




Waterways Committee Workshop Follow Up

Brian. W Taylor
August 26, 2024



Marina Enterprise Account Current

- Staffing Hours

- 6am-10:30pm
- Rotating security shifts all Marinas
- Dockmaster staff
- Marina Maintenance
- Ramp/Harbor Attendants
- New Marina Supervisor
- New Assistant Harbormaster

- What was operations in 2019?

- Staff 8am-4:30pm; with exception to Bismore Park Marina
- No security staff at Prince Cove or Barnstable Harbor
- 3 Full Time Officers: 1 Harbormaster, 2 Assistant Harbormaster's, 1 Permanent Part Time
- Paper slip contracts, de-decking docks, excel billing

Marina Enterprise Account Current

- **Infrastructure Upgrades/Improvements since 2020**
 - Received 1 Million Dollar Economic Seaport and Development Grant (State of Massachusetts) for Bismore Park Marina Bulkhead
 - Repaired/Replaced Hoist for Offload Barnstable Harbor
 - Replaced \$150,000.00 in docks/hardware in Barnstable Harbor (Received \$200,000+ over last 5 years for dock building)
 - Replaced \$10,000.00 Gangway in Barnstable Harbor (wider)
 - Installed Wi-Fi for Public Prince Cove/Barnstable Harbor (monthly charges, installation charges_
 - Installed new Cameras for Harbormaster Monitoring Prince Cove (A/B/C Dock)
 - Replaced Guard Rail Along bulkhead Barnstable Harbor
 - Installed Lighting Gateway Marina Along Gangways
 - Redecked 6 Mains Gateway Marina
 - Improved Staff Office/Shed Facilities (windows, electrical, computers, printers, etc.)
 - Improved Prince Cove Bathroom Facilities (new toilet, painting, installed hot water heater, tiled existing bathroom)
 - Painted Prince Cove Building, Prince Cove Marina Shed, Barnstable Harbor Shed, Barnstable Harbor Pumpout Station
 - Resurfaced rock parking lot Prince Cove

Marina Enterprise Account Current

- Infrastructure Upgrades/Improvements since 2020 Continued...
 - Conducted dock improvements/repairs at Bismore Park Marina
 - Contracted out Dock Repairs Bismore Park Marina (\$69,575.05 since FY21)
 - Dredged Bismore Park Marina (A+B Dock)
 - New Dumpster Enclosure Barnstable Harbor
 - Replaced Barnstable Harbor Pumpout System
 - Created new online database for Slip Contracts
 - Contracted with Dockwa for Transient Dockage at Bismore Park Marina and Gateway Marina
 - Contracted with Contractor for Bulkhead Inspections
 - Contracted with Contractor to due Design and Permitting Bismore Park Marina, Prince Cove Marina
 - Implementation of Standardization of Safety Gear (AEDs, First Aid Kits, Stop the Bleed Kits etc.) at Marina Facilities
 - COMIRS Grant to replace radio's for personal and facilitates



Marina Enterprise Account Current

- Future Projects Capital Improvements
 - Bismore Park Marina Bulkhead
 - Bismore Park Marina Fix Piers
 - Bismore Park Marina Re-Design
 - Gateway Marina Re-Design
 - Prince Cove Marina Slip Improvements/Expansion (Chapter 91 License)
 - Prince Cove Marina Building Improvements
 - Prince Cove Marina Parking Lot Improvements
 - Barnstable Harbor Revetment
 - Barnstable Harbor Bulkhead Repairs and Improvements
 - Facility Improvements
 - Barnstable Harbor Dock Replacements
 - Barnstable Harbor Gangway Replacements
 - Contractor For Maritime Security Cameras

Marina Enterprise Account Current

- Improvements to Operations
 - Increase staffing after hours Prince Cove and Barnstable Harbor 7 days a week (costs associated)
 - Keypad codes for Bathroom facilities 24/7 access (costs associate)
 - Camera Company Contract (costs associated)
 - Dispatch Saturday and Sunday after hours (costs associated)
- Implementation funding/Town Council/Budgets etc.
 - Process to implementation; Budgets, planning, impact to budget etc.
 - Process to planning operations and projects
 - Process to implementation of Capital Improvement Projects
 - Support for costs (current reserves \$1,400,000.00)
 - Understanding financial impacts to funding (who contributes to what/vs marina)

Revenue Comparison

Marina Operations Program	FY2020	FY2021	FY2022	FY2023
Transient Dockage Barnstable Harbor	84,982.08	112,368.10	108,799.41	103,309
Transient Dockage Bismore Park Marina	117,610.95	128,640.92	145,069.64	170,056
Transient Dockage Gateway Marina	2545.02	1135.45	3657.3	2,586.50
Transient Dockage Prince Cove Marina	15741.88	23771.92	33380.65	40,741.60
Vending Machines	1289.81	855.93	1582.59	1251.04
Slip Fees Barnstable Harbor	210,145.51	215,382.18	215,741.60	222,307.55
Slip Fees Prince Cove Marina	132,150.30	136,324.12	136,526.77	139,811.01
Slip Fees Bismore Park Marina	95,148.33	92,036.20	122,846.03	103,568.75
Slip Fees Gateway Marina	47,106.06	50,244.00	45,584.25	58,900.00
Offload Zone Fees Bismore	16,060.00	19,595.00	23,200.00	19,998.00
Parking Commerical Bismore	3,201.00	2,850.00	3,475.00	3,000.00
Parking Prince Cove Marina	15,653.00	19,325.00	19,910.00	17,865.00
Merchandise	0.00	3,922.00	9,257.01	10,575.01
Misc Revenue	1,231.00	1,892.35	5,472.99	12,005.00
Total	742,864.94	808,343.17	874,503.24	905,974



Marina Enterprise What People Said

- Access
 - Access is not the same (limited, restricted, size, beam etc.)
 - Slips are all not all the same
 - Charges are not consistent with other Town marinas
- Security
 - Comparing other Town marinas
 - Need to increase security
 - Need to get better camera coverage
- What are we paying for?
 - Capital Improvement Projects, staffing, expenses, debt services
 - Can't depend on grants, active applying for grants as needed
 - Cost associated with running 4 different Marinas in 1 Town (bulkheads, staffing)

Comparing Marinas

- Town of Barnstable has 4 Marinas, all with different amenities however, all are under 1 enterprise account.
- Comparing Marinas to other Towns
 - We have 4 facilities to maintain; which includes bulkheads, fixed piers, docks, gangways, ripraps, facilities, buildings, parking etc.
 - This is not one marina with access to one facility and one property
 - How many towns have 4 Marina's under one Town?
- Yarmouth – 4 marinas – 70 slips – General Fund All Expenses – Tax Based Service - contract or do own maintenance

Comparing Marinas

- What does Oyster Harbors Marina have that we do not?
 - Full-service marina (cost for the service)
 - Bathroom Facilities/Shower Facilities
 - Fuel Dock
 - Boat Sales
 - Dock Conditions
 - Access
 - Cost = \$420 ft. to \$487.00 ft.
 - Wet slip access, different slips all throughout marina, charge close to same rate, access to different slips depending on location
 - Same access to the same water shed?

What Slip Holders Asked

- Comments

- New fees too high
- Increasing by percentage

Example if that were to be implemented:

3% of 2607.00 = \$78.21

3% of \$5.13 or \$171.00 + \$5.13 = \$176.13

171 x 25 = \$4275

176.13 - \$4400

Or \$125.00

- Access is different due to slip location, slips limited by tides, slips not able to have larger vessels that's why they have flat rate charges
- "Two 17 Boston Whalers couldn't fit in slip space"

Images of Slips and Access

Slip 50 = \$2607



Slip 55 = \$1678



Images of Slip Access

Slip 11 = \$171.00 A ft.



Small Craft = \$700



Long term planning

- What do the users want ? vs what we must pay for!
- Capital Improvement Projects
 - Prince Cove limited space for some vessels along bulkhead (trying to attend to this through phase 2; FY29)
 - Bismore Park Marina (docks are over 25 years old; increased repairs and or lost of usage to slip holders and commercial users, FY28)
 - Prince Cove Improvements Construction (yes, we could not do this project; operationally we believed it was important for staff and users or facility, new bathrooms etc. FY26)
 - Replacement of Docks (if we don't replace, they will break, and we may not have access)
 - Bulkhead maintenance and replacement (if we don't plan, inspect and improve and/or rebuild access at some point will be impacted)

Costs:

MAR	1	Bismore Park Bulkhead & Marina Improvements	915,000	410,000	4,100,000	-	-	13,705,000
MAR	2	Prince Cove Marina Improvements - Construction		819,500	-	670,500	-	1,490,000
MAR	3	Barnstable Harbor Marina Revetment		-	930,000	-	-	930,000
TOTAL MARINA			\$ 9,195,000	\$ 1,229,500	\$ 5,030,000	\$ 670,500	\$ -	\$ 16,125,000

Cost Estimate:

- FY26
 - Cost Of Debt Service PC Phase 1 Construction (Building Improvements, Septic)
 - Need Certified Plans 20-year loan
 - Year 1 = \$71,706.00
 - Year 20 = \$42,512.00
 - Use \$410,000 In Reserves to Fund other CIP Deign/Permitting
- This is proposed funding.....not approved subject to change

Total Cost = \$1,229,500.00

1) Enter amount to be borrowed.

2) Enter borrowing conditions: Interest Rate (e.g., 3.5% as 3.5): percent
Term (enter 5 or more): years

3) Indicate ("x") payment type. Check both for comparisons.

Level Debt Service

Level Principal

Projected annual payment

Level Debt Service	<input type="text" value="\$58,973"/>
Level Principal (Year One)	<input type="text" value="\$71,706"/>

Projected total payments over term.

	Principal & Interest	Interest only
Level Debt Service	<input type="text" value="\$1,179,459"/>	<input type="text" value="\$359,959"/>
Level Principal	<input type="text" value="\$1,142,178"/>	<input type="text" value="\$322,678"/>

scroll down

Year	Level debt service (\$)	Level principal (\$)
1	58,973	71,706
2	58,973	70,170
3	58,973	68,633
4	58,973	67,097
5	58,973	65,560
6	58,973	64,023
7	58,973	62,487
8	58,973	60,950
9	58,973	59,414
10	58,973	57,877
11	58,973	56,341
12	58,973	54,804
13	58,973	53,268
14	58,973	51,731
15	58,973	50,194
16	58,973	48,658
17	58,973	47,121
18	58,973	45,585
19	58,973	44,048
20	58,973	42,512

Cost Estimate:

- FY27
- Cost of Debt Service Bismore Replace Slips
- Year 1 = \$358,750.00
- Year 20 = \$212,688.00
- Grants could offset
- Barnstable Harbor Marina Revetment additional \$930,000.00

Total = \$5,030,000.00

1) Enter amount to be borrowed.

2) Enter borrowing conditions: Interest Rate (e.g., 3.5% as 3.5): percent
Term (enter 5 or more): years

3) Indicate ("x") payment type. Check both for comparisons.

Level Debt Service

Level Principal

Projected annual payment

Level Debt Service	<input type="text" value="\$295,045"/>
Level Principal (Year One)	<input type="text" value="\$358,750"/>

Projected total payments over term.

	Principal & Interest	Interest only
Level Debt Service	<input type="text" value="\$5,900,892"/>	<input type="text" value="\$1,800,892"/>
Level Principal	<input type="text" value="\$5,714,375"/>	<input type="text" value="\$1,614,375"/>

scroll down

Year	Level debt service (\$)	Level principal (\$)
1	295,045	358,750
2	295,045	351,063
3	295,045	343,375
4	295,045	335,688
5	295,045	328,000
6	295,045	320,313
7	295,045	312,625
8	295,045	304,938
9	295,045	297,250
10	295,045	289,563
11	295,045	281,875
12	295,045	274,188
13	295,045	266,500
14	295,045	258,813
15	295,045	251,125
16	295,045	243,438
17	295,045	235,750
18	295,045	228,063
19	295,045	220,375
20	295,045	212,688

Short Term Planning

- Short Term
 - To modify operations may require additional funding for staff, utilities, unemployment, uniforms etc.
 - Access issues – Gangway to be relocated Barnstable Harbor would require Capital Improvement Project due to angle(\$).
 - Access issues at slips; adjust limits at slips not allowing boats moored close to each other?

Cost: Budget projects around



What are we paying for right now?

- \$614,547.00 Operating Expenses
- \$212,538.00 Debt Services
- \$44,208.00 Employee Benefits
- \$8,616.00 Insurance

Total: \$879,909.00 Expenditures



Project Costs Upcoming

- Grants can help offset costs but not guaranteed
- Outstanding Debt. June 30, 2023, = \$1,392,977.00

What is that paying for:

- Gateway Dredging
- Prince Cove Marin Bulkhead
- Gateway Marina Dredging
- Marina Bulkhead Repairs I
- Marina Bulkhead Repairs II
- Bismore Park Marina Design



Other Options Marina Slip Fees

Brian W. Taylor





Options to offset increase

- **Four-year plan**

- Smaller increase over time
- Increase current slip fees over the next 4 calendar years; change flat fee to a per ft. charge then increase in smaller increments over 4 years to get all slips to the \$190.00 a ft. cost. across the board. This calculation would be based on minimum. *We could also base it on average not minimums.*

Examples:

Barnstable Harbor: (based on min)

Slip 53: Flat Fee \$2,607.00 currently. Minimum of 25 feet. $\$2607.00/25 \text{ ft.} = \104.28 per ft. cost currently.

$\$190.00 \text{ ft.} - \$104.29 \text{ ft.} = \$85.72 \text{ ft./4 yrs.} = \$21.43 \text{ ft. per year increase.}$

$\$104.28 \text{ ft.} + \$21.43 \text{ ft.} = \$125.71 \text{ ft.} \times 25 \text{ ft} = \text{Minimum 2025 would cost } \$3,142.75$

Slip 12: \$171.00 per ft charge currently.

$\$190.00 \text{ ft.} - \$171.00 \text{ ft.} = \$19 \text{ ft /4 yrs.} = \$4.75 \text{ ft. per year increase.}$

$\$175.75 \text{ ft.} \times 25 \text{ ft.} = \text{Minimum 2025 would cost } \$4,393.75$

Slip 54: Flat Fee \$1,673.00 currently. Minimum of 18 feet. $\$1,673.00/18 \text{ ft.} = \92.94 per ft. cost currently.

$\$190.00 \text{ ft.} - \$92.94 \text{ ft.} = \$97.06 \text{ ft./4 years} = \24.26 per year increase.

$\$92.94 \text{ ft.} + \$24.26 \text{ ft.} = \$117.20 \text{ ft.} \times 18 \text{ ft.} = \text{Minimum 2025 would cost } \$2,109.60$

Options to offset increase

Examples Continue:

Gateway Marina: (based on min)

Slip 7: Currently pays \$2607.

$\$2607 / 16 \text{ ft. minimum} = \$162.93 \text{ ft. } \$190 \text{ ft.} - 162.93 \text{ ft.} = \$27.06 \text{ ft.} / 4 \text{ yrs.} = \$6.765 \text{ cost per ft. increase a year.}$

$\$162.93 \text{ ft.} + \$6.765 \text{ ft.} = \$169.695 \text{ ft.} \times 16 \text{ ft. minimum} = \text{Minimum 2025 cost would be } \$2,715.12$

*20 ft. (average at Gateway) would cost \$3,393.90

Prince Cove: (based on min)

Slip 12: Currently pays $\$177.25 \text{ ft.} \times 20 \text{ ft.} = \$3,545.00$.

$\$190.00 \text{ ft.} - \$177.25 \text{ ft.} = \$12.75 / 4 \text{ yrs.} = \$3.19 \text{ cost per ft. increase a year.}$

$\$177.25 \text{ ft.} + \$3.19 \text{ ft.} = \$180.44 \text{ ft.} \times 20 \text{ ft. minimum} = \text{Minimum 2025 cost would be } \$3,608.80$

Bismore Park Marina: (based on min)

Slip B8: Currently pays $\$187.00 \text{ ft.} \times 30 \text{ ft.} = \$5,610$.

$\$190.00 \text{ ft.} - \$187.00 \text{ ft.} = \$3.00 \text{ ft.} / 4 \text{ yrs.} = \$.75 \text{ cost per ft. increase a year.}$

$\$187.00 \text{ ft.} + \$.75 \text{ ft.} = \$187.75 \text{ ft.} \times 30 \text{ ft. minimum} = \text{Minimum 2025 would cost } \5632.50

*45 ft. (average at Bismore) would cost \$8,448.75



Options (other)

- Increase slips to current lowest per foot charge
 - Increase current flat rate slip fees to lowest per foot charge currently which is \$171.00 in Barnstable Harbor.
 - Increase over 4 years per Calendar year 2028 up to \$190.00 per ft.
 - Exclude Small Craft

Examples:

Barnstable Harbor: (base on min)

Slip 53: Flat Fee \$2,607.00 currently. $\$171.00 \times 25 = \$4,275.00$

$\$190.00 \text{ ft.} - \$171.00 \text{ ft.} = \$19.00 \text{ ft.} / \text{ yrs.} = \$4.75 \text{ ft. cost per calendar year}$

$\$171.00 \text{ ft} + \$4.75 \text{ ft.} = \$175.75 \text{ ft.} \times 25 \text{ ft. minimum} = \text{minimum 2025 cost would be } \4393.75



Options (other)

- Charge proposed 190.00 per ft. fee purposed with No-Minimums:

Examples:

Barnstable Harbor:

Slip 53: Flat Fee \$2,607.00 currently.

Size = 20.9

$\$190.00 \times 20.9 = \$3,971.00$

Slip 59: Flat Fee \$2,607.00 currently.

Size = 19.1

$\$190.00 \times 19.1 = \$3,629.00$

Prince Cove: Currently Pays $\$177.25 \times 20$ minimum = \$3,545.00

Size = 13

$\$190.00 \times 13 = \$2,470.00$



Options Other

- Re-due current fee proposal, convert to per ft. charge, charge different fees in same marina and at different Marinas; include minimums. This will offset different slips and accessibility like power, larger vessels in slip etc.

Example:

- Barnstable Harbor

Slip: 1-34 Resident \$175.00

Slip: 35-53 Resident \$125.00

Slip: 54-70 Resident \$110.00

Sm.craft: Resident \$900.00

- Prince Cove

All Slips: \$180.00.

Remove minimums for 5 inside slips until chapter 91 or slips change

- Gateway

All slips: \$125.00 a ft.

- Bismore Park Marina

All slips: \$180.00 a ft.

- Increase fees as needed per year based on cost associated with budget proposals
- Use more of reserves to offset budget until fees can be adjusted over time to offset debt services; reserves could be used quickly



Commercial Fees

- Commercial Fees
 - Lower vs. More Expensive
 - Support Local Blue Economy
 - Create fee structure that promotes commercial fishing industry
 - Should they pay more because they make money?
 - Attraction to services provided to public; supports local small business, tourism, seafood industry
 - Waitlist doesn't account for users who are in commercial fishing industry; 5 slips Barnstable Harbor – Update to regulations (Long Term)



Updated Fee Proposal

- What would the Committee like to see vs. what was submitted?
- Costs are real for future projects
- Final submission for a vote September



Questions

- Open to answering any questions