\$ 363,921</b>	<b>\$ 14,800</b>	<b>4.24%</b>



Advocacy is the largest program activity for this division. This division also operates a revolving fund activity for the Adult Social Day (ASD) program and other fee based activities. These are recorded in the special revenue funds and are not part of the general fund operating budget. The administration of ASD program is included in the general fund portion of the budget which represents about 26% of the division's expenditures. Total expenditures from FY10 to FY13 are relatively the same.

**SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION**

There are no significant changes to this budget for FY13. The personnel cost increase for FY13 includes all contractual salary increases for employees. There is no change to operating expenses.

**FY 2013 GOALS**

**Short Term**

1. Collaborate with the Council on Aging and Friends of the Barnstable Council on Aging to advocate and raise funds for the expansion of the Barnstable Senior Center parking lot. (Strategic Plan Priority: Finance, Economic Development)
2. Continue outreach efforts throughout the community to increase awareness of the important programs and services of the Barnstable Senior Center. (Strategic Plan Priority: Communications)
3. Continue to offer more diverse evening programming to attract boomers, working seniors and other members of our community. (Strategic Plan Priority: Quality of Life)
4. Actively pursue available grant-funding to help sustain our services and offset program costs, including our caregiver and transportation programs. (Strategic Plan Priority: Economic Development)
5. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (Strategic Plan Priority: Quality of Life, Economic Development)
6. Continue improvements to marketing tools including the website, monthly newsletter and social networking to encourage more widespread knowledge and community use of the center. (Strategic Plan Priority: Communications)
7. Continue to participate in regional aging and human service networks to assess and address the changing needs of the aging community and determine if any of our programs and services can be regionalized. (Strategic Plan Priority: Quality of Life)
8. Assist the Friends of the Barnstable Council on Aging in the development of fundraising strategies to help locate potential revenue streams.

## **Long Term**

1. Continue to develop strategies to improve the lives of Barnstable's senior population through enhanced case management, respite services, mental health counseling, informational forums and advocacy to ensure that programs that help seniors age in place are maintained. (Strategic Plan Priority: Quality of Life)
2. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. (Strategic Plan Priority: Quality of Life)
3. Maintain commitment to monthly cable TV shows and newsletter and continue to develop innovative marketing strategies. (Strategic Plan Priority: Communications)
4. Work with the Friends of the Barnstable Council on Aging to advocate and develop plans and for a green building to be situated next to the Barnstable Senior Center to expand and enhance the Adult Supportive Day program. (Strategic Plan Priority: Quality of Life)

## ***PROGRAMS***

### ***SENIOR PROGRAMS***

**Program Description.** "Senior Programs" refers to the numerous classes and activities offered on a daily basis at the Barnstable Senior Center. Remaining physically and mentally active and engaged in the community has been identified by experts in the field of aging as the keys to aging successfully. We are proud of the wide variety of opportunities for learning and socialization we provide at the Center. Each week we offer a multitude of activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities and blood pressure clinics. Our current calendar of activities is packed with about 200 activities each month.



**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
SENIOR PROGRAMS**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 47,636	\$ 72,134	\$ 77,523	\$ 75,000	\$ 64,127	\$ (13,396)	-17.28%
Operating Expenses	17,638	33,730	25,400	25,000	25,400	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 65,274</b>	<b>\$ 105,864</b>	<b>\$ 102,923</b>	<b>\$ 100,000</b>	<b>\$ 89,527</b>	<b>\$ (13,396)</b>	<b>-13.02%</b>
<b>Sources of Funds</b>							
Taxes	\$ 65,274	\$ 105,864	\$ 102,923	\$ 100,000	\$ 89,527	\$ (13,396)	-13.02%
<b>Total Sources</b>	<b>\$ 65,274</b>	<b>\$ 105,864</b>	<b>\$ 102,923</b>	<b>\$ 100,000</b>	<b>\$ 89,527</b>	<b>\$ (13,396)</b>	<b>-13.02%</b>

**ADULT SUPPORTIVE DAY PROGRAM**

**Program Description.** The Adult Supportive Day Program fills a clear need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and part-time Program Aides, this program seeks to meet the needs of elders who cannot or do not wish to stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with care-giving, helps elders improve from illness or injury, teaches families new skills in care-giving, and helps to keep families together, aging-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week Monday – Friday 9:00am-3:00pm. Program participants pay a daily rate for service, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community, such as Elder Services of Cape Cod and the Islands through a Non-Homemaker Provider Agreement.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
ADULT SUPPORTIVE DAY PROGRAM**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 134,625	\$ 151,017	\$ 84,437	\$ 83,000	\$ 91,713	\$ 7,276	8.62%
Operating Expenses	3,217	373	3,700	3,000	3,700	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 137,842</b>	<b>\$ 151,390</b>	<b>\$ 88,137</b>	<b>\$ 86,000</b>	<b>\$ 95,413</b>	<b>\$ 7,276</b>	<b>8.26%</b>
<b>Sources of Funds</b>							
Taxes	\$ 137,842	\$ 151,390	\$ 88,137	\$ 86,000	\$ 95,413	\$ 7,276	8.26%
<b>Total Sources</b>	<b>\$ 137,842</b>	<b>\$ 151,390</b>	<b>\$ 88,137</b>	<b>\$ 86,000</b>	<b>\$ 95,413</b>	<b>\$ 7,276</b>	<b>8.26%</b>

**VOLUNTEER PROGRAM**

**Program Description.** Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the services provided by those who volunteer their time at the Center. Elders, likewise, find great meaning and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include: Adult Supportive Day Program Aides, Silver Express Van Drivers, Receptionists, Course Instructors, Special Events Volunteers, Advocates, and much more. Without the support of the dedicated volunteers that we have, we would not be able to provide the range and depth of services elders receive in the community. We offer a sincere thank you to all our Senior Center Volunteers.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
VOLUNTEER PROGRAM**

<b>Expenditure Category</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Budget FY 2012</b>	<b>Projected FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change FY12-13</b>	<b>Percent Change</b>
Personnel	\$ 22,721	\$ 40,422	\$ 44,261	\$ 43,000	\$ 55,316	\$ 11,055	24.98%
Operating Expenses	2,068	342	1,100	1,000	1,100	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 24,789</b>	<b>\$ 40,764</b>	<b>\$ 45,361</b>	<b>\$ 44,000</b>	<b>\$ 56,416</b>	<b>\$ 11,055</b>	<b>24.37%</b>
<b>Sources of Funds</b>							
Taxes	\$ 24,789	\$ 40,764	\$ 45,361	\$ 44,000	\$ 56,416	\$ 11,055	24.37%
<b>Total Sources</b>	<b>\$ 24,789</b>	<b>\$ 40,764</b>	<b>\$ 45,361</b>	<b>\$ 44,000</b>	<b>\$ 56,416</b>	<b>\$ 11,055</b>	<b>24.37%</b>

**ADVOCACY PROGRAM**

**Program Description.** For many seniors, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach Program provides ongoing free professional services to any elder in need over the telephone, face-to-face in the office, or in-home. Frequently, our staff is able to create an individualized program for each elder they work with, often saving them precious dollars for their day-to-day living. This past year, our staff was able to save elders in excess of \$1,171,495 by accessing a variety of benefit and discount programs. In an attempt to reach as many seniors as possible in the most cost-effective manner, our outreach department held seminars and filmed cable shows in order to help seniors make the most educated decisions possible.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES  
ADVOCACY PROGRAM**

<b>Expenditure Category</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Budget FY 2012</b>	<b>Projected FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change FY12-13</b>	<b>Percent Change</b>
Personnel	\$ 131,521	\$ 71,476	\$ 110,500	\$ 108,000	\$ 120,365	\$ 9,865	8.93%
Operating Expenses	2,652	711	2,200	2,000	2,200	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 134,173</b>	<b>\$ 72,187</b>	<b>\$ 112,700</b>	<b>\$ 110,000</b>	<b>\$ 122,565</b>	<b>\$ 9,865</b>	<b>8.75%</b>
<b>Sources of Funds</b>							
Taxes	\$ 134,173	\$ 72,187	\$ 112,700	\$ 110,000	\$ 122,565	\$ 9,865	8.75%
<b>Total Sources</b>	<b>\$ 134,173</b>	<b>\$ 72,187</b>	<b>\$ 112,700</b>	<b>\$ 110,000</b>	<b>\$ 122,565</b>	<b>\$ 9,865</b>	<b>8.75%</b>

**FY 2011-2012 MAJOR ACCOMPLISHMENTS**

The Senior Services Division continues to enhance our programs and services to seniors to reflect their needs and interests. Our goal is to keep elders healthy, engaged in life, learning new skills, offering opportunities for community service, and ensuring they have access to our supportive day care, transportation, outreach and respite services.

1. With the release of data from the 2010 Census, we saw an increase of 892 seniors, which represents an increase of 7.5% over the 2000 Census figures. There are currently 12,845 seniors residing in the Town of Barnstable.
2. Through the professional assistance of our Outreach staff, 803 seniors saved \$1,171,495 through assistance with Medicare/Medicaid, fuel assistance, real estate tax abatements, food stamps and other programs.

3. Our Adult Supportive Day program, now in its 13<sup>th</sup> year, provided supportive day services to 70 seniors and averaged 16 clients per day and provided much-needed respite for their caregivers. The program continues to thrive in its location in the Garden Level of the Senior Center.
4. Our Silver Express transportation program provided 5,484 one-way trips to transport seniors to medical and other important appointments. Thank you to Elder Services of Cape Cod and the Islands for awarding us a \$6,000 grant to help fund our Transportation Coordinator.
5. We were awarded an \$83,671 formula grant by the Executive Office of Elder Affairs which helped fund our Activity Coordinator, Volunteer/Marketing Coordinator and Outreach Coordinator positions and also provided funding for our newsletter mailings and van maintenance.
6. Almost 200 volunteers provided over 6,000 hours of service through our Volunteer program. A luncheon was held during National Volunteer Week in April to honor the contributions of our dedicated volunteers.
7. Through the generosity of the Greater Boston Food Bank's Brown Bag program, we provided 300 local seniors with a supplemental bag of nutritious food on the first Friday of each month.
8. Thanks to the efforts of staff, volunteers and local businesses, our annual Turkey Trot provided 125 homebound seniors with a home-cooked Thanksgiving meal.
9. 46,551 meals on wheels and congregate meals were served to 450 Barnstable seniors through Elder Services Nutrition program.
10. We continue our community outreach efforts through our bimonthly Senior Compass which is mailed out to almost 5,000 households, a weekly e-newsletter, monthly programming on Channel 18 and our website.



**PERFORMANCE MEASURES**

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Adult Supportive Day Program		Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and well being and provide respite for caregivers		Information and Referral Caregiver Support Caregiver Respite Participant placement/attendance Client Satisfaction
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Participant placement/attendance	\$153,316	70 clients served; 3,973 units of service 6 (6 hours per day)	\$ 38.59 per client service hour.	100% response to Information & Referral 100% participant fees collected; high level of customer satisfaction reported on Client Satisfaction Survey

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services.		
Program Name		Program Goal		Program Outcome Measures
Advocacy		To address and assist elders with critical needs related to public benefits, financial, health and human services issues and transportation		# Of Clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Case Management: face to face, phone, home visits, information and education	\$127,588	803 clients served; 1,315 units of service	\$97 per client service.	100% client response and satisfaction. \$1,171,495 in savings to clients through enrollment in public benefits.

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Volunteer Program		To provide opportunity for elders to engage in valuable community service remaining active in their community		Recruitment and Placement of Volunteers Dollar value of volunteer service hours
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Volunteers	\$52,744	178 volunteers 6,000 hours valued at \$20.85 per hour	\$125,100	

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Senior Programs		To encourage and promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active		# of participants in activities and classes
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Classes & Activities (including health & wellness, arts & culture, continuing education, computer, movies, clubs)	\$86,970	25,662 visits	\$3.38	High level of customer satisfaction through class evaluation and continuing participation

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